**CORONAVIRUS: LOOKING FORWARD**

**DEVELOPING A COMPREHENSIVE RESPONSE TO THE PANDEMIC CHALLENGE**

Our society has experienced a rapid structural shift which makes this a watershed moment as we analyze the possible implications for Averett and how best to prepare. It is essential that we develop a comprehensive response to the pandemic; not a forecast, not a document. Critical to informing our overall approach is diagnosis of the challenge. We need first to have a coherent viewpoint about the forces at work, not a plan.

We must begin with the premise that old ways of doing business will no longer work (the old model has been completely disrupted and as a result, may likely peter out). The wrong way forward is to do more of the same. This is the best time to be strategists because for this moment of change – old sources of competitive advantage may weaken and new sources can rise or appear.

We will examine all aspects of the institution, modeling varying scenarios and the corollary effects on academics, enrollment, finances, student experience, fundraising, strategy and governance. No one has a good handle on the duration of this pandemic, so we must prepare now for varying realities in the event that we can’t return to normal operations in the fall. Or, if we are able to resume normal operations, only to face another round of the virus … and are forced to resume remote operations. Institutionally, we can view the pandemic as an unrequested hard re-boot, unpleasant in many ways but capable of allowing us to come back stronger, more imaginative and more committed than ever.

**POSSIBLE SCENARIOS**

1. Summer:  Stay at home is lifted either in May or June with restrictions.
2. Fall:  Able to return to campus in the fall with restrictions either in late August or at mid-semester.
3. Fall:  Return to campus for the fall with restrictions but have a resurgence in the middle of the semester sending students home.
4. Unable to return to campus in the fall due to severity of restrictions.

**FORMATION OF WORK GROUPS**

Seven work groups will be formed to focus on the following critical areas, each of which are in alignment with our Averett 2025 strategic imperatives:

**Work Group I: Teaching/Learning** -- Transformational Learning Experiences

**Work Group 2: Recruitment of Incoming Class** -- Enrollment Growth and Visibility

**Work Group 3: Current Student Retention Student Success, Support and Experience** -- Enrollment Growth and Visibility

**Work Group 4: Campus Health and Welfare – Employee and Student**

**(behaviors, needs, support, morale)** -- Sustainable Foundations

**Work Group 5: Finances** -- Sustainable Foundations

**Work Group 6: Fundraising** -- Sustainable Foundations

**Work Group 7:** **External Outreach** -- Innovative Partnerships

Various members of the Planning Team will be asked to serve as core strategic thinkers and as the basis for the formation of six focused work groups. In addition, it will be important to identify additional faculty, staff or other resources that may be needed to ensure the right talents and perspectives are being pointed at the right issues/challenges. To this end, the composition of the work groups will need to have the needed horizontal and vertical integration to be certain to incorporate needed talents and perspectives.

**FRAMEWORK: GUIDING PRINCIPLES**

These guiding principles establish the framework for our Coronavirus work groups as well as expected mindsets/behaviors that need to steer and inform our work, the formulation of our recommendations, and ultimately our cohesive response to the pandemic.

1. **Have CLARITY** about Averett’s value propositions. How has Averett delivered value in the past? Let’s be very clear on this answer and don’t lose sight of these.(Student-centeredness; Access to relationships, access to the region and beyond through experiential; etc.)
2. Capitalize on Averett’s major **STRENGTHS** that allow us to do things that may have been impossible even two years ago (e.g. standard term model/allowing the movement from face to face to online)
3. Solutions must be **RESPONSIVE** to how the pandemic is changing the mindsets and potential behaviors of our students and their families.
4. Commit ourselves to **LISTEN & LEARN with GRACE**. What can we learn from the experiences our faculty, staff and students are having “now”? What can we learn from others outside of Averett?
5. Prepare for **HIGHER** **EXPECTATIONS**. Students and parents were forgiving this spring with what we couldn’t do as well. If we have a re-do, they likely won’t be as much so forgiving.
6. **RE-IMAGINE** our opportunities and be ever more forward thinking and innovative!! Averett 2025 and short/long term strategies – Which need to be protected? And which paths may not be right anymore? Forward-thinking, innovative, creative and collaborative. Old ways of doing business will no longer work…
7. **SPEED**…Fast-paced/speed of decision making
8. Courage to **STRESS TEST** all aspects of Averett
9. Simplify, **SIMPLIFY**, simplify so we reduce complexity (for students, for decision making, etc.)
10. Communicate, **COMMUNICATE,** communicate

**WORK GROUP CHARGE & NEXT STEPS**

The charge for each work group is to conduct the following four steps, for each of the scenarios above, in keeping with the guiding principles summarized above.

1. Diagnose the challenges presented by each scenario and develop a coherent viewpoint of the forces at work first.
2. Examine the possible medium and long-term implications of each scenario;
3. In keeping with the 10 guiding principles, identify at least three cutting edge alternative solutions and make recommendation of best path forward.
4. Develop detailed plan and follow up action steps.

**TIMELINE**

The deadlines for completion of the steps outlined above will be incremental. Work groups will be asked to work report out at the following intervals:

**By May 8: Completion of Steps #1 and #2**

* Diagnose the challenges presented by each scenario and develop a coherent viewpoint of the forces at work first.
* Examine the possible medium and long-term implications of each scenario;

**By May 20: Completion of Step #3**

* In keeping with the 10 guiding principles, identify at least three cutting edge alternative solutions and make recommendation of best path forward.

**By May 29: Completion of Step #4**

* Develop detailed plan and follow up action steps.

**June 3:** Sustainable Foundations Committee Meeting of the Board

**June 17:** Board of Trustees Meeting

**By July 1:** Announce plans for Fall Re-Opening

**Coronavirus: Looking Forward**

**Work Group Composition**

**Transformational Learning Experiences**

Dr. Tim Fulop/Lesley Villarose

**Work Group 1: Teaching/Learning**

Pam McKirdy (co-leader/facilitator)

Jennifer Hughes (co-leader/facilitator)

Susan Huckstep (co-leader/facilitator)

Jackie Finney

Ginger Henderson

Carly Pearce

David Rosenberg

Susan Rowland

Gary Tucker

**Enrollment Growth and Visibility**

Stacy Gato, Meg Stevens, Lesley Villarose

**Work Group 2: Recruitment of Incoming Class**

Joel Nester (co-leader/facilitator)

Carly Pearce (co-leader/facilitator)

Kara Hankins

Danny Miller

Meg Stevens

Lesley Villarose

Travis Williams

Pam Harris

Christy Davis

**Work Group 3: Current Student Retention -- Student Success, Support and Experience**

Chris Ellis (co-leader/facilitator)

Erin Schlauch (co-leader/facilitator)

Izy Obi

Janet Roberson

Meg Stevens

Bren Taylor

Lesley Villarose

Lee Wilkerson

Raven Williams

Barb Kushubar

David Hanbury

Liz Cervantes

Lesley Cole

Cheryl Dalton

**Sustainable Foundations**

Don Aungst/Buddy Rawley

**Work Group 4: Campus Health and Welfare – Employees and Students**

**(behaviors, needs, support, morale)**

Kathie Tune (co-leader/facilitator)

Ginger Henderson (co-leader/facilitator)

Carl Bradsher

Donna Gourley

Katie Johnston

Bren Taylor

Phillip Mitchell

**Work Group 5: Finances**

Jackie Finney (co-leader/facilitator)

Lisa Stewart (co-leader/facilitator)

Cassie Jones

Danny Miller

Dana Mehalko

Rhonda Reavis

**Work Group 6: Fundraising**

Emma Sellers (leader/facilitator)

Dan Hayes

Barb Kushubar

Buddy Rawley

Meg Stevens

Lisa Stewart

**Innovative Partnerships**

Charles Harris/Tiffany Franks

**Work Group 7: External outreach/partnerships**

Billy Wooten (leader/facilitator)

Katherine Bishop

Sandy Isom

Cassie Jones

Angie McAdams

Emma Sellers