Safe Re-Opening for Higher Education

Thursday, May 21, 2020
8:30 – 10:30 am
Presented by:

[Logos of KC Global Design, KC, RISING, and KC SCHOLARS]
Introductions and Overview of the Webinar Format

Co-facilitators:
• Beth Tankersley-Bankhead, Ph.D., President & CEO, KC Scholars
• Elizabeth MacLeod Walls, Ph.D., President, William Jewell College
• C. Mauli Agrawal, Ph.D., Chancellor, UMKC
Guidance and Advice from Architecture and Engineering

Presenters:

• James Pfeiffer, Principal & Higher Ed Leader, BNIM
• David Reid, AIA, Principal, AIA, ALEP, Associate UDL, Principal with Gould Evans and Co-Founder of STEAM Studio National Education Practice Leader
Designing for Continuity and Resiliency
“What happens at Grinnell is not necessarily what will happen at Columbia.”

TERRY W. HARTLE, SENIOR VICE PRESIDENT OF THE AMERICAN COUNCIL ON EDUCATION
A TRADE ASSOCIATION OF COLLEGE PRESIDENTS

Finding the Right Model
Reopening Campuses and Classes

UNIVERSITY OF CALIFORNIA SYSTEM
08/20 ONLINE 01/21 TBD 05/21 ON CAMPUS

MARQUETTE UNIVERSITY
08/20 ON CAMPUS 01/21 ON CAMPUS 05/21 ON CAMPUS

UNIVERSITY OF SOUTH CAROLINA
08/20 ON CAMPUS 01/21 ON CAMPUS 05/21 ON CAMPUS

KANSAS CITY SMALL COLLEGES
08/20 ON CAMPUS 01/21 ON CAMPUS 05/21 ON CAMPUS
Process for Reopening
Immediate Steps
Checklist for Reopening
Immediate Considerations

**Communication and Tracking**
- Staff
- Visitors / Customers / Clients
- Students / Faculty

**Entry Procession**
- Doors - reduced touch solutions, sensors, walk-off mats
- Vestibules - visitor control, ventilation, health screening, cleaning stations, tracking
- Elevators - air filtration, occupancy, voice activation, antimicrobial materials
- Stairs - clarity on circulation flow, ventilation

**Space Configuration**
- Limit exposure to droplet spread
- Spacing
- Orientation
- Dedicated space
- Common space guidelines
- Screening
- Sanitizing stations
- Procedures and protocols
- Access / circulation
- Signage for reminders

**Work Surfaces**
- Sustainable and anti-microbial
- Cleanability
- No-touch operation of doors, lighting, security, AV, and other touch devices

**Air Quality**
- HVAC
- Load reduction
- Spot filters
- Air stratification
- Active monitors
- Plants
- Seasonal strategies
- Best practices
• Declining Enrollment
• Changing Job Market
• More Focus on ROI
• Blended Education
• Greater Accountability
• Continue to recognize constraints as opportunities for innovation
• Maximize (and grow) value, minimize waste
• Positive, proactive leadership
• Inclusion not exclusion
• Be nimble
Designing for Continuity and Resiliency

- Human Health, Wellness + Safety
- Maximize Value, Minimize Waste
- Adaptability
• How can our buildings better support the well-being of students/ faculty/ staff and the planet?

• The comfort and health experienced by building occupants drive productivity and enrollment/retention.

• How can institutions maintain a compelling product offering while moving to a more hybrid model?

• The built environment’s role to provide a support structure to help fight against a reduction in humanity, isolation, and loneliness

• The built environment’s role in promoting/improving mental health

1 Human Health, Wellness + Safety
Healthy Environments lead to meaningful outcomes

- Design for Ventilation and Air Filtration
- Design for Daylight and Views
- Design for Movement
- Design for Thermal Comfort
- Design for Healthy Materials
- Design for Access to Nature
- Design for Equity and Community
Resiliency in the built environment is an intricate balance of strength and flexibility.

Creation of “safe” spaces lead to invaluable, memorable experiences.

Spaces for education require resiliency within several key performance metrics: health of occupants (for human resiliency), reduction of greenhouse gas emissions and embodied carbon (for our planet’s resiliency), low-energy and high-performance (for organizational resiliency).
As witnessed during the pandemic, what was once a single-use building quickly became adaptable and multi-purposed - death of single-purpose spaces?

• “Long life, loose fit” strategies
• Creation of flexible learning, community and hybrid spaces
• To reduce the embodied carbon and to design for future flexibility, it is critical that buildings are adaptable.
• Robust structures that support variable and equitable environments within are most supportive of our ever-evolving human needs.
In her excellent piece, Vanessa Quirk states that “many community colleges—by virtue of their being driven by fiscal responsibility—have been ahead of the curve in flexible design for decades. Without the resources to create single-use buildings for gyms, libraries, classrooms, etc., many community colleges have embraced the collaborative, hybrid spaces we are now seeing pop up in universities around the globe.”
“Historically, pandemics have forced humans to break with the past and imagine their world anew. This one is no different. It is a portal, a gateway between one world and the next.

We can choose to walk through it, dragging the carcasses of our prejudice and hatred, our avarice, our data banks and dead ideas, our dead rivers and smoky skies behind us. Or we can walk through lightly, with little luggage, ready to imagine another world. And ready to fight for it.”

ARUNDHATI ROY
Designing the “COVID Learning Experience” Holistically
A. Understand Degrees of Impact to Provide Safety

DIRECT, Person to Person

INDIRECT, Surface to Person

INDIRECT, Airborne Contaminants / Air Transmission
B. Recognize That SOME Amount of On-Line Learning is Highly Likely

- 66%: Some version of F2F with social distancing that can also accommodate students who prefer to stay off-campus
- 60%: Hybrid where certain classes "must" be F2F but others are online
- 40%: Fully resume F2F operations with contingency plans to go back to remote if needed
- 23%: Fully remote/online classes, research, and operations
- 3%: Fully resume F2F operations
C. Lean-In to the Forces Reshaping Higher Education

- Changing Student Demographics & “Customer” Expectations
- Changing Job Market, Challenging the Value of Traditional Degrees
- Rising Costs of Higher Education, Does the Value Equate to the Cost?
- Declining Enrollment
What can we do with our Physical Spaces to Support Health & Safety RIGHT NOW, while also Planning for a Resilient Future?
SOCIAL DISTANCING CONFIGURATION:

995 S.F.
19 STUDENTS

52 S.F./STUDENT

“PRE-COVID” CONFIGURATION

995 S.F.
48 STUDENTS

21 S.F./STUDENT

SOCIAL DISTANCING CONFIGURATION WITH CLEAR CIRCULATION:

995 S.F.
15 STUDENTS

66 S.F./STUDENT
"PRE-COVID" CONFIGURATION:

712 S.F.
32 STUDENTS

22 S.F./STUDENT
SOCIAL DISTANCING CONFIGURATION:

712 S.F. (x2)
14 STUDENTS ea.
28 STUDENTS per INSTRUCTOR

51 S.F./STUDENT
POST-COVID CONFIGURATION:

1,424 S.F.
64 STUDENTS

22 S.F./STUDENT
ACCELERATE IMPLEMENTATION OF ACTIVE & REAL-WORLD LEARNING

Collaboration + Teamwork
Flexibility + Comfort with Ambiguity
Problem Solving + Critical Thinking
Curiosity, Creativity, Risk Taking
Grit + Rigor
Communication
Confident Learners
Contextual Thinking

World Economic Forum: Future Jobs Report
Deloitte Study
IDEO International
PEW Research Report
Burning Glass Technologies Study
Koru's 7 Impact Skills
Jeff Selingo National Recruiter Study
Angela Duckworth Research
Enterprise Rental Car Recruiting Standards
Econsultiency Study
KC Rising Common Sector Competencies
National Association of Colleges and Employers Survey
Ewing Marion Kauffman Foundation Portrait of a Graduate
Project Lead the Way (PLTW)
E-STUDY SPACE
(“MINI-LEARNING COMMONS”)
L2 COMMON AREAS distancing

ADDITIONAL HIGH-CONTACT AREAS
- Light Switches + Power Receptacles
- Remotes
- Windows
L2 COMMON AREAS  ff+e finish assessment

- laminate
- solid surface
- engineered quartz
- natural wood
- textile: bleach cleanable and/or anti-microbial
- plastic/metal seating
- textile: solvent cleanable
- specialty surface: upholstered wall
- specialty surface: feature wall
In Scenarios Involving On-Line Learning, how do we Provide Value & Equity?
EQUIP MOST LEARNING SPACES TO SUPPORT ON-LINE AS WELL AS F2F

- Outfit learning spaces to support, A/V recording and sending capabilities

- Consider sound reinforcement systems for larger spaces (and talking through masks)

- Acoustics to compliment A/V recording – mitigate reverberation, enhance sound transmission
Consider “E-Study Spaces” (mini-Learning Commons) – there will be excess demand on the campus Library/Learning Commons. Leverage small classrooms around campus.

- Consider WiFi Hotspots on and around campus.
- Address inequity issues in On-Line Learning for students that don’t have reliable internet access.

This is NOT what students are paying for...
PREPARE FOR LARGE SCALE FACULTY TRAINING

• Professional Development and Teacher Training Center(s) for on-line learning instruction will be CRITICALLY IMPORTANT!

• Joint effort between pedagogy specialists and I.T. specialists. (No siloes)
EXPLORE THE VALUE OF UNIVERSAL DESIGN FOR LEARNING (UDL)

- Leverage the benefits of the UDL framework and support systems – enhance learning access for ALL learners regardless of learning barriers
- UDL – IRN has been helping entire districts better deliver online learning
- UDL started with technology assisted learning 20+ years ago

www.UDL-IRN.org
www.GouldEvansEducation.com
At a Time When Stress Levels are Spiking, How do we Support Mental and Physical Wellness for our Customers?

Your space is the body language of your institution. What message is your space sending to your customers? How is it shaping your culture?
• Provide places and services to support students with physical and mental wellness.

• Put these programs on display! Communicate a message of care and empathy.

• Space impacts culture, and CULTURE TRUMPS STRATEGY!
• Leverage outdoor spaces – allow students to come together to safely socialize with distancing protocols.

• We must exaggerate the importance of community by putting community-focused initiatives “on steroids”.
Parting Questions to Ask Ourselves…

- How do we make sure students don’t feel pressured to attend on campus if they don’t feel safe?
- How can we facilitate more real-time conversations with students to ensure they feel safe? What’s on their minds?!
• What can we do this Fall that will help us be **stronger a year from now** ... design for resiliency?

• How can we take advantage of **the learning data** gathered from spring 2020 on-line learning?

• How can we **LEVERAGE DESIGN**?

“Coming to campus while abiding by these measures creates a worse experience than learning remotely!”
- Educator
Resources:

GouldEvansEducation.com

Steelcase.com

HendersonEngineers.com

Coronavirus Disease 2019 (COVID-19)

Colleges and Universities

Plan, Prepare, and Respond

Ongoing Mitigation Guidance

Prevention and Support
Operation Safe Campus

Presenters:
• Elizabeth MacLeod Walls, Ph.D., President, William Jewell College
• Joe Garcia, COO, William Jewell College
• Tom Sack, Ph.D., President & CEO, MRIGlobal
Mission Objective

The objective of *Operation Safe Campus* is to incorporate risk management best practices to provide a safe learning and living environment for our students, while protecting the health and well-being of our valued employees and contractors.
Joint Task Force Approach

We will pursue our objective by partnering with Liberty Hospital and MRIGlobal to leverage their capabilities in medical and biosafety expertise.
Threat Assessment Matrix Tool

Using the military’s defense conditions as a framework, William Jewell College developed threat levels across a continuum of the coronavirus risk. The framework leads to uniform and consistent planning, education and training, and necessary response for each level.
## Demo of Threat Assessment Tool

### Current Threat Level Condition: Level B - Moderate

<table>
<thead>
<tr>
<th>Level</th>
<th>Situational Assessment</th>
<th>Crosswalk with Clay County</th>
<th>Response</th>
<th>Examples of Risk Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>O</td>
<td>Baseline (new normal post-pandemic)</td>
<td>Clay County Phase 4</td>
<td>Routine</td>
<td>Maintain best practices. Continuously improve campus capability to respond to the next pandemic or significant health event. Handwashing, high facilities sanitation, vaccinations, routine health, alertness, education and training is normal behavior.</td>
</tr>
<tr>
<td>A</td>
<td>No active COVID-19 cases reported in Liberty, Clay County or KC Metro, but conditions exist that warrant precautionary measures such as cold weather or flu season</td>
<td>Clay County Phase 3</td>
<td>Limited</td>
<td>Introduce long-term solutions to mitigate the spread of disease and lift all restrictions associated with COVID-19. Continue vaccination plans, monitor student and employee symptoms, prompt testing as needed, continued education.</td>
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<tr>
<td>B</td>
<td>Active COVID-19 cases reported in Liberty, Clay county or Kansas City metro but cases do not exist on Campus</td>
<td>Clay County Phase 2</td>
<td>Moderate</td>
<td>- Maintain social distancing (6’ of space) including all gatherings. - Limit gatherings to 10-50 participants based on Health Department Guidance. - Employees may work on campus as directed by supervisors. - Wear a face covering in public settings. - Limit all non-essential travel. - People at higher risk should be evaluated for individual plan. - Stay home if you have a fever, other symptoms of COVID-19 or if you were exposed. - Report symptoms or possible exposure to the College to facilitate contact tracing. - Hygienic academic in-person and online classes. Teleconference over-in-person meetings when possible. - Maintain attendance records for all in-person gatherings to facilitate contact tracing. - Plan for vaccination and when available. - Maintain hygiene, clean and disinfect. In addition to Level B requirements: - Conduct contact tracing. - Notify any individual that might have been exposed to virus. - Quarantine individuals who were exposed to virus. - Close affected areas for cleaning and disinfecting. - Follow guidance from CDC, MIKEID and Health Dept and Liberty Hospital. - Determine necessity for online classes or suspending large gatherings.</td>
</tr>
<tr>
<td>C</td>
<td>Active COVID-19 case(s) confirmed on campus</td>
<td>Clay County Phase 2</td>
<td>Avoid Contamination</td>
<td>- Plan for vaccination and adherence. - Maintain hygiene, cleanliness and disinfect. - In addition to Level B and Level C requirements: - Conduct video meetings. - Socially distance activities. - Conduct contact tracing. - In coordination with Health Department: suspend in-person activities; instruct employees to stay home; move classes to online format.</td>
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<tr>
<td>D</td>
<td>Regional Hotspot - high number of active COVID-19 cases in Clay County</td>
<td>Clay County Phase 1</td>
<td>Containment</td>
<td>In coordination with Health Department: suspend all on-campus activities; instruct employees to stay home; move classes to online format.</td>
</tr>
</tbody>
</table>
Creating solutions using science and technology for a healthier, safer, more sustainable world
Incorporate infectious disease actions

- Lessons learned from current environment
- Gap assessments vs. pandemic recommendations from CDC, local, regional, federal guidance
- Frameworks to include decision matrix for expected ‘threat’ scenarios
- COVID-19 safety, emergency response training for stakeholder audiences
- Establish mechanisms for infectious disease emergency response operations
- External review and partnerships

Safety Plans
Emergency Response Operations Plans
Continuity of Operations Plans
Value of Partnerships

• Establish partnerships before incidents occur
• Rapid response
  • Already familiar with procedures and practices
  • Allows for quick action to address situation
• Unbiased assessments/advice
• Can provide specific information and references
• Will understand limitations and provide alternative solutions
Creating Psychological Safety and Confidence

Presenter:
• Chris Cardetti, Executive Strategy Director, Barkley
Be Useful

• Simple journeys
• Open Briefs
• One question at a time
“Speed to Usefulness"
1. Where is consumer sentiment right now?
2. How do you research this summer?
3. How do you communicate going into fall?
1. Where is consumer sentiment right now?
2. How do you research this summer?
3. How do you communicate going into fall?
The biggest areas of concern are related to financial health, mental health and public health.

Each piece of “Total Health” creates safety. You have to do all three.

Public Health  Financial Health  Mental Health
Vast majority of consumers are comfortable submitting to a temperature check before entering public places.

“How comfortable would you be submitting to a temperature check in the following places/locations?” (% saying very or somewhat comfortable)

<table>
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<th>At Work</th>
<th>Grocery Store</th>
<th>Restaurant</th>
<th>Airport</th>
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<tbody>
<tr>
<td>As of April 13th</td>
<td>86%</td>
<td>75%</td>
<td>67%</td>
<td>75%</td>
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</tbody>
</table>

Sources: 1Q COVID-19 Weekly Tracker 4/6/20-4/13/20 n=500
Optimism persists and is highest among younger cohorts.

Their goals haven’t changed.
But their current needs have.

Be creative with solutions.
1. Where is consumer sentiment right now?
2. How do you research this summer?
3. How do you communicate going into fall?
Let them build your future with you

- Online focus groups + co-creation
- Chat rules
- Short, ongoing surveys
- Ongoing idea forum
- Find new need states
- Find new consumer segments
- Test new models
- Create unexpected pairings
1. Where is consumer sentiment right now?
2. How do you research this summer?
3. How do you communicate going into fall?
The New COVID Consumer

**Elevated consciousness**
COVID has given consumers a chance to step back and evaluate what’s most important.

Purposeful and ethical business practices will continue to rise and become a must-have.

**A higher standard for value**
With economic uncertainty, comes a close evaluation of value with every purchase, beyond just price.

More consumers will think about how their purchases impact their neighbors and communities.

"While consumers may feel powerless in many ways in their fight against COVID-19, they will emerge more empowered and passionate for change than ever before."

Source: Mintel
Over half of consumers equate purpose with positive impact for people & planet.

Barkley Purpose Research, 2019
Communicating Your Plan

1. Combine Purpose + Practicality
2. Address “Total Health & Safety”
3. Be useful, be creative
4. Brand the plan
5. Communicate the full details
6. Overcommunicate regularly
7. Find your 1-source expert public (not a cheerleader)
8. Find your “surplus”
9. Ask students/stakeholders to do their part
10. Create your evolve oath
**Messaging**

Consider across all brands

**Core Focus – Show Commitment to Purpose**

Play a leadership role in the community, aligned with the brand’s purpose.

**Approach & Target Categories**

**Business Goal/Value Proposition**

Opportunity to strengthen perception of purpose and be a brand consumers want to be affiliated with.

**POV Element**

**Purpose**

**Design the right blend of priorities based on impact on your category**

**Priority A – Drive Business that Helps**

Adapt to new needs; show empathy, and find opportunities to meet them with product innovations, solutions, and messaging.

**Priority B – Deliver Value for Future Business**

Find a way to deliver value to customers’ lives, even if it’s not possible to tie directly to your product/services.

**Practicality**

Drive traffic and maintain business. When solutions involve discounts for budget-conscious families, embrace driving top line growth and acquiring new customers at the expense of margin.

**Remain top of mind** for existing customers, attract new ones, so that when recovery begins, engagement with your brand is strong.
Every touchpoint is a chance to communicate your plan
The hardest times are the best times to reinvent yourself.
Make a plan.
Then plan to change.
KICK THE SHIT OUT OF OPTION B
Survey Results: On What High-Priority Items Would You Benefit from Collaborative Discussion with Higher Education Colleagues

Presenter: Beth Tankersley-Bankhead, Ph.D., President & CEO, KC Scholars
# Would Like to Discuss with Campuses

<table>
<thead>
<tr>
<th>Theme</th>
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<td>Supporting Students</td>
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<td>Adaptability/Mission</td>
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<td>Supporting Faculty, Staff, &amp; Administration</td>
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<td>Course Delivery/Teaching &amp; Learning</td>
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<td>Campus Climate</td>
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<td>Workforce</td>
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<td>Technology</td>
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## What Keeps You Awake at Night

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<th>Theme</th>
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<td>Enrollment Planning</td>
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<td>Rise of Infection</td>
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<td>Student and Faculty Mental Health</td>
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<td>Food Service</td>
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<td>Vulnerable, Under-served Students</td>
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<td>Online Teaching</td>
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<td>Sports/Athletics</td>
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<td>Other</td>
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Most Helpful as you Make Decisions

#1 most frequent theme:

- Similar guidelines across campuses for students returning to campus; what must we do; what are other campuses doing; what are the best practices; guidelines on use of masks; what constitutes prudent and wise actions that still enable us to function in a manner that students and their families expect; is there guidance already out there; how are others applying the available guidance; having a better source of information that is helping guide campuses to make decisions; CDC guidelines about safe distance in labs; what do vulnerable populations do even when campus is "open" again?

Single frequency responses:

- Availability of testing and contact tracing
- We are relying on guidance from state and local officials on re-opening
- Being data informed in association with health departments by region
- Examples of population guidelines
- Supporting, yet mobilizing, our communities in preparation for August
Seeking & Receiving Guidance

- Upper administration, law firm, university legal counsel/risk management, internal campus group/constituents, alumni
- Federal government and county and state officials
- CDC, public health and safety officials, scientific community, infectious diseases experts, community agencies
- MDHEWD
- Other campuses, peers across the region
- Council on Independent Colleges in MO and Kansas Independent College Association
- Professional organizations: NAICU, AGB – Association of Governing Boards
- Consulting organizations: MRIGlobal and EAB
- Community leaders
Q&A

Presenter:
• Maria Maffry, Principal, Chief Business Development Officer, BNIM
Next Steps

- Elizabeth MacLeod Walls, Ph.D., President, William Jewell College
Helpful Resources:

- Regional-based Resources for PPE: https://www.biokansas.org/page/COVIDSuppliers


- Washington Post article highlights Park University: https://www.washingtonpost.com/opinions/the-future-belongs-to-the-pandemic-pragmatists/2020/05/15/5f79abc4-96de-11ea-82b4-c8db161ff6e5_story.html

- Fall opening plans of all campuses nationwide: https://www.chronicle.com/article/Here-s-a-List-of-Colleges-/248626

- Association of Community Colleges highlighted fall opening plans for KCKCC: https://www.ccdaily.com/2020/05/a-kansas-colleges-comeback-plan/