

SEAS COVID-19
Faculty and Staff Affairs
Task Force Report

SEAS COVID-19 Faculty and Staff Affairs Task Force

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Executive Summary

Our objective is to develop and evaluate approaches to ensure scholarly production continues across SEAS; ensure avenues for faculty and staff growth, achievement, and retention of top performers; develop recommendations for issues related to faculty and staff affairs including awards, promotions, reappointments, sabbaticals, physical health, and mental wellbeing. We evaluated faculty and staff perceptions of wellness and professional development by surveying our faculty and staff. Response rates were over 40% for faculty and close to 100% for staff, suggesting that our faculty and staff were extremely motivated to report their feelings about the impacts of COVID-19 on their wellness and professional development. Dean Lewis and Associate Dean Batta also met with various faculty groups (full, associate, tenure track, qualified rank, and female) and with staff. They have captured this feedback and integrated it into this summary as well.

Based on the survey and meeting findings and discussions of Task Force members about good/best practices, we recommend the following:

General

- Offer faculty and staff employees opportunities for remote work when feasible. Encourage faculty and staff to work from home when their responsibilities do not require being on campus.
- Conduct administrative business through online methods as opposed to in-person interactions whenever feasible.
- Clearly communicate, be transparent and be timely about work expectations to the greatest possible extent.
- Advocate to UB administration for clear instructions and practices for social distancing, PPE distribution and use, individual testing, and cleaning of spaces.
- Provide hand sanitizer throughout offices, hallways and laboratories.
- Consider options to support faculty and staff with childcare challenges, if regional constraints on child care and schools remain this summer and fall.

Faculty:

- Prepare now to open research facilities consistent with phased opening approach.
- Communicate as soon as possible the teaching format expectations of faculty for fall.
- Create support options and provide training opportunities for faculty to share best on-line and hybrid teaching practices over the summer.
- Encourage good “healthy” practices for interacting with students and colleagues via video conference and remote informal meetings.
- Reconsider communication through email (e.g., declare weekends off-limits).
- Provide directives for faculty and departmental spending state/UBF. e.g., How long will purchasing be suspended? Will new expenditures be reimbursed later?
- Provide 6-12 month extensions for start-up packages, if requested, to coincide with the institutional option for the 12-month stop the clock.
- Provide faculty members with flexibility in developing plans to manage their research lab and non-lab based activities with graduate students.

- Provide faculty members with flexibility in developing plans to innovate and manage their teaching methods to best meet student needs.
- Develop occupancy scheduling plans for research spaces that are shared across departments or across faculty within departments.

Staff:

- Develop SEAS and departmental plans for alternating day/time work schedules for those that want/need to perform their job on campus, especially if offices are shared.
- Establish boundaries and expectations for completing duties. e.g., Accommodate staff that also have child care/schooling responsibilities during "9-5".
- Reassure staff that it is acceptable to work from home when their tasks do not require being on campus.
- Install physical barriers and signage that encourage social distancing and reduce the person-to-person transmission of respiratory droplets. E.g., Use of clear shielding in main offices and in some staff offices.

Supporting Documents

The following supporting documents are provided:

- Faculty Survey
- Staff Survey
- Pie Charts for Faculty Quantitative Survey Questions
- Pie Charts for Staff Quantitative Survey Questions
- Pie Charts for Common Quantitative Questions from Faculty and Staff
- Summary of Faculty and Staff Qualitative Survey Questions
- Summary of Meetings with Faculty and Staff Groups

Appendix

Summary of Survey and Open Meetings with Faculty and Staff

Faculty and staff indicated that they:

- Prefer working from home at the current time and have safety concerns if they are required to return to campus this summer or fall.
- Do not wish to be compelled to be on campus if they are immune challenged or in a risk category.
- Are concerned with close student contact.
- Recommend widespread testing, one-way corridors, strict social distancing, use of PPE and use of disinfectant to feel safe in the future.
- Experience work-life balance challenges related to childcare, increased stress due to budget cuts and risk of burnout due to a lack of distinction between work and home life while working from home.

Faculty had additional concerns about:

- Lab work suffering.
- Loss of professional development opportunities due to inability to attend conference and network.
- Graduate student performance while required to work remotely.

Staff had additional concerns about:

- Not having a personal office in their home to conduct work activities.
- Close interactions with students required during normal operations.
- Students not canceling appointments when they are sick.
- Pressure to come to work from managers and faculty.
- Increased exposure due to students who come from places such as New York City.

Faculty Survey

COVID-19 SEAS Faculty Wellness and Professional Development Survey

The purpose of this survey is to provide information that will help SEAS better understand the important challenges that are affecting **faculty** during this unique and challenging time. The information that you provide will help us determine how SEAS can **best support faculty**.

A. Please share your **role within SEAS**:

Qualified (e.g., Teaching) Faculty Member

Tenure Track Faculty Member

Tenured Faculty Member

Please indicate your Department (Drop down or check box for each department, with last option "Prefer not to Disclose")

B **Teaching Mode Preference**: Under pre-COVID-19 conditions how would you characterize your primary mode of content delivery

a) Lecture (I do most of the speaking)

b) Interactive Lecture (As I present, I frequently ask questions, take polls using TopHat or clickers, etc.)

c) Individual, Seated Active Learning (Each student is individually engaged in solving a problem, doing an experiment, writing something in the classroom with no special equipment needed and my interaction with them is often highly individualized and/or based on my observation of their work)

d) Group, Seated Active Learning (Like individual seated learning only with the students working in groups)

e) Individual Laboratory Active Learning (like individual seated learning except the activity requires special equipment like a physical laboratory or highly specific software)

f) Group Laboratory Active Learning (like individual laboratory active learning only with the students working in groups)

C **Wellness**

1. At the present time, what are your greatest concerns regarding work-related risks to exposure to COVID-19?

2. Which of the following safety precautions would be useful to have in place whenever you return to campus (select all that concerns you):

Maintaining social distancing recommendations

Testing of all employees before they are allowed to return to work.

Providing masks to all employees.

Providing masks to all students.

Providing masks to all visitors.

Providing cleaning supplies to be used in all offices, laboratories and classrooms.

Posting CDC checklists for safe working behavior of those on campus.

Safety training for all employees, students and visitors.

3. Using the scale provided, please indicate the level to which you agree with the following statements:

a) At the present time, I prefer working at home rather than in my office.

Strongly Disagree Disagree Agree Strongly Agree

b) If I am required to return to campus for work in the summer, I will be concerned about my safety.

Strongly Disagree Disagree Agree Strongly Agree

c) If I am required to return to campus for work in the fall, I will be concerned about my safety.

Strongly Disagree Disagree Agree Strongly Agree

4. What would need to have happen for you to feel comfortable coming back on campus?

D. Professional Development

5. What are your greatest concerns about how COVID-19 will affect your ability to perform your job this summer?

6. What are your greatest concerns about how COVID-19 will affect your ability to perform your job this fall?

7. What additional concerns do you have about how COVID-19 will affect your ability to advance professionally at work?

8. What are your greatest concerns about how COVID-19 will affect your work-life balance?

9. Using the scale provided, please indicate the level to which you agree with the following statements:

a) During the summer, I will be able to perform my job just as well as I have in the past.

Strongly Disagree Disagree Agree Strongly Agree

b) During the fall semester, I will be able to be perform my job just as well as I have in the past.

Strongly Disagree Disagree Agree Strongly Agree

c) I am comfortable teaching on-line courses.

Strongly Disagree Disagree Agree Strongly Agree

d) I would like additional training to improve my ability to teach on-line courses.

Strongly Disagree Disagree Agree Strongly Agree

Please provide any specific comments on the type of online class that you are teaching

E. Tenure-Track and Tenured Faculty Only

1. I am more concerned because of COVID-19 about the availability of external funding to support my research program.

Strongly Disagree Disagree Agree Strongly Agree

2. Have you noticed changes in how journal and conference outlets are processing submissions? (e.g., quality of reviews, length of time until decision, etc.)?

Strongly Disagree Disagree Agree Strongly Agree

3. If you are untenured, are you concerned about your progress?

Strongly Disagree Disagree Agree Strongly Agree

4. If you answered “yes”, how have the changes at work affected your progress towards tenure?

5. We expect a one-year stop the tenure clock because of COVID-19. Would you be interested in using this?

Yes. No. N/A (tenured)

Open Ended Feedback

Please let us know of any other issues or concerns that you have related to the COVID-19 crisis and its impact on your ability to successfully accomplish your professional obligations in SEAS.

Suggested Resource

SEAS cares deeply about the health and academic progress of our students, as well as the safety of our faculty, staff and their families. We are committed to supporting the SEAS community during this transition to online learning while working together to take the necessary precautions to mitigate the spread of COVID-19. SEAS has developed a COVID-19 resource page. It has a whole range of information about potential impacts. Please see the following URL:

<http://engineering.buffalo.edu/home/coronavirus.html>

Staff Survey

COVID-19 SEAS Staff Wellness and Professional Development Survey

The purpose of this survey is to provide information that will help SEAS better understand the important challenges that are affecting **staff** during this unique and challenging time. The information that you provide will help us determine how SEAS can **best support staff**.

A. Please share your **departmental affiliation within SEAS**:

(Drop down or check box for each department, with last option "Prefer not to Disclose')

B. **Wellness**

1. At the present time, what are your greatest concerns regarding work-related risks to exposure to COVID-19?
2. Which of the following safety precautions would be useful to have in place whenever you return to campus (select all that concerns you):

Maintaining social distancing recommendations.

Testing of all employees before they are allowed to return to work.

Providing masks to all employees.

Providing masks to all students.

Providing masks to all visitors.

Providing cleaning supplies to be used in all offices, laboratories and classrooms.

Posting CDC checklists for safe working behavior for those on campus.

Safety training for all employees, students and visitors.

3. Using the scale provided, please indicate the level to which you agree with the following statements:

- a) At the present time, I prefer working at home rather than in my office.

Strongly Disagree Disagree Agree Strongly Agree

- b) If I am required to return to campus for work in the summer, I will be concerned about my safety.

Strongly Disagree Disagree Agree Strongly Agree

- c) If I am required to return to campus for work in the fall, I will be concerned about my safety.

Strongly Disagree Disagree Agree Strongly Agree

4. What would need to happen for you to feel comfortable coming back on campus?

C. Professional Development

5. What are your greatest concerns about how COVID-19 will affect your ability to perform your job this summer?

6. What are your greatest concerns about how COVID-19 will affect your ability to perform your job this fall?

7. What additional concerns do you have about how COVID-19 will affect your ability to advance professionally at work?

8. What are your greatest concerns about how COVID-19 will affect your work-life balance?

9. Using the scale provided, please indicate the level to which you agree with the following statements:
 - a) During the summer, I will be able to perform my job just as well as I have in the past.
Strongly Agree Disagree. Agree. Strongly Agree
 - b) During the fall semester, I will be able to be perform my job just as well as I have in the past.
Strongly Agree Disagree. Agree. Strongly Agree

Open Ended Feedback

Please let us know of any other issues or concerns that you have related to the COVID-19 crisis and its impact on your ability to successfully accomplish your professional obligations in SEAS.

Suggested Resource

SEAS cares deeply about the health and academic progress of our students, as well as the safety of our faculty, staff and their families. We are committed to supporting the SEAS community during this transition to online learning while working together to take the necessary precautions to mitigate the

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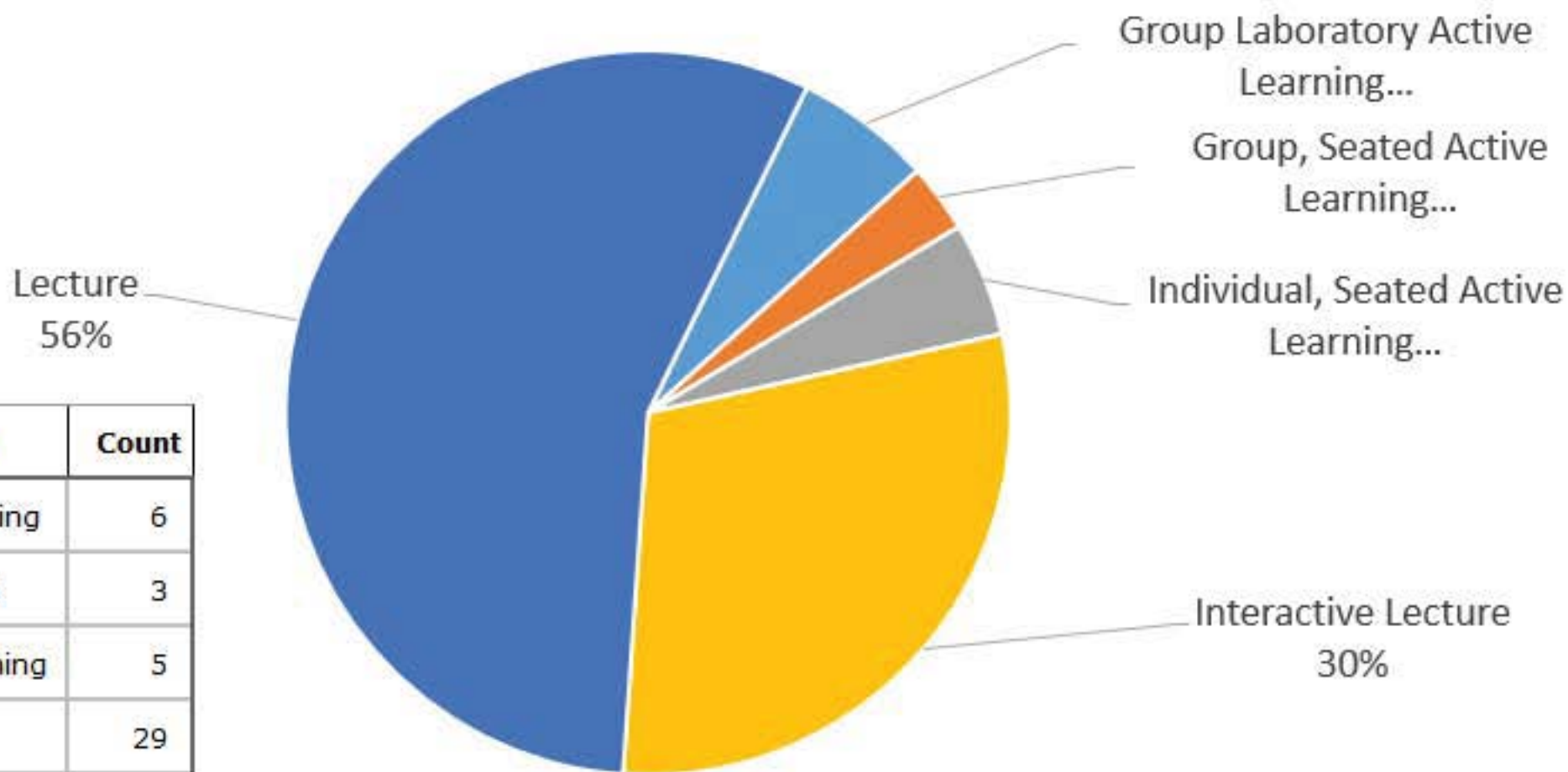
<http://engineering.buffalo.edu/home/coronavirus.html>

Pie Charts for Faculty Quantitative Survey Questions

Faculty

TEACHING MODE PREFERENCE

Under pre-COVID-19 conditions how would you characterize your primary mode of content delivery?

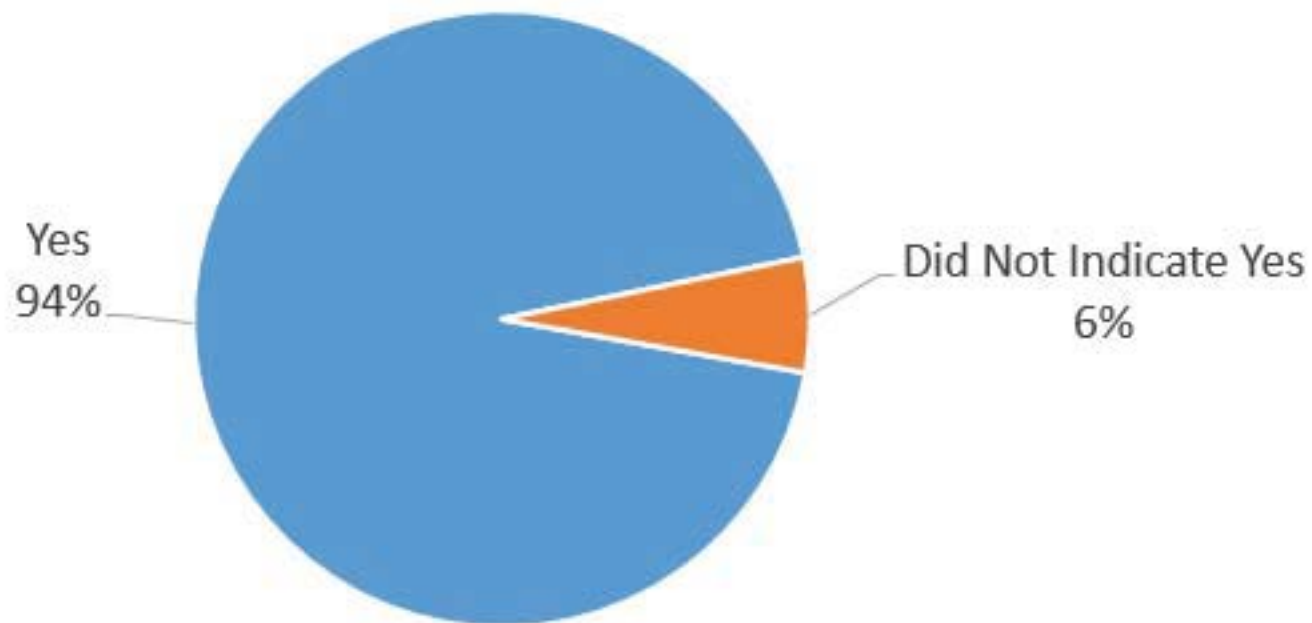


PreCovid_Content_Delivery	Count
Group Laboratory Active Learning	6
Group, Seated Active Learning	3
Individual, Seated Active Learning	5
Interactive Lecture	29
Lecture	55
Total	98

Faculty Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Maintaining social distancing recommendations.

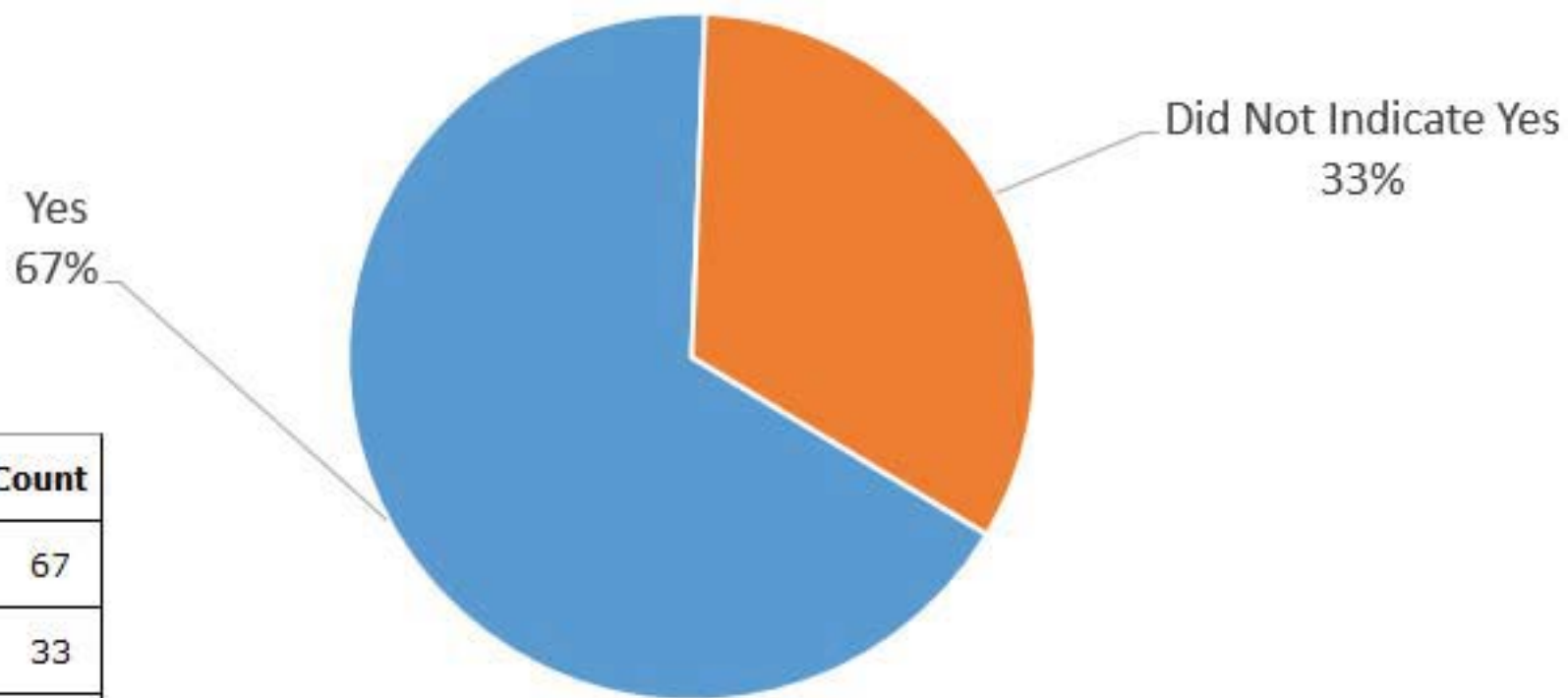


Response	Count
Yes	94
Did Not Indicate Yes	6
Total	100

Faculty Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Testing of all employees before they are allowed to return to work.

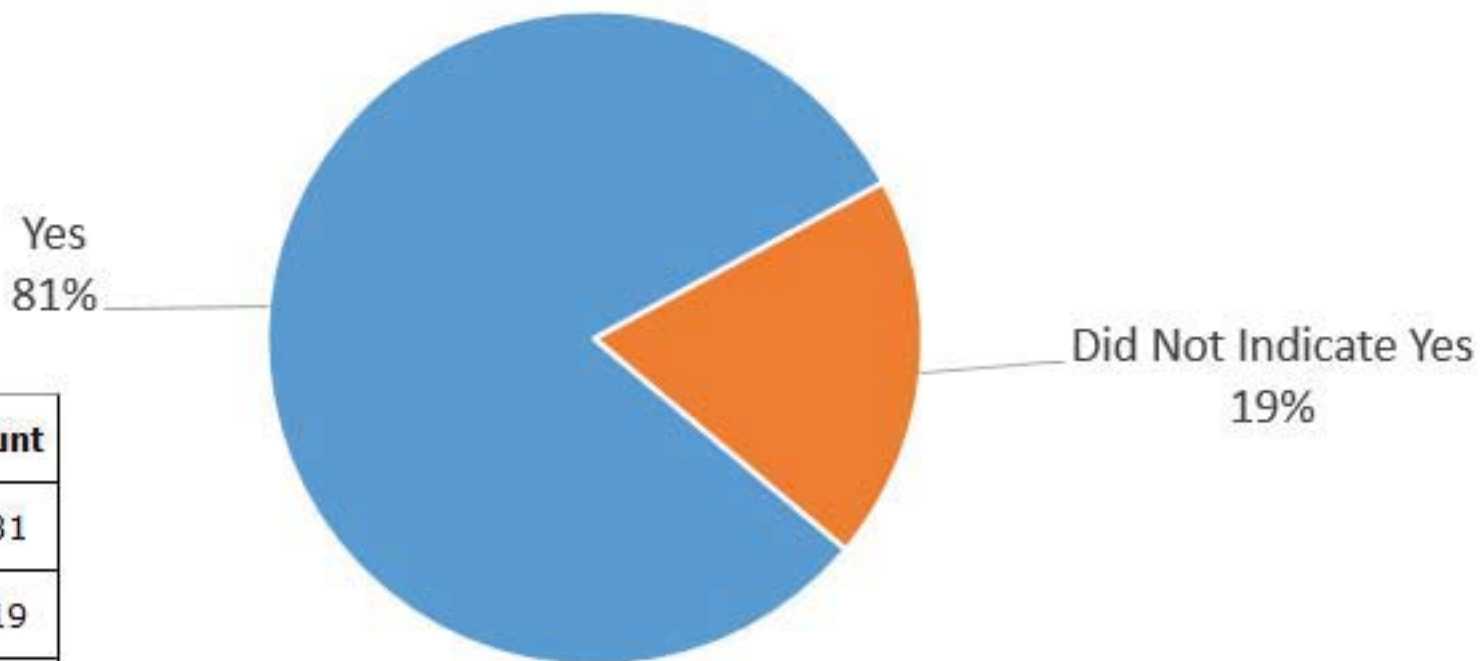


Response	Count
Yes	67
Did Not Indicate Yes	33
Total	100

Faculty Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Providing masks to all employees.

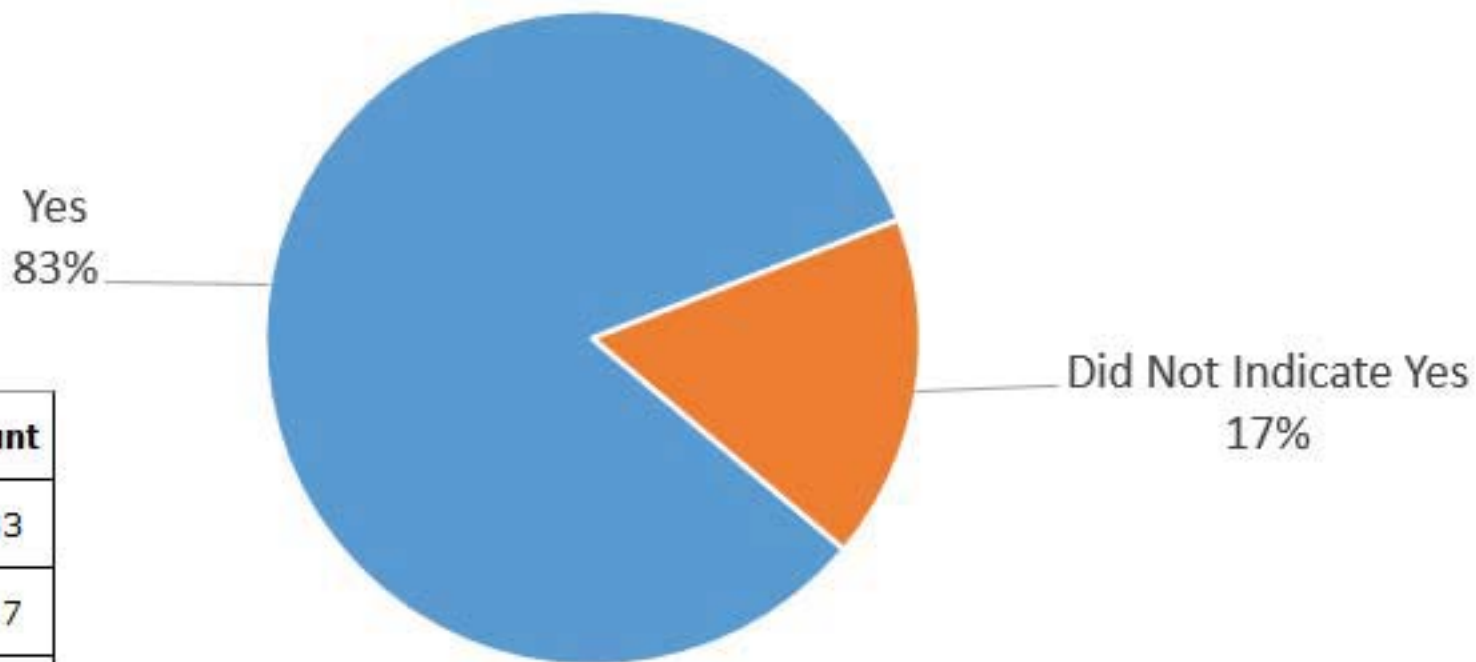


Response	Count
Yes	81
Did Not Indicate Yes	19
Total	100

Faculty Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Providing masks to all students.

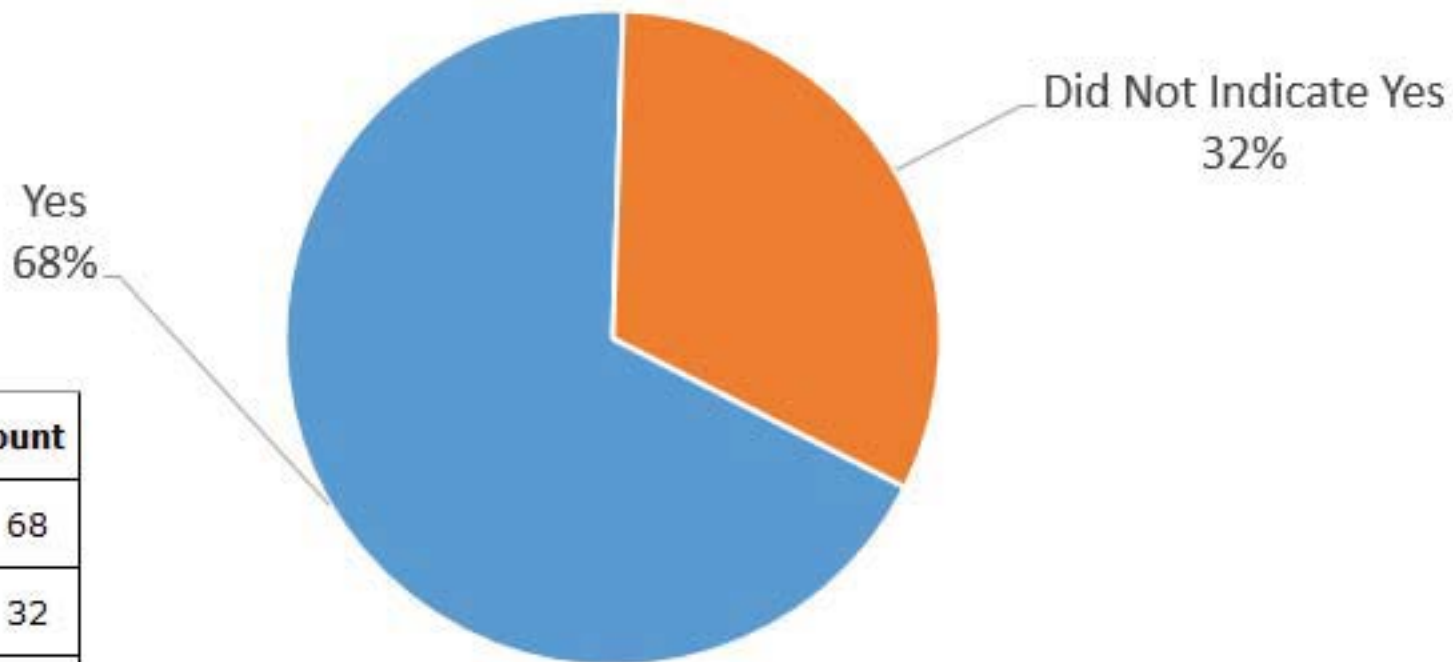


Response	Count
Yes	83
Did Not Indicate Yes	17
Total	100

Faculty Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Providing masks to all visitors.

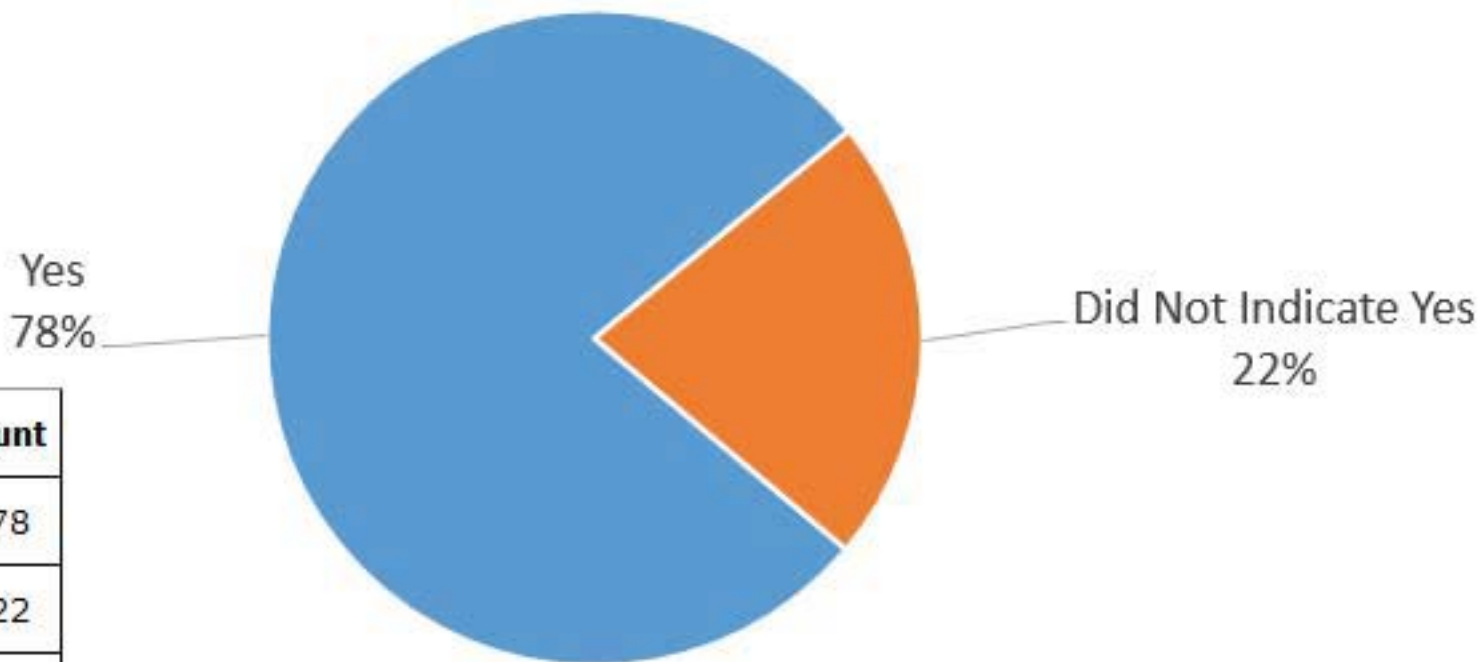


Response	Count
Yes	68
Did Not Indicate Yes	32
Total	100

Faculty Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Providing cleaning supplies to be used in all offices, laboratories and classrooms.

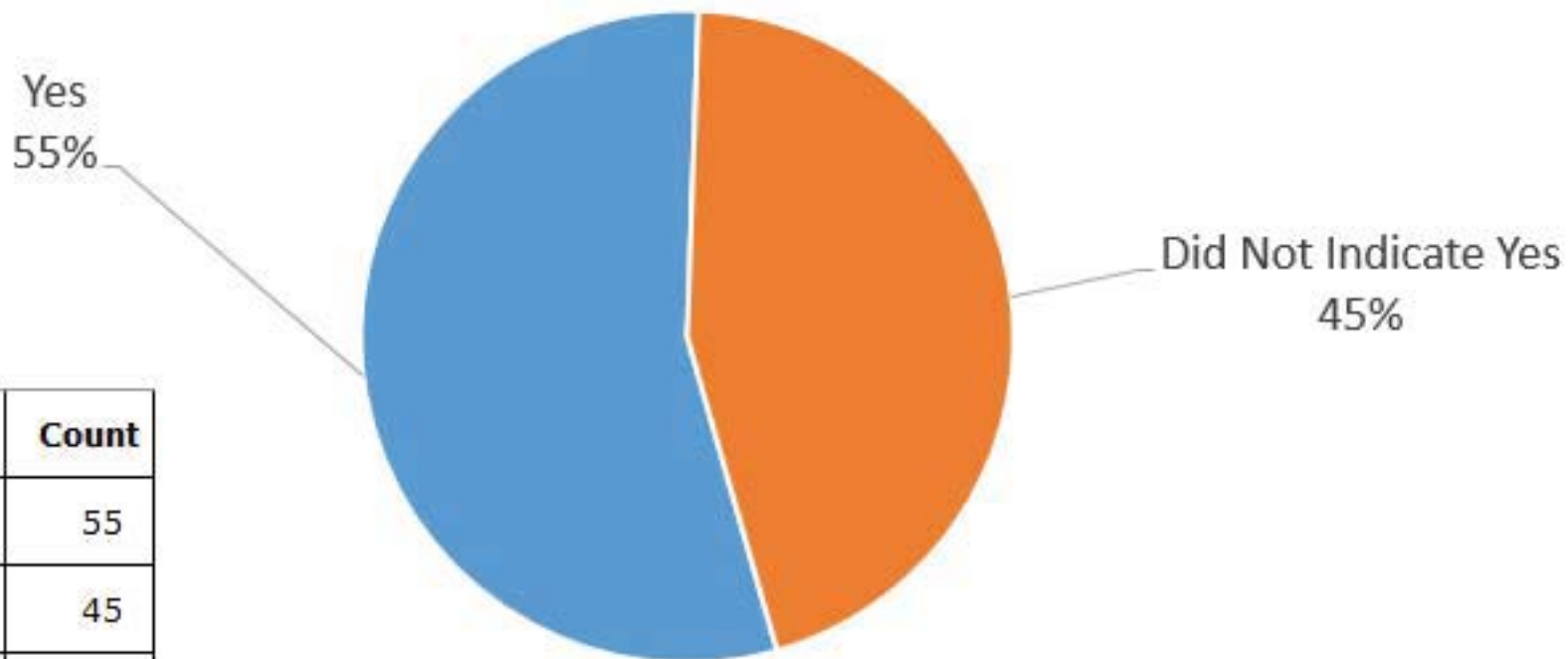


Response	Count
Yes	78
Did Not Indicate Yes	22
Total	100

Faculty

Which of the safety precautions would be useful to have in place whenever you return to campus?

Posting CDC checklists for safe working behavior of those on campus.

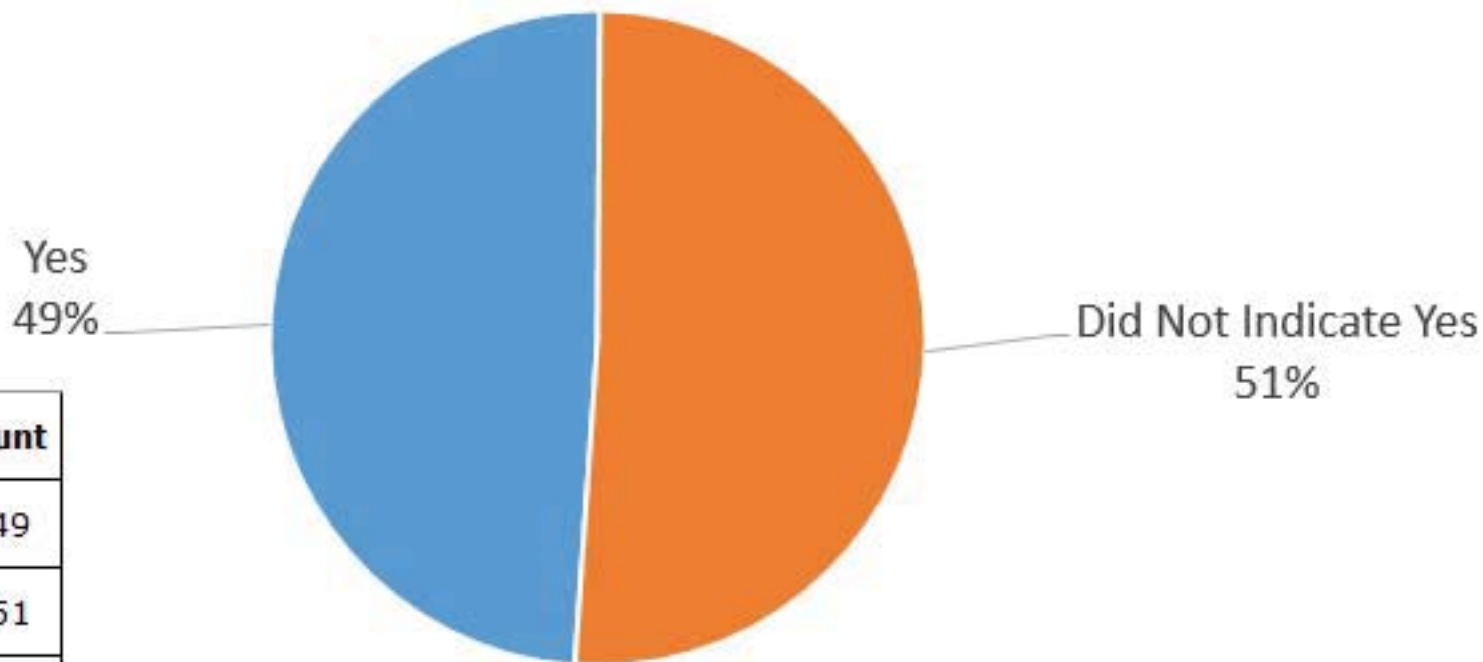


Response	Count
Yes	55
Did Not Indicate Yes	45
Total	100

Faculty Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Safety training for all employees, students and visitors.

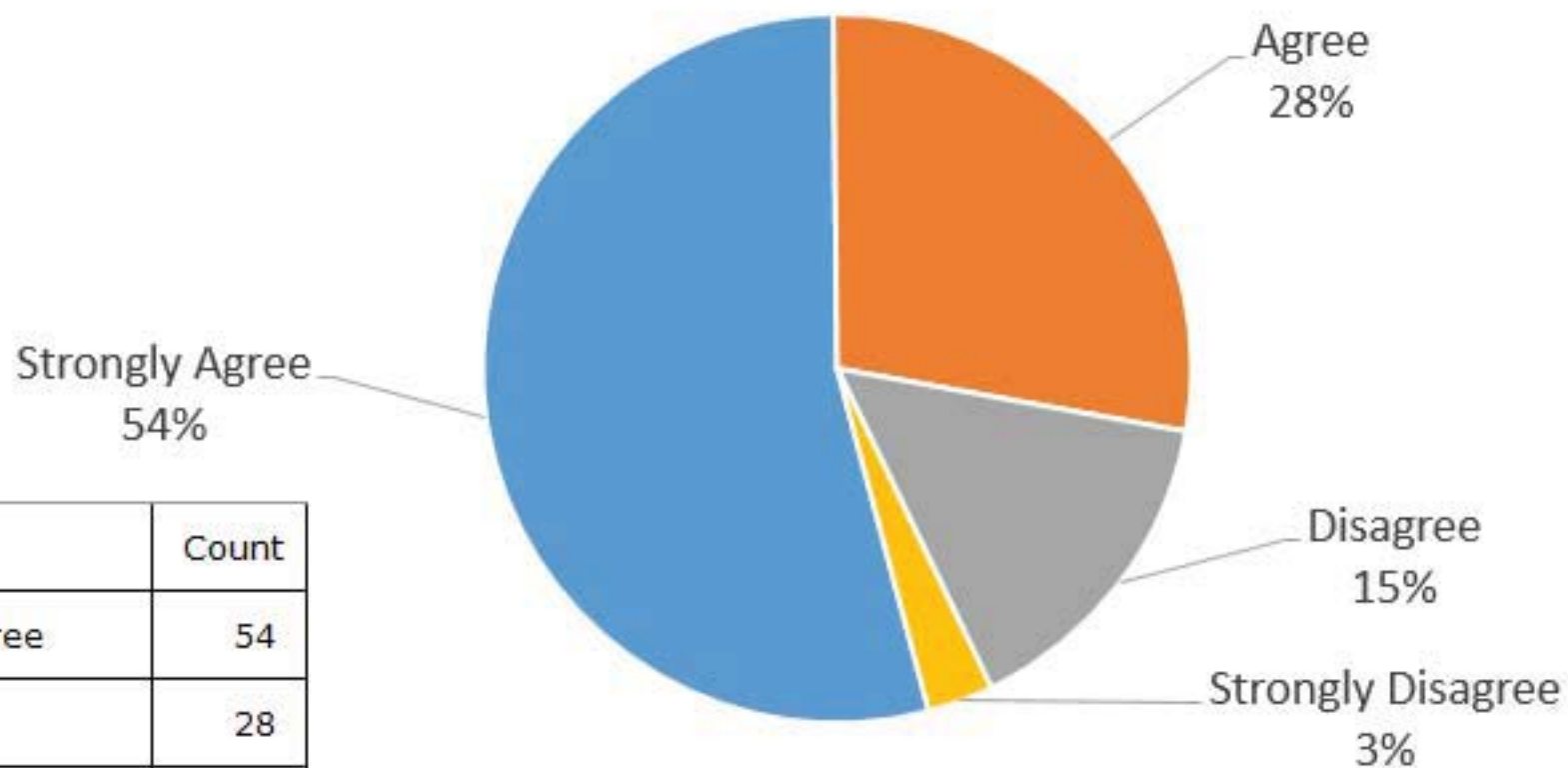


Response	Count
Yes	49
Did Not Indicate Yes	51
Total	100

Faculty Wellness

Please indicate the level to which you agree with the following statements:

At the present time, I prefer working at home rather than in my office.

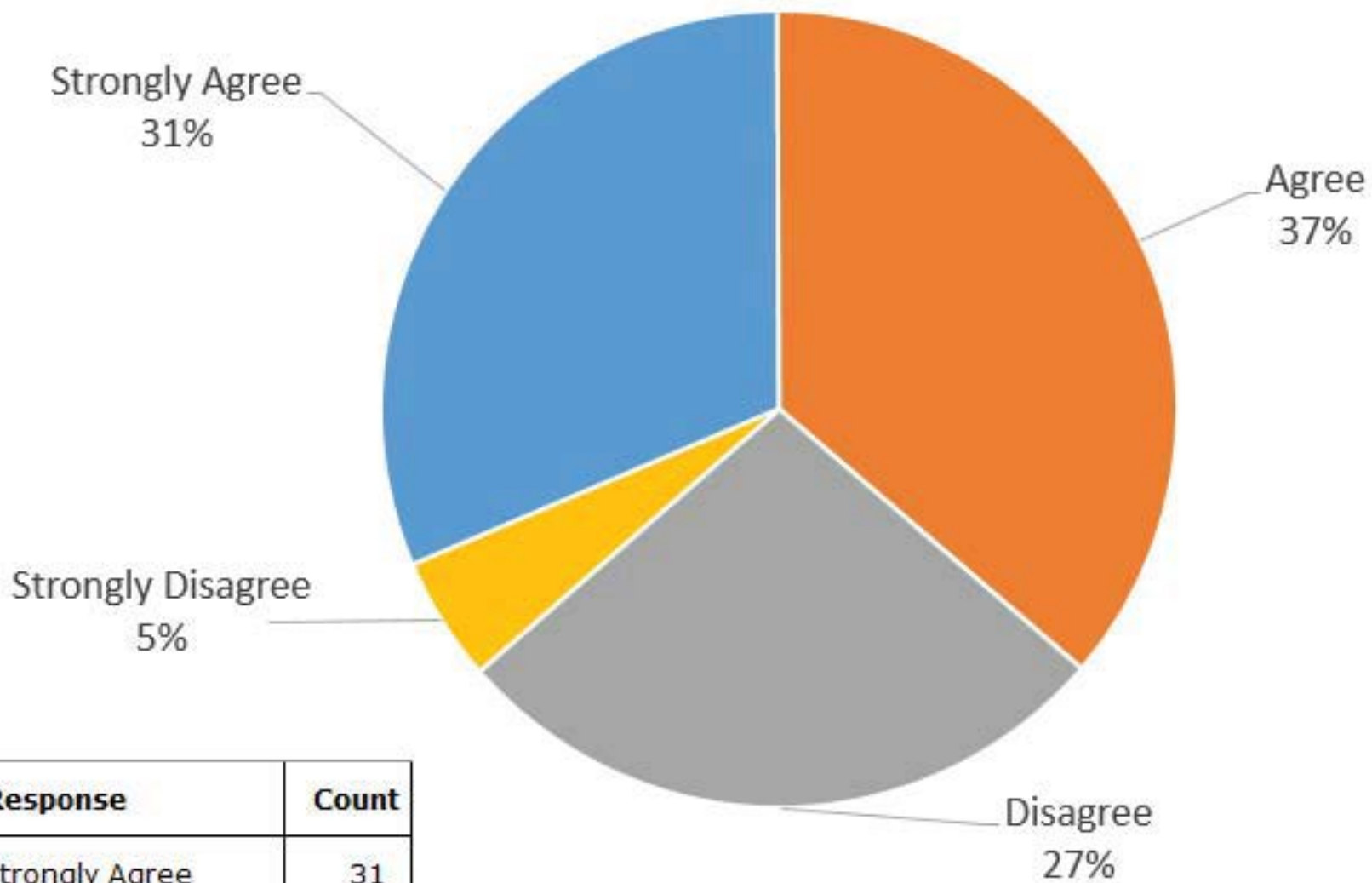


Response	Count
Strongly Agree	54
Agree	28
Disagree	15
Strongly Disagree	3
Total	100

Faculty Wellness

Please indicate the level to which you agree with the following statements:

**If I am required to return to campus for work in the summer,
I will be concerned about my safety.**

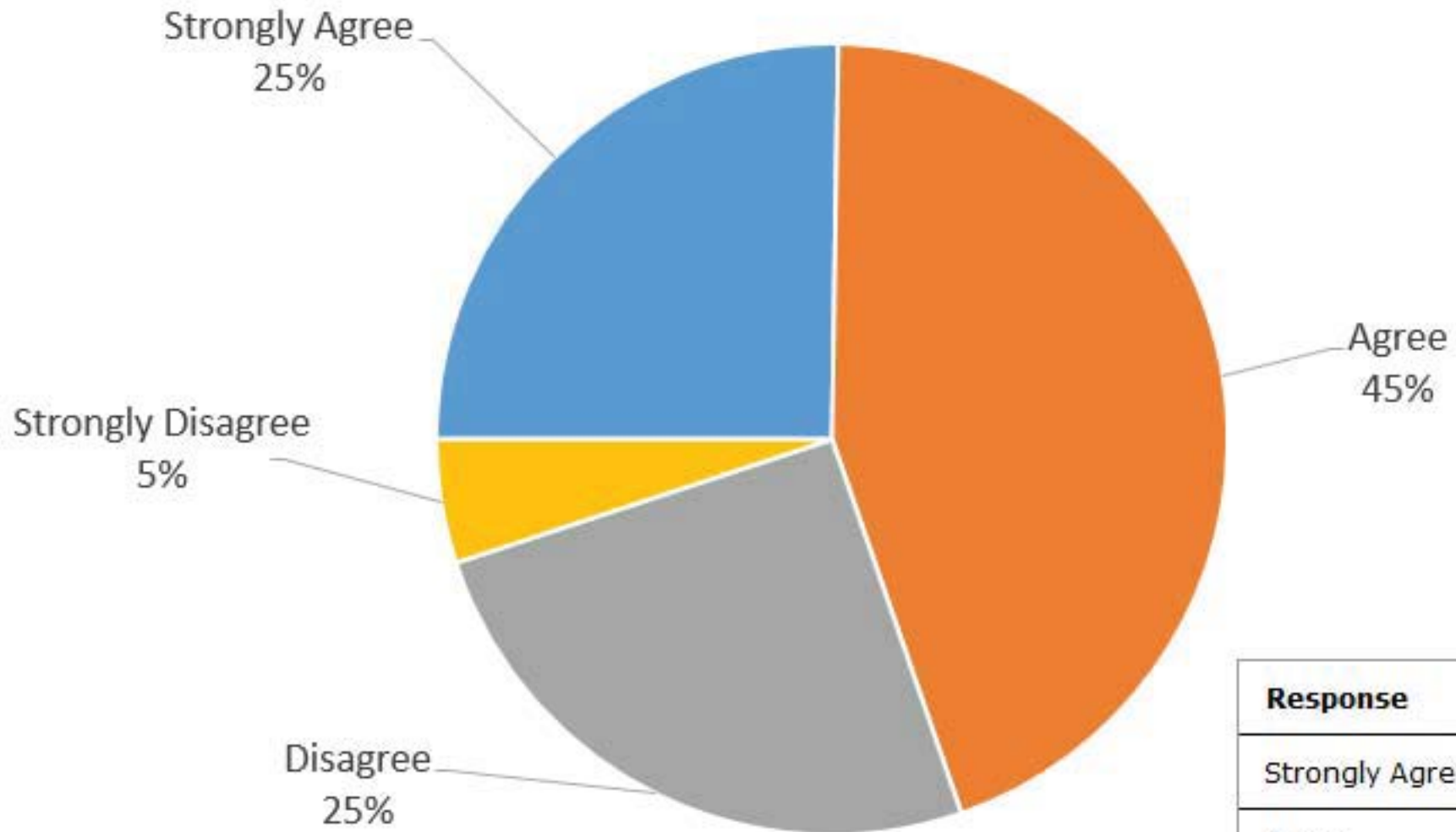


Response	Count
Strongly Agree	31
Agree	36
Disagree	27
Strongly Disagree	5
Total	99

Faculty Wellness

Please indicate the level to which you agree with the following statements:

**If I am required to return to campus for work in the fall,
I will be concerned about my safety.**



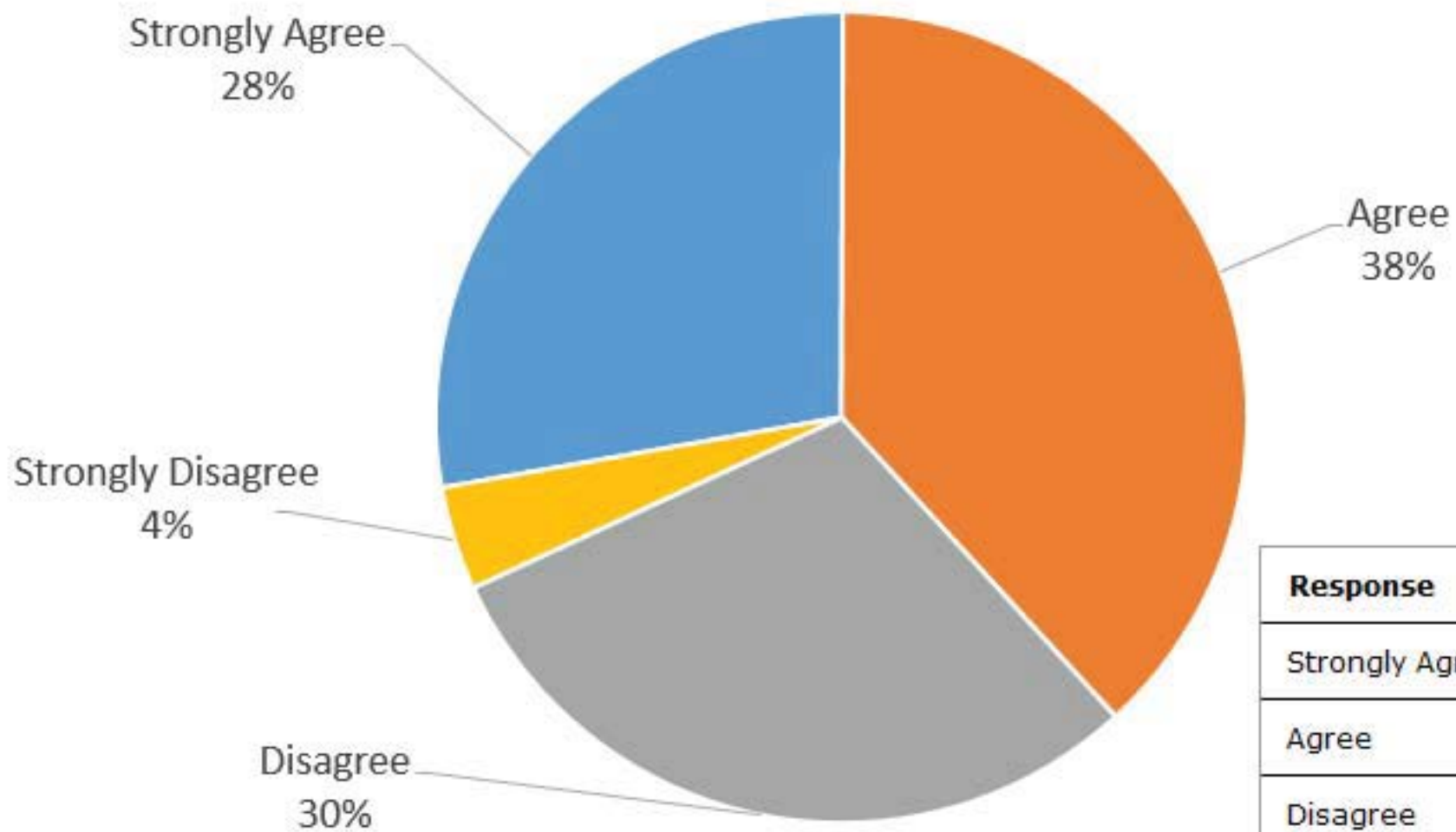
Response	Count
Strongly Agree	25
Agree	44
Disagree	25
Strongly Disagree	5
Total	99

Faculty Professional Development

Please indicate the level to which you agree with the following statements:

During the summer,

I will be able to perform my job just as well as I have in the past.



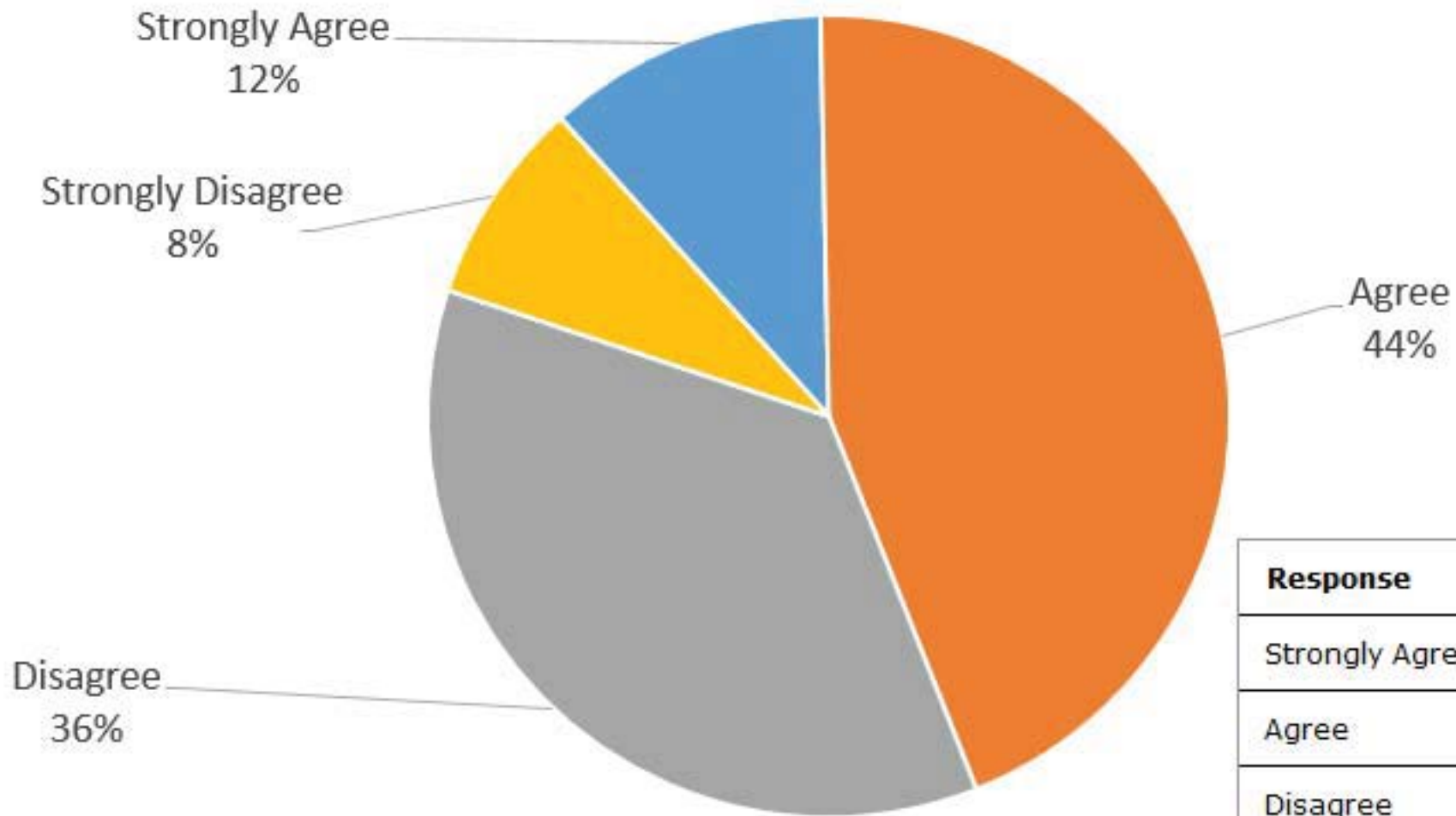
Response	Count
Strongly Agree	25
Agree	44
Disagree	25
Strongly Disagree	5
Disagree	5
Total	99

Faculty Professional Development

Please indicate the level to which you agree with the following statements:

During the fall semester,

I will be able to perform my job just as well as I have in the past.

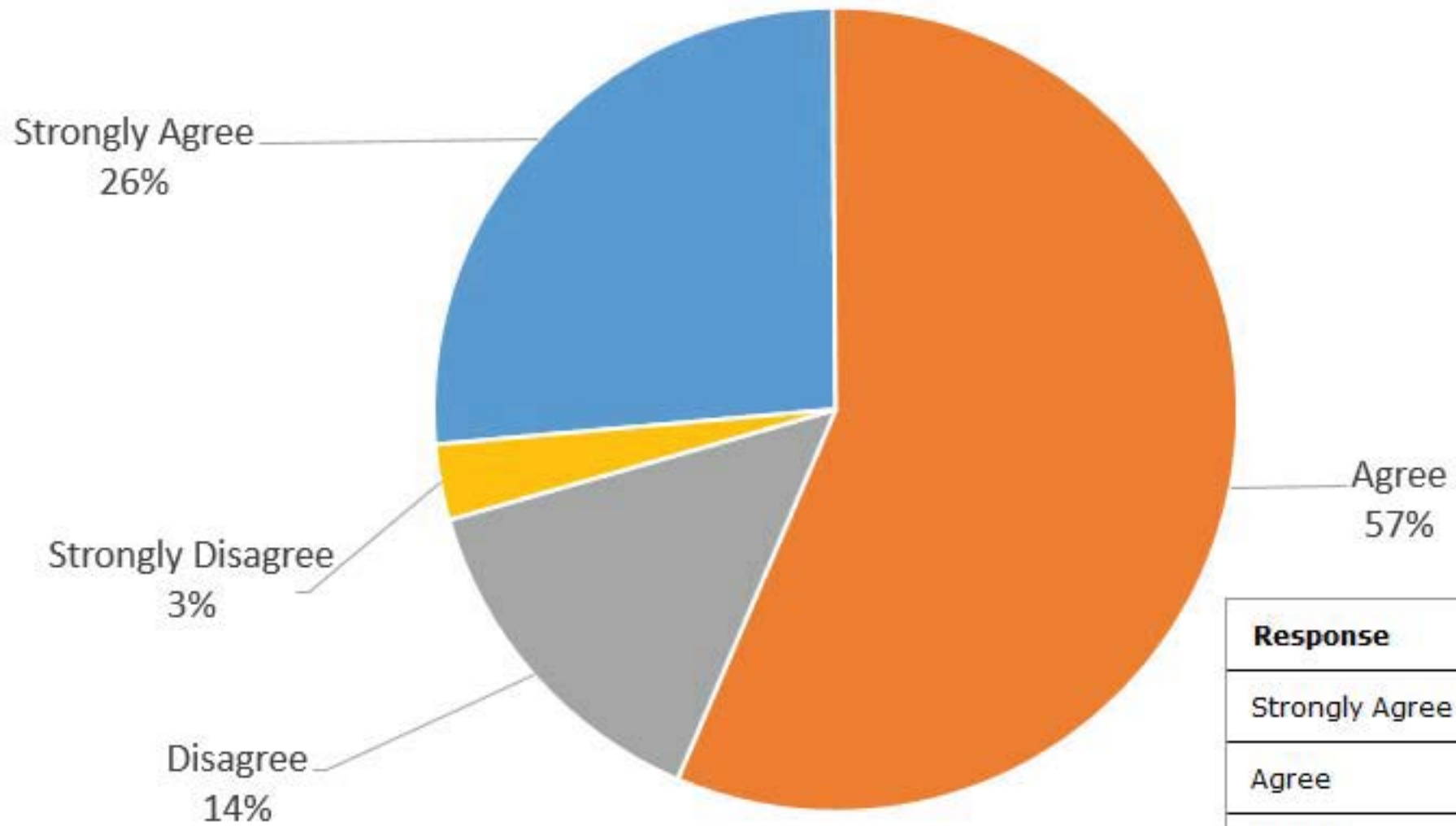


Response	Count
Strongly Agree	11
Agree	43
Disagree	35
Strongly Disagree	8
Total	97

Faculty Professional Development

Please indicate the level to which you agree with the following statements:

I am comfortable teaching on-line courses.

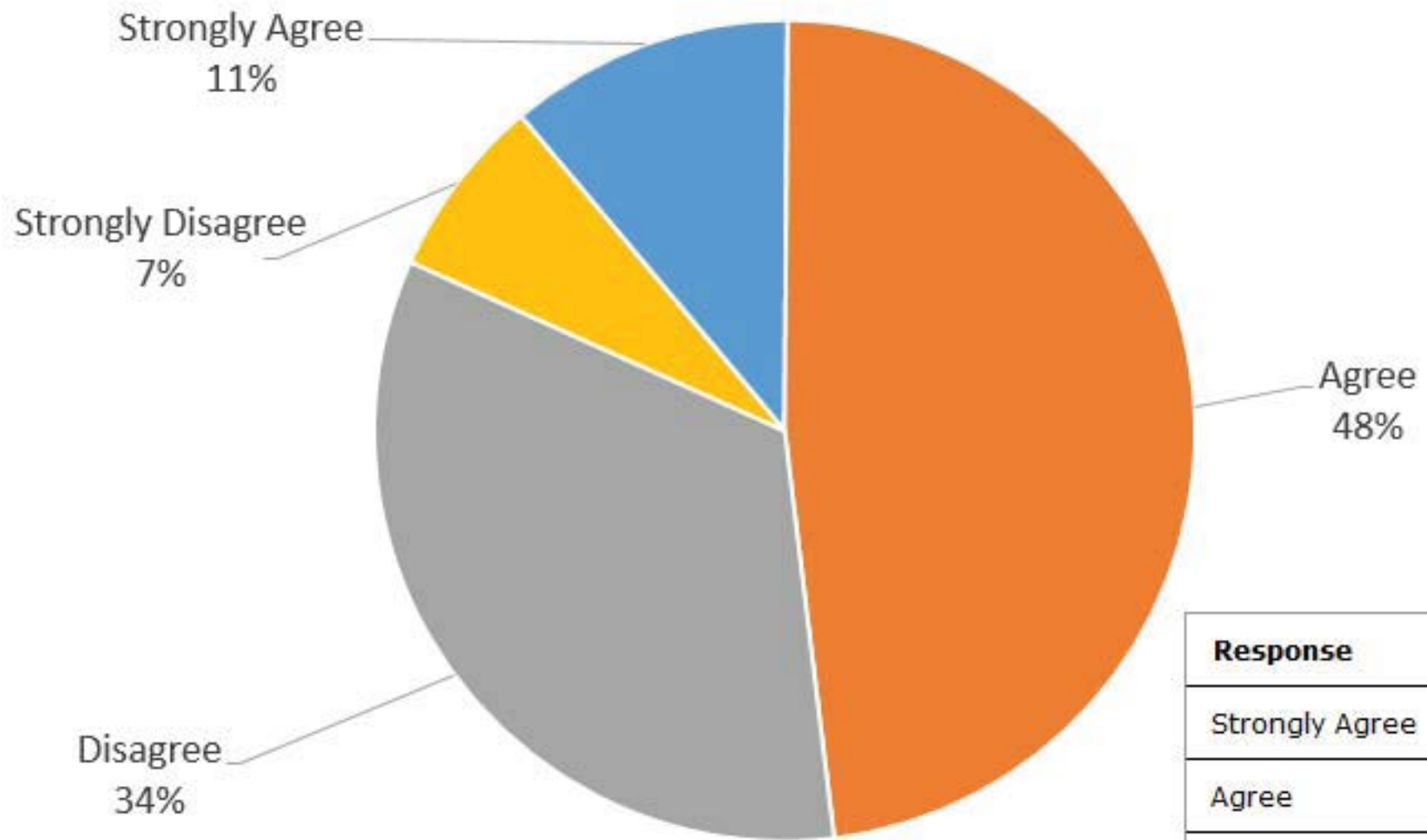


Response	Count
Strongly Agree	26
Agree	56
Disagree	14
Strongly Disagree	3
Total	99

Faculty Professional Development

Please indicate the level to which you agree with the following statements:

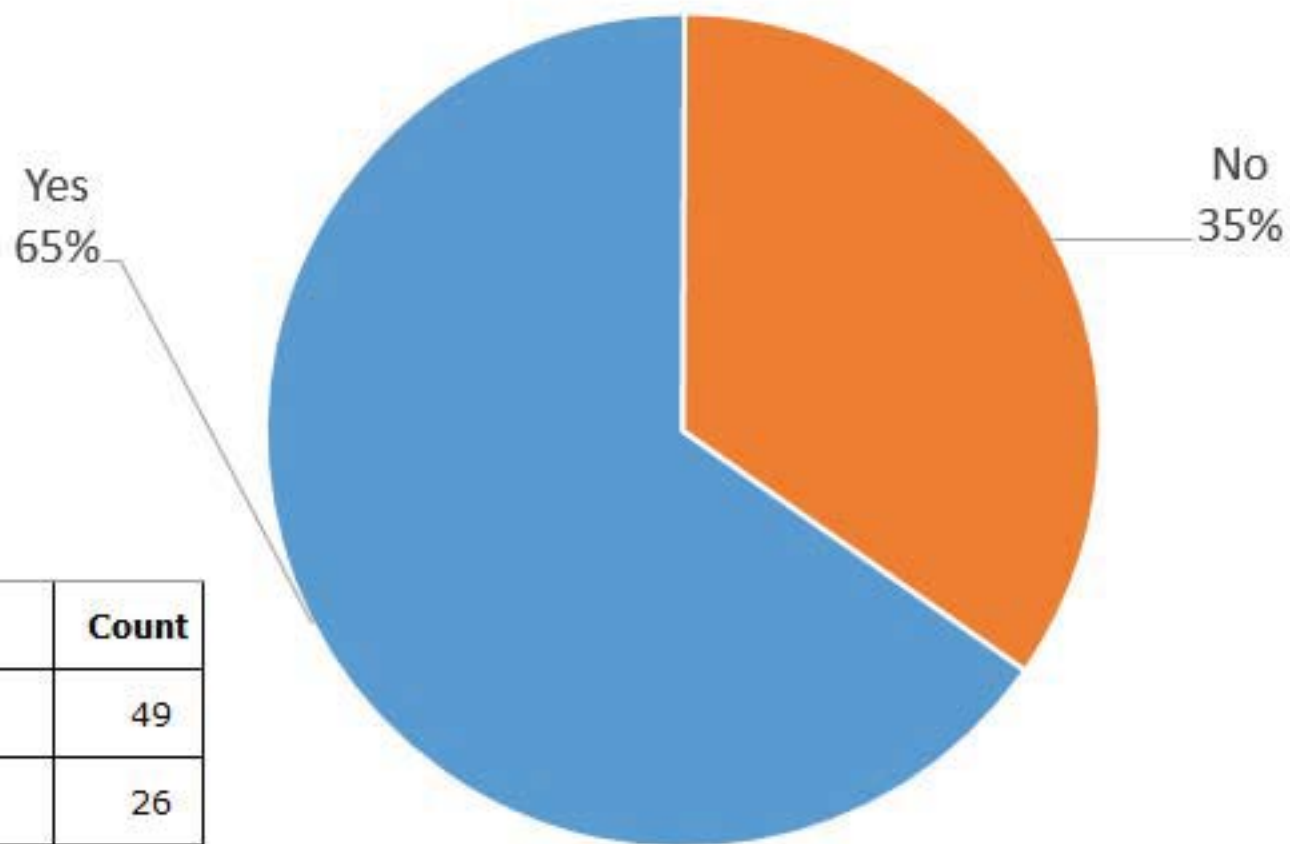
I would like additional training to improve my ability to teach on-line courses.



Response	Count
Strongly Agree	11
Agree	47
Disagree	33
Strongly Disagree	7
Total	98

Faculty Tenure-Track and Tenured Faculty Only

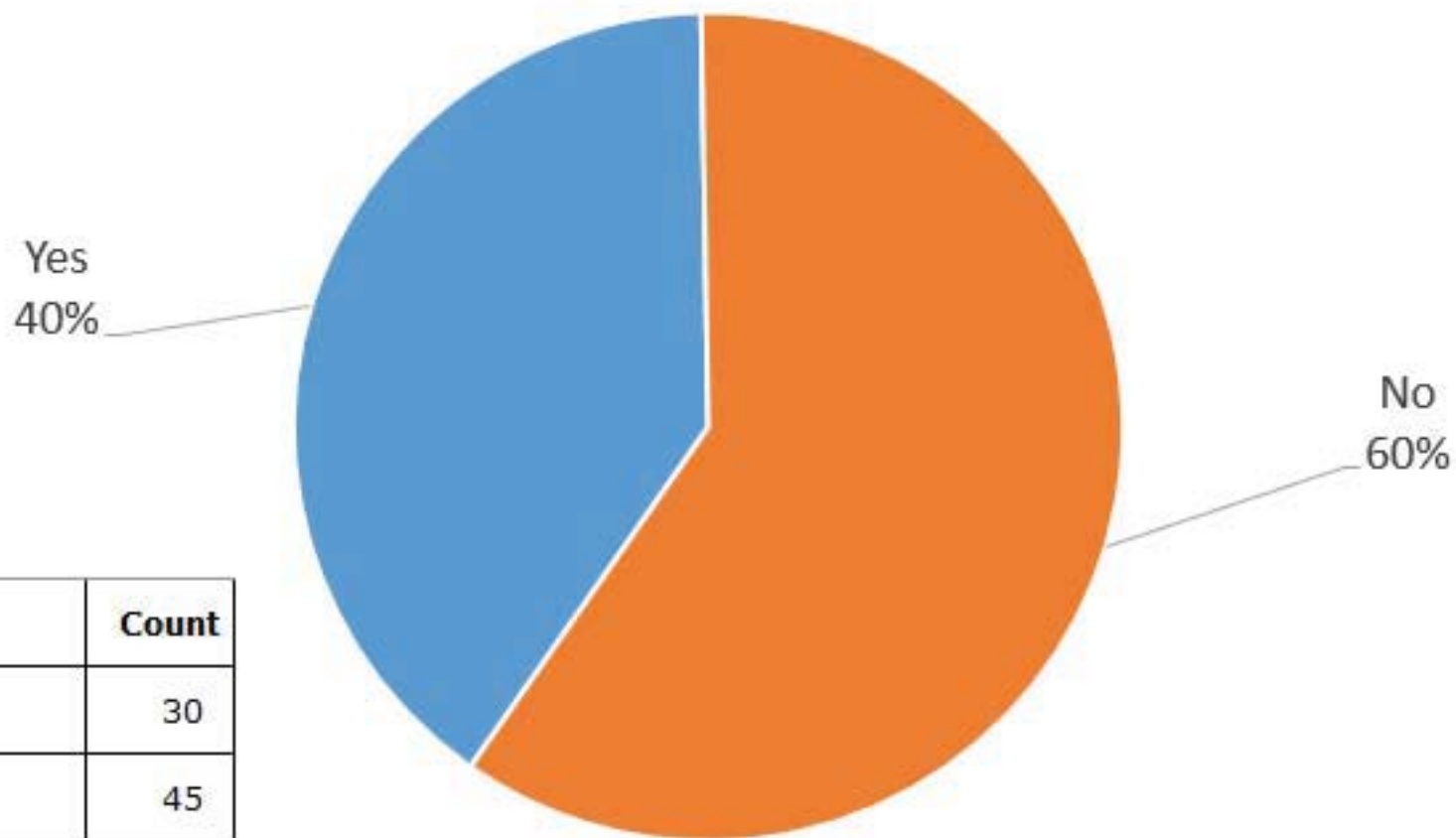
My concerns about the availability of external funding to support my research program have increased because of COVID-19.



Response	Count
Yes	49
No	26
Total	75

Faculty Tenure-Track and Tenured Faculty Only

I have noticed changes (e.g. quality of review, length of time until decision) in how journal and conference outlets are processing submissions.



Yes
40%

No
60%

Response

Count

Yes

30

No

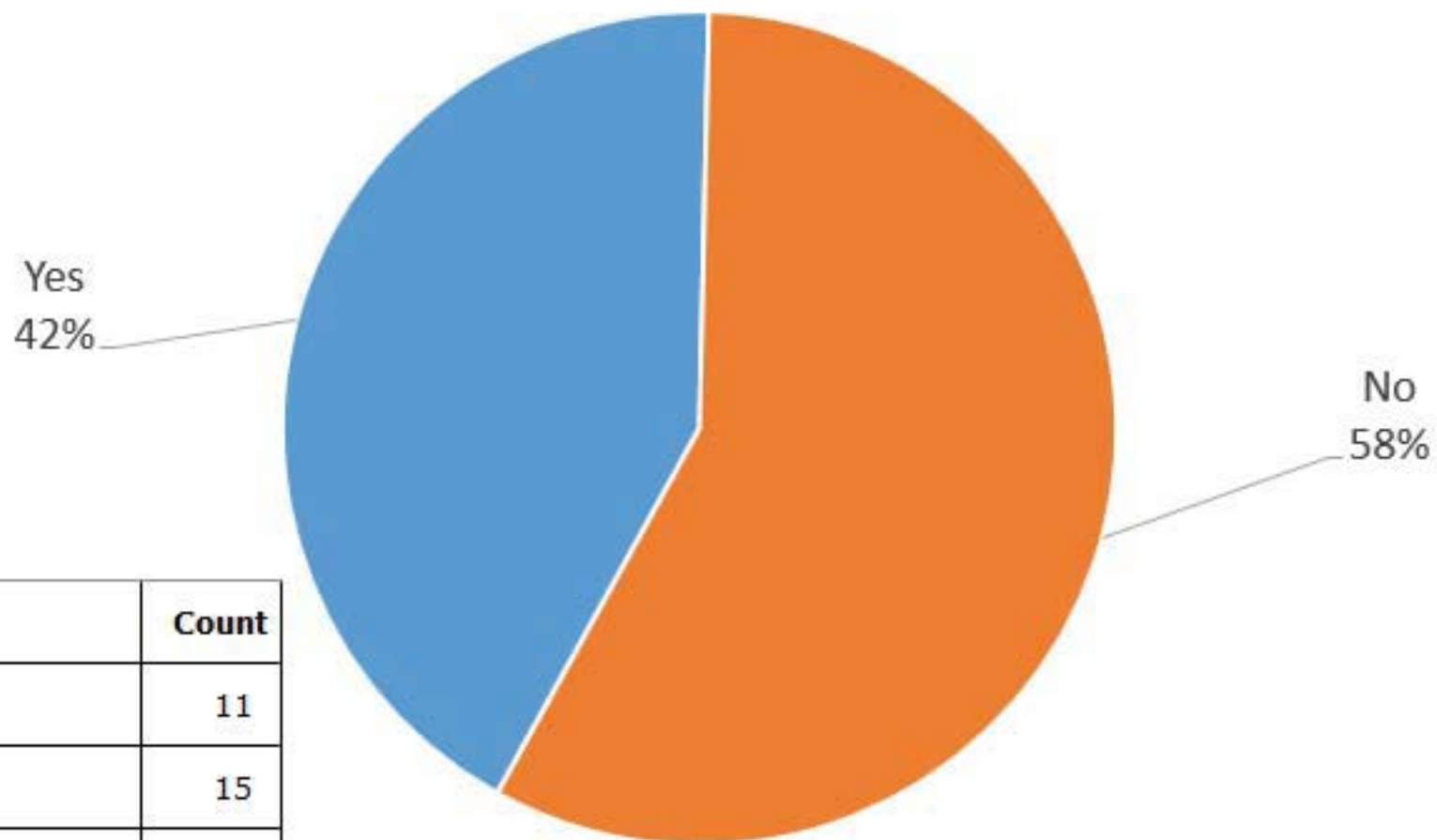
45

Total

75

Faculty Tenure-Track Faculty Only

I am concerned about my progress to tenure.



Yes
42%

No
58%

Response

Count

Yes

11

No

15

N/A (not tenure-track)

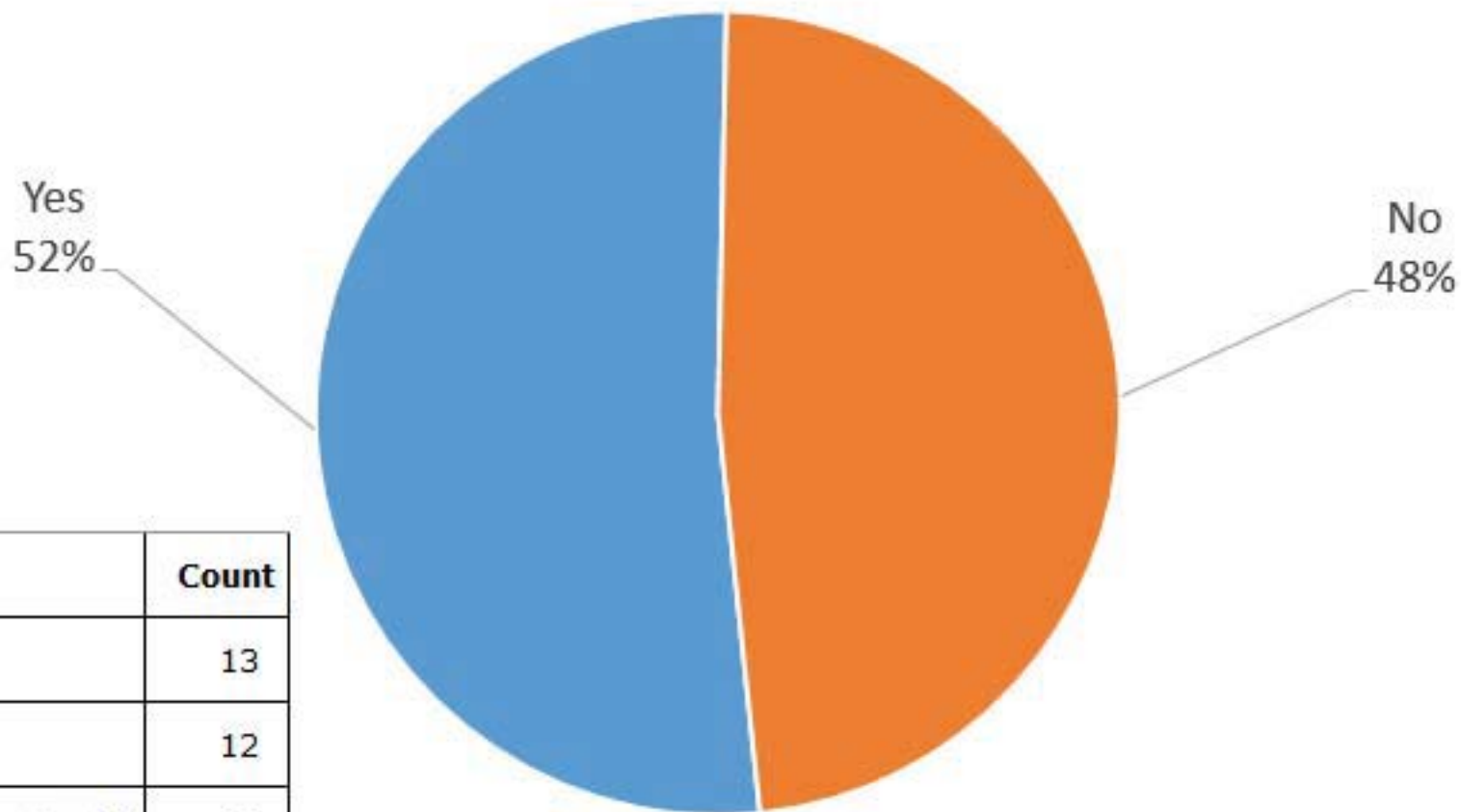
47

Total

73

Faculty Tenure-Track Faculty Only

**We expect a one-year stop the tenure clock because of COVID-19.
Would you be interested in using this?**



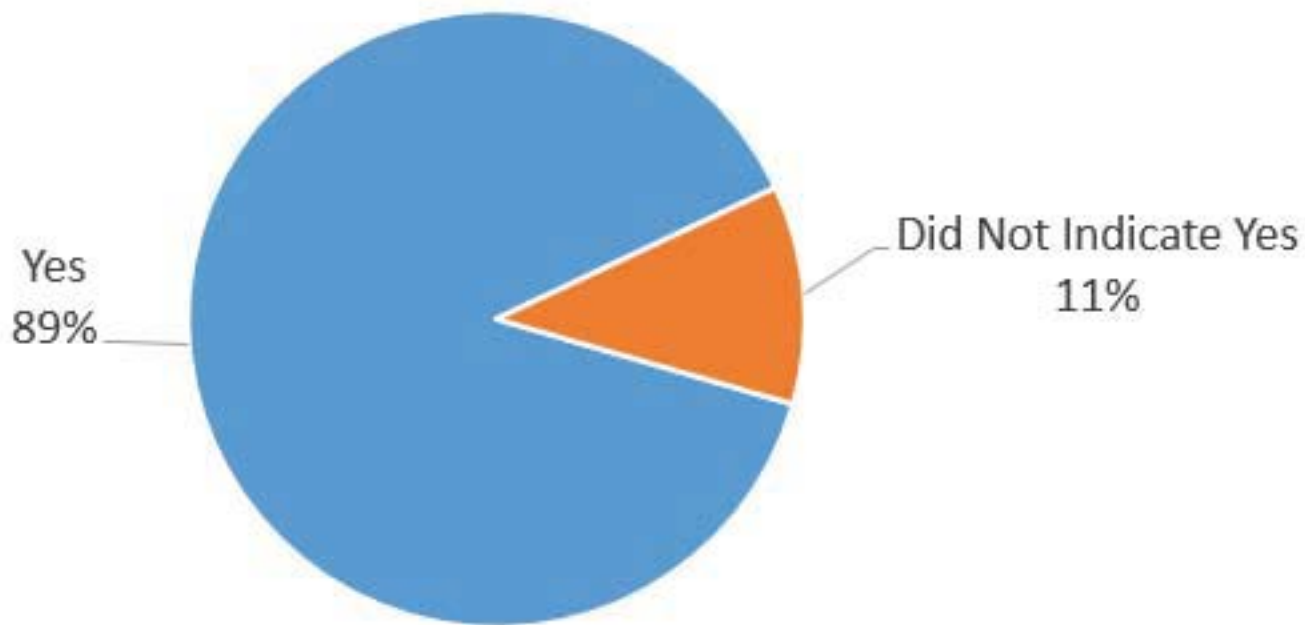
Response	Count
Yes	13
No	12
N/A (not tenure-track)	48
Total	73

Pie Charts for Staff Quantitative Survey Questions

Staff Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Maintaining social distancing recommendations.

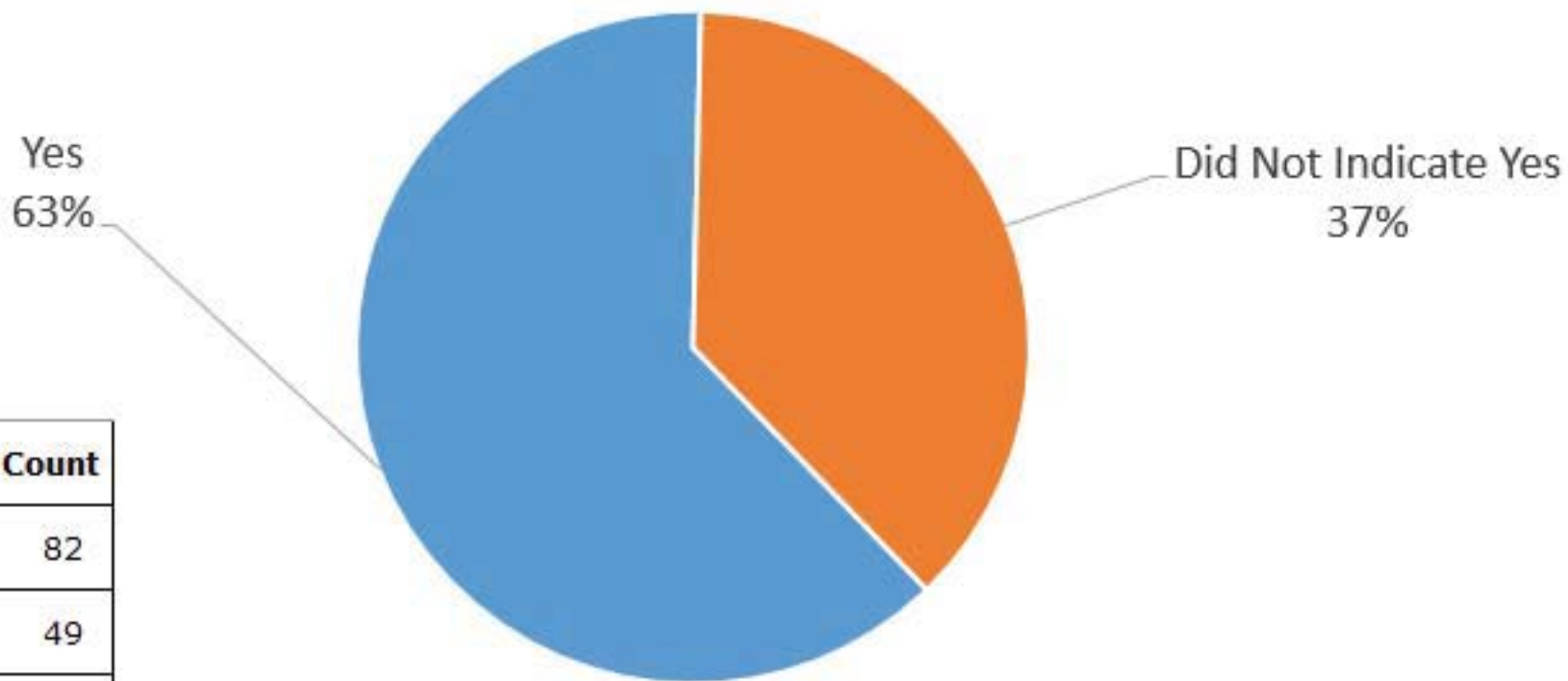


Response	Count
Yes	116
Did Not Indicate Yes	15
Total	131

Staff Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Testing of all employees before they are allowed to return to work.

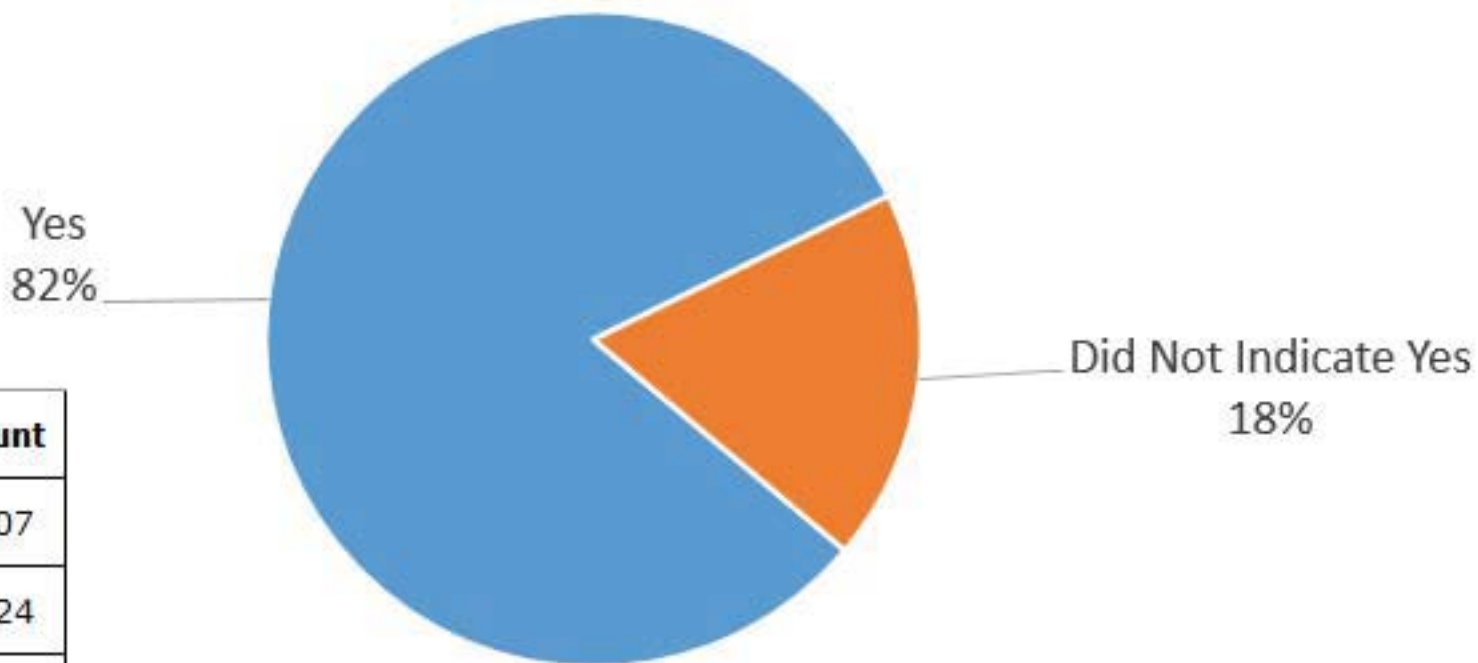


Response	Count
Yes	82
Did Not Indicate Yes	49
Total	131

Staff Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Providing masks to all employees

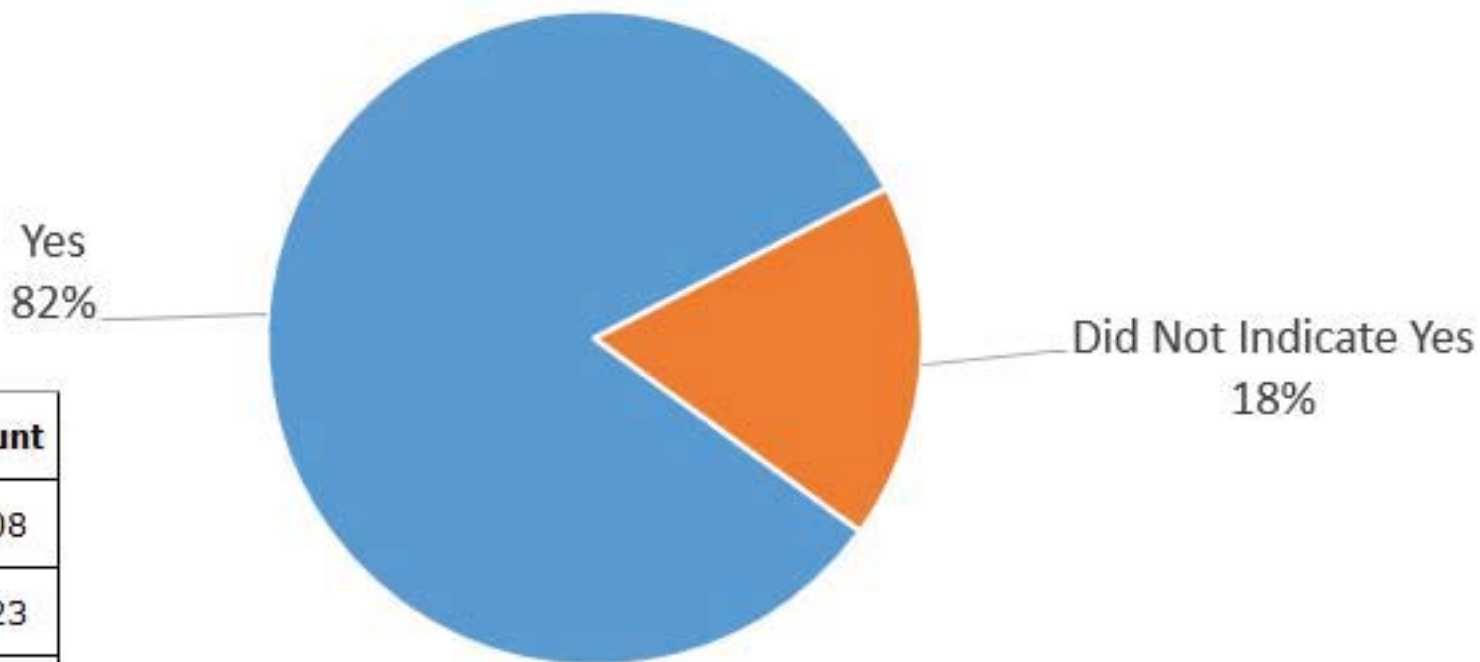


Response	Count
Yes	107
Did Not Indicate Yes	24
Total	131

Staff Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Providing masks to all students.

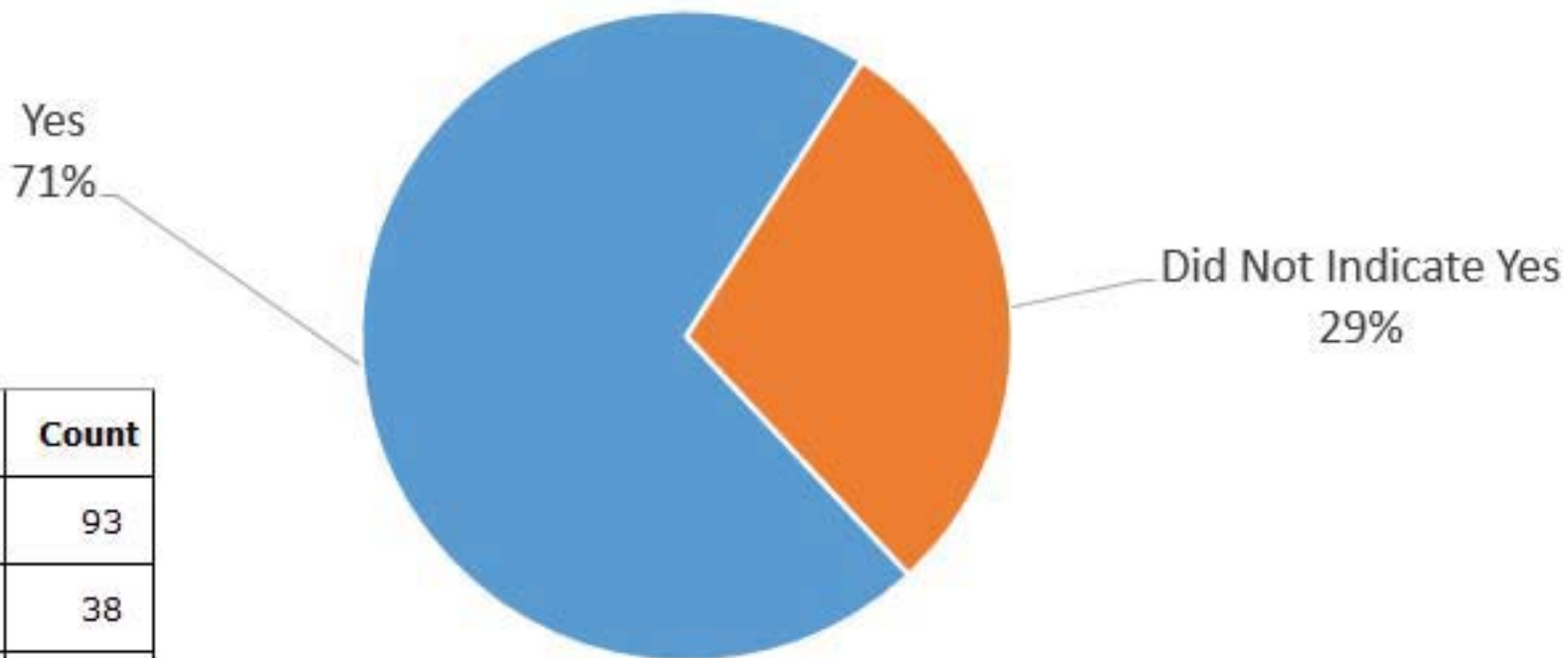


Response	Count
Yes	108
Did Not Indicate Yes	23
Total	131

Staff Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Providing masks to all visitors.

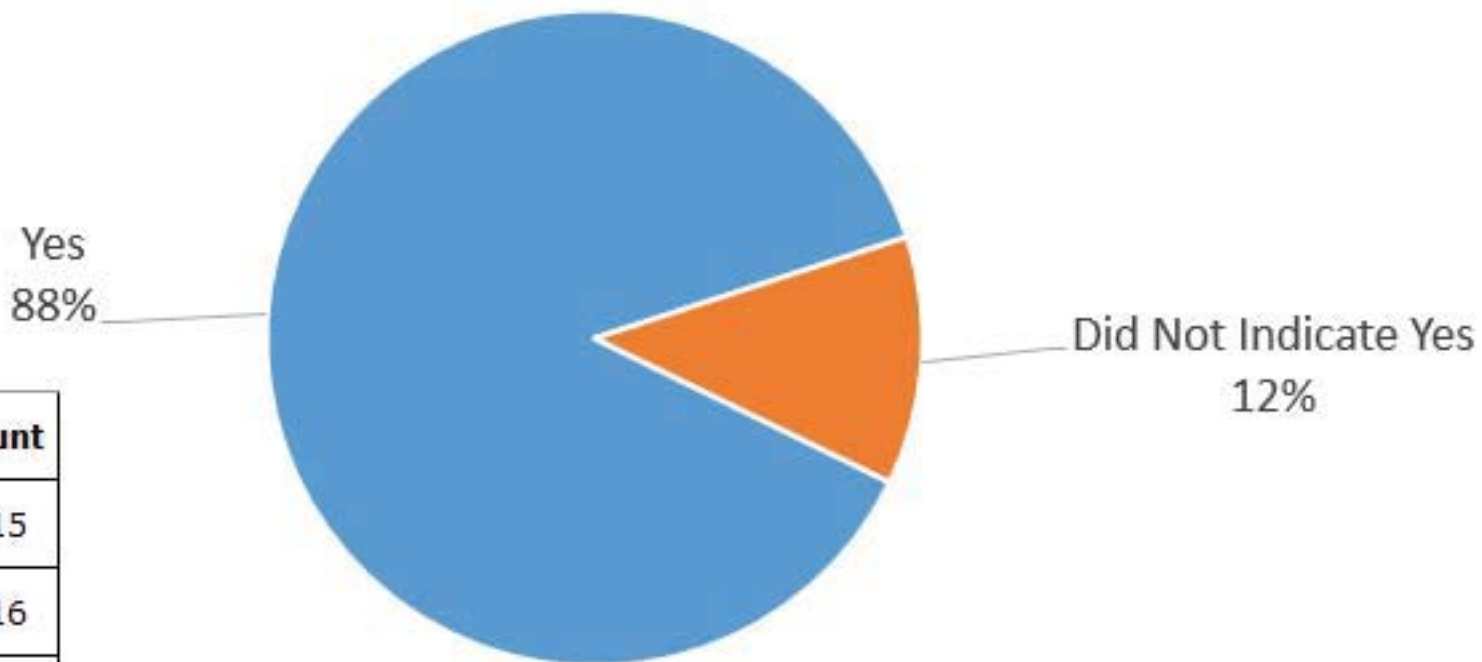


Response	Count
Yes	93
Did Not Indicate Yes	38
Total	131

Staff Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Providing cleaning supplies to be used in all offices, laboratories and classrooms.

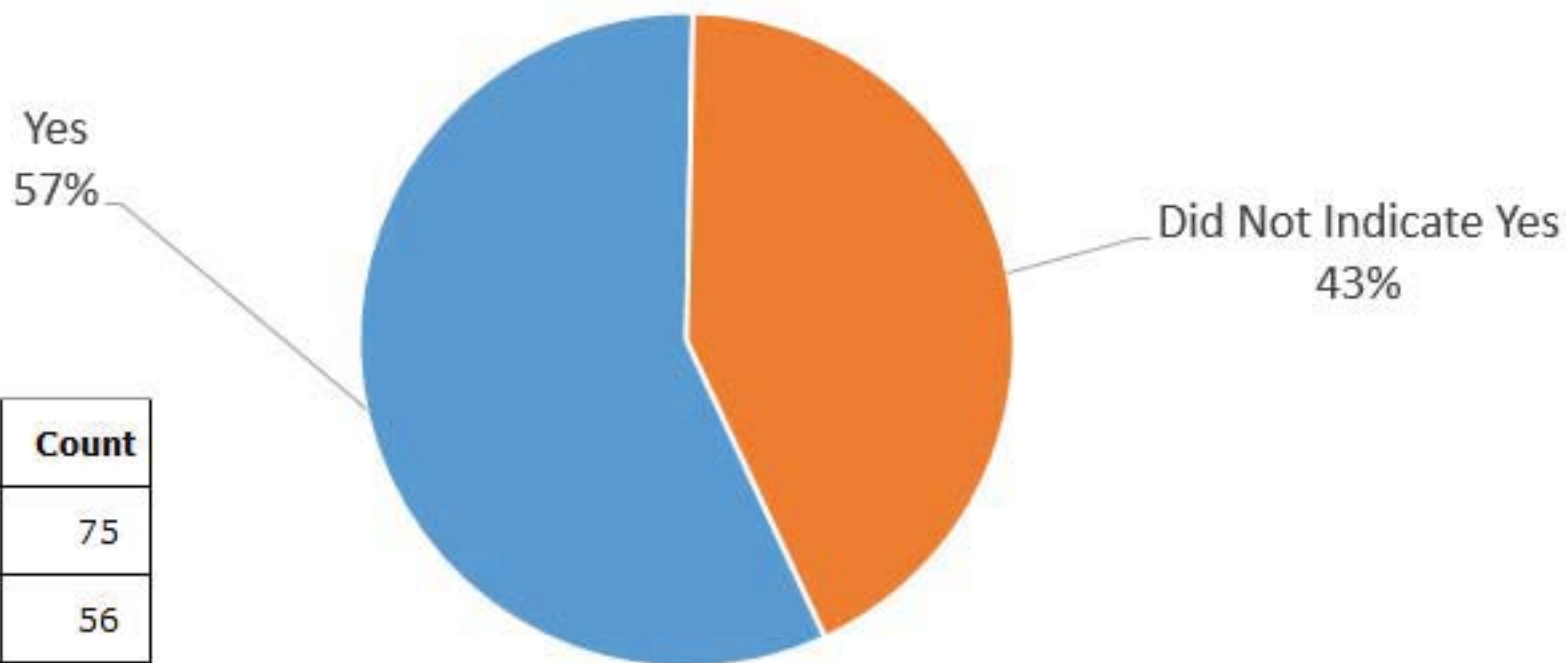


Response	Count
Yes	115
Did Not Indicate Yes	16
Total	131

Staff Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Posting CDC checklists for safe working behavior of those on campus.

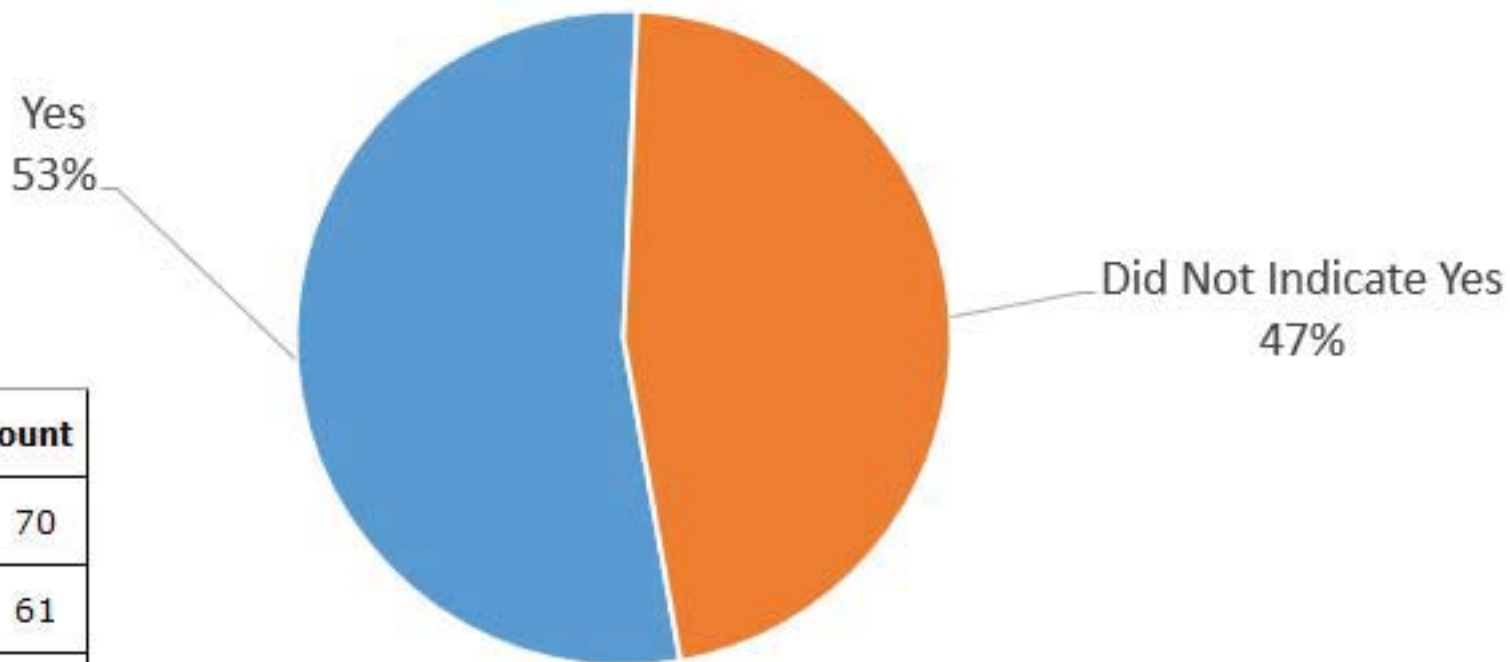


Response	Count
Yes	75
Did Not Indicate Yes	56
Total	131

Staff Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Safety training for all employees, students and visitors.

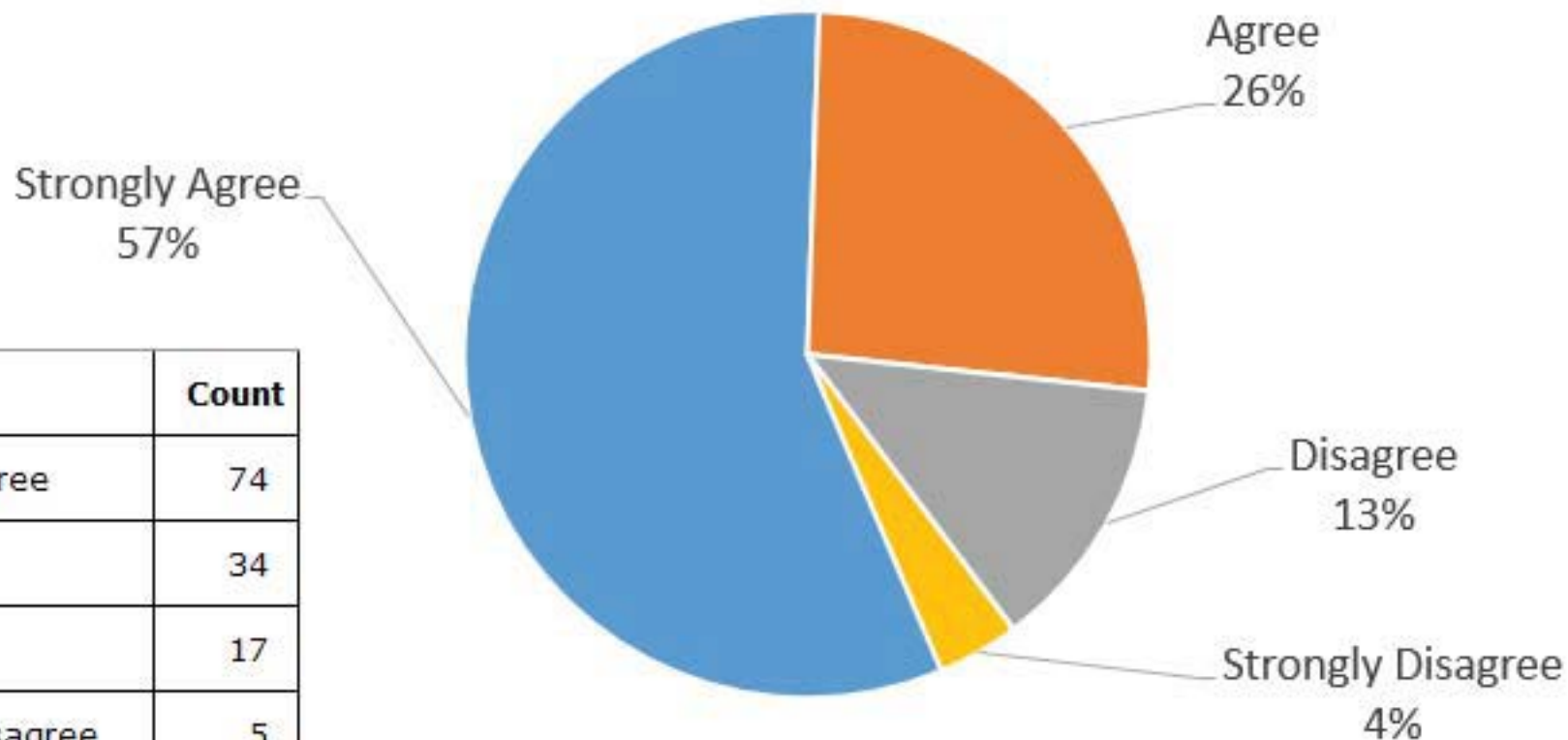


Response	Count
Yes	70
Did Not Indicate Yes	61
Total	131

Staff Wellness

Please indicate the level to which you agree with the following statements:

At the present time, I prefer working at home rather than in my office.



Strongly Agree
57%

Agree
26%

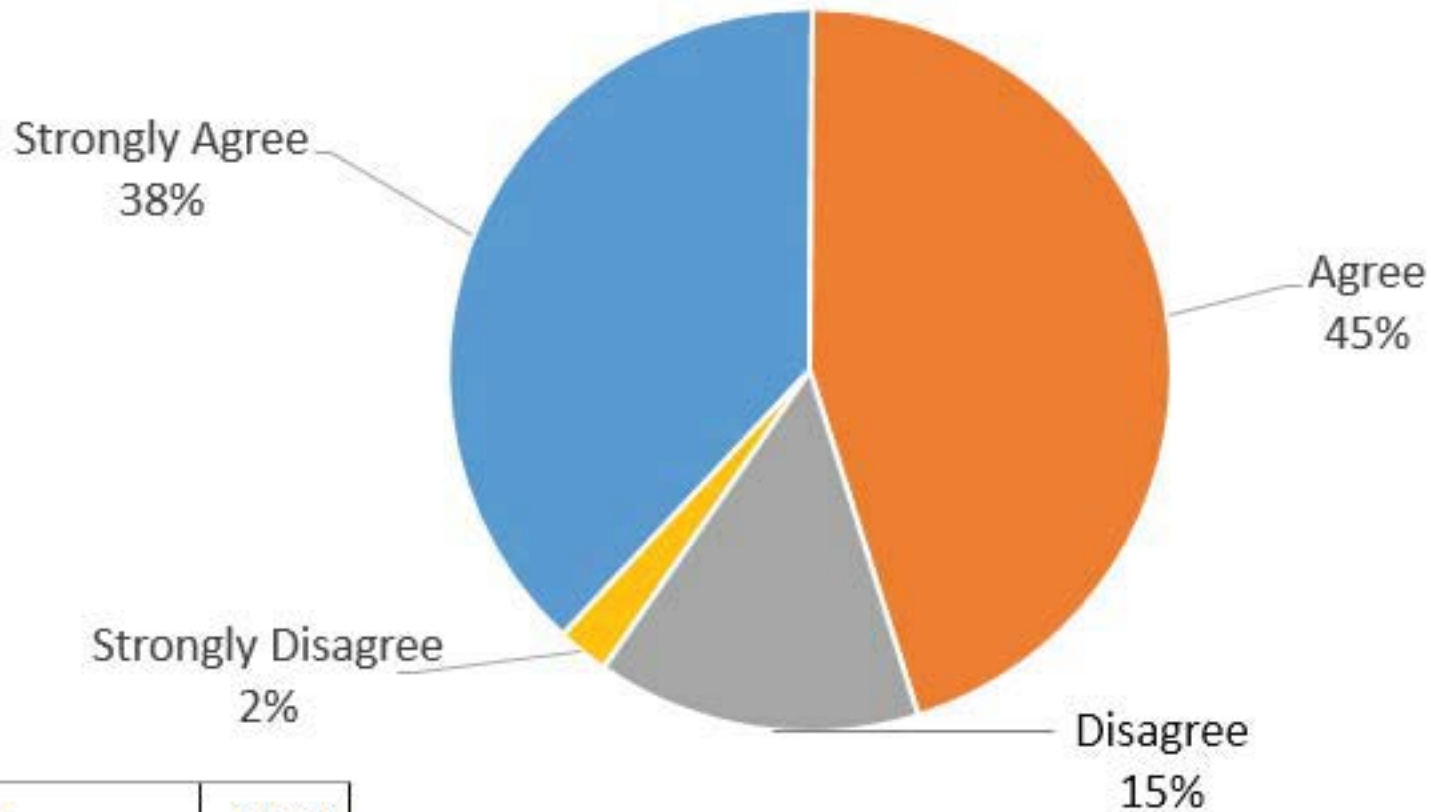
Disagree
13%

Strongly Disagree
4%

Staff Wellness

Please indicate the level to which you agree with the following statements:

**If I am required to return to campus for work in the summer,
I will be concerned about my safety.**

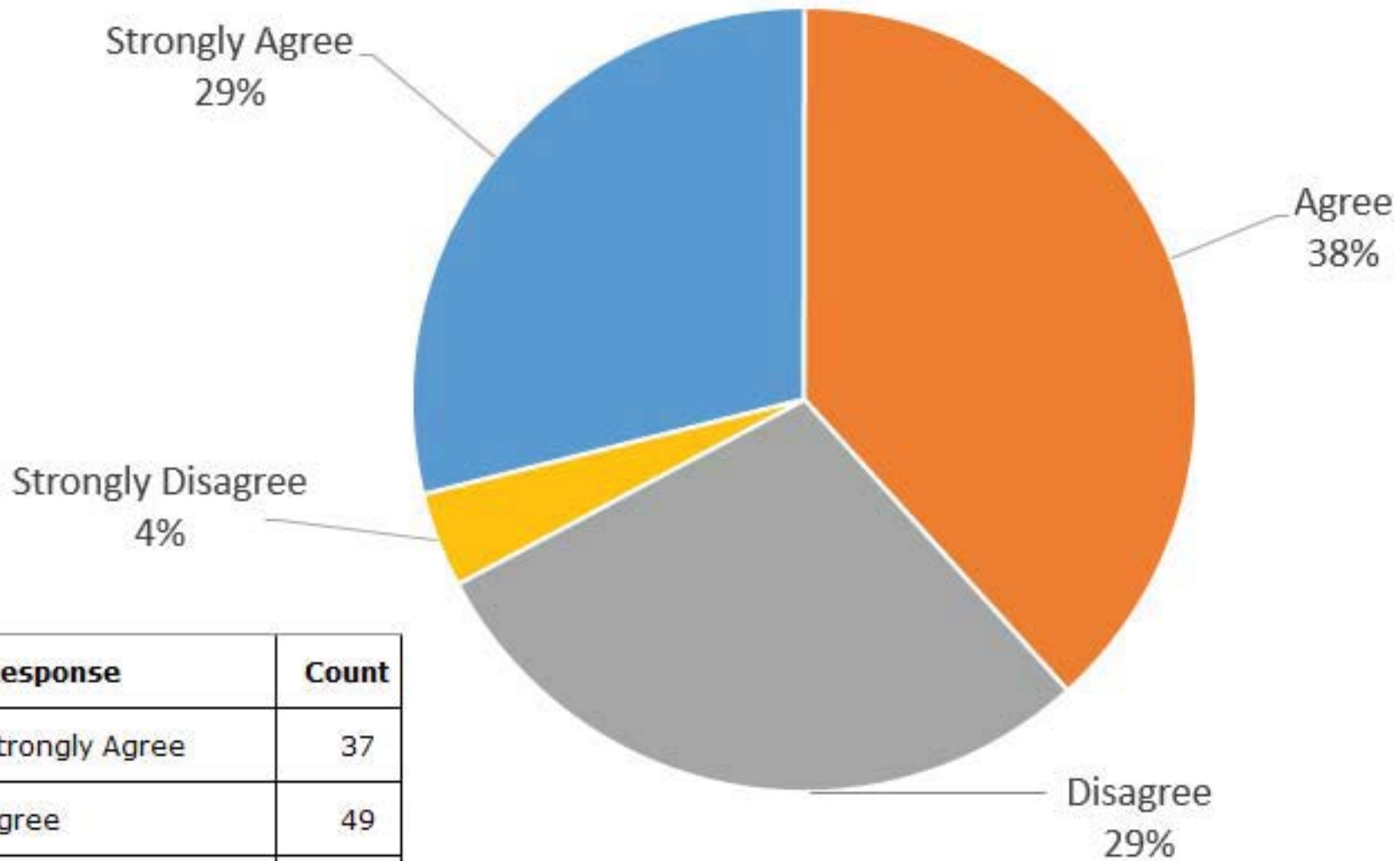


Response	Count
Strongly Agree	50
Agree	59
Disagree	19
Strongly Disagree	3
Total	131

Staff Wellness

Please indicate the level to which you agree with the following statements:

**If I am required to return to campus for work in the fall,
I will be concerned about my safety.**



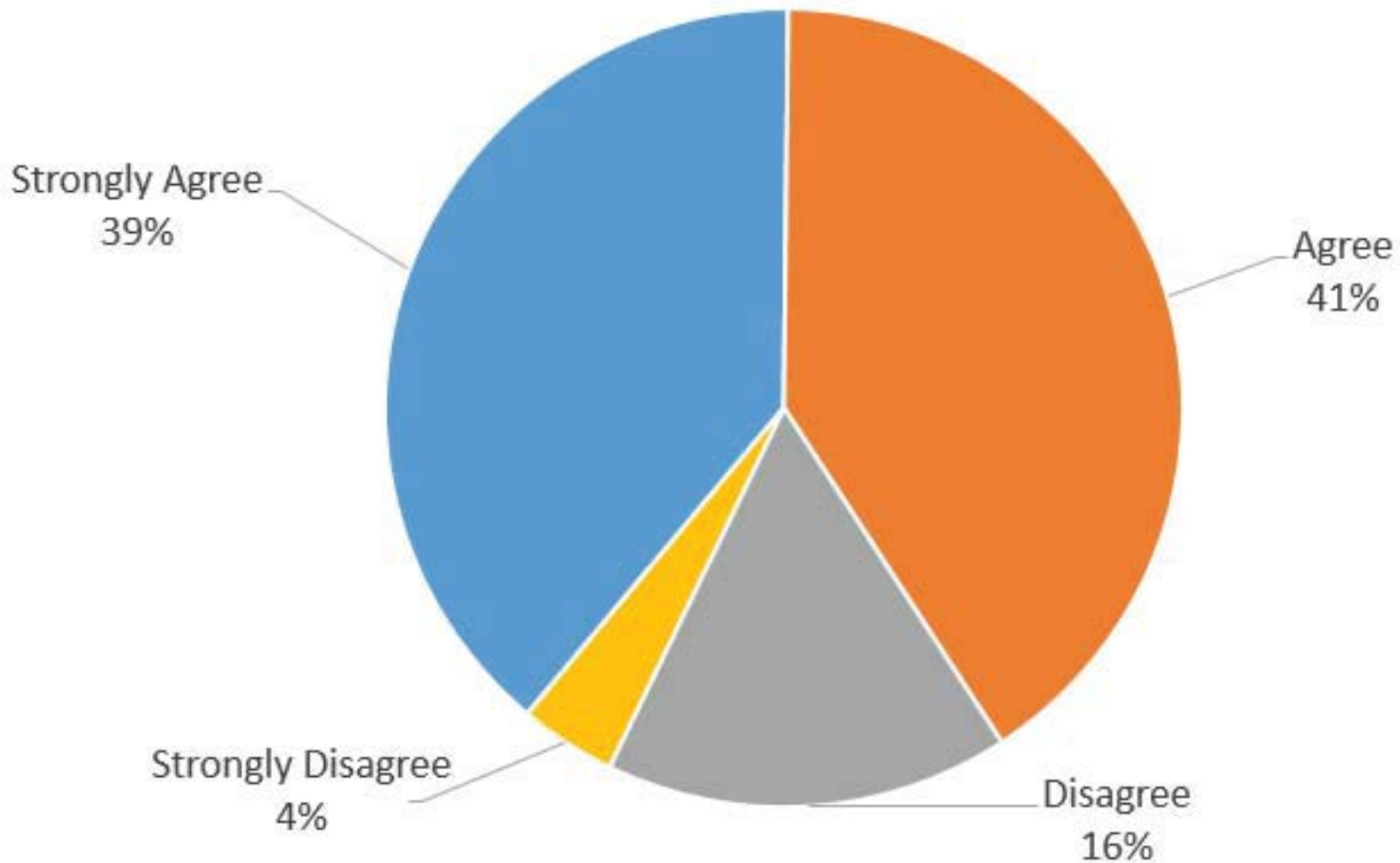
Response	Count
Strongly Agree	37
Agree	49
Disagree	37
Strongly Disagree	5
Total	128

Staff Professional Development

Please indicate the level to which you agree with the following statements:

During the summer,

I will be able to perform my job just as well as I have in the past.



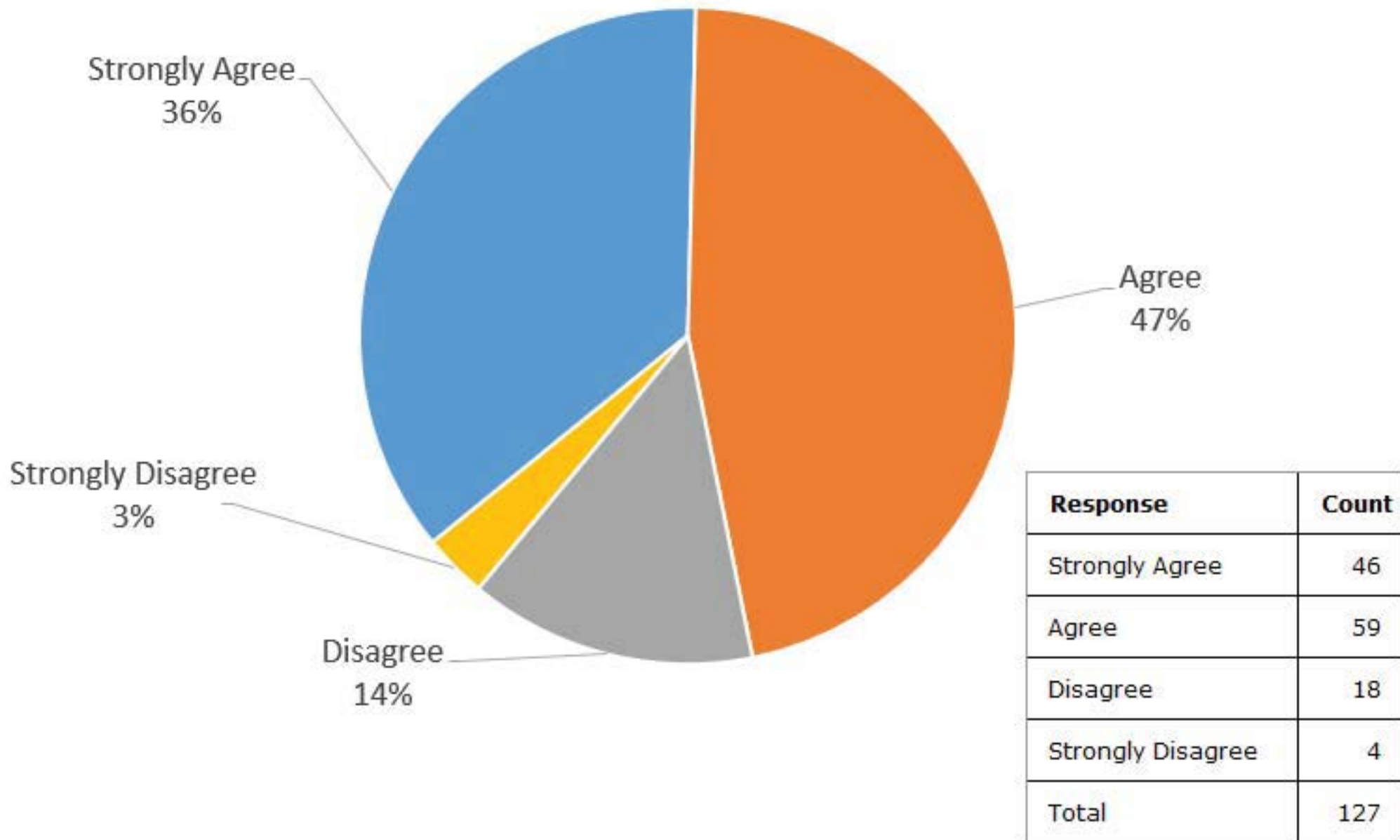
Response	Count
Strongly Agree	50
Agree	52
Disagree	21
Strongly Disagree	5
Total	128

Staff Professional Development

Please indicate the level to which you agree with the following statements:

During the fall semester,

I will be able to perform my job just as well as I have in the past.

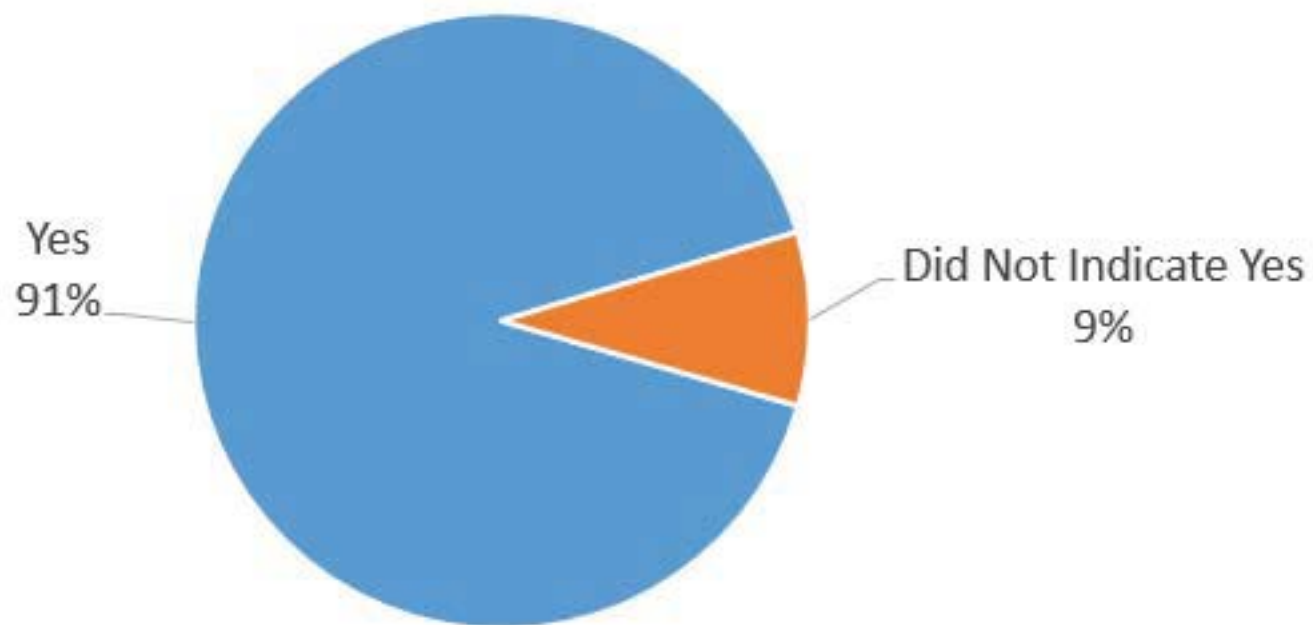


Pie Charts for
Common Quantitative
Questions from
Faculty and Staff

Faculty and Staff Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Maintaining social distancing recommendations.

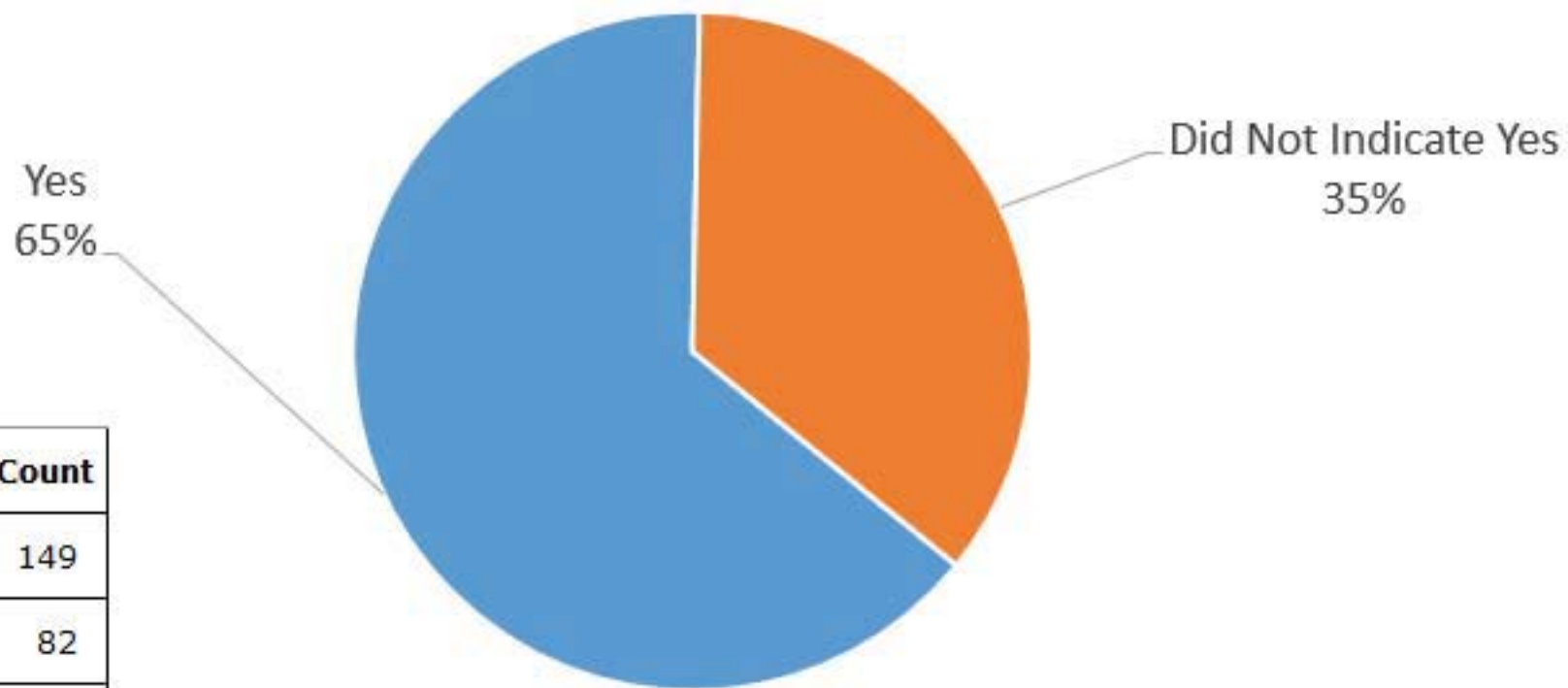


Response	Count
Yes	210
Did Not Indicate Yes	21
Total	231

Faculty and Staff Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Testing of all employees before they are allowed to return to work.

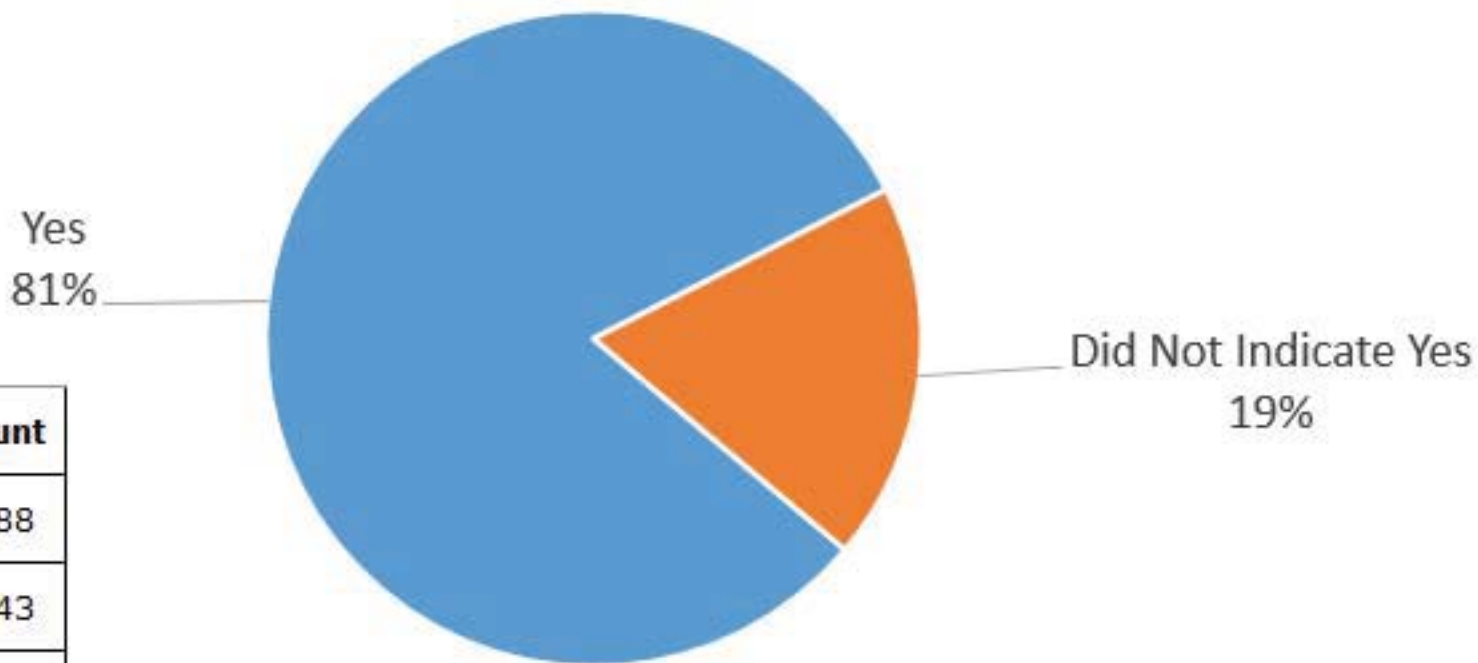


Response	Count
Yes	149
Did Not Indicate Yes	82
Total	231

Faculty and Staff Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Providing masks to all employees

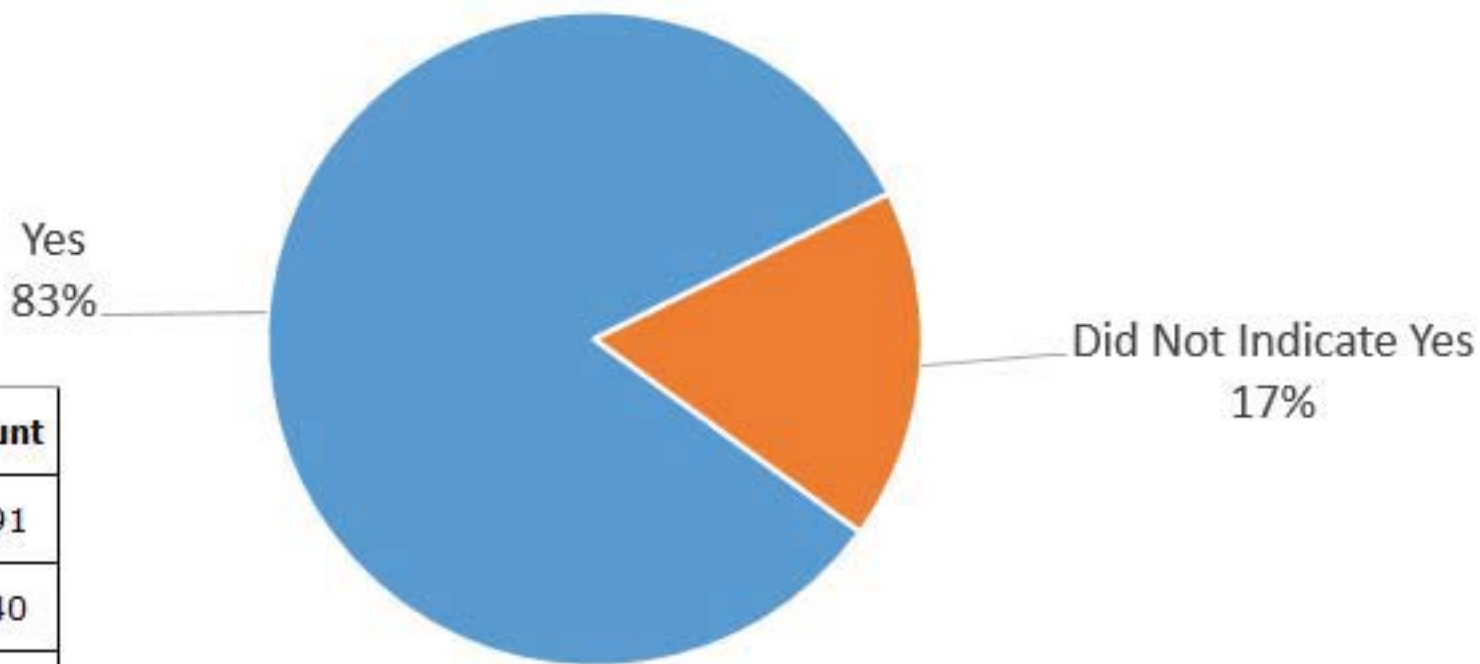


Response	Count
Yes	188
Did Not Indicate Yes	43
Total	231

Faculty and Staff Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Providing masks to all students.

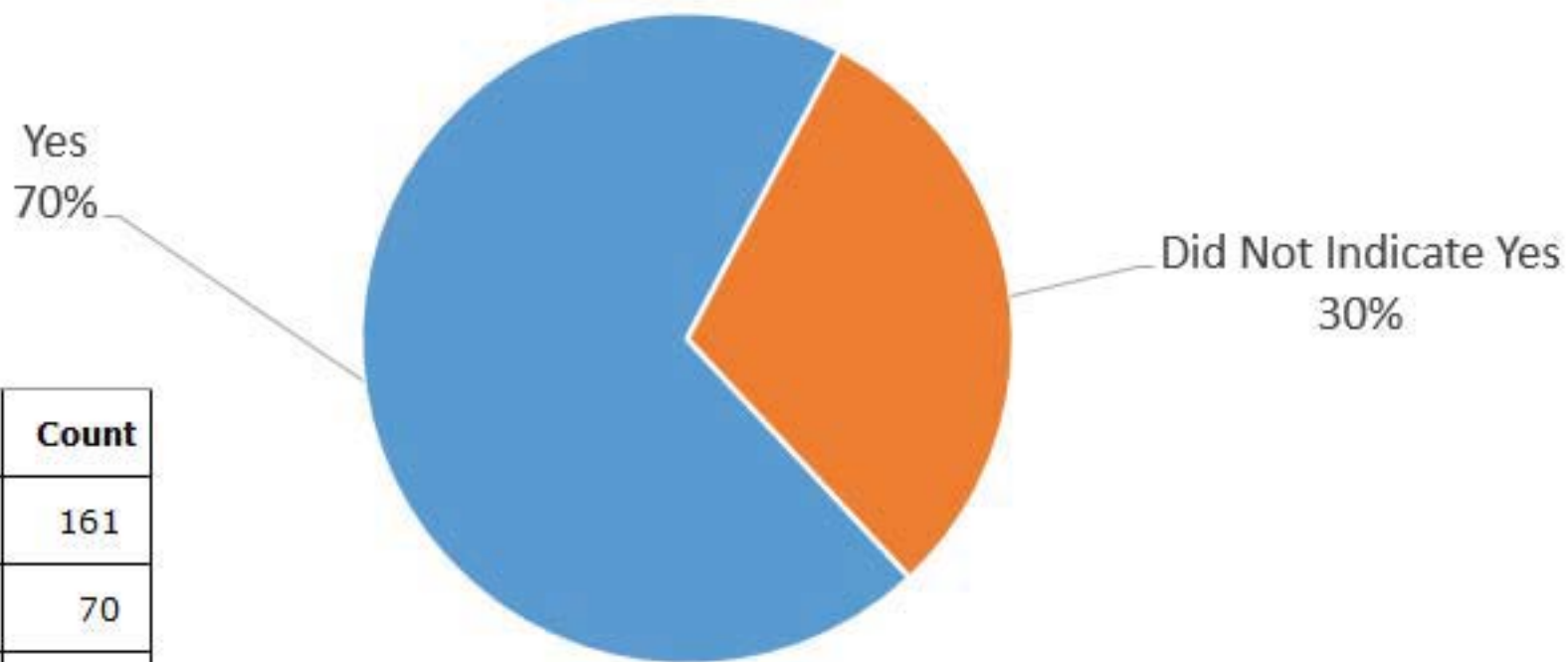


Response	Count
Yes	191
Did Not Indicate Yes	40
Total	231

Faculty and Staff Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Providing masks to all visitors.

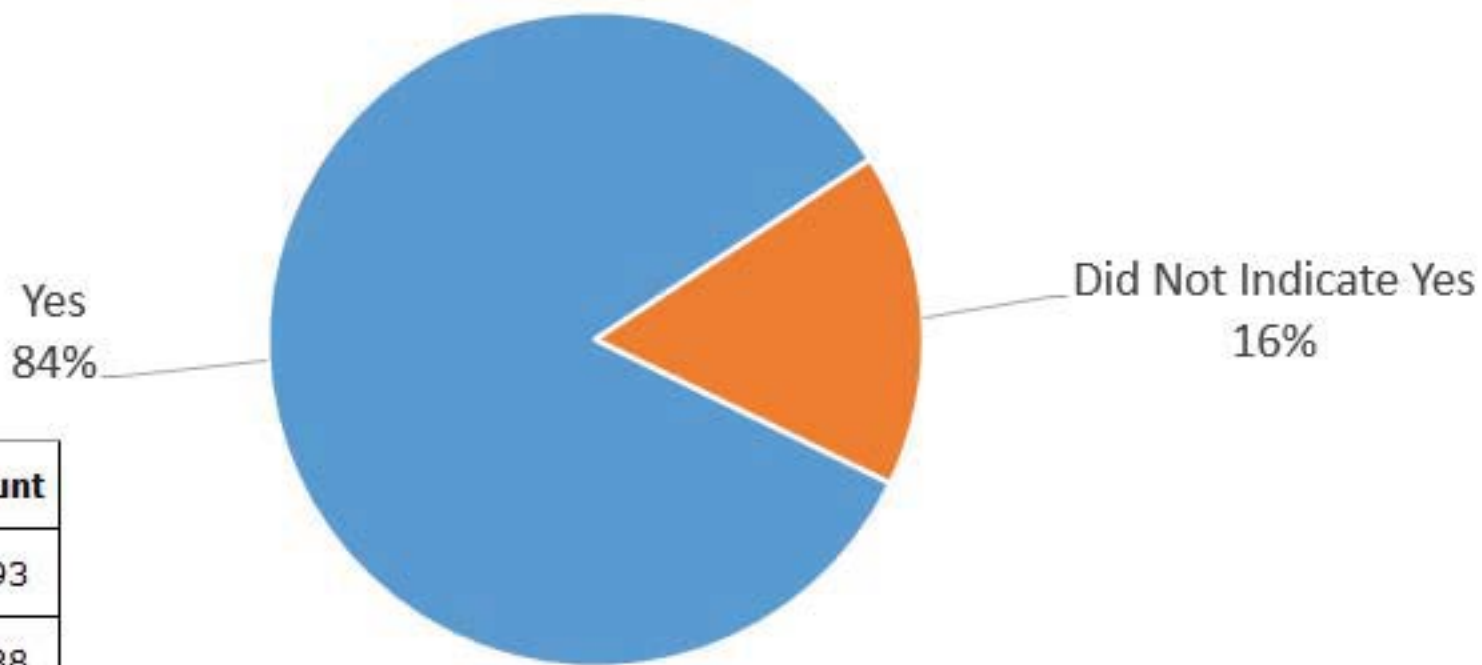


Response	Count
Yes	161
Did Not Indicate Yes	70
Total	231

Faculty and Staff Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Providing cleaning supplies to be used in all offices, laboratories and classrooms.

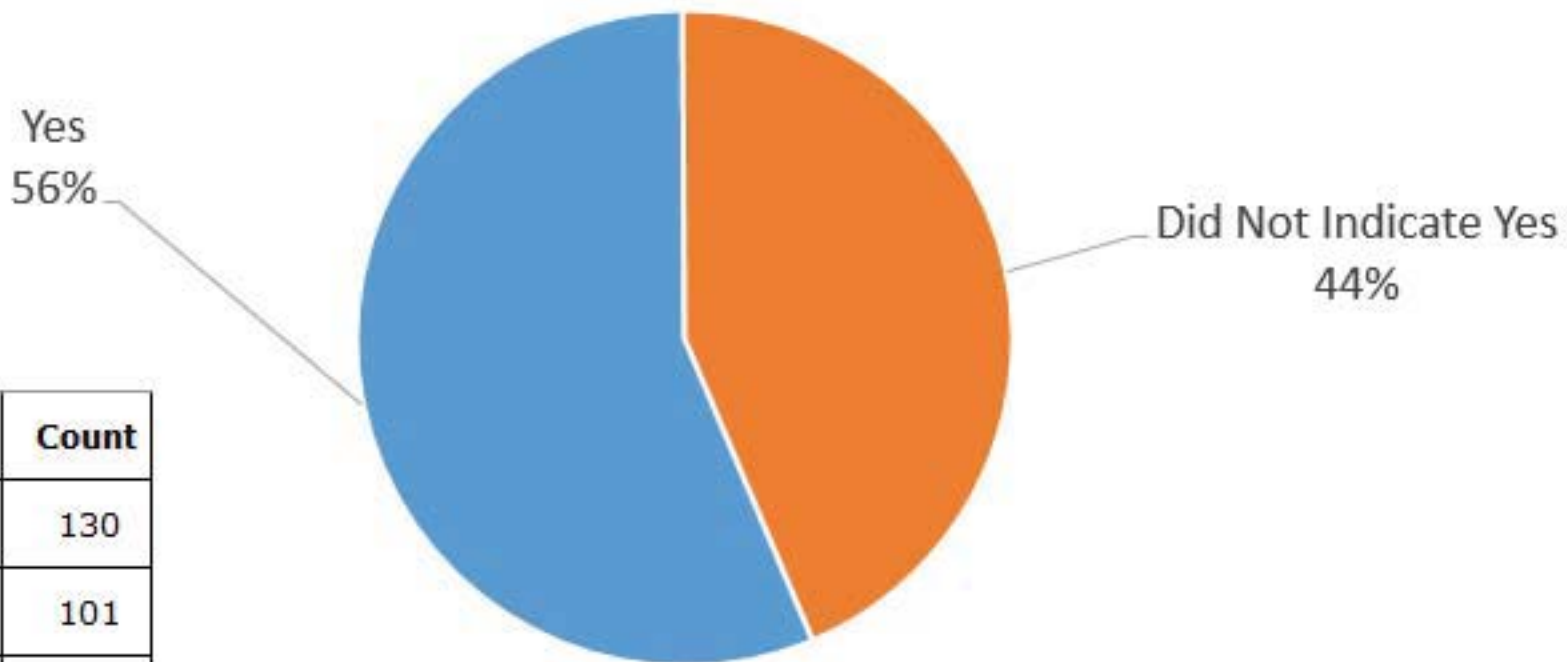


Response	Count
Yes	193
Did Not Indicate Yes	38
Total	231

Faculty and Staff Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Posting CDC checklists for safe working behavior of those on campus.

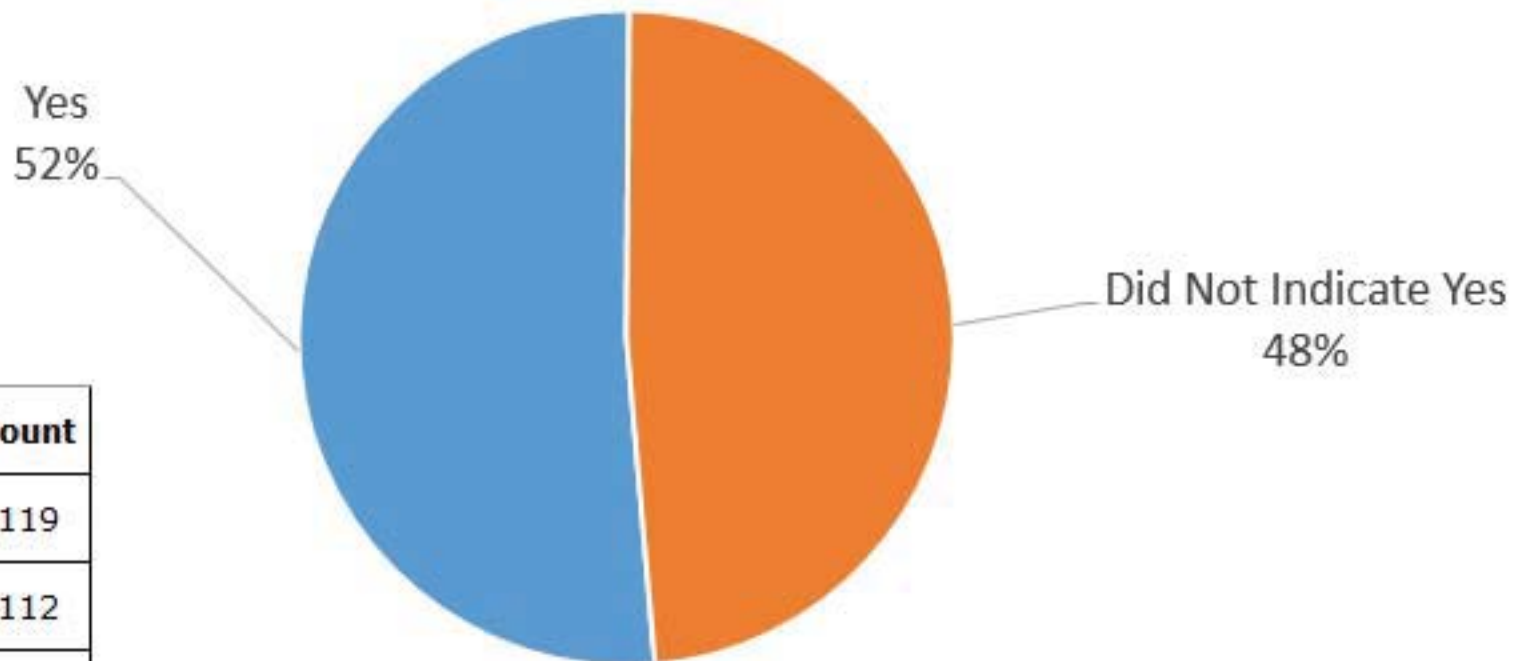


Response	Count
Yes	130
Did Not Indicate Yes	101
Total	231

Faculty and Staff Wellness

Which of the safety precautions would be useful to have in place whenever you return to campus?

Safety training for all employees, students and visitors.

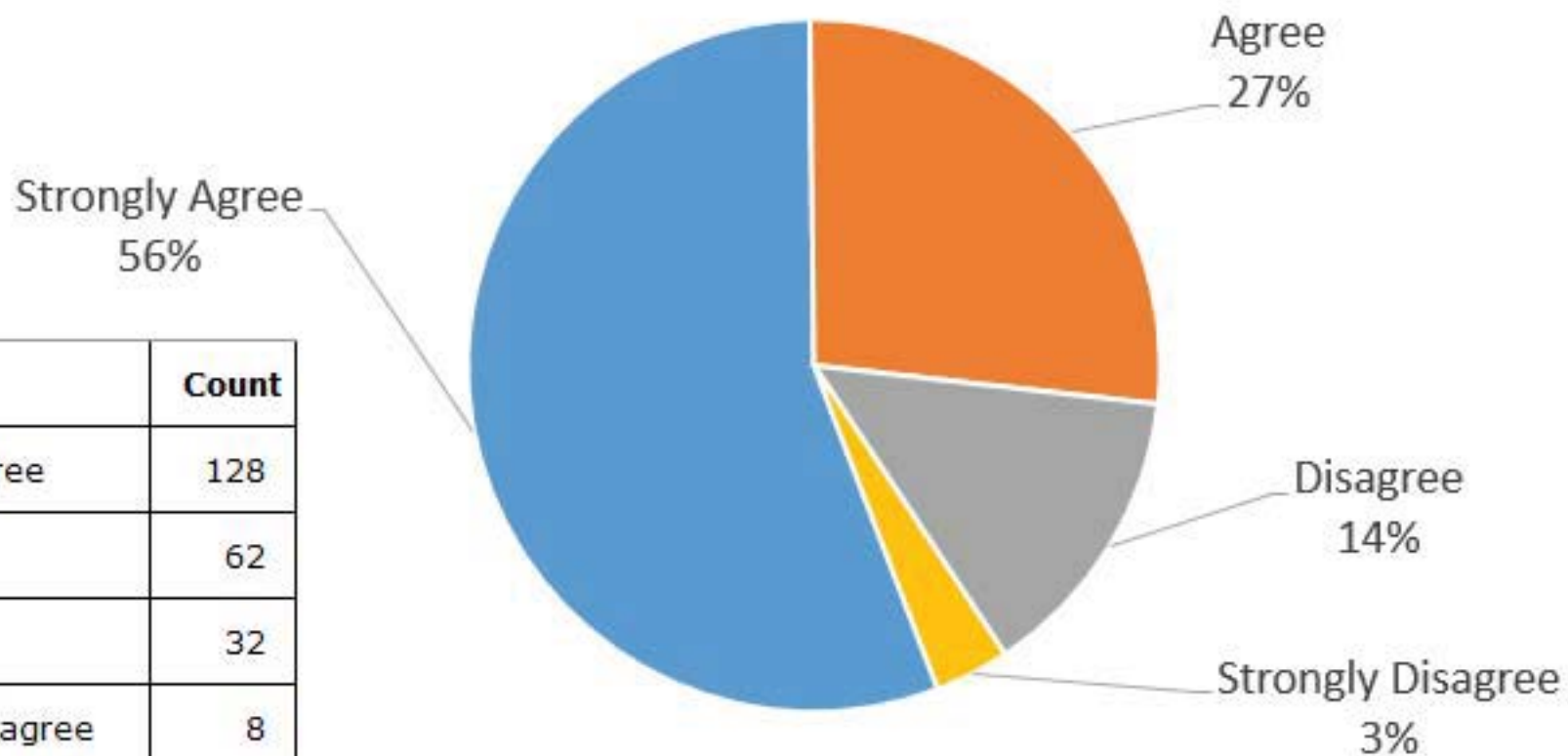


Response	Count
Yes	119
Did Not Indicate Yes	112
Total	231

Faculty and Staff Wellness

Please indicate the level to which you agree with the following statements:

At the present time, I prefer working at home rather than in my office.

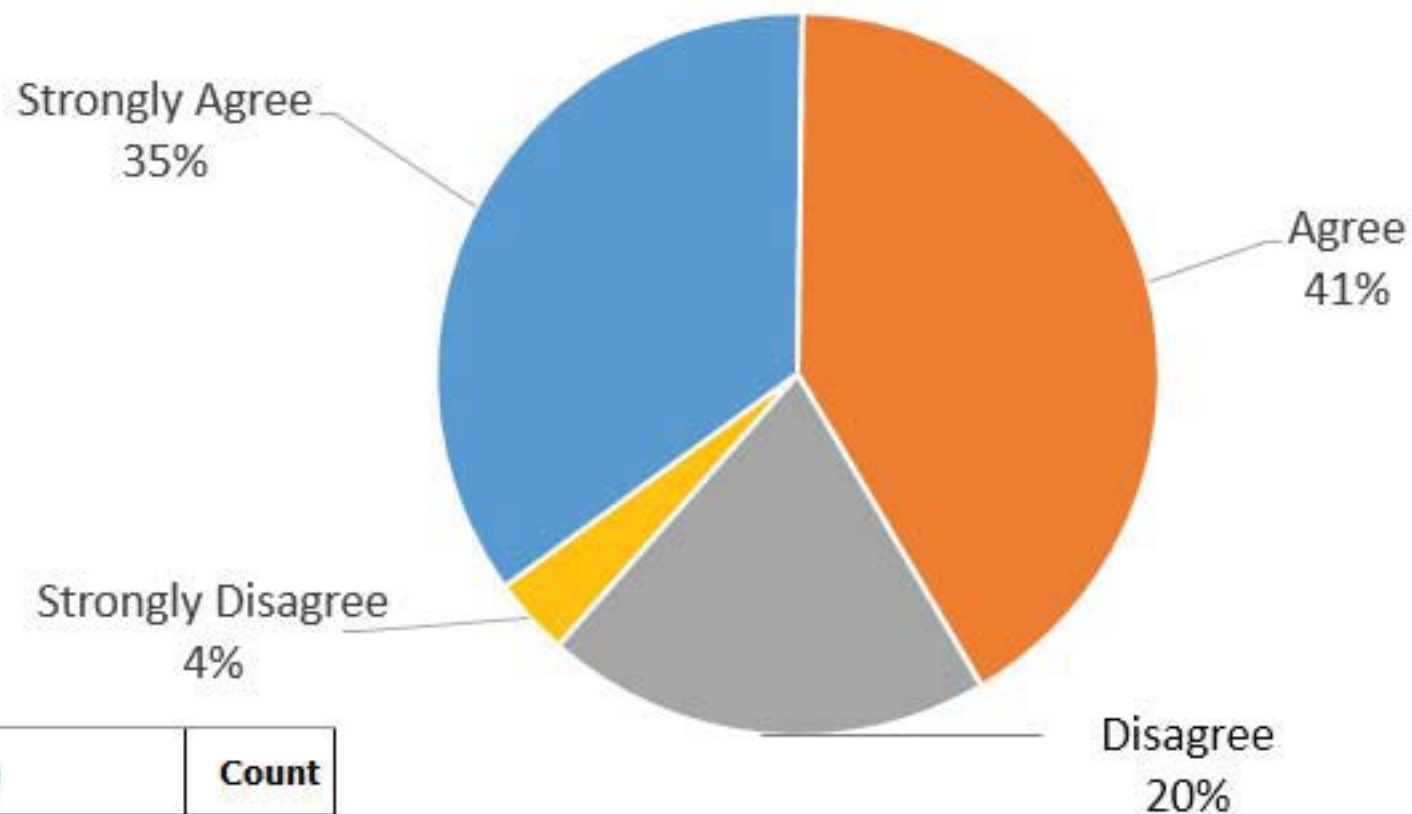


Response	Count
Strongly Agree	128
Agree	62
Disagree	32
Strongly Disagree	8
Total	230

Faculty and Staff Wellness

Please indicate the level to which you agree with the following statements:

**If I am required to return to campus for work in the summer,
I will be concerned about my safety.**

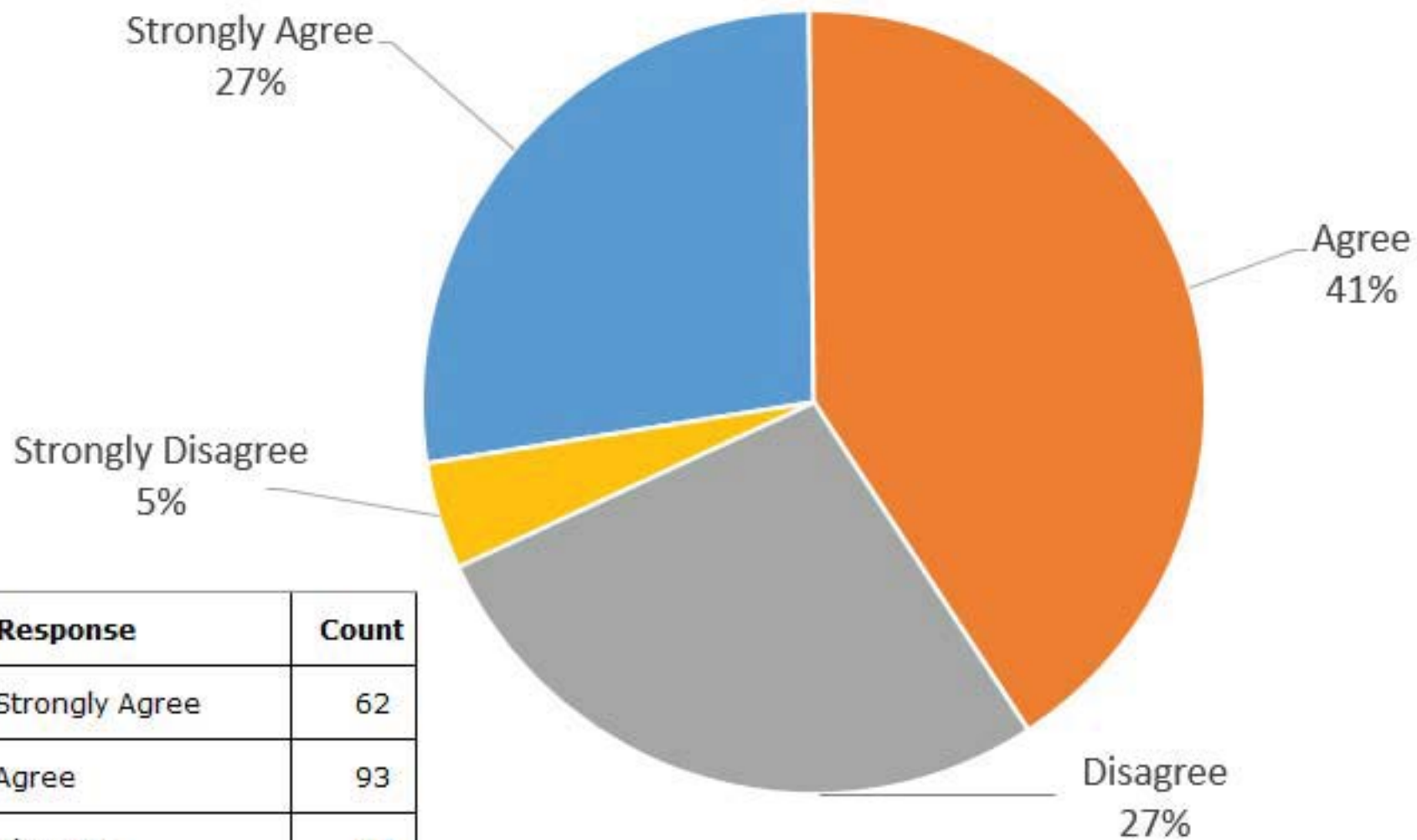


Response	Count
Strongly Agree	81
Agree	95
Disagree	46
Strongly Disagree	8
Total	230

Faculty and Staff Wellness

Please indicate the level to which you agree with the following statements:

**If I am required to return to campus for work in the fall,
I will be concerned about my safety.**



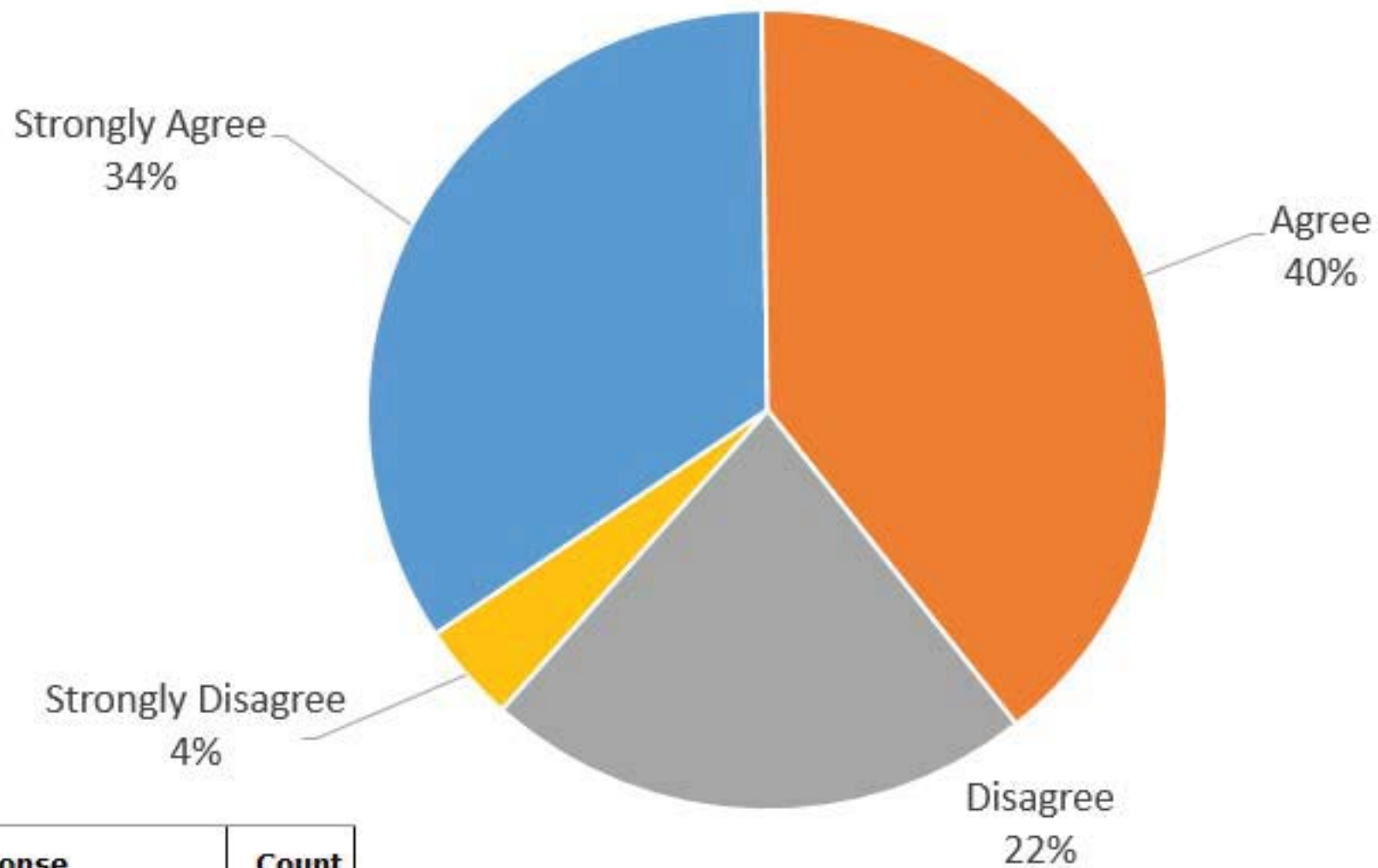
Response	Count
Strongly Agree	62
Agree	93
Disagree	62
Strongly Disagree	10
Total	227

Faculty and Staff Professional Development

Please indicate the level to which you agree with the following statements:

During the summer,

I will be able to perform my job just as well as I have in the past.



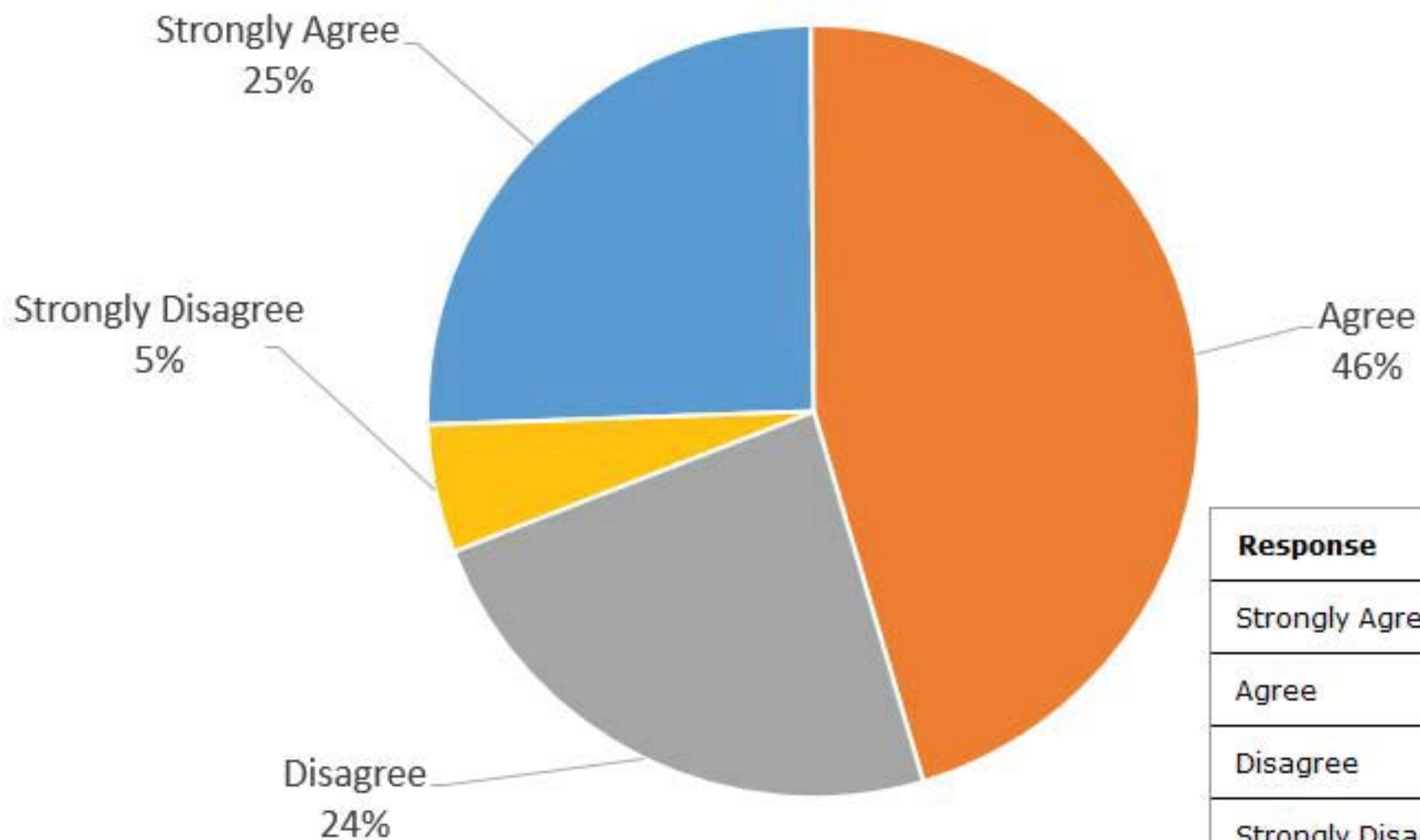
Response	Count
Strongly Agree	77
Agree	89
Disagree	50
Strongly Disagree	9
Total	225

Faculty and Staff Professional Development

Please indicate the level to which you agree with the following statements:

During the fall semester,

I will be able to perform my job just as well as I have in the past.



Response	Count
Strongly Agree	57
Agree	102
Disagree	53
Strongly Disagree	12
Total	224

Summary of
Faculty and Staff
Qualitative Survey
Questions

Faculty Comments:

A. Greatest Concerns

1. Don't wish to be compelled to be on campus if they are immune challenged or in a risk category
2. Concerned about lab work suffering
3. Concerned about loss of professional development opportunities due to inability to attend conference and network
4. Feel that their graduate students perform significantly better with in-person interaction in a research lab/office
5. Concerned with close student contact

B. Requirements to Feel Safe

1. Widespread testing
2. One-way corridors
3. Maintenance of social distancing
4. Availability and use of PPE

C. Concerns for Job Performance in Summer/Fall

1. Graduate student performance
2. Increase in teaching load due to budget cuts
3. Inability to conduct human subject research
4. Reduced research productivity
5. Lab research
6. Teaching Hybrid courses
7. Severe budget cuts

D. Work-life balance:

1. Difficult to work from home
2. Child care and schooling cause issues
3. Increased work due to budget cuts
4. Burnout due to lack of distinction between home and work

E. Feedback

1. University decision making is slow
2. Impact of severe budget cuts
3. Need direct person interaction to perform better teaching and research

Staff Comments (only those listed that are different from faculty comments):

A. Greatest concerns:

1. Don't have own office, too close proximity to others
2. Safety of interaction with students
3. Students not cancelling appointments when they are sick
4. Staff not staying at home when they are sick
5. Pressure to come to work from managers and faculty
6. NY City students

Summary of
Meetings with
Faculty and Staff
Groups

Summary of Faculty and Staff Meetings

To supplement the faculty and staff survey that was conducted, Kemper Lewis and Rajan Batta held meetings with various groups of faculty and staff. Here we have summarized these meetings and these summaries have helped shared our recommendations as well.

Staff:

- Staff who support online education would like to participate in on-line teaching excellence initiatives.
- Are there setbacks in timing expected due to recent protests?
- Is it possible to collaborate with Buffalo State College for online courses?
- Will staff be provided flexibility to continue to work from home?
- Are vacations still permitted?
- Availability of face masks and distribution protocols.
- Need to help faculty with digital education needs over the summer as opposed to cramming efforts just prior to the Fall term.

Full Professors:

- Concerns about HVAC in old buildings in SEAS footprint.
- Concerns about office cleaning before returning.
- Safety and control of students in labs including PPE.
- Some faculty will want to invest in the hybrid model of teaching.
- Departments and groups of faculty can come up with shared models, pooled spaces for research openings.
- Spending limits were clarified.

Female Professors:

- Teaching is taking more time than usual.
- If childcare is not available in the summer and fall, then female faculty will have to prioritize their responsibilities and cut back on projects.
- Ideas around a writing group and some other ways to support female faculty members were discussed.
- A suggestion was made to allow females more insight into what they teach and when they teach.
- Need more messaging for graduate students and the timeline for opening.

Untenured Professors:

- Concerned about large UG courses and how to manage those with workloads that are required.
- Uncertainty about course evaluations be used in the fall for tenure.
- Academic Integrity issues must be addressed by the fall, including webcam specs with privacy issues agreed to in the syllabus.
- Suggestion to create a working group to share best practices of on-line teaching to discuss this summer.

Associate Professors:

- Lab classes should be a priority
- International grad student enrollment concerns were shared.
- Everyone have an on-line backup plan for their fall courses.
- Microsoft365 being spun up on campus.
- Strategic opportunities moving forward include COVID-research, new collaborations, pivot in research, leveraging expertise in new ways, DEE studying our own students.
- Leverage teaching coordination and best practices.
- Need to focus on equity for student experiences this fall.
- Concern about PI's funding for post-docs being exhausted.

Teaching Professors:

- Concerns about retrenchment options.
- How to maintain connection to students on-line.
- Contingency planning for the fall and concerns about section sizes.
- Need better IT support, expectations for webcams, AI.
- Concerns about student enrollment.