

2020: A YEAR LIKE NO OTHER





RESILIENCE

ADDRESSING THE CHALLENGES OF A PANDEMIC

Over the past year, Colorado State University has successfully responded to the extraordinary challenges of a pandemic. With the pandemic ongoing and many aspects of the future unclear, we have marshaled our teaching, research, and engagement resources to continue to serve our students, our community, and our state.

As a Colorado public institution of higher education, we have a fundamental responsibility to be accountable and transparent about how we have accomplished that vital work. And as Colorado's land-grant institution, we also have a unique mission to provide access to higher education, to meet the evolving problems in our rapidly changing world, and to put the knowledge and innovations we create to work on behalf of those who support us and those whom we serve. Despite the magnitude and complexity of the problems we face, we remain committed and prepared to do just that.

This report tells the stories of the action we took on behalf of our most important constituents: CSU students, faculty, and staff. It also illustrates how CSU reached beyond our campuses to engage with the larger community and made key contributions to statewide and nationwide projects and initiatives, frequently undertaken in partnership with government and private entities.



CSU delivered the high-quality academic experience its students expect



One of our top priorities throughout 2020 was to continue delivering the high-quality academic experience our students expect from Colorado State and to create a campus and classroom environment designed to keep them healthy while keeping them learning. The best way to do that was to offer as much on-campus, in-person teaching as possible. While it was a daunting task, we were successful, thanks to a combination of good planning and timely innovations arising from focused, purpose-driven research and support from the state of Colorado.

We offer a snapshot of those efforts at the one-year mark of the pandemic. We remain guardedly optimistic. Whatever further challenges may arise, we will be prepared to meet them. We will continue to provide excellence in learning, teaching, research, and engagement. And we will use our creativity and our expertise in research and scholarship to seek solutions to our world's most pressing problems.

We are indebted to the Board of Governors of the CSU System and the leadership of Colorado for helping us overcome many of the obstacles we faced this past year; to the CSU community of students, parents, alumni, and friends for coming together to help us through; and to the citizens of Colorado for their ongoing faith and support.

Sincerely,

A handwritten signature in dark ink that reads "Joyce McConnell". The signature is written in a cursive, flowing style.

Joyce McConnell, President



MISSION

TOP 10

CSU named among 10 best universities working to solve the pandemic

ABOUT COLORADO STATE UNIVERSITY

Colorado State University, the flagship campus of the CSU System, is a major public research University in Fort Collins, Colorado.

A doctorate-granting institution established in 1870, CSU is the state's land-grant University. Its mission is to offer access to an excellent education, provide outreach to the people and communities we serve, and conduct purpose-driven research, addressing challenges facing our state, nation, and world, while playing an essential role in Colorado's development.

CSU is known internationally as a leader in sustainability. In 2015, it became the first university in the world to earn a Platinum STARS rating (Sustainability Tracking, Assessment & Rating System, administered by the Association for the Advancement of Sustainability in Higher Education). CSU earned platinum ratings again in 2017 and 2020.

CSU consistently ranks among the top institutions for veterans, named the second-best university for veterans by *Military Times* in 2020. Among top public research institutions nationally, CSU set a record with research expenditures of more than \$400 million in 2020 and hosts the third-best veterinary medicine program in the nation. This past year, CSU was named among the 10 best universities working to solve the coronavirus pandemic.

CSU welcomed some 34,300 students in Fall 2020, 69 percent of whom are Colorado residents. One in every 4 students at CSU is the first in their families to attend a college. CSU is the largest single employer based in Northern Colorado, with more than 7,600 employees. It indirectly supports as many as 10,000 additional jobs in the Fort Collins area. CSU offers 76 fields of undergraduate study, 136 graduate degree programs (64 master's, 21 professional, and 51 doctoral, including a professional degree in veterinary medicine), and 43 graduate certificates.

FALL 2020

34,300

students enrolled

76

fields of
undergraduate studies

69%

Colorado residents

136

graduate degree
programs

1 in 4

first in family to attend college

43

graduate
certificates

7,600+

employees statewide and largest
single employer located
in Northern Colorado

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INNOVATION

RECOMMENDATIONS AND GUIDANCE FOR CRITICAL DECISIONS

The Pandemic Preparedness Team (PPT), a core group of CSU experts selected by President Joyce McConnell in March 2020, represents the interests of faculty, staff, and students, campus visitors, and the public in addressing campus COVID-19 preparedness. Co-chaired by the executive director of the CSU Health Network and the associate vice president for safety and risk services and chief resiliency officer, the team drives every aspect of the University's COVID-19 response.

The PPT team has coordinated the following comprehensive, COVID-19-responsive activities:

- Collaborated extensively with county public health leadership. Co-chairs and team members meet with or converse with Larimer County Public Health multiple times a week to ensure that the University and county coordination is knit into every decision and action the team takes to manage the University's response to the pandemic. Through this partnership, the PPT also adheres to state requirements. The team also communicates regularly with other key local entities, including school districts, to ensure that major decisions that impact our communities are shared.
- Made public health guidance-informed decisions that have formed the foundation of University operations throughout the pandemic: We have canceled all large-scale, in-person events, including Commencement ceremonies and athletics events; have advised all units that can work remotely to default to doing so; and

put travel restrictions in place for all students and employees, including a travel exception application that requires PPT approval.

- Developed a COVID-19 policy that provides the University with recourses to address behavior that does not adhere to public health requirements.
- Helped oversee a process for employees and students to seek accommodations if they were unable to wear a mask or unable to report to campus to perform their work duties.
- Worked with CSU Facilities Management and Central Receiving to ensure work and learning spaces met strict COVID-19 protocols and that PPE and sanitation stations were widely available.
- Oversaw the creation, messaging, and results of more than 67,000 PCR tests and saliva screenings of students, faculty, and staff since August 2020.
- Oversaw contact tracing and resulting quarantine and isolation for these screenings and tests as well as for individuals who tested positive at non-University testing sites.
- Constructed a system through which University offices that needed to work in person on University grounds could apply to do so. The team reviewed hundreds of applications, which were required to provide evidence of significant planning for physical distancing, cleaning and disinfecting spaces used, and restrictions on the number of individuals in a building.
- Created an extensive communications network to provide information, education, and transparency, in coordination with units across the University. Through this network, the PPT has disseminated hundreds of University-wide communications about our COVID-19 response and deployed more than 30,000 signs on campuses highlighting public health requirements, behavioral expectations, and educational resources.
- Built and maintained a website as a central hub for CSU's response and guidelines and public health information, including a dashboard of all positive COVID-19 tests of students, faculty, and staff.
- Created an online COVID-19 public health training for faculty and staff and a COVID-19 symptom-reporting platform through which University community members can report when they have symptoms, have tested positive at a non-CSU site, or are concerned about a potential exposure. The COVID-19 reporter continues to be a robust means of monitoring symptoms. Since the tool was created, there have been more than 336,600 submissions.
- Held numerous virtual Town Halls to answer questions from the CSU and local communities. Topics have included information for employees who work in direct contact with those who are ill; CSU's collaboration with community health organizations; and education for local residents about CSU's pandemic protocols, policies, and guidelines.



IMPACT

50%

**of CARES Act funding
went to students**

SUPPORTING STUDENT SUCCESS AMID FINANCIAL CHALLENGES

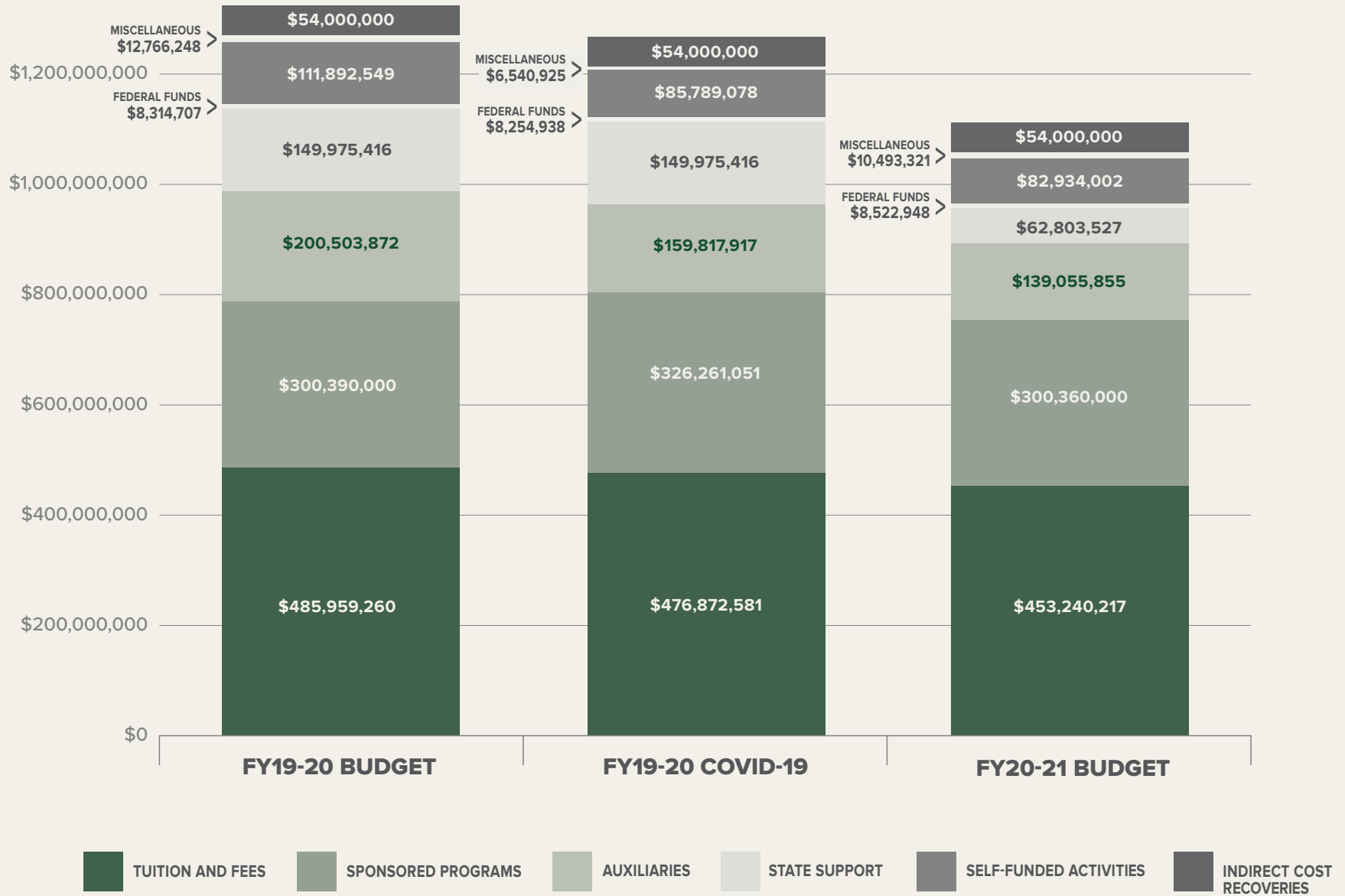
As the financial impact of COVID-19 on higher education unfolded in Spring 2020, it became apparent that many of CSU's revenue streams were going to be hindered. In partnership with financial leaders across campus, and with leadership from the CSU System Board of Governors, we identified clear areas of risk and began taking measures to mitigate the related impact. Areas of most concern included our students' financial needs and our auxiliary and research operations.

When the federal government began issuing CARES Act funding, CSU received approximately \$17.8 million. We dedicated 50% to financial support for our students and used the remaining to cover revenue we

lost when we reimbursed our students for services, mainly in Housing and Dining. While the funding was being dispersed, many of our federal research sponsors extended provisions that provided for sustained financial support while our researchers continued their research activities remotely.

As indicated in Figure 1, the overall decline in revenue as compared to the original budget in FY20 was approximately \$56 million, which represented an approximate 4% overall reduction. The areas experiencing the greatest impact were our auxiliary (\$41 million) and service-oriented activities primarily associated with the Veterinary Health Complex (\$26 million), while at the same time our research activities outperformed expectations due to several COVID-19-related projects that were not anticipated and added \$26 million.

FIGURE 1
COVID-19 Impact on CSU Revenue Sources





staff retention and avoiding pay cuts were top priorities

FY21 Planning

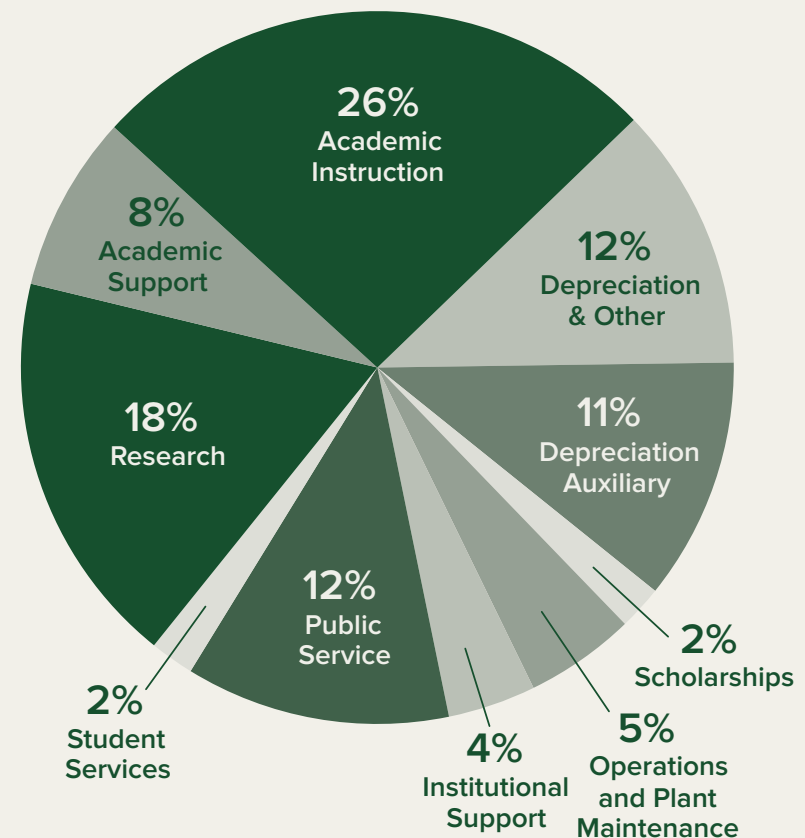
As we began planning for our FY21 budget and estimating the financial impacts COVID-19 would cause, the CSU Board of Governors clearly indicated that staff retention and maintenance of the existing salary structure were top priorities. The ability to quickly return to pre-COVID-19 operations was top of mind, with the goal of ensuring our students' continued success through retention of our employees.

In working with the Admissions Office, we estimated an average of an 8% reduction in enrollment across all student categories, resulting in an overall decline in projected tuition and fee revenue of approximately \$32.7 million. We also anticipated a decline of more than 31% (\$61 million) in our auxiliary operations, primarily in Housing and Dining, the Lory Student Center, and Parking and Transportation Services revenue. In late May, we were also notified of a 58% reduction (\$87 million) in state funding.

Taking these COVID-19 impacts into consideration, and factoring in other operational areas, we were facing a \$212 million shortfall in the FY21 budget as compared to FY20 (Figure 1). The gap was closed through the allocation of \$88 million in federal CARES Act funding, implementing \$17 million in unit base reductions, reducing variable expenses by \$69 million, and securing both a \$20 million commitment from our Board reserves and \$18 million from the pool of resources created through the strategic financing pool structure implemented by the CSU System treasury. These final three measures were considered one-time bridging mechanisms to carry CSU through the pandemic until enrollment returned to pre-COVID-19 levels.

FIGURE 2

CSU Spending Prioritizes Core Mission Areas



Your tuition check: More than 80 percent of the cost of a Colorado State University education goes into academics, student services, and scholarships.

COLORADO RESIDENT TUITION FY20-21

\$11,970

per year

+

STATE TAX SUPPORT (COF)

\$1,200

at \$54 per credit hour

=

THE TOTAL CSU RECEIVES

\$13,170

from tuition and the state to educate one student for one year.

Student Fees Support Goes Beyond the Classroom

Student fees are charges that students choose to assess themselves for various services above and beyond what is covered by tuition. Students retain some decision-making authority over how their fees are spent.

\$1,826

General Fees

Pays for student activities (concerts, lectures, movies); Student Recreation Center; Lory Student Center; CSU Health Network; athletics; veterans' programs; student government; Transfort; counseling; and more.

\$64

University Tech Fee

Funds campus computer labs, library computing, and other technology services.

\$623

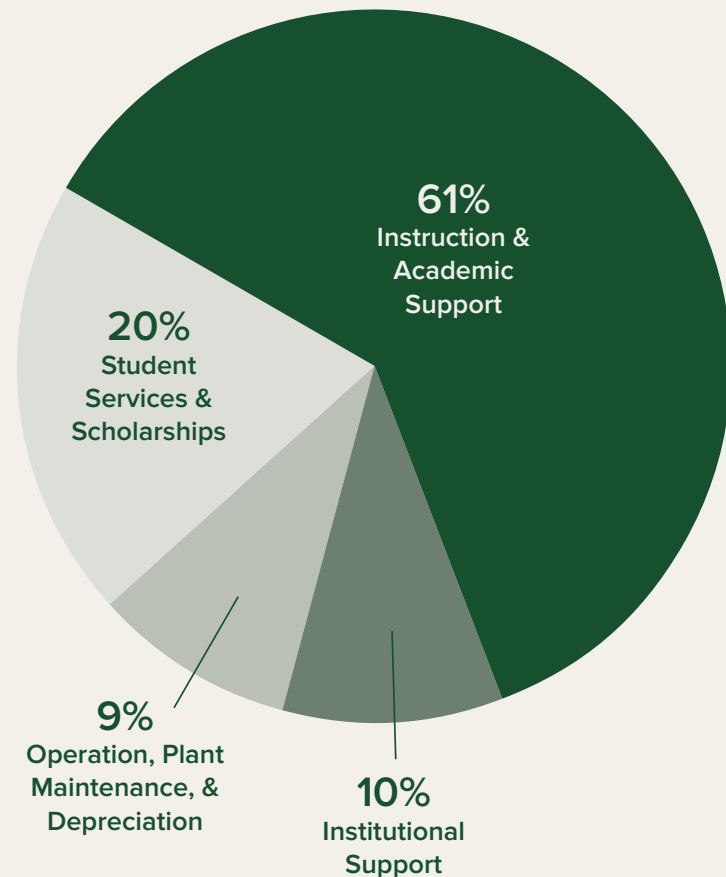
University Facility Fee

Funds classroom improvements, renovations, and construction of new, student-focused buildings.

Figures reflect annual costs for a full-time resident student at 30 credit hours per year. Colorado State University FY19-20 Education and General Budget data. This is a subset of CSU Education and General Budget, from E&G Budget Data Book Expenditures by NACUBO Code.

FIGURE 3

Where Do Your Tuition Dollars Go?



MEETING THE PROMISE OF CSU'S LAND-GRANT VALUES

Amid an emerging pandemic that launched educational systems into uncharted territory last March, the Colorado State University System's flagship institution in Fort Collins never stopped meeting the promise of its land-grant values of access and academic excellence, and, with notable achievements, continued serving the learning and holistic needs of our students.

The Teaching Continuity and Recovery Team

The Teaching Continuity and Recovery Team (TCRT) has met regularly since April 2020 to identify and address the University's academic needs during the pandemic, taking into account both the learning environment and the well-being of faculty and students. Chaired by the vice provost for undergraduate studies, the TCRT works with college deans and representatives from the Registrar's Office, the Public Safety Team, Facilities Management, The Institute for Learning and Teaching, Information Technology and Information Systems, CSU Online, Student Affairs, and Faculty Council leadership.

With \$1 million in Provost's Office funding, in Spring and Fall 2020, the TCRT supported additional course sections (instructor salaries and fringe), student employees to support remote teaching, masks and microphones for faculty, technology scale-up, professional development, and international graduate teaching assistant hires. The TCRT anticipates allocating an additional \$1.6 million in Provost's Office funds to support similar teaching resources in Spring 2021.

7,664
sections had modalities
adjusted to support
physical distancing



Comprehensive COVID-19 Precautions for Classrooms and Labs

The TCRT collaborated with the PPT, the colleges, the Registrar's Office, Student Affairs, and Facilities Management to ensure academic excellence and to support the health of students, faculty, and staff. Working together, these units:

- Established classroom capacities and physical distancing of classroom seating.
- Moved all courses with more than 99 students online initially; some sections came back when faculty members worked out hybrid rotation plans.
- Created an entire semester's schedule of more than 6,000 course sections to fit classes into the reduced classroom capacity.
- Converted 3,582 class sections from face to face to hybrid.
- Converted 3,968 class sections from face to face to online.
- Adjusted modalities of an additional 7,664 sections to support physical distancing.
- Secured nonacademic spaces (e.g., Lory Student Center ballrooms) for face-to-face instruction to meet physical-distancing requirements.
- Assessed disinfecting supplies and face shields in classrooms and labs to ensure they conformed to public health standards.
- Established protocols to promote hygiene and health in learning spaces.

A Successful In-Person Fall 2020 Semester

We succeeded in our Fall 2020 plan to maintain on-campus courses until the last day before Fall Break (13 weeks of classes; our last in-person day was Friday, Nov. 20) and as planned, moved to remote-only instruction after Fall Break to mitigate the potential for students returning from travel to spread the virus.

Our Flexible Course Modalities

When the fall semester began on Aug. 24, 2020, about 64% of classes were taught either entirely face to face or in a hybrid model with some in-person instruction. Below is the breakdown of instructional method for Fall 2020:

Instructional Method Fall 2020	Sections	
Face to Face	2,161	36.60%
Hybrid	1,626	27.54%
Online Only	2,117	35.85%
Total:	5,904	

The approximate breakdown for the teaching modality splits for Spring 2021 (as of 12/15/20):

Instructional Method Spring 2021	Sections	
Face to Face	1,912	32.01%
Hybrid	2,039	34.14%
Online Only	2,021	33.84%
Total:	5,972	

To support that extended period and a high level of in-person classroom experiences, our contact tracing teams require seating charts for all face-to-face course sections. The Registrar's Office and IT teams collaborated to create an online seating chart system that has been implemented for the Spring 2021 semester.

Meeting Student Needs

Students stayed enrolled at CSU even as they grappled with the transition to online and hybrid instructional modalities. The University's concerted efforts to support students led to declines in University withdrawals from previous semesters for both Spring and Fall 2020.



SUPPORT

In Spring 2020, we surveyed students and followed up with outreach to ease student anxiety and stress. The University supplied computers and solutions for Wi-Fi access to ensure equitable learning opportunities. We also modified withdrawal deadlines and offered students a Satisfactory/Unsatisfactory grading option in addition to the regular grading standards.

Technology Support for Faculty

The University's Institute for Learning and Teaching (TILT) supported faculty by providing extensive professional development trainings in teaching in hybrid or 100% online modalities, while University IT upgraded remote classroom technologies and infrastructure. We supplied additional computers for faculty use, equipped more than 140 classrooms with lecture-capture technology, and provided individual instructor microphones. We also incentivized faculty engagement with TILT and CSU Online through modest stipends. To date, the University has spent nearly \$700,000 on these technology support offerings for faculty.

Throughout 2020, our faculty (tenure-track, non-tenure-track, and graduate teaching assistants) took advantage of University support for remote/hybrid instruction, demonstrating a deep commitment to their students. Some 420 instructors completed at least one full TILT course; 980 completed a webinar or workshop; and more than 100 faculty attended trainings for Canvas (the University's learning management system with tools to enhance learning and teaching) and Echo360 (platform for video-based learning in higher education). Overall, our faculty logged 14,773 professional development hours directly devoted to improving their teaching to meet student needs during the pandemic.

Faculty Temporary Work Adjustments

Human Resources has so far supported 110 faculty requesting Temporary Work Adjustments in the 2020-2021 academic year. The TCRT also worked with colleges to adjust assignment of face-to-face sections, created course schedules/formats accordingly, and hired additional instructors to offer more face-to-face opportunities.



14,773

**faculty hours devoted to
improved teaching techniques
to meet student needs**



NEW WORKING ARRANGEMENTS TO MEET CHANGING NEEDS

In response to the pandemic, the University's Central Human Resources team shifted their attention to address growing needs for communication and adaptation of existing practices and culture as well as the interpretation and implementation of several federal laws and state emergency rules to support the University workforce during this time of crisis.

Strong Responses to the Crisis

In response to the sudden shift of work distribution, availability of work, and personal needs, the HR team partnered with senior leadership to prepare for the potential economic impacts to the workforce and raced to implement the Families First Coronavirus Response Act (FFCRA) in April 2020. The changes created a need to adapt payroll protocols and key practices in hopes of future reimbursement. Activities included the following:

- Adapted recommendations to reflect the goals of the CSU System Office and the Board of Governors while managing concerns from the workforce and CSU Faculty and Staff Councils.
- Implemented payroll protocols to account for work distribution/lack of work to forecast impact on work groups and to track potential of CARES Act reimbursement.
- Introduced a critical pay differential to recognize the risk for those working on University premises during the early stages of the pandemic when not much was known about the virus and risk of transmission.

- Implemented the federal CARES Act, which included the FFCRA changes to leave options. The act introduced up to 80 additional hours of paid sick leave to all employees for purposes of quarantine or COVID-19-related illness and the expansion of the federal FMLA to include care for children/dependents for up to 12 weeks.
- In partnership with Business and Financial Services, designed a payment methodology for student employees during the Spring 2020 semester, with a goal of honoring commitments to our working students and balancing budgetary needs.
- Worked closely with the Office of the Vice President for Research and the PPT to expedite the hiring of temporary employees who were necessary to provide support at testing centers and in the Environmental Health notification call center.
- In response to a drastic spike in usage of our Employee Assistance and CARE programs, conducted regular campaigns and updated their communications strategy to ensure widespread awareness of these resources. These programs assist employees experiencing mental health concerns, child and dependent care needs, financial uncertainty, and food insecurity.

**prepared
employees to
overcome new
challenges**



Communication

Faced with the imperative of moving to a virtual workforce, the Central HR team recognized the importance of communication with the University HR community and adapted practices to ensure timely and regular communication:

- Established weekly online channels to ensure that “field” human resources team members had a vehicle for bringing issues forward and that information flowed freely from the units to the central team.
- Held weekly meetings with key organizational leaders, including the PPT, to make firsthand information readily available and ensure that colleges and divisions had a direct line to decision-makers.

Voluntary Retirement Program

As a key part of President McConnell’s COVID-19 recovery efforts, Human Resources created a voluntary retirement incentive program, in collaboration with the Vice President for Operations, the Provost’s Office, and the President’s Office. It was designed and administered with a goal of reducing the workforce without having to implement reductions in force; this was accomplished by encouraging units to re-prioritize operations and backfill positions only when necessary, ultimately reducing payroll

costs. A total of 178 employees retired through the separation program; units are in process of calculating cost savings to the University.

Temporary Work Adjustments

Human Resources and the Office of Equal Opportunity collaborated to create a Temporary Work Adjustment (TWA) process to accommodate employees’ COVID-19-related needs. Employee requests were reviewed for alternative work arrangements for child or dependent care and adaptations due to health- or age-related needs as defined by criteria identified in Gov. Jared Polis’ Executive Orders.

Professional Development for Employees

Training and Development moved quickly in Spring 2020 to adapt their courses to a virtual format.

The team moved courses online and continues to deliver new content each semester in a virtual mode. Content related to working in a virtual environment and managing virtual teams was added to the curriculum to aid in the transition to remote work. Interest peaked with online availability, and courses have been full throughout the pandemic. Moreover, those who are not on the Main Campus have been able to participate in record numbers.





ESSENTIALS



coordinated procurement and distribution of critical PPE supplies

KEEPING CSU CAMPUSES OPEN, OPERATING, AND HEALTHY

Central Receiving

At the onset of COVID-19, Central Receiving had to continue to support and supply our essential laboratories and researchers conducting COVID-19 and critical research and our essential workers (the James L. Voss Veterinary Teaching Hospital, Health Network, Police, Facilities) and hold other department mail and freight. Additionally, as the University's logistical provider, Central Receiving was charged with other pandemic responsibilities, including:

- Distributing PPE to essential staff working on campus.
- Becoming the custodians, inventory managers, and campus distributors for critical supplies.
- Creating a Universitywide online PPE store with more than 60 products.
- Assisting CSU's labs at the Infectious Disease Research Center/Mycobacteria Research Laboratories in making and distributing sanitizing liquids for those essential staff performing their duties on our campuses.
- Coordinating, delivering, and placing 12 40-foot cargo containers and accommodating an additional 4,000 storage feet of warehouse space for the storage of classroom and common space furniture.

Central Receiving also absorbed all coordination of manufacturing, procurement, acquisition, and distribution of sanitizing liquids on all campuses. We worked with local machinists and other professionals to design and build 1,000 sanitization stations installed on the CSU Fort Collins and Pueblo campuses.

Air Quality Improvement

Throughout the COVID-19 pandemic, the CSU Facilities Management team has worked with faculty members with expertise in energy and environmental health, public health experts, and members of the PPT to improve indoor air quality in buildings on all campuses.

To significantly reduce the indoor transmission of the virus and in line with CDC best practices, the team increased ventilation in CSU buildings, reduced building occupancy, mandated face coverings, moved furniture to increase social distance, and increased cleaning and disinfecting of building interiors.



85.5%

**of student respondents
report being either satisfied
or highly satisfied with their
teleservices visit**

RESPONDING TO THE CSU COMMUNITY'S EMERGING NEEDS

CSU Health Network provides a wide range of medical, mental health, and health education and prevention services for CSU students. Specific services include medical appointments with both general practitioners and specialists who focus on certain constituencies; dental care; individual and group counseling; crisis intervention; and workshops on substance abuse prevention. The unit's response to the COVID-19 pandemic has been the result of preparation, partnerships, adaptability, and a deep commitment to the health and well-being of CSU students and community.

CSU HN's commitment to preparedness on behalf of student wellness has been significant and is documented. In August 2019, the CSU HN Communicable Disease Team led a Measles Outbreak Tabletop Exercise that brought together campus leaders and partners from the Larimer County Health Department to discuss scenarios around a hypothetical public health emergency. This exercise laid important groundwork for the campus and

community response and collaboration that drove CSU's response to the pandemic. As an example, beginning in March 2020, CSU HN partnered with the Colorado Department of Public Health and Environment on COVID-19 testing and quarantine protocols for students who returned to the CSU campus from countries with known outbreaks of COVID-19.

Leadership

Executive Director Lori Lynn was tapped by President McConnell to co-lead the University's PPT.

Enhanced Infection-Control Procedures

CSU Health and Medical Center has remained open with in-person essential staff throughout the pandemic. Enhanced infection-control procedures were implemented that go beyond public health requirements, including engineering mitigation to increase air exchanges in certain areas and the use of an electrostatic sprayer to disinfect surfaces. Our pharmacy added curbside delivery service and began mailing prescriptions to students in Colorado.

Telehealth Offerings

Counseling Services and Psychiatry Services shifted nearly all mental health appointments, including individual sessions, therapy groups, workshops, and substance abuse programs, to phone and secure videoconference delivery. This massive undertaking required technology, security, legal, training, support, and record-keeping considerations. Students responded positively and continued to access mental health services at near pre-pandemic levels.

Medical Services, including primary care, women's and gender care, and physical therapy, began providing a combination of telehealth and in-person services. A detailed phone screening process is conducted to ensure students receive the appropriate level of care, with an additional screening for students who enter the building for in-person care.

85.5% of student respondents report being either satisfied or highly satisfied with their teleservices visit.

COVID-19 Testing

Health Network medical and laboratory leadership provided oversight for the CSU VTH to obtain certification for collecting and processing human specimens for COVID-19 testing. The Health Network laboratory also obtained a new BD MAX analyzer that allows in-house processing of COVID-19 testing specimens.

Satellite Vaccine and Testing Clinic

In Fall 2020, the Health Network opened a satellite clinic at the Health and Medical Center to serve as a dedicated vaccination and testing specimen collection site. This clinic has its own exterior entry and exit, four HEPA air filters, and airflow separate from the rest of the building.

Students who have symptoms related to COVID-19 or other communicable respiratory diseases can make an appointment for the testing clinic through their Health Network medical provider. Specimens are collected and processed daily, providing a convenient, cost-effective option for symptomatic students.

This site also serves as an efficient vaccination clinic. Thousands of flu shots were administered to students here in Fall 2020.

Addressing Mental Health Challenges

Initiatives were adjusted and student outreach efforts shifted to online delivery. New presentations and health messaging focused on healthy coping strategies.

The Interactive Screening Program identifies higher-risk groups, including students in quarantine, to provide a brief mental health screening, personalized feedback, and opportunity to connect virtually with a counselor.

Online tools provided opportunities for students to access resources and get support 24/7. The YOU@CSU success portal features more than 50-plus COVID-19 related resources to help students adapt. Students

also have access to SilverCloud Health cognitive behavioral therapy modules to improve their well-being.

The mental health impacts of the pandemic will continue to manifest well after the virus is contained. We are planning ahead to be sure we can respond to anticipated increases in demand for mental health services, substance abuse treatment, and trauma response, with a specific focus on expanding our multicultural counseling services to better serve students with historically marginalized identities who have been disproportionately impacted by the pandemic.

**a deep
commitment
to the health
and well-being
of the CSU
community**





new ways to be the best living and learning experience in higher ed

NEW WAYS TO OFFER THE BEST IN LIVING AND LEARNING

Following the initial, disrupted Spring 2020 semester, CSU's Housing and Dining Services staff focused on preparing for the Fall 2020 semester. Knowing the first semester is critical for students, they worked to ensure that those living in residence halls and on-campus apartments had the best possible entry into CSU, despite the challenging circumstances of the COVID-19 pandemic.

The experience of new students, as well as of returning hall and apartment residents, would be different from that of CSU students in previous years. Housing and Dining Services staff had to find new ways of working to be “the best living and learning experience in higher education” during a pandemic.

To mitigate risk for students and HDS staff, hundreds of modifications were made across the operation. These included:

- Expanding the radius from which students would be approved for a housing exemption, in order to support local students anxious about living away from home during a pandemic or whose class schedule was entirely virtual.
- Billing for residence halls and dining plans only through the start of fall break, providing an add-on option for those who wished to remain on campus through the end of the semester.
- Changing guest policies; limiting capacity in building lounges, kitchens, and elevators; and instituting an online reservation system for quiet study spaces to reduce the spread of infection into residential communities.
- Restructuring the entire dining operation to implement a mobile ordering system to pick up meals to go.
- Expanding cleaning and sanitizing procedures for residence halls, apartment common areas, and dining centers.
- Expanding the number of days for residence hall move-in, introducing resident-scheduled move-in time slots, and partnering with outside vendors to offer residents the option to ship belongings to rooms prior to arrival.
- Creating quarantine and isolation spaces, protocols, and meal deliveries.



STRATEGY



\$407

million in research
expenditures for 2020

EXPERTISE PROVIDES LEADERSHIP IN THE FIGHT AGAINST COVID-19

Nationally ranked as a Top 10 University for COVID-19 research, CSU has long been recognized as a top-tier, Carnegie class R1 institution and is committed to delivering research that benefits the global community across a broad range of disciplines.

Notable Research Accolades:

- \$407 million in expenditures for FY20 – first time exceeding \$400 million.
- \$20 million in COVID-19 award obligations (across entire COVID-19 portfolio).
- \$80 million proposal dollars requested for COVID-19 research (across entire COVID-19 portfolio).

- Up to \$27 million in multiyear funding from the National Institutes of Health and the Biomedical Advanced Research Development Authority to support development of the SolaVax SARS-CoV-2 vaccine candidate.
- CSU was listed among the Top Five “Best Universities Solving the Coronavirus Pandemic” by SuccessfulStudent.org.
- CSU was ranked among the Top 25 public health universities in the nation by *U.S. News and World Report*.

Statewide and National Research Outreach

At the outset of the pandemic, CSU’s Office of the Vice President for Research (OVPR) engaged researchers with deep expertise to provide leadership in science-based decision-making in the fight against SARS-CoV-2. Signature initiatives have included:

- Creation of more than 25 interdisciplinary teams of Infectious Disease Research and Response Network (IDRRN) faculty to investigate a range of issues created by the pandemic. IDRRN conducts a multitude of projects to preserve the health of people, animals, and the planet.
- Testing of face masks at the Energy Institute Powerhouse to protect health care providers and their patients in Colorado after CSU was named the primary testing site for personal protective equipment.
- Research collaborations with universities nationwide focused on recommendations to strengthen local food systems post-pandemic.
- Skilled nursing facility testing in Colorado provided by the Columbine Health Systems Center for Healthy Aging at CSU. Since early February 2020, more than 101,000 samples have been collected and analyzed for new predictive health outcomes.

Keeping Campuses Healthy and Open

To date, CSU has expended \$4.5 million in public health response. From the very beginning of the pandemic, our research teams have innovated

and incorporated best-practice protocols to monitor and mitigate the spread of the coronavirus on all CSU campuses.

Before students returned for in-person learning in August, CSU developed a targeted monitoring and testing program built on research by faculty scientists and implemented by a team of on-campus experts. The testing program includes wastewater testing and SARS-CoV-2 sample collection, screening, and testing process staffed by more than 50 staff and students.

Wastewater Testing: CSU focused efforts on wastewater surveillance from 17 locations tied to residence halls on campus. Coronavirus is shed in feces before it can be identified from the standard swab test and days before a person would develop symptoms. When a wastewater sample shows a spike in viral counts, the University focuses on nasal-swab testing in those areas.

Saliva Screening: Researchers developed a test that uses saliva rather than nasal swabs and has a 24-hour turnaround time for results. Saliva screening costs only \$10 per test.

Nasal-Swab Testing: CSU partnered with the Colorado Department of Public Health and Environment and Larimer County Public Health to establish a CLIA-certified lab at the Veterinary Diagnostic Laboratories with capacity to perform 5,000 SARS-CoV-2 nasal-swab tests per week.

TOP 25

**public health
universities in the
nation by *U.S. News
and World Report***





ADJUSTING RAPIDLY TO MEET CHANGING COMMUNITY NEEDS

The Office of Engagement and Extension's three units – Extension; the Colorado Water Center; and Extended Campus, including CSU Online – connect individuals and communities across Colorado and beyond to resources, programs, and services.

In March 2020, how the team worked changed overnight. What it did also changed. The Office of Engagement and Extension needed to continue delivery of programs and services in a new way, while adjusting quickly to meet and support changing community needs. Here are some of the ways the Office of Engagement and Extension adjusted:

CSU Online, recognized by *U.S. News and World Report* for its online programs, leveraged its expertise in a quick pivot of operations to support campus needs, including the Keep Teaching Response Group:

- Collaborative migration support of all residential courses to online.
- A DIY toolkit for faculty.
- Support for the Student Disabilities Center with American Sign Language translation to help meet federal requirements.

Before the pandemic, every one of Osher Lifelong Learning Institute's 70-plus classes and lectures, serving our lifelong learners ages 50 and better, had been held in person. Within a week of closing classrooms, OEE pivoted and launched 15 online classes and lectures, free to the public. OEE opened Fall 2020 registration with 68 multiweek classes and, by the end of fall term, 40% of members had participated in one or more online classes, for a total of 1,283 registrations.

Extension's 4-H Program found new ways to continue programming, moving to virtual clubs and service projects to engage youth. Offices

46,500

**pounds of produce
delivered to Coloradans
by Grow & Give project**

worked closely with county commissioners and fair boards to create virtual and modified in-person county fairs and State Fair. Clubs supported the pandemic response, including Mount Sopris 4-H, a dual-language club, which sewed more than 300 masks for Garfield County businesses.

CSU Extension introduced Grow & Give, a modern Victory Garden project, designed to encourage Coloradans to grow vegetable gardens and plant extra to share with local food banks and community members in need. Individuals across Colorado took advantage of their time at home during the COVID-19 pandemic to get outside and plant gardens.

- Almost 600 home and community gardens were registered across 37 Colorado counties in 2020.
- As a statewide project, more than 46,500 pounds of produce were donated in local Colorado communities.

At the request of the Colorado Commissioner of Agriculture, OEE launched a Task Force on Colorado Supply, with researchers and Extension faculty providing up-to-the-minute, data-driven analysis on food supply chain issues brought on by the COVID-19 pandemic. The information supported the Commissioner of Agriculture, the Governor's Office, and the Colorado General Assembly as they created policies and emergency measures to ensure a safe supply of healthy food to all Coloradans and to minimize economic impacts of the pandemic.



A report authored by two CSU Extension-affiliate researcher members of the task force was cited by congressional lawmakers authoring the \$2 trillion economic stimulus bill – signed into law as the CARES Act on March 27, 2020.

CSU Extension worked with association partners to provide COVID-19 resources to support farmer and producer communities, including:

- Offering support to farmers market managers and producers as they implemented new ways of doing business.
- Helping food suppliers quickly connect with new, potential buyers.
- Assessing needs and quickly introducing new webinars and trainings, including a series developed to help producers manage stress during COVID-19.

In the midst of the pandemic, the Water Center and Extension teams also supported drought response and an active fire season. The Colorado Water Center continues to participate in campus and statewide conversations on drought and what that means across the state.

Steps taken include:

- Activating the Extension Drought Task Force.
- Participating in the Governor's Drought Task Force.
- Staffing the Governor's Ag Impact Task Force.
- Updating online resources available for both fire and drought response.
- Supporting relocation and care for animals during fire evacuations and mobilizing community partners and resources in support.

As we start 2021, OEE continues to expand virtual program offerings while anticipating a return to some level of in-person programming. OEE introduced its Statewide Community Needs Assessment in 2020 and will work with local communities on the survey and program plans. OEE is focused on fostering local connections across Colorado, continuing to be responsive to feedback, and meeting the needs that enable us to make connections and strengthen partnerships that bring CSU resources to Colorado communities.



**helped producers
open farmers markets
and find new buyers**



SUCCESS

64

active COVID-19 research projects
across the University, supported
by more than \$21 million

8,000

degrees awarded,
including 1,328 degrees to
first-generation scholars

86.7%

of undergrads had at least one
class with in-person learning

0

employee layoffs
due to COVID-19

Colorado State University was among just

23%

of U.S. higher ed institutions that delivered
“primarily in-person” learning in Fall 2020







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