



# UMass Boston Fall Planning



Dear members of the UMass Boston community,

I hope that you, your family, and your friends are safe and well.

I am writing to let you know that after consultation with a number of planning committees—composed of administration, faculty, and staff—and following discussion with authorities in public health, as well as city and state officials, I believe that the UMass Boston campus should plan to devote itself to remote instruction for the fall semester. On-campus activities will be limited to critical research and a modest set of courses students need to complete their degrees that depend on campus facilities (like the nursing simulation center).

We can and will monitor health indicators and consider bringing some limited student activities back on campus if the situation permits. We are hopeful that October will bring reassuring news and that we will have the opportunity to open some on-campus programs. We are even more optimistic that the spring semester 2021 will see the campus return to a “new normal” that will allow for the restoration of our full curriculum, research, residential and student life. For the moment, however, we will adapt to the conditions we face with enthusiasm and creativity even as we know it will permit neither a fall season for our athletics program nor other on-ground student activities.



In service of our goals, we are excited to note that a collaboration between our colleagues in student life and academic affairs is forming to create a first-year Beacon 2020 electronic experience, enabling our new students to join clubs, participate in student government, get to know one another through social media, and other forms of engagement – that is, to build a community that is intentional and vibrant.

As we developed our plans for faculty, staff, and students, we kept foremost in our thoughts UMass Boston's commitment to diversity, equity, and inclusion. We serve a vibrant, multicultural city and region, and are proud to welcome students, faculty, and staff from all parts of the globe. Our plans are created with all of them—and these core values—in mind.

Below (and in the appendices), we outline in more detail how this plan would unfold. It represents the best advice of our planning committees, but we also believe commentary from the rest of the campus community is important. Accordingly, we ask that you read this material and provide any comments you would like us to consider at [Chancellor@umb.edu](mailto:Chancellor@umb.edu) by June 16. We will reflect on the responses we receive and formulate final recommendations, which will be reviewed by the trustees in time for a public announcement before the end of this month.



# 1

## Preliminary Plans

In addition to the recommendations described above — (largely) remote coursework with some resumption of research activity – we are planning for the return of a select number of other critical activities to the campus. The plan we recommend would see a small number of important activities on campus beginning this summer, such as general medicine services at University Health Services (including COVID-19 related services), which is the primary health care provider for so many of our students. It also envisions providing a set of courses remotely tailored to the needs—including time zone flexibility—for international students who are unable to return to Boston from their homes overseas.

We believe this approach is advisable because at this point in time, it is not possible to guarantee the safety and well-being of our campus community, and the neighborhoods in which our commuting population is embedded. Comprehensive testing – which ideally involves everyone coming to campus – is neither readily available and nor likely to be feasible or affordable in the near term. The asymptomatic spread of COVID-19 means that testing only those who are showing signs of infection (like temperature testing) is insufficient. Social distancing on an urban campus like ours—with its reliance on densely populated public transit, and catwalks that bring us all into close contact—would be difficult to maintain if a high proportion of us return to campus. Reliable access to medical grade Personal Protective Equipment, so important for our health center staff, is already difficult to acquire and while we hope that procurement process will improve, the hitches we have encountered give us pause. Finally, but perhaps most importantly, many members of our staff and faculty are in high risk groups and we must take their health concerns very seriously.

Beyond conditions on campus, we are also mindful that members of our community live in—and therefore commute back and forth to – homes and neighborhoods that are among the most vulnerable in the Commonwealth. Communities of color have borne a disproportionate burden of morbidity and mortality. Multi-generational households are common amongst us and protecting our elders must be a high priority. We have a special responsibility to bear these lives in mind even if the spread of COVID-19 slows this summer. Many epidemiologists have raised concerns about a second wave that could be even more serious in the Fall. Evidence of those waves is already growing in states that have begun opening commercial operations and recreational opportunities.



## Housing

We expect to have further details from our residence hall partners, Provident and COCM, on the options for this facility. At the moment, we project being able to provide campus housing for a significantly smaller population than normal (at best) in order to maintain social distancing. Under any scenario, we would prioritize students whose families live too far away for commuting to be feasible and those who lack housing.



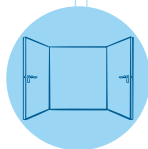
## Student Engagement/Student Success

Overall, our goal is to keep all of our students engaged in a vibrant program of study and student activities, laying the groundwork for the next phase of university life when it is truly safe to resume our work on campus to a fulsome degree. Ensuring that all students stay on track to complete their degrees in a timely manner is a major priority. Guidance from the CDC, state and local public health officials, and our own safety and wellness experts — as well as our faculty and staff — will determine when that makes sense.



## Technology and Work Spaces

We will redouble our efforts to ensure students have access to technology needed to be successful. Our IT team, which performed extremely well in the spring of 2020, will continue to offer robust services and student activities online and using technology. We also recognize the difficulties that many face accessing optimal work and study spaces and will urge staff and students to work with their supervisors and faculty around those challenges.



## Phased Re-Opening

These efforts will complement the ongoing planning process for a phased re-opening of our campus, which will accelerate when the public health conditions permit. As detailed in the accompanying appendix, for nearly every campus activity, we have identified ways to promote social distancing and effective hygiene to reduce the risk of infection for our community. In exploring how to reduce these risks, and following the Governor's re-opening recommendations, we have developed protocols for social distancing, hygiene, and cleaning.

Like other institutions, and the city and state more broadly, we will move deliberately towards this phased re-opening, working vigilantly to bring critical activities back to campus in a safe fashion and to cautiously expand those activities over time. Due to our unique campus community, the timeline of these phases will look different than other more residential or suburban campuses.

For all the reasons stated above, prudence suggests that our campus will be better off if we maintain our current practice of remote learning and focus all of our attention in the coming months on ensuring that we provide the highest quality and most engaging remote experience possible when classes begin for the fall semester. Our faculty are confident this is not only feasible, but an exciting opportunity to build on their achievements in the spring term of 2020. Training workshops, best practice exchanges, new technology training sessions, and brainstorming sessions within and between departments are ongoing. The Beacon 2020 plan, described further in Appendix D, is an exciting opportunity to provide an engaging, inclusive experience that cultivates relationships we believe will blossom when campus life returns to its new normal.

Please read more in the attached on how we have approached this planning effort and on our planning for an eventual re-opening of the campus. We hope you will take the opportunity to provide comments and reactions to this blueprint.

Chancellor-Elect Marcelo Suárez-Orozco has been engaged in this deliberation and planning process on a constant basis and endorses this plan. He joins me in looking forward to the thoughts of the campus community.

Sincerely,



Katherine Newman  
Interim Chancellor

## Appendix A: Background on Planning Efforts

In late April we convened a set of operational planning committees to develop recommendations to the chancellor about how UMass Boston could begin re-opening the physical campus and specifically to consider various scenarios for the fall semester. These committees were primarily comprised of cross-functional administrative experts, with the addition of faculty representatives to most committees in May.

The committees included:



A. Safety & Recovery



B. Academics



C. Research & Scholarship



D. Campus Life



E. Human Resources



F. Enrollment & Student Success

*Note: An additional committee has worked to develop recommendations for the campus' use of the federal stimulus funds received through the CARES Act.*

Our colleagues embarked on their work with a set of critical assumptions to guide the work:

1. First and foremost, our fundamental obligation is to prioritize student, faculty, staff, and community health and well-being.
2. We will ensure that when decisions to re-open partially (and beyond) have been made that we are assured of PPE supplies, cleaning at a rigorous standard, and that all social distancing provisions are both feasible and followed.
3. It is our obligation to prioritize students' timely progress toward their degrees.
4. If/when on-campus activities resume, risk will exist, so we must create options for students and staff, particularly our higher risk populations.
5. All of our decisions will be based on guidance and directives from public health and government authorities including their recommendations on testing, which are still evolving.

While it was acknowledged that many different scenarios could play out for the fall semester, the committees were asked to plan for five basic scenarios:

- **Scenario 1:** Continued **REMOTE** operations
- **Scenario 2:** **PRIMARILY REMOTE activities**
- **Scenario 3:** **HYBRID or MIX** of on-campus and remote activities
- **Scenario 4:** Primarily **ON CAMPUS** activities with social distancing
- **Scenario 5:** Returning to **NORMAL** operations

For Scenario 1, which would be a continuation of the status quo from the spring, committees were asked to focus planning efforts on how to execute more effectively in the fall semester. For Scenarios 2-4, committees were asked to develop plans for how activities could be returned safely to campus. Scenario 4 was deemed unlikely and thus has not been a major focus of the planning efforts.

We acknowledged at the outset of these planning efforts that campus activities may return in different ways and at different times. Thus the scenarios needed to be considered separately for each major campus activity, and different scenarios could be executed simultaneously in the fall semester or otherwise.

	<b>Scenario 1: REMOTE</b>	<b>Scenario 2: PRIMARILY REMOTE activities</b>	<b>Scenario 3: HYBRID of on campus and remote</b>	<b>Scenario 4: ON CAMPUS with social distancing</b>
<b>A. Work / Campus Operations</b>				
<b>B. Coursework / Academic program</b>				
<b>C. Campus life and services</b>				
<b>D. Residence Halls</b>				
<b>E. Research</b>				

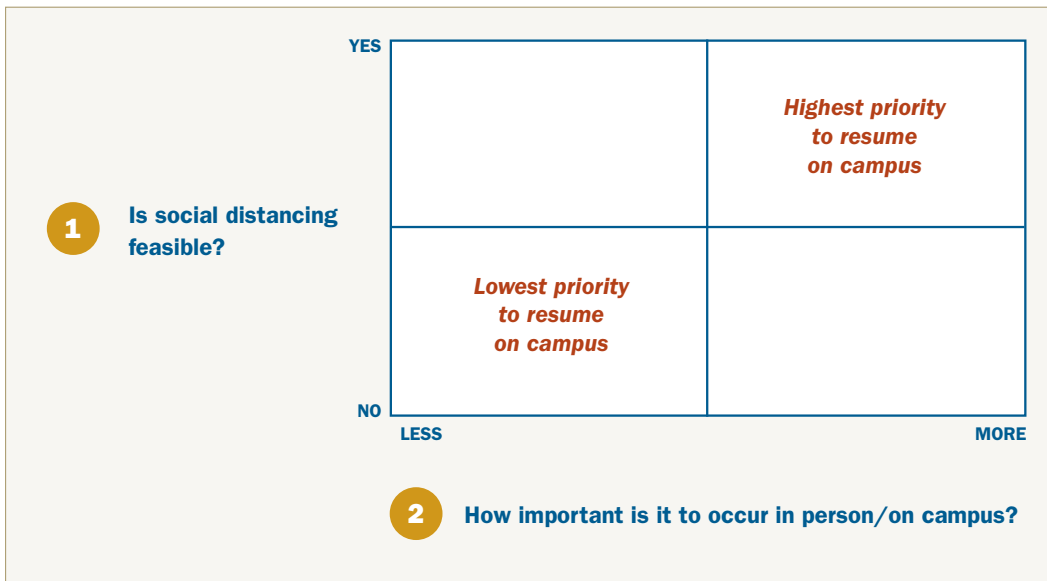
For each scenario, the operational planning committees were asked to consider HOW to execute the scenario using the following guiding questions:

- How would this work for the functions within the purview of your committee?
  - What are the major implications? (staffing, financial, operational, etc)
- What are the major activities or events that need to be planned for?
- What key actions are needed to plan for this scenario?
- What questions do you have? What problems/issues can you anticipate?
- [Especially for remote operations] What lessons have we learned from the spring? What actions can we take to do better?

In addition, committees were asked to make recommendations about how to prioritize various activities for an eventual return to on-campus operations. The committees were asked to consider two key questions in order to identify the highest priority activities to bring back to campus:

- 1. Is social distancing feasible?**
- 2. How important is it to occur in person/on campus?**

### Two key questions drive which activities are highest priority to return to campus



The Campus Life committee has considered 27 activities in this prioritization exercise. The Research Committee has gathered information on more than 100 research lab activities. The Academics Committee has identified the most important courses to hold on campus, prioritizing amongst more than 1,300 total classes.

The committees embarked upon this work knowing that the public health situation is fluid with conditions ever changing, and that ultimately decisions would be made based on guidance from public health and government officials.

The full report of these advisory committees will be posted to the Chancellor's website when they are complete, later this summer.

## Appendix B: Our Phased Approach

Like the Commonwealth of Massachusetts, and nearly every other public and private organization in the country, we have been working to absorb scientific advice on the unfolding pandemic, and as noted, we have concluded that it is best for UMass Boston to begin with remote delivery of our curriculum. This plan is informed by guidance from government and public health officials, the work of the operational planning committees, and careful consideration of the plans of other universities in the commonwealth and across the country.

Governor Charlie Baker's plan for the commonwealth provides a useful template and guidance for the development of our own plan for the university. For example, the commonwealth's plan includes several "phases" that include the cautious and gradual reintroduction of activities into the Massachusetts economy. New phases are embarked upon only if public health data trends are positive and necessary safety conditions can be reliably and affordably implemented. The commonwealth's plan also provides Mandatory Workplace Safety Standards that supply a baseline for our own protocols for social distancing, hygiene, cleaning, and staffing. The commonwealth has also provided specific guidance for higher education institutions. So far, the guidance suggests that each university create their own re-opening plan and timelines during Phases 2 and 3 of the governor's plan.

UMass Boston recognizes our unique circumstances as an institution of higher education in the heart of Boston, which may result in a different re-opening timeline than other entities throughout the state. In order to prioritize the health and wellness of our community, we plan to operate mostly in a remote fashion during the fall semester. At the same time, we are working towards as rapid a return to on campus teaching and learning for all, as soon as the public health conditions allow.

In order to avoid confusion with Governor Baker's re-opening "phases," we describe our re-opening blueprint in the following "stages," whose timing will depend on public health conditions.

## Stage I – Status quo (March 23 – June 15, 2020)

- **Overview:** features limited on-campus university operations for those essential faculty and staff members who cannot complete their work remotely. Only a small percentage of individuals were on campus during this phase; employees were asked not to return to their workspaces unless instructed to do so by their supervisor. Those who returned did so under specific safety guidelines related to face coverings, social distancing and other precautions. Extensive cleaning was routine. UMass Boston remains closed for events and group activities.

## Stage II – Beginning (summer 2020)

- **Overview:** Stage II involves bringing back critical time-sensitive research and activities supporting basic student needs, such as such as University Health medical services (the full range of counseling services will remain available via tele-counseling). Classes will continue to be offered via remote modality during the summer sessions.
- **Research:** In Stage II a moderate number of UMass Boston's employees will return to their workplaces with the resumption of critical and time-sensitive research under strict safety guidelines and with an emphasis on social distancing regulations and guidance. Those considered to be medically vulnerable, or who have care responsibilities for a vulnerable individual, will continue to work remotely. The research committee, in collaboration with Deans and PI's, carefully assessed the criticality of the research resuming on campus, as well as the ability to socially distance in carrying out the research. A social distancing plan was developed for each activity, and all activities were mapped to assess the sum total of these research activities, in order to identify any areas where social distancing might be hard to maintain. Some additional field research will be resumed during this stage. Social distance plans must prioritize safety of researchers, communities in which field research takes place, and human subjects. Up to 15 percent of normal research activity will resume during this stage. Additional plans and protocols are being developed related to field research and research-related travel.
- **Campus Life/Services:** The Campus Life committee is prioritizing, for a return to campus, activities that meet basic student needs. General medicine services at University Health Services is one service planning for a return to campus, so that students can access important health care services that are not available via tele-medicine. (tele-medicine will remain available). Other services under consideration are the U-ACCESS food pantry, as well as providing internet availability through the campus computer labs or other means.

### Stage III – Slight Expansion (fall 2020)

- **Overview:** Stage III will result in a return to on-campus instruction only for those classes that cannot be effectively delivered remotely (e.g. laboratory classes, nursing simulation lab), and depending on the need to support this modestly expanded presence, a very small number of staff will return to their workspaces. Detailed safety protocols — both enacted by the university and expected of individuals — will be put into place, and aggressively communicated, to avoid possible spread of COVID-19 across the university community.
- **Academic courses:** All courses that will be offered in the fall semester have been reviewed by the deans and prioritized according to whether it is critical to hold the course on campus. It has been determined that 98 percent of course sections can be run remotely, which roughly 2 percent need to be run in person. These include nursing simulation lab clinicals, some biology lab courses, and several other classes. More than 85% of students will be able to complete all of their courses remotely.
- **Research:** Additional research activities will return to campus, as health conditions permit. (See Appendix E for more details.)
- **Campus Life/Services:** In addition to activities targeting basic student needs (UHS, food pantry, internet access), the Campus Life committee aims to bring additional student activities back onto the campus as health conditions and social distancing allow.
- **Improvement:** A critical aspect of our planning for the fall is that we must improve upon our ability to deliver remote teaching, learning, and services for our students. In particular, we are dedicated to improving the remote delivery of instruction this fall. Faculty are devoting time in the summer to improving their courses, increasing opportunities for interaction, including flipped classroom models. In addition, we are planning Beacons 2020, a robust set of academic and co-curricular experiences to create community amongst our first year students. (See Appendix D.)

### Stage IV – Further Expansion (later in the fall 2020)

- Stage IV may result in additional campus life and research activities resuming on campus. The hope is to gradually reintroduce additional activities to campus, as health conditions permit.

### Stage V – New Normal (spring 2021)

- Stage V or the new normal, most likely in the **spring semester**, will result in the return of the majority of classes and activities to campus, though still in a socially distanced configuration.

## Appendix C: Health and Safety Protocols

Using direct guidance from the CDC and the Massachusetts Department of Public Health, the Safety & Recovery Committee has established a set of guidelines and protocols that we will follow at UMass Boston for any activity that resumes on campus either now, or in the future. This committee will be monitoring the situation closely and will make appropriate health and safety changes or updates to campus protocols as needed.

These include guidelines for:

- Social distancing protocols, including guidance for the use of offices, classrooms, hallways, elevators, bathrooms, common spaces, stairwells, and the catwalk
- Hygiene protocols including face masks, hand sanitizer, and handwashing
- Cleaning protocols including more frequent cleaning and disinfecting of high touch areas
- Communication and signage
- Training and self-certification of health before arriving at work
- Specific guidance for social distancing, cleaning, and maintaining safety in research labs

In addition, we are developing testing and contact tracing protocols for workers and students who return to campus. We are monitoring public health and state guidance on testing and will revise our plans as new information emerges. Contact tracing investigations and notifications related to exposures at UMass Boston will be conducted by UHS in collaboration with the primary jurisdiction health department. We are also investigating the use of a mobile contact tracing app for those returning to campus.

## Appendix D: Preliminary Plans for Beacon 2020

First-year students will engage in a highly collaborative and community building educational and social experience that will include the following components:

- A shared summer book and/or film that introduces the theme of inequality (title and topic to be solidified by ACTF) which will be further explored throughout the fall semester
- Further exploration of the topic and specific book/film will occur through:
  - A 1 credit course (led by faculty and staff?) that further interrogates the



selected topic while building social cohesion and underscoring our commitment to our values. This course will showcase a series of prominent thought-leaders (at least 5) from various disciplines and industries) who will present a “TED talk” for viewing and discussion by students in the course

- Ongoing cohort meetings throughout the fall with assigned orientation leaders who will both serve as student mentors and discussion leaders, but in smaller, more social and intimate groupings.
- Campus programming and activities that will continue to unite the first-year class, kicking off with a fun and informative Welcome Week program. A cornerstone activity will be A Day of Service, coordinated by students and campus departments.
- Monthly family programming will be offered to share highlights of the educational and student life experience, assist families in supporting their students, and broaden our community reach and social impact.

## **Appendix E: Immediate Research Ramp-Up Plan**

At present, campus research is restricted to functions that are “essential” for research continuity. With the easing of state and local public health guidelines, a campus committee has been exploring options for expanding research, both on- and off-campus, to include projects that are “time-critical.”. Examples of such activity include:

- Data collection activity related to community impact of pandemic
- Grant-funded research where delays or no-cost extensions are not possible
- Completion of interrupted activity related to pilot data collection for grant submissions or data related to manuscripts under review
- Work of graduate students whose progress to degree requires additional on-campus data collection, prioritizing student needs
- Work of postdoctoral scholars and others nearing completion of limited-term appointments.
- Work of junior faculty at a critical juncture for further progress.
- Research involving seasonal data collection, timing of animal breeding, degrading cell lines, longitudinal research where missing an assessment makes existing data unusable etc.
- Lab-based IRB approved activity where the risk of bringing participants to campus can be mitigated.

Given the fluidity inherent in current conditions, any expansion in activity must be incremental and the associated implementation must allow for a rapid return to a more cloistered stage if and when needed. Principal Investigators (PI) were asked to submit requests and relevant data to their deans, guided by the overarching principles:

- To continue remote activity wherever possible
- To focus on urgent, time-sensitive activities to the extent permitted by personnel and public safety guidelines
- To ensure that all participation in campus research activity be strictly voluntary.
- To provide sufficient detail to allow for a dynamic process with regular monitoring and periodic assessment of researchers' safety as well as their needs and any further requests.

The submitted data was then prioritized by the deans, based both on urgency and the ability to meet density constraints. Data on location, urgency, personnel, hours as well as any special needs, has now been mapped by OEHS onto building floor plans. This allowed for an appraisal of the ability to meet social distancing guidelines not just in the actual workspaces but also in common access areas, shared facilities, and during egress and ingress. For example, the majority of the requests were in labs in the ISC where two stairwells would allow for direction access to and from the lab spaces. As an example of density considerations, labs that normally housed 4 persons/bay now have 1 person/bay. In terms of overall occupancy, the essential phase had 107 people on the access list with about 1/3 of that number on campus at any given time. In the time-critical phase, about 262 names will be on the access list with a maximum of around 119 people working on campus at any given time. The current process for scheduling brief, one-time, visits to campus through requests made by deans to HR and Public Safety will continue. In case of a reversal in the public health situation, a return to the essential-activity phase can be readily implemented.

All requirements set by the Safety Committee will have to be followed by all research personnel returning to campus. Prior to the re-opening of the research labs in this still limited fashion, all researchers will need to undergo an online training session to address how to interact with others, especially in public spaces, during this public health crisis and during disinfection of research spaces. Researchers will continue to purchase and use Personal Protective Equipment through normal procurement processes for their research. OEHS will provide disinfecting wipes as needed so that researchers can wipe down high contact spaces within their labs.

The committee recognizes that many important research activities, especially those involving human subjects or travel, may be possible only later. Others may have to continue remotely even longer. Two sub-committees have been set up to address specific issues related to these categories. The first is a Field Research Subcommittee (Chaired by Robert Chen) that has put together procedures for reviewing requests for resuming field research, where the term is being used in the broadest possible sense to include community-based work as well. These considerations, which involve locations and communities beyond the campus, will also be released very shortly.

The second sub-committee, led by Judith Goleman, is focused on Remote Research Functioning and its associated challenges and is just getting under way. It will adopt the methodology used earlier for assessing instructional challenges to first hold listening sessions to gather information. Subsequently, the hope is to provide resources, strategies, and peer support to help remotely functioning researchers mitigate at least a few of their challenges.

## Committee membership

### 1. Academic Continuity Task Force

- Joseph Berger, Dean, CEHD (chair)
- Lillian-Yvonne Bertram, English (FSU rep)
- David Terkla, Dean, CLA
- Robin Côté, Dean, CSM
- Linda Thompson, Dean, CNHS
- Mya Mangawang, Academic Affairs
- Brian White, Academic Affairs
- Apurva Mehta, IT/eLearning
- Paula Thorsland, IT/eLearning
- Michael Kearns, Facilities
- Rafael Jaen, Performing Arts (DCU rep)
- Keith R. Jones, Africana Studies (FSU rep)
- Eve Sorum, English (Faculty Council rep)
- Alice Carter, Psychology (BLRP rep)
- Melissa Pearrow, Counseling and School Psychology (CEHD rep)
- Jeffrey Melnick, American Studies (CLA rep)
- Wei Zhang, Management Science and Information Systems (CM rep)
- Suzanne Leveille, Nursing (CNHS rep)
- Hannah Sevian, Chemistry (CSM rep)
- Louise Penner, English (Honors College rep)
- Maria Ivanova, Conflict Resolution, Human Security, and Global Governance (MGS rep)
- John Duff, SFE (SFE rep)
- Tomas Materdey, Engineering (NTT rep)
- Chris Whynacht (Graduate Employees Organization rep)

## **2. Research and Scholarship Support**

- Emily McDermott, Provost & Vice Chancellor of Academic Affairs (co-chair)
- Bala Sundaram, Dean of Research & Sponsored programs (co-chair)
- Robin Côté, Dean, CSM
- David Terkla, Dean, CLA
- Robert Chen, Dean, SFE
- Zehra Schneider Graham, EHS
- Jim O'Day, Facilities
- Matt Meyer, ORSP
- Jeff Dusenberry, IT
- Alice Carter, Psychology (faculty rep)
- Helen Poynton, SFE (faculty rep)
- Lizabeth Roemer, Psychology (faculty rep)
- Teri Aronowitz, Nursing (FC Research Committee)
- Andrea Leverentz, Sociology (faculty rep)
- Jonathan Celli, Physics (faculty rep)
- Linda Huang, Biology (faculty rep)
- Michelle Foster, Chemistry (faculty rep)
- David Landon, Anthropology (faculty rep)
- Cindy Thomas, ICI (C&I rep)
- Chris Whynacht (GEO rep)

## **3. Campus Life: Student well-being, involvement, and services**

- Gail DiSabatino, Vice Chancellor of Student Affairs (chair)
- John Silveria, Dean of Students
- Mike Kearns, Facilities
- Diane D'Arrigo, Campus Services
- Darlene Gordon, Athletics
- Melynda Davis, COCM
- Jamie Soule, IT
- Mike Metzger, Student Affairs
- Rob Pomales, UHS
- Justin Comeau, Emergency Management
- Katie Mae (student rep)
- Sharon Lamb, Counseling & School Psychology (faculty rep)
- Tahirah Abdullah, Psychology (faculty rep)

#### **4. Enrollment and Student Success**

- John Drew, Enrollment Management (chair)
- Corey Ford, Admissions
- Kristin Bergeson, Chancellor's Office
- Justin Maher, Grad Studies
- J Hughes, Institutional Research
- Matt Krevis, Budget & Financial Planning
- Katie Lynch, Financial Aid
- Gail Stubbs, Academic Support Services
- Sarah Bartlett, Registrar
- Ashlee Carter, Dean of Students
- Jessie Quintero Johnson, Communication (faculty rep)
- Hannah Sevian, Chemistry (faculty rep)

#### **5. Safety and Recovery Committee**

- Zehra Schneider Graham, Director, Office of Environmental Health and Safety (co-chair)
- Justin Comeau, Manager, Emergency Management (co-chair)
- Kathleen Kirleis, Administration and Finance
- Robert Pomales, University Health Services
- Michael Kearns, Facilities Management
- Donald Baynard, UMass Boston Police Department
- Megan Delage Sullivan, Marketing and Engagement
- Anne Riley, Chancellor's Office
- Lori Sullivan, Human Resources
- Georgianna Melendez, Office of Diversity and Inclusion
- Will Wade, Principal, Environmental Health and Engineering, Inc.
- John Hess, English (faculty rep)
- Carlos Siqueira, Environment and Public Health, SFE (faculty rep)

## **6. CARES Act**

- Katie Lynch, Enrollment Management & Financial Aid (co-chair)
- Kristin Bergeson, Chancellor's Office (co-chair)
- Chris Giuliani, Administration & Finance
- Steve Neville, Student Affairs
- Justin Maher Graduate Studies
- Joan Becker, Academic Support Services
- Matt Fenlon, Government Affairs

## **7. Human Resource Planning**

- Marie Bowen, Vice Chancellor of Human Resources (chair)
- Kathleen Kirleis, Administration & Finance
- Emily McDermott, Academic Affairs
- Garrett Smith, Chancellor's Office
- Anne Riley, Chancellor's Office