This document provides an overview of how UWM has organized and managed its response to the coronavirus pandemic. Recommendations for moving forward will be provided in a forthcoming report from the Emergency Operations Center, and decisions will be made by the Crisis Management Team leadership.

Since January 2020, the UWM community has worked within a coordinated team structure to address COVID-19 and its impact on our community. We have learned and worked together with the goal of serving our students, faculty, and staff in both on-site and remote locations. Below is a diagram that shows the scope of our planning.

Preparedness Teams
The Campus Infectious Disease Preparedness Team was activated in January 2020 and began communications to the campus community on Jan. 25, 2020. Established in 2009 in response to H1N1, the multi-disciplinary team is led by the campus health officer. The team includes representatives from Norris Health Center, UWM Police Department, Dean of Students, Academic Affairs, University Safety and Assurances, College of General Studies, Human Resources, Center for International Education, University Housing, Partners for Health, University Relations & Communications and Legal Affairs.

A Community Support and Impact Group was formed in 2020, expanding campus participation to include Global Inclusion & Engagement, University Counseling, Student Involvement, Office of Equity and Diversity and Centers for Advocacy and Student Engagement. An Academic Preparedness Team also was formed, which included Centers for Excellence in Teaching and Learning. These groups continue to meet regularly.

By Feb. 5, 2020, UWM launched a Take Care of Yourself health awareness campaign and established its uwm.edu/coronavirus website, which served as a communication center and resource for the UWM community. Also in February, UWM hosted an influenza vaccine clinic with its long-standing partners in prevention and emergency response, the City of Milwaukee Health Department, and served the larger community by hosting an On Public Health panel discussion at the Joseph J. Zilber School of Public Health, focused on COVID-19.

Response Teams

UWM moved from preparedness to response in February 2020, activating its Crisis Management Team. The COVID-19 Crisis Management Team is led by the vice chancellor for Finance and Administrative Affairs and the chief student affairs officer in partnership with the campus health officer and UWM police chief. The team includes campus leadership and has representation from governance groups. It continues to meet regularly.

Also in February, a new travel policy was developed and communicated, along with clear guidance on requirements for travelers developed in partnership with local public health authorities. Additionally, CDC public health guidelines, CDC travel warnings and Department of State warnings required large-scale response efforts by the Center for International Education and the formation of a Travel Response Team co-led by Risk Management and Academic Affairs with representatives from the Center for International Education, Norris Health Center, Legal Affairs and Travel Management.

Wisconsin, which announced one of the first COVID-19 cases in the United States in early February, declared a public health emergency on March 12, 2020. The day prior, the World Health Organization had declared COVID-19 a pandemic.
The Campus Emergency Operations Center was activated in March 2020 to move campus operations to on-site essential services. The team operates under the National Incident Management System (NIMS) Command Structure outlined in the Campus Emergency Operations Plan. The Campus Emergency Operations Center is led by co-incident commanders, the UWM police chief and campus health officer. The Academic Preparedness Team facilitated the transition of approximately 6,000 courses to remote learning, and University Housing coordinated the move of more than 3,000 students from residence halls. Transition of support services to virtual platforms were executed, and most faculty and staff moved to working remotely. Guidance for essential employees working on campus was developed.

**Recovery Teams**

In April 2020, the university began planning for Fall 2020. A Scenario Planning Work Group was formed to establish recommendations based on analysis of different delivery options for fall courses. The group included faculty, staff, students and accreditation and experiential learning groups. Additional planning groups were formed and have expanded to include more than 120 faculty and staff members.

Below are descriptions of the current teams working on plans to resume more in-person operations. The plans being developed assume a phased-in approach beyond the current level of on-site operations, which includes a limited number of students in the residence halls, an open medical clinic for students, food pantry distribution and essential employee activity, which includes maintenance of critical infrastructure.

In-person operations are expected to resume as follows:

- Expanded research activities begin in June.
- Expanded administrative and office re-occupancy begins in phases in the summer months.
- Resumption of some level of face-to-face academic instruction and other student support services will occur around the start of the academic year.

The Building Preparedness and Operations (BPO) Team divided its work into four sub-groups focused on campus space types – research/laboratory spaces, administrative and office spaces, classroom spaces and general spaces (entry/exit, circulation, lounge/gathering, and restrooms) to systematically plan for how facilities will reopen and reactivate. Unique campus facilities, such as the UWM Student Union, Klotsche/Pavilion, Golda Meir Library, teaching labs/shops and performance venues will have specific plans for their spaces.

The team’s recommendations will focus on guidelines for facility modifications and occupancy standards for social distancing, cleaning, PPE provisions, and human/personal behavior expectations for each space type and/or specific facility.

The BPO team also has subgroups focused on food service and large events.
The Food Service Subgroup is working to determine what services can be provided to students and the university community in the safest possible manner and meeting public health requirements and industry standards. Plans will be further developed after residence hall occupancy, estimates of fall on-campus population, and building and campus access for students and faculty/staff are determined.

The Large Event Subgroup has developed general recommendations for campus administration and will next move to more specific and detailed recommendations regarding processes, best practices, communications to potential patrons and training for event staff. Event size will be highly dependent on public health guidelines and local public health orders.

The Communications Team is developing a forecast for anticipated communication needs for next three months and a protocol for communicating about major COVID-related events. It has subgroups working on student, parents and faculty/staff communications and the exchange of information between key departments/people on campus.

The Community Support and Impact Team is collaborating with campus partners and other teams on multiple initiatives. It developed the Panther Health and Safety Community Standards for faculty, staff and students to encourage proactive communication both through the CS&I team and other groups on campus.

The Financial Impact Modeling and Decision Support Team provides campus leadership with estimates of the financial impact of various scenarios and proposed recommendations.

The Housing Readiness Team is planning for continuing and expanding on-campus housing operations. This includes workforce planning, facility considerations, education for staff and residents, an isolation site, community considerations and contract considerations.

The Human Resources Team is providing recommendations regarding UWM employees’ return to on-site work in Fall 2020. The team’s work includes developing guidelines for employees and supervisors.

The Personal Protective Equipment (PPE) and Supplies Team is securing supplies and services necessary to maintain a safe environment for students, faculty and staff. The planning in progress includes securing a three-month supply of PPE that will be centrally located and a establishing a coordinated system for inventory and distribution. Priority supplies include disinfecting wipes, hand sanitizer and face masks, as well as plexiglass to provide physical barriers at main desk and office areas where there is direct person-to-person contact.

The Purchasing, Contracts and Travel Team addresses general procurement issues that are impacted by the COVID-19 pandemic. This group works to support and provide
guidance to other groups and the campus community, including working with vendors when events are canceled or need to be modified and creating flexibilities in contracts.

The **Research and Scholarship Team** is developing and implementing an effective plan for gradual restoration of research activities. It includes academic leadership, researchers, campus operations, campus safety and public health representatives. The Office of Research has outlined procedures and guidelines for a staged return to research activities at [https://uwm.edu/officeofresearch/reopening-research-at-uwm/](https://uwm.edu/officeofresearch/reopening-research-at-uwm/) and has established a process and template for researchers to develop their research operations safety plans.

The **Special Request Team** assists campus groups with planning special functions on campus. A special function would be an event that requires use of a special space (outdoors or a general inside area), requires a specific or temporary traffic flow (pedestrian or vehicle), or involves a need for mass distribution/drop off of items or to receive a service. The team reviews and provides feedback and assistance with submitted plans.

The **Student Financials Team** has reviewed and made recommendations to adjust tuition and fees for the spring, summer and fall semesters. It has assisted with student housing refunds, financial holds and fees, and determining fee structures.

The **Testing, Tracking and Monitoring Team** is working to evaluate the role of testing, contact tracing and symptom monitoring on campus. Testing for symptomatic students is available at the on-campus student health center through a partnership with the City of Milwaukee Health Department. The team continues to review guidelines from a wide variety of resources, including the CDC, local public health agencies and health care organizations as guidance continues to evolve rapidly. This team is coordinating with the UW System Testing and Tracing Team.

The **Travel Team** reviews current travel restrictions on a monthly basis, will make travel recommendations for the 2020-21 academic year and has created a streamlined travel exemption process for essential travel.