

ADVANCING UB'S ACADEMIC AND RESEARCH MISSION DURING COVID-19

Planning for Uncertainty, Delivering Quality
Academic and Research Programs and the
Implications for Budget, Operations and
Students, Faculty and Staff



UB will maintain its position as a place-based public R1 research institution where faculty and students interact face-to-face in meaningful ways to learn and expand the frontiers of human knowledge, enhancing the communities in which they learn.

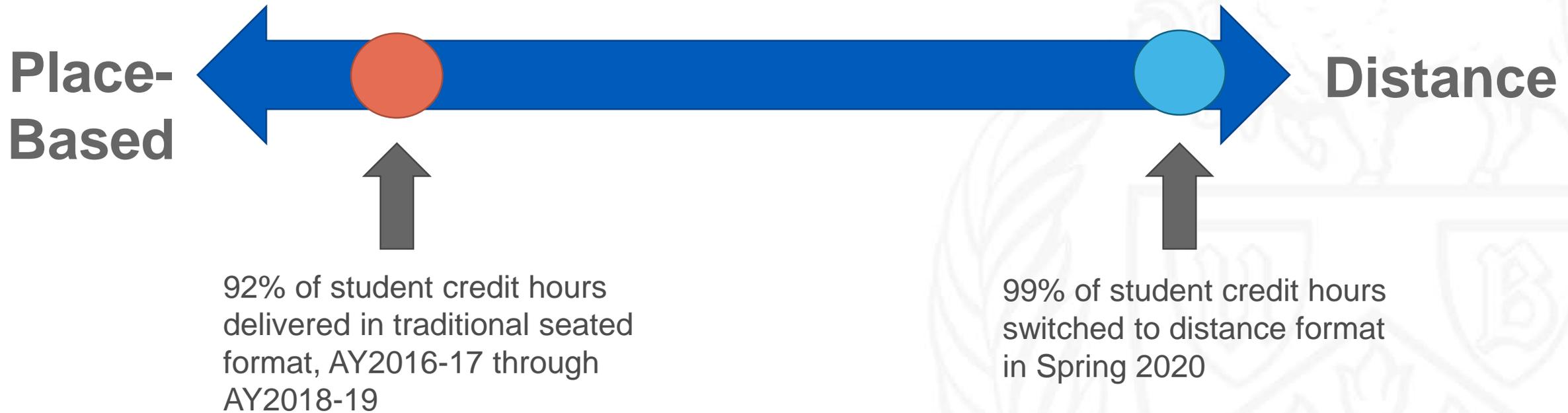
Two Highly Related and Concurrent Issues

- New York State revenues are down and costs are up. This will lead to budget cuts and/or spending restrictions to SUNY and UB, even if we returned to normal campus operations today. These changes are likely to be most acute in the coming fiscal year, which started April 1, 2020.
- While we all want to return to normal campus operations, we need to prepare for the strong possibility that there will be a new normal for some time as the COVID-19 pandemic continues to unfold and may continue to affect enrollment, curriculum delivery, research, and overall campus operations.
- These changes will occur this summer, fall and into the future.
- The uncertainty around these changes increases anxiety and worry across the campus and in our prospective students.

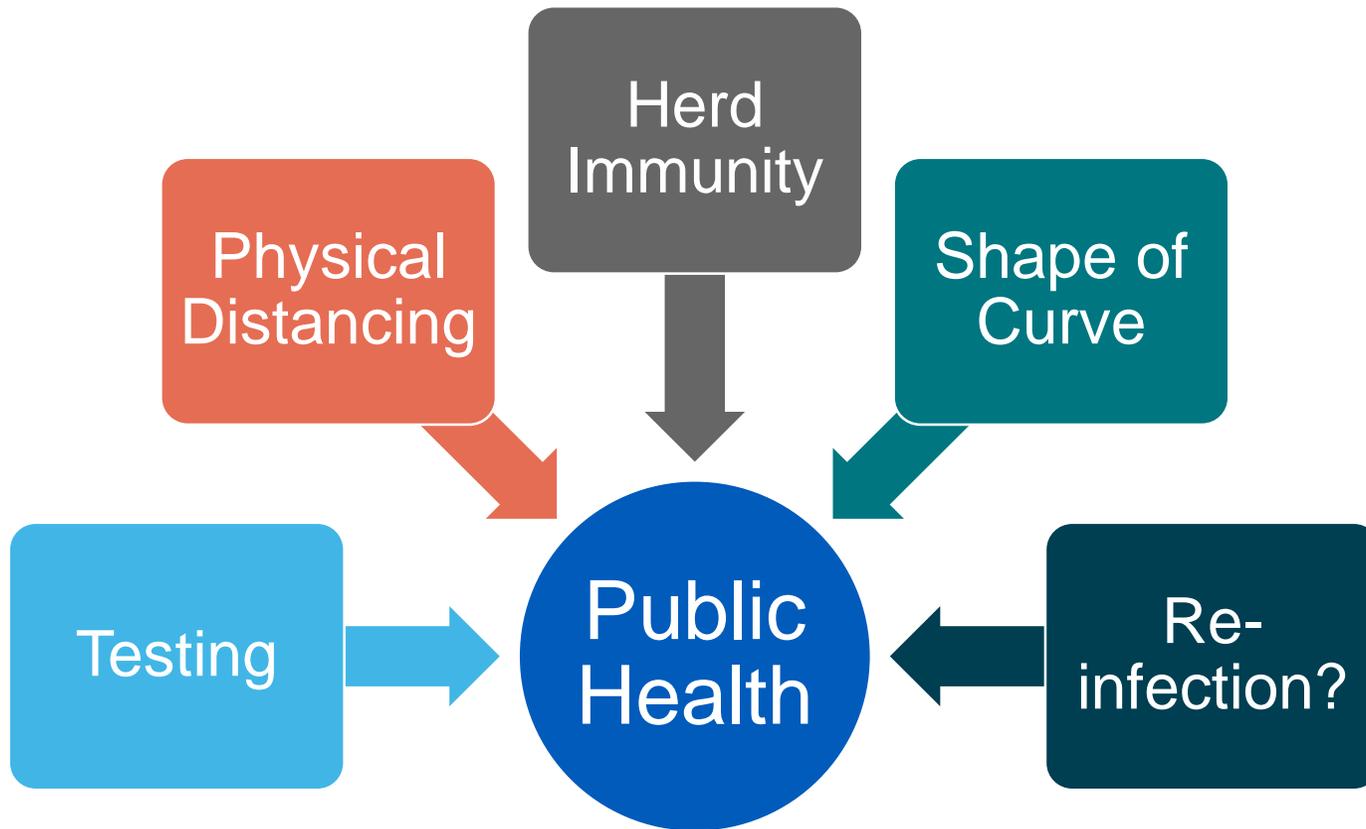
Moving Forward: Financial Management

- NY State has asked us to provide them with a rough framework on how we will immediately curtail expenditures (starting April 1st). We have shared that we will explore:
 - Position management
 - Delaying capital project
 - Deferring OTPS in areas such as travel, major software upgrades, etc.
- NY State also has asked us to explore how we might achieve significant expenditure reductions over the next year.
 - This work is ongoing.

Instructional Delivery Continuum



Perception of Public Health Status



Is testing for virus and antibodies widely available?

Are physical distancing measures implemented and followed?

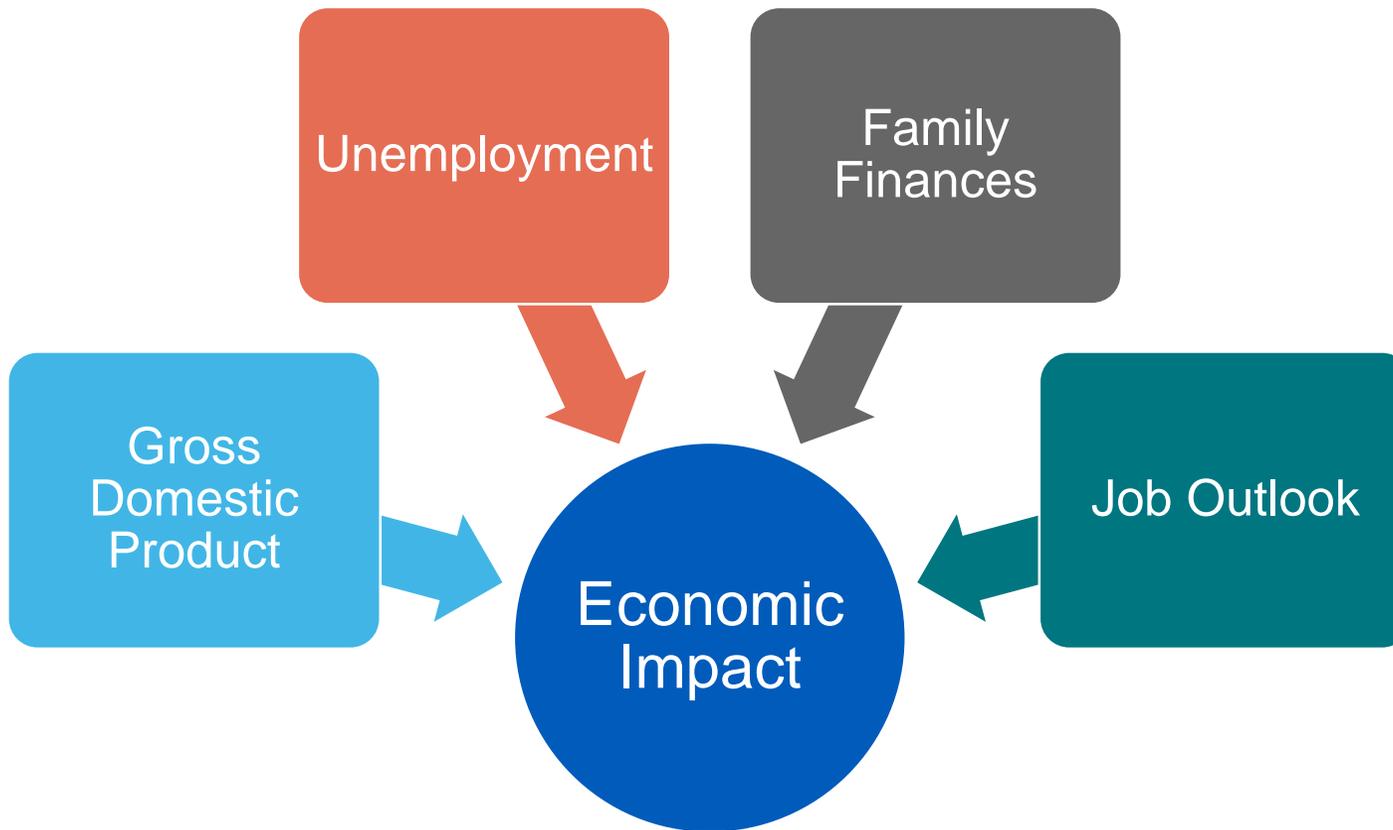
What is the shape of the infection curve?

At what point are we on the curve?

When does the population achieve herd immunity?

Do infected persons develop immunity? Temporary? Virus mutation?

Economic Impacts



How soon does economic activity return?

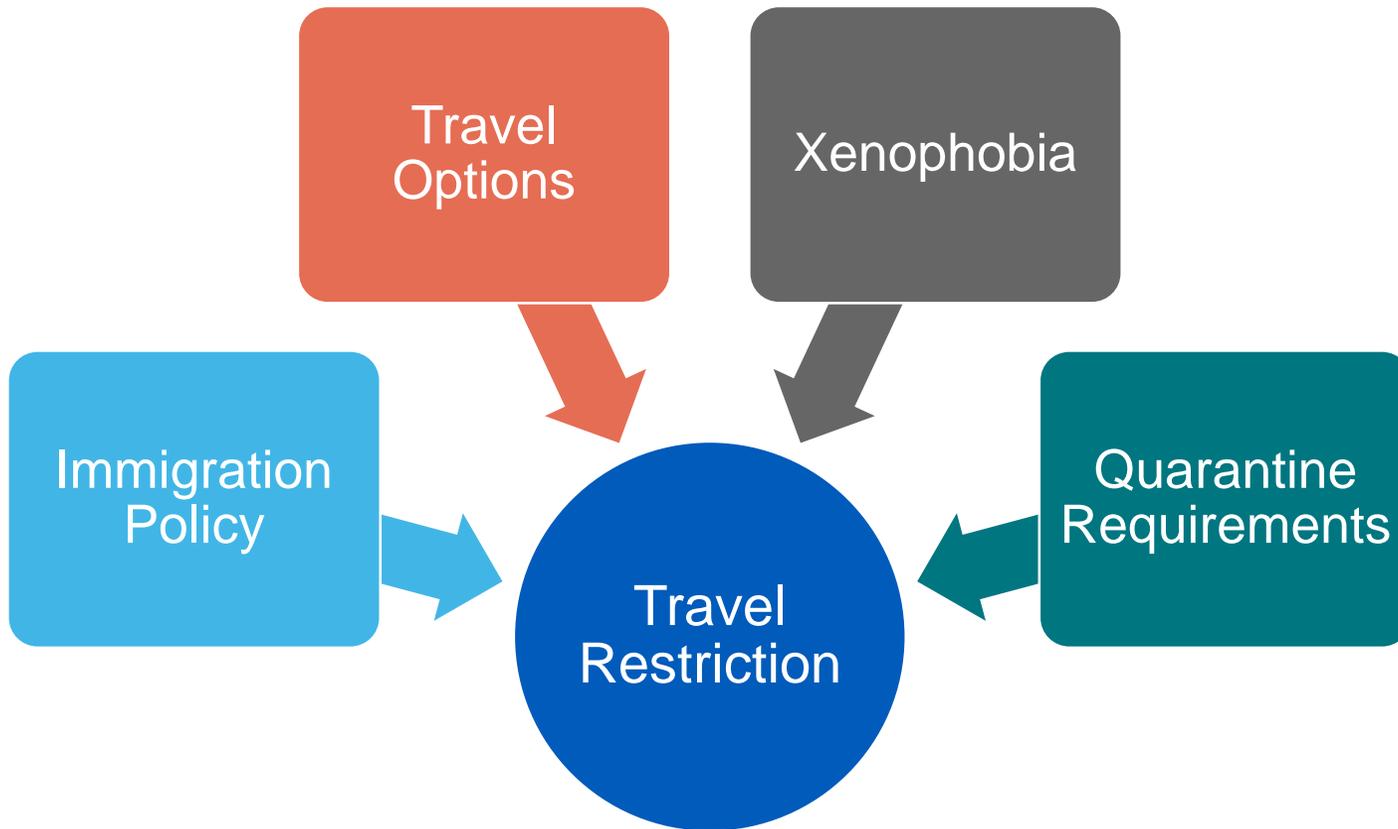
What are the structural changes to the economy?

How soon do jobs come back?

Can families afford college?

What are the prospects for employment at graduation?

Travel Restrictions



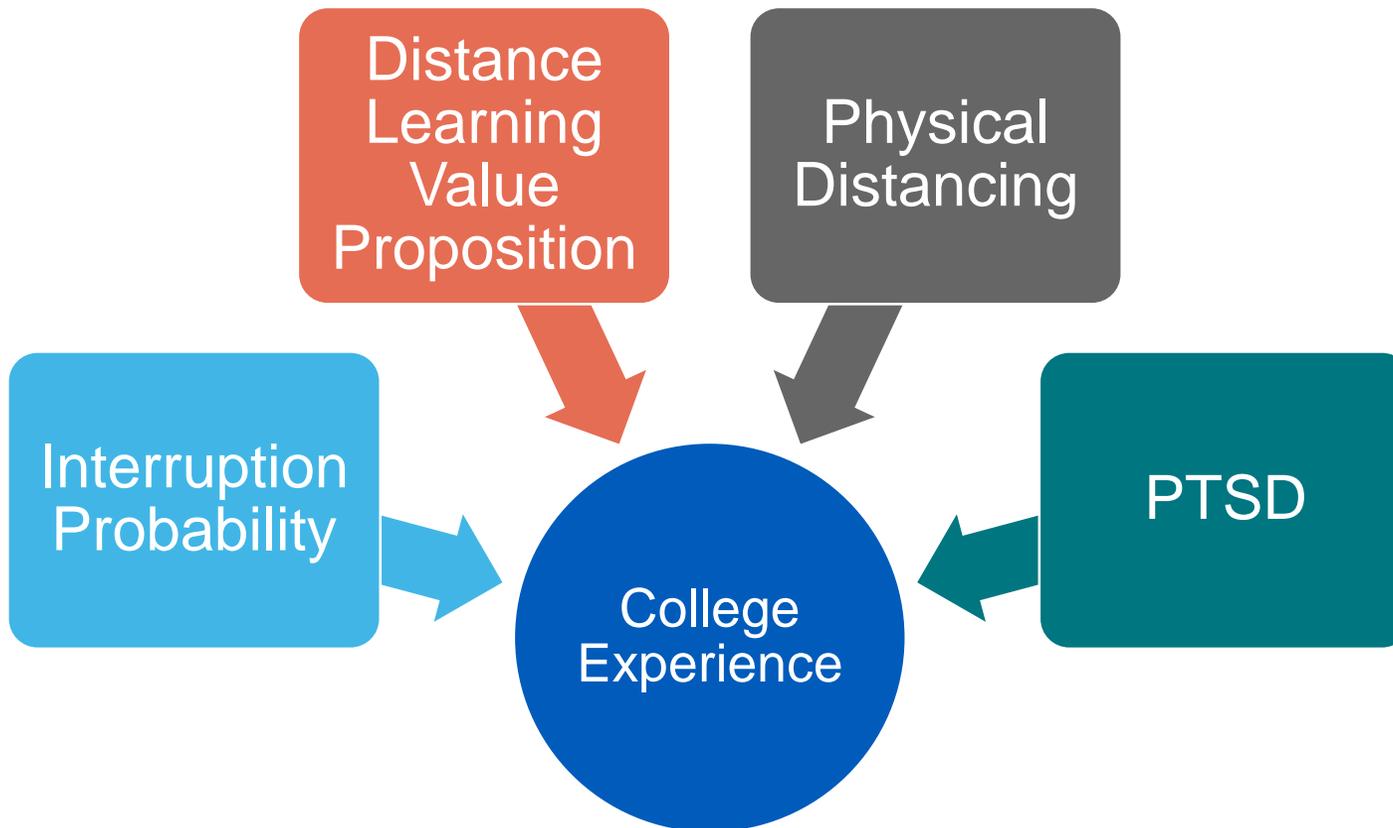
Are there changes/restrictions on students visas?

Do international flights return?

How do we ensure that all students feel welcome on campus?

Are quarantine requirements imposed?

College Experience



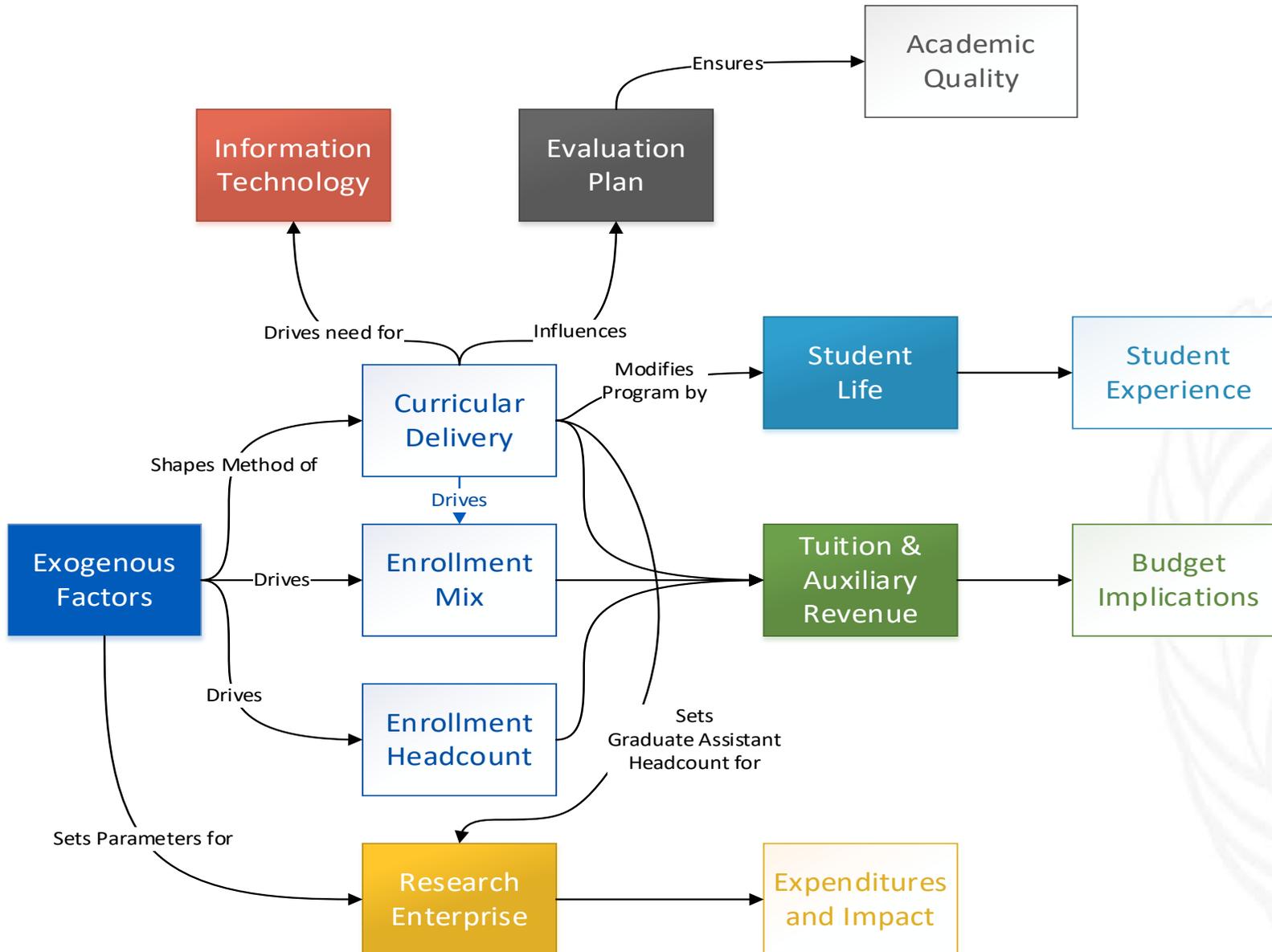
What is the probability of a mid-fall semester closure or other closures throughout the year?

How do we ensure that the student experience is excellent and of high value?

How do we evaluate student acceptance and perception of a distance learning versus seated experience?

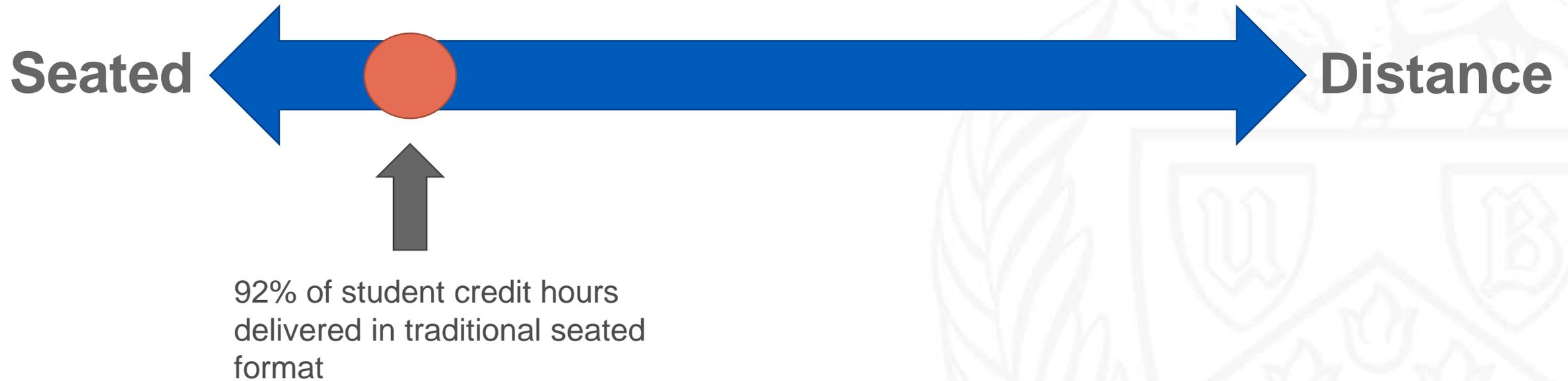
How do we ensure physical distancing requirements do not devalue the college experience?

Do students and faculty feel comfortable being in close proximity to each other?



COVID-19 Impact Model

Return to Status Quo



Unlikely given what we know about testing, fall resurgence of infections, herd immunity and what we have learned about the current spring 2020 semester.

All Distance Scenario

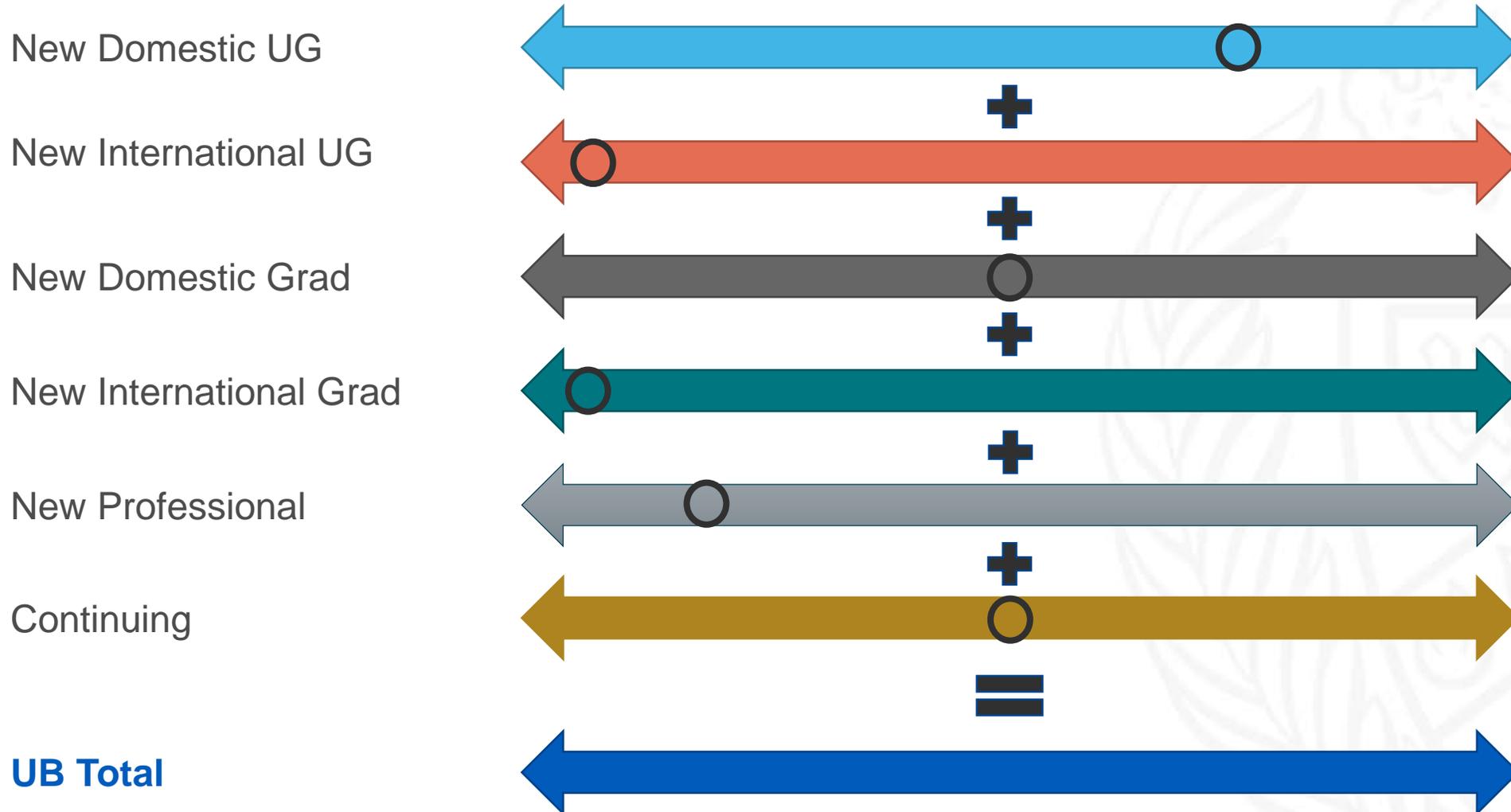


Fairly high probability given what we know about testing, fall resurgence of infections & herd immunity

Scenarios

Place Based

Distance



The Need to Plan in the Face of Uncertainty

- While there is a strong desire to return to primarily place-based instruction in Fall 2020, there also is a strong possibility of further disruption throughout the AY from COVID-19
- Planning for continued disruption of our traditional seated classroom model will enable UB to adapt as conditions and requirements become clear
- Adaptable instructional models will help maximize revenue and preserve financial reserves for investment in research and academic quality in future years
- While UB adjusts to a new normal that may modulate in the next year based on external conditions, care must be taken to preserve our mission, care for our campus community and provide the best possible educational experience in either mode of instruction.
- A framework for this integrated planning process is needed.

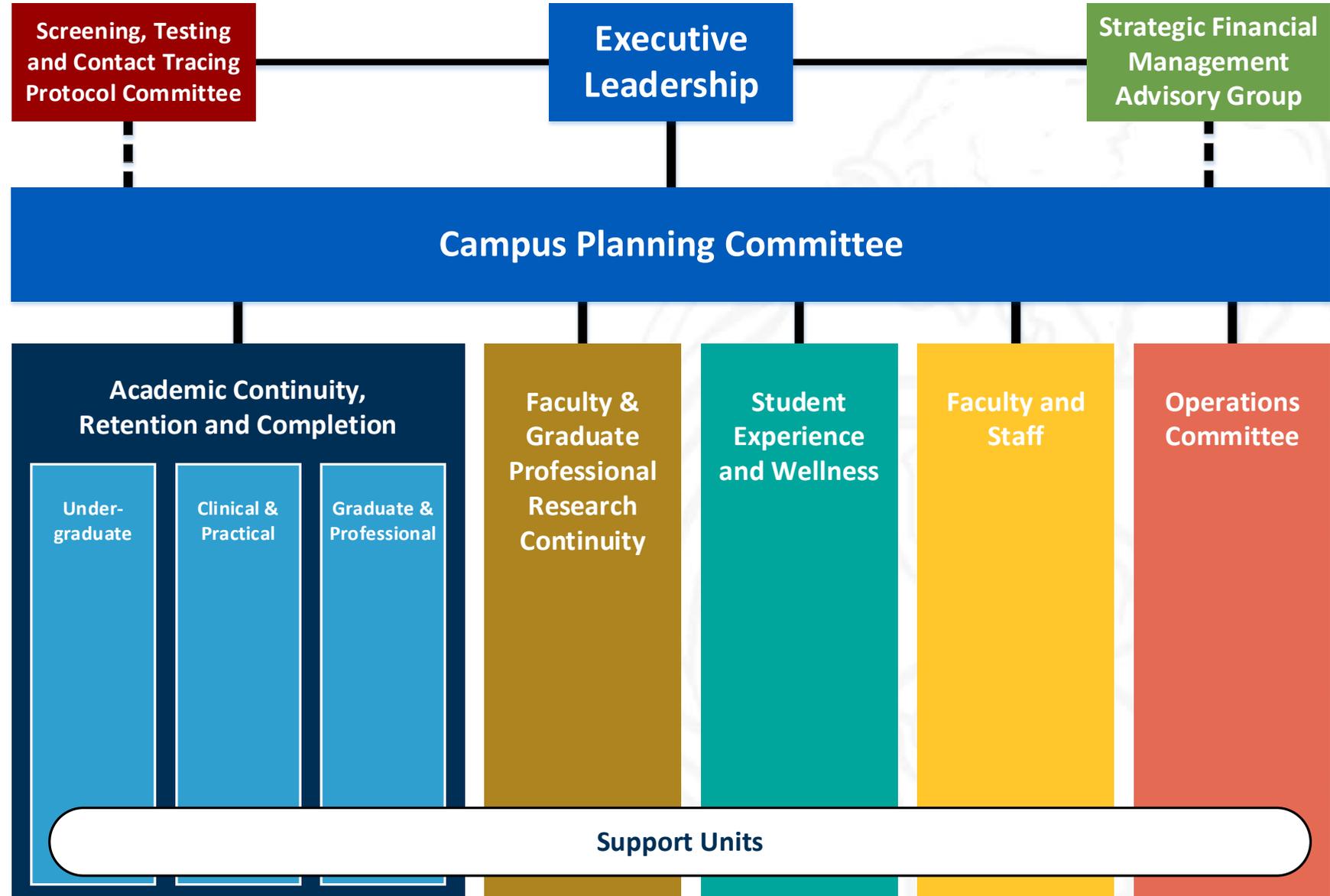
Guiding Principles for Planning Framework

- UB continues its aspiration to be a Top 25 Public Research University
- Campus wide engagement is critical
- Certainty is unlikely but planning should be informed to the extent possible by defensible criteria, data and/or understanding
- Flexibility, collegiality, and integration across the campus is essential
- Periodic clear and concise communication to the campus community on evolving information and decisions is important
- Attention to both short- and long-term benefits and consequences of decision alternatives (balance expediency with resiliency and long-term viability)
- Exercise prudent stewardship of our resources

Overall Planning Structure

Executive Leadership sets direction and strategic priorities for the **Campus Planning Committee**. In addition, it is informed by a campus **Strategic Financial Management Advisory Group** and **Screening, Testing and Contact Tracing Protocol Committee**.

The **Campus Planning Committee** includes the chairs of each of the subcommittees as well as members of the faculty, staff, students and administration. This group debates and discusses alternative actions informed by the five subcommittees and makes recommendations to **Executive Leadership**.



Executive Leadership Group

- **A. Scott Weber**, Chair, *Provost and Executive Vice President for Academic Affairs*
- **Michael Cain**, *Vice President for Health Sciences and Dean, Jacobs School of Medicine and Biomedical Sciences*
- **Beth Del Genio**, *Chief of Staff, Office of the President*
- **Laura Hubbard**, *Vice President for Finance and Administration*
- **Robin Schulze**, *Dean, College of Arts and Sciences*
- **Robert Shibley**, *Dean, School of Architecture and Planning*

Strategic Financial Management Advisory Group

To ensure that **core academic and research functions** are maintained, the Strategic Financial Management Advisory Group will explore and develop strategic financial plans that account for potential revenue and spending changes in AY 2020-21. Working from enrollment scenarios, potential restrictions on State spending, and university reserves, the committee will develop spending plans and controls to mitigate impacts on the university's mission. The committee includes individuals who have strong financial management expertise and who represent perspectives across the university.



Strategic Financial Management Advisory Group Membership

- **A. Scott Weber**, Co-Chair, *Provost and Executive Vice President for Academic Affairs*
- **Laura Hubbard**, Co-Chair, *Vice President for Finance and Administration*
- **Craig Abbey**, *Associate Vice President and Director of Institutional Analysis*
- **Carrie Bramen**, *Professor, English, College of Arts and Sciences and Director, UB Gender Institute*
- **Todd Brown**, *Professor, Vice Dean for Academic Affairs, School of Law*
- **Beth Corry**, *Associate Vice President for Business Services and Controller*
- **Sandra Drabek**, *Senior Associate Dean for Resource Management, Jacobs School of Medicine and Biomedical Sciences*
- **Peter Elkin**, *Professor and Chair, Biomedical Informatics, Jacobs School of Medicine and Biomedical Sciences*
- **Nico Fesser**, *Medical Student, Jacobs School of Medicine and Biomedical Sciences*
- **Jo Freudenheim**, *SUNY Distinguished Professor and Chair, Epidemiology and Environmental Health, School of Public Health and Health Professions*
- **Sambandamurthy Ganapathy**, *Professor and Chair, Physics, College of Arts and Sciences*
- **Rod Grabowski**, *Vice President for University Advancement*
- **Nancy Kielar**, *Assistant Vice President/Chief of Staff, Administrative Operations, UBIT*
- **Joseph Lewandowski**, *Director, Resource Planning*

Strategic Financial Management Advisory Group Membership *(continued)*

- **Joan Linder**, *Professor and Chair, Art, College of Arts and Sciences*
- **Robert Miletich**, *Professor, Nuclear Medicine, Jacobs School of Medicine and Biomedical Sciences and Chair, Faculty Senate*
- **Troy Miller**, *Associate Vice Provost and Director of Admissions*
- **Marilyn Morris**, *SUNY Distinguished Professor and Chair, Pharmaceutical Sciences, School of Pharmacy and Pharmaceutical Sciences*
- **Chris Putrino**, *Director of Employee Relations*
- **Peter Rogerson**, *SUNY Distinguished Professor, Geography, College of Arts and Sciences*
- **Suzanne Rosenblith**, *Dean, Graduate School of Education*
- **Erik Seeman**, *Professor and Chair, History, College of Arts and Sciences*
- **Sanjukta Das Smith**, *Associate Professor and Chair, Management Science and Systems, School of Management*
- **Ann Segarra**, *Unit Business Officer, College of Arts and Sciences*
- **Mark Swihart**, *UB Distinguished Professor and Chair, Chemical and Biological Engineering, School of Engineering and Applied Sciences*
- **Matthew Taboni**, *Undergraduate Student, School of Management*
- **Joseph Zambon**, *Dean, School of Dental Medicine*

Screening, Testing and Contact Tracing Protocol Committee Charge

Provide recommendations on the structure and operationalization of a COVID-19 screening, testing and contact tracing framework to facilitate a phased opening of the University at Buffalo in summer/fall 2020. The recommendations should be consistent, where applicable, with local, state and national policy, guidelines and best practices.

The committee will also serve as a well-informed resource to the COVID-19 Executive Committee, offering guidance and advice regarding public health questions and concerns including when and how to reopen campus.

Preliminary recommendations due: June 8, 2020

Screening, Testing and Contact Tracing Protocol Committee Membership

- **Michael Cain**, Chair, *Vice President for Health Sciences, Dean, Jacobs School of Medicine and Biomedical Sciences*
- **Christopher Bartolomei**, *Chief of Police*
- **Brian Bratta**, *Associate Athletic Director, Sports Medicine and Wellness Services*
- **Robert Cenczyk**, *Director of Academic Operations, School of Nursing*
- **John DellaContrada**, *Vice President for University Communications*
- **Jocelyn Jakubus**, *Director, Presidential Events and Initiatives*
- **David Pawlowski**, *Biosafety Officer, Environment, Health & Safety*
- **Chris Putrino**, *Director of Employee Relations*
- **Chunming Qiao**, *SUNY Distinguished Professor and Chair, Computer Science and Engineering, School of Engineering and Applied Sciences*

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Screening, Testing and Contact Tracing Protocol Committee Membership *(continued)*

- **Joseph Raab**, *Director, Environment, Health & Safety*
- **Jay Roorbach**, *Senior Emergency Planning Coordinator*
- **Thomas Russo**, *Professor and Chief of Infectious Disease, Medicine, Jacobs School of Medicine and Biomedical Sciences*
- **John Sellick**, *Professor, Medicine, Jacobs School of Medicine and Biomedical Sciences and Physician, UB Student Health Services*
- **Kenneth Snyder**, *Assistant Professor, Neurosurgery, Jacobs School of Medicine and Biomedical Sciences and Vice President of Physician Quality, Kaleida Health*
- **Susan Snyder**, *Director, Student Health Services*
- **John Tomaszewski**, *SUNY Distinguished Professor and Peter A. Nickerson, PhD Chair, Pathology and Anatomical Sciences, Jacobs School of Medicine and Biomedical Sciences*
- **David Vasbinder**, *Associate Director, Environment, Health & Safety*
- **Jean Wactawski-Wende**, *Dean, School of Public Health and Health Professions*

Campus Planning Committee Charge

The **Campus Planning Committee** is charged with coordinating the work of the subcommittees to inform recommendations on how to operationalize the university within the scenarios defined by the Executive Leadership Committee. This will entail reviewing, debating, discussing and prioritizing all subcommittee recommendations before submitting to Executive Leadership.

Short-Term Planning (Summer and Fall 2020):

- Assess instructional and research continuity options and models
- Provide recommendations as needed with final short-term campus recommendations delivered to Executive Leadership by **May 31, 2020**

Long-Term Planning (Spring 2021 and Beyond):

- Achieve greater clarity on public health and campus operation flexibility
- Assess aspirational instructional and research continuity
- Provide recommendations as needed with final long-term campus recommendations delivered to Executive Leadership by **October 31, 2020**

Campus Planning Committee Membership

- **Robert Shibley**, Chair, *Dean, School of Architecture and Planning*
- **Mark Alnutt**, *Director of Athletics*
- **Brice Bible**, *Vice President and Chief Information Officer*
- **Ann Bisantz**, *Dean of Undergraduate Education*
- **Jake Bleasedale**, *PhD Student, School of Public Health and Health Professions*
- **Mark Coldren**, *Associate Vice President for Human Resources*
- **Beth Corry**, *Associate Vice President for Business Services and Controller*
- **John DellaContrada**, *Vice President for University Communications*
- **Venu Govindaraju**, *Vice President for Research and Economic Development*
- **Robert Granfield**, *Vice Provost for Faculty Affairs*
- **Graham Hammill**, *Vice Provost for Academic Affairs and Dean of the Graduate School*

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Campus Planning Committee Membership *(continued)*

- **Christina Hernandez**, *Interim Vice President for Student Life*
- **Kemper Lewis**, *Dean, School of Engineering and Applied Sciences*
- **William McDonnell**, *Associate Vice Provost for Academic Planning*
- **Lee Melvin**, *Vice Provost for Enrollment Management*
- **Robert Miletich**, *Professor, Nuclear Medicine, Jacobs School of Medicine and Biomedical Sciences and Chair, Faculty Senate*
- **Tonga Pham**, *Associate Vice President for University Facilities*
- **Despina Stratigakos**, *Vice Provost for Inclusive Excellence*
- **Paul Tesluk**, *Dean, School of Management*
- **Tim Tryjankowski**, *Director of Honors College Research and Co-Curricular Activities and Chair, Professional Staff Senate*
- **Jean Wactawski-Wende**, *Dean, School of Public Health and Health Professions*
- **Evviva Weinraub Lajoie**, *Vice Provost for University Libraries*

Academic Continuity, Retention and Completion Charge

The Academic Continuity, Retention and Completion Committee will develop plans for academic continuity in the event that the university continues remote learning and social distancing for Fall 2020. Key areas for consideration include:

- Understanding the challenges and benefits of distance learning to be able to maintain the highest quality of education throughout the COVID-19 pandemic and beyond
- Maintaining academic continuity, retention, and degree completion in undergraduate and graduate degree programs
- Considering opportunities for flexibility and distance delivery, including the UB Curriculum and master's programs
- Providing academic support for students in remote and hybrid learning environments
- Accommodating the unique needs of international students to the best of the university's ability
- Understanding issues and challenges related to classroom scheduling within protocols of social distancing
- Responding to issues related to scholarships and other financial support
- Maintaining real time assessment of student learning that enables responsiveness to student and instructor challenges in the remote learning environment

Academic Continuity, Retention and Completion Membership

- **Graham Hammill**, Chair, *Vice Provost for Academic Affairs and Dean of the Graduate School*
- **Amy Bisantz**, *Dean of Undergraduate Education*
- **Randall Borst**, *Director, Accessibility Resources*
- **Michael Cowen**, *Professor, Mathematics, College of Arts and Sciences*
- **Kelly Duran**, *Assistant Chief Information Officer and Director of Strategic Portfolio Management, UBIT*
- **Katherine Ferguson**, *Senior Associate Dean for Academic Initiatives and Special Programs, College of Arts and Sciences*
- **James Jensen**, *Professor, Civil, Structural and Environmental Engineering, School of Engineering and Applied Sciences*
- **Kemper Lewis**, *Dean, School of Engineering and Applied Sciences*
- **Michael Montero**, *PhD Student, College of Arts and Sciences and Student Representative, UB Council*
- **Valerie Nessel**, *Associate Professor, Information Science, Graduate School of Education*
- **James O'Donnell**, *Dean, School of Pharmacy and Pharmaceutical Sciences*
- **Donald Reed**, *Senior Associate Athletic Director for Athletic and Academic Performance*
- **Kara Saunders**, *University Registrar*
- **Korydon Smith**, *Professor and Chair, Architecture, School of Architecture and Planning*
- **Carol VanZile-Tamsen**, *Assistant Vice Provost for Educational Effectiveness*
- **Jean Wactawski-Wende**, *Dean, School of Public Health and Health Professions*
- **John Wood**, *Interim Vice Provost for International Education*

Academic Continuity, Retention and Completion

UNDERGRADUATE COMMITTEE

- **Amy Bisantz**, Chair, *Dean of Undergraduate Education*
- **Brian Becker**, *Professor, Organization and Human Resources, Senior Associate Dean, School of Management*
- **Jeffrey Errington**, *Professor, Chemical and Biological Engineering, Associate Dean for Undergraduate Education, School of Engineering and Applied Sciences*
- **Gaspar Farkas**, *Associate Professor, Exercise and Nutrition Sciences, Associate Dean for Academic and Student Affairs, School of Public Health and Health Professions*
- **Jacqueline Hannan**, *Undergraduate Student, School of Engineering and Applied Sciences*
- **Todd Hennessey**, *Professor, Biological Sciences, College of Arts and Sciences*
- **Igor Jankovic**, *Associate Professor, Civil, Structural and Environmental Engineering, School of Engineering and Applied Sciences*
- **Krista Hanypsiak Krause**, *Assistant Vice Provost, Undergraduate Education*
- **Catherine Mann**, *Clinical Associate Professor, Assistant Dean for Undergraduate Studies, School of Nursing*
- **Christina Milletti**, *Associate Professor, English, College of Arts and Sciences*
- **R.J. Multari**, *Assistant Dean for Undergraduate Education, Adjunct Instructor, School of Architecture and Planning*

Academic Continuity, Retention and Completion

UNDERGRADUATE COMMITTEE (CONTINUED)

- **Justin Read**, *Associate Professor, Romance Languages and Literatures, Associate Dean for Undergraduate Education and Experiential Learning, College of Arts and Sciences*
- **Debra Street**, *Professor, Sociology, College of Arts and Sciences*
- **Cheryl Taplin**, *Senior Associate Vice Provost and Director of Student Success*
- **Shauna Zorich**, *Clinical Assistant Professor, Epidemiology and Environmental Health, School of Public Health and Health Professions*

Academic Continuity, Retention and Completion

GRADUATE AND PROFESSIONAL COMMITTEE

- **Kemper Lewis**, Chair, *Dean, School of Engineering and Applied Sciences*
- **Aviva Abramovsky**, *Dean, School of Law*
- **Gwen Appelbaum**, *Assistant Dean and Director of Career Resource Center, School of Management*
- **Kathy Boje**, *Associate Professor, Pharmaceutical Sciences, Associate Dean for Academic Affairs, School of Pharmacy and Pharmaceutical Sciences*
- **Katharine Darling**, *Associate Dean for Academic Services, The Graduate School*
- **Joyce Hwang**, *Associate Professor, Architecture, School of Architecture and Planning*
- **Stephen Koury**, *Research Associate Professor, Biotechnical and Clinical Laboratory Sciences, Jacobs School of Medicine and Biomedical Sciences*
- **Arun Lakshmanan**, *Associate Professor, Marketing, School of Management*
- **Heather Ochs-Balcom**, *Associate Professor, Epidemiology and Environmental Health, School of Public Health and Health Professions*

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Academic Continuity, Retention and Completion

GRADUATE AND PROFESSIONAL COMMITTEE (CONTINUED)

- **Victor Paquet**, *Professor and Chair, Industrial and Systems Engineering, School of Engineering and Applied Sciences*
- **Kristen Tjaden**, *Professor, Department of Communicative Disorders and Sciences, Associate Dean for Faculty Affairs, College of Arts and Sciences*
- **Connor Walters**, *PhD Student, School of Social Work*
- **David Watson**, *Professor and Chair, Chemistry, College of Arts and Sciences*
- **Lois Weis**, *SUNY Distinguished Professor, Educational Leadership and Policy, Graduate School of Education*

Academic Continuity, Retention and Completion

CLINICAL AND PRACTICAL COMMITTEE

- **Jean Wactawski-Wende**, Chair, Dean, School of Public Health and Health Professions
- **Gretchen Bennett**, Clinical Associate Professor, Communicative Disorders and Sciences, College of Arts and Sciences
- **Jennifer J Chazen**, Director, Student Services, The Graduate School
- **Catherine Cook-Cottone**, Professor, Counseling, School and Educational Psychology, Associate Dean for Academic Affairs, Graduate School of Education
- **Diane Elze**, Associate Professor, School of Social Work
- **Joseph Gambacorta**, Clinical Instructor, Restorative Dentistry, Assistant Dean for Clinical Affairs, School of Dental Medicine
- **Lisa Jane Jacobsen**, Associate Professor, Obstetrics and Gynecology, Associate Dean for Medical Curriculum, Jacobs School of Medicine and Biomedical Sciences
- **Marsha Lewis**, Dean, School of Nursing
- **William Prescott**, Clinical Professor and Chair, Pharmacy Practice, School of Pharmacy and Pharmaceutical Sciences
- **Christian Westermeier**, Student, School of Dental Medicine

Faculty & Graduate Professional Research Continuity Charge

The Faculty and Graduate Professional Research Continuity Committee will develop plans for academic and research continuity in the event that UB continues remote learning and social distances throughout fall, 2020. Key areas for consideration include:

- Ensuring that research and scholarship across the university continues to the greatest extent possible while safeguarding the health of PIs, Research Assistants, and postdoctoral researchers
- Understanding the impacts on maintaining laboratory research under a prolonged stoppage
- Sustaining future research opportunities by facilitating and helping faculty maintain successful grant applications
- Preparing TAs to balance instruction in this new environment with the need to maintain progress on their research and dissertations
- Considering opportunities for maintaining retention and completion in graduate degree programs
- Understanding and mitigating the impact of the COVID-19 situation on the future careers of graduate students and postdocs when there are likely hiring pauses across the economy, including in higher education
- Understanding the unique needs of international students and providing accommodations to the best of our ability

Faculty & Graduate Professional Research Continuity Membership

- **Venu Govindaraju**, Co-Chair, *Vice President for Research and Economic Development*
- **Graham Hammill**, Co-Chair, *Vice Provost for Academic Affairs and Dean of the Graduate School*
- **Elizabeth Adelman**, *Associate University Librarian for Law, Vice Dean for Legal Information Services*
- **Paschalis Alexandridis**, *UB Distinguished Professor, Chemical and Biological Engineering, School of Engineering and Applied Sciences*
- **Joseph Balthasar**, *Professor, Pharmaceutical Sciences, Associate Dean for Research, School of Pharmacy and Pharmaceutical Sciences*
- **Peter Biehl**, *Professor, Anthropology, Associate Dean for International Education and Enrollment, College of Arts and Sciences*
- **David Castillo**, *Professor, Romance Languages and Literatures and Director, Humanities Institute, College of Arts and Sciences*
- **Lorraine Collins**, *Professor, Community Health and Health Behavior, Associate Dean for Research, School of Public Health and Health Professions*
- **Michael Farkas**, *Assistant Professor, Ophthalmology, Jacobs School of Medicine and Biomedical Sciences*
- **Sandra Flash**, *Associate Vice Provost for Academic Affairs*

Faculty & Graduate Professional Research Continuity Membership *(continued)*

- **Elizabeth Hayden**, *PhD student, School of Pharmacy and Pharmaceutical Sciences*
- **Gerald Koudelka**, *Professor, Biological Sciences, Associate Dean for Research and Sponsored Programs, College of Arts and Sciences*
- **Anne Meyer**, *Research Associate Professor, Oral Diagnostic Sciences, Associate Dean for Research, School of Dental Medicine*
- **Mark O'Brian**, *Professor and Chair, Biochemistry, Jacobs School of Medicine and Biomedical Sciences*
- **Raechele Pope**, *Associate Professor, Educational Leadership and Policy, Associate Dean for Faculty and Student Affairs and Chief Diversity Officer, Graduate School of Education*
- **Amy Schmit**, *Assistant Vice President for Administration and Planning, Research and Economic Development*
- **Larry Schnitzer**, *Director, Enterprise Infrastructure Services, UBIT*

Student Experience and Wellness Charge

The Student Experience and Wellness Committee will explore and develop opportunities for students that continue to create experiences that enhance student learning and personal growth in the event that the university continues in a remote learning or limits student density through social distancing for Fall 2020. Key areas for consideration include:

- Co-curricular opportunities for students to develop skills that lead to success in the classroom, retention, and timely graduation in both a remote and socially distanced format
- Innovative ways to scale personal development opportunities, encourage individual growth and student engagement
- Safe, sustainable, and accessible living, learning, dining environments on campus that promote social distancing practices
- Ensuring student health and wellness through seamless service delivery of counseling, health services and health promotion support services and programs
- Career services and enhanced opportunities for post-graduation outcomes in a changing economy
- Support of key academic support services including but not limited to accessibility resources and tutoring.

Student Experience and Wellness Membership

- **Christina Hernandez**, Chair, *Interim Vice President for Student Life*
- **Christopher Bartolomei**, *Chief of Police*
- **Eric Blackledge**, *Assistant Director, Campus Dining and Shops*
- **Chris Clune**, *Director, Customer Service, UBIT*
- **Brian Haggerty**, *Senior Associate Director, Residence Life*
- **Jacqueline Hollins**, *Associate Vice Provost and Director, Academic Success Initiatives*
- **Georgia Hulbert**, *Undergraduate Student, College of Arts and Sciences*
- **Sue Huston**, *Director, Enterprise Application Services, UBIT*
- **D'Ann Keller**, *Senior Associate Athletic Director for Sports Administration*
- **Zachary Kralles**, *Master's Student, School of Engineering and Applied Sciences*
- **John Lambert**, *Director, Marketing and Communications, Student Life*
- **Sharon Mitchell**, *Senior Director, Counseling, Health and Wellness*
- **Tess Morrissey**, *Director of Community Relations and Deputy Director of State Relations*
- **Barbara Ricotta**, *Senior Associate Vice President, Student Life*
- **John Sellick**, *Professor, Medicine, Jacobs School of Medicine and Biomedical Sciences and Physician, UB Student Health Services*
- **Katie Tadini**, *Assistant Vice Provost and Director, International Student Services*
- **Eric Walsh**, *Assistant Director of Assessment and Research, Student Life*

Faculty and Staff Charge

To explore and develop opportunities to build a health-promoting environment and culture of wellness and wellbeing to support efforts to enhance faculty and staff career growth, productivity, and job satisfaction, maintain physical and mental health, facilitate the cultivation and preservation of a collaborative community, and to promote a healthy work/life balance. Key areas include:

- Opportunities to support and enhance scholarly productivity of faculty across the multiple areas of the campus,
- Identifying avenues for continued faculty and staff recognition of accomplishments and appreciation of service,
- Sustaining efforts to facilitate leadership growth and potential,
- Maintain hiring continuity where possible as well as explore efforts to engage in workplace orientations, consider strategies for retention of highly desirable faculty and staff, and examine faculty/staff promotion projections,
- Examine avenues and opportunities for continued support to faculty and staff to promote high quality job performance in an online environment,
- Promote opportunities for faculty and staff to enhance their own physical health and mental wellbeing as well as that of their families,
- Consider the creation of new workplace policies that will advance the goal of creating a health-promoting environment and culture of wellness and wellbeing at UB.

Faculty and Staff Membership

- **Robert Granfield**, Co-Chair, *Vice Provost for Faculty Affairs*
- **Mark Coldren**, Co-Chair, *Associate Vice President for Human Resources*
- **Francine Battaglia**, *Professor and Chair, Mechanical and Aerospace Engineering, School of Engineering and Applied Sciences*
- **Tilman Baumstark**, *Research Associate Professor, Microbiology and Immunology, Jacobs School of Medicine and Biomedical Sciences and Associate Vice Provost for Faculty Affairs*
- **Guyora Binder**, *SUNY Distinguished Professor, Hodgson Russ Faculty Scholar, Vice Dean for Research and Faculty Development, School of Law*
- **Oscar Budde**, *Associate Vice Provost and Director for Immigration Services*
- **Lisa Butler**, *Associate Professor, School of Social Work*
- **Elizabeth Cimasi**, *Director, Resource Management, Research and Economic Development*
- **Heather Cooper**, *Director of Human Resources, Athletics*
- **Myles Faith**, *Professor, Counseling, School and Educational Psychology, Graduate School of Education*
- **Steven Fliesler**, *SUNY Distinguished Professor and Meyer H. Riwchun Endowed Chair Professor, Ophthalmology, Jacobs School of Medicine and Biomedical Sciences*
- **Kim Griswold**, *Professor, Family Medicine, Jacobs School of Medicine and Biomedical Sciences*
- **Erin Hatton**, *Associate Professor, Sociology, College of Arts and Sciences*
- **Kelli Hennessy**, *Director, Organizational Development and Training, Human Resources*

Faculty and Staff Committee Membership *(continued)*

- **Gregory Homish**, *Professor and Chair, Community Health and Health Behavior, School of Public Health and Health Professions*
- **Marla McBride**, *Director of Health Promotion, Student Life*
- **Neil McGillicuddy**, *Employee Assistance Consultant, Employee Assistance Program*
- **Amy Myszka**, *Director, Benefits and Work Life Balance, Human Resources*
- **Patti Napoli**, *Assistant to the Vice Provost for Faculty Affairs*
- **Sharon Nolan-Weiss**, *Director, Office of Equity, Diversity and Inclusion*
- **Susan Orrange**, *Assistant Dean for Education and Resident Services, Jacobs School of Medicine and Biomedical Sciences*
- **Michael Poulin**, *Associate Professor, Psychology, College of Arts and Sciences*
- **Samina Raja**, *Professor, Urban and Regional Planning, Associate Dean for Research and Inclusive Excellence, School of Architecture and Planning*
- **Mary Ann Rogers**, *Clinical Associate Professor, Organization and Human Resources, Assistant Dean for Diversity and Inclusion, School of Management*
- **Annette Saraceno**, *Principal Clerk, Office of Financial Management*
- **Nancy Smyth**, *Dean, School of Social Work*
- **Susan Snyder**, *Director, Student Health Services*
- **Diana Tuorto**, *Communications Officer, UBIT*
- **Cherie Williams**, *Human Resources Officer, University Libraries*

Campus Operations Charge

The Campus Operations Committee will:

- Ensure critical business, safety, facilities, library, transportation, health, and security operations continue should the campus decide to continue remote learning for the Fall 2020 semester.
- Ensure the campus is made aware of how critical services will be modified and delivered during this time.
- Ensure senior leadership is made aware of any issues with critical service delivery and bring the right teams of individuals into the conversations for resolution.
- Offer response scenarios to issues that arise with respect to critical operations during the COVID-19 pandemic.

Campus Operations Membership

- **Beth Corry**, Co-Chair, *Associate Vice President for Business Services and Controller*
- **Tonga Pham**, Co-Chair, *Associate Vice President for University Facilities*
- **Christopher Austin**, *Director, Parking and Transportation Services*
- **Christopher Bartolomei**, *Chief of Police*
- **Mark Coldren**, *Associate Vice President for Human Resources*
- **Nicole Dell**, *Assistant Dining Director, Campus Dining and Shops*
- **Tracey Eastman**, *Director of Communications, School of Social Work*
- **Kelly Hayes-McAlonie**, *Director, Campus Planning*
- **Steve Heist**, *Director, Network and Communication Services, UBIT*
- **Mark Herron**, *Information Security Officer, UBIT*
- **Scott Hollander**, *Associate University Librarian for Administration*
- **Jocelyn Jakubus**, *Director, Presidential Events and Initiatives*

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Campus Operations Membership *(continued)*

- **Kara Kearney-Saylor**, *Director, Internal Audit*
- **Sue Kurowski**, *Associate Athletics Director, Event/Facility Operations*
- **Liz Lidano**, *Director, Student Conduct and Advocacy*
- **Ryan McPherson**, *Chief Sustainability Officer*
- **Ronald Place**, *Director, Real Estate and Property Management*
- **Joseph Raab**, *Director, Environment, Health & Safety*
- **Jay Roorbach**, *Senior Emergency Planning Coordinator*
- **Kara Saunders**, *University Registrar*
- **Jeffrey Smith**, *Associate Vice President for Marketing and Digital Communications*
- **Thomas Tiberi**, *Director, Campus Living*