



**TEXAS STATE UNIVERSITY
President's Briefing
for the Board of Regents
May 20-21, 2021**

PLANNING, ASSESSMENT, AND ACCREDITATION

SACSCOC Reaffirmation

Texas State successfully completed the requirements for reaffirmation of accreditation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). Required materials including the Compliance Certification, Focused Reports, Quality Enhancement Plan (QEP), and virtual/video tours of the San Marcos and Round Rock Campuses were prepared and sent to the SACSCOC On-Site Reaffirmation Review Committee.

Texas State hosted the virtual SACSCOC On-Site Reaffirmation Review Committee on March 29 to April 1, 2021. The virtual on-site review focused on the two standards cited as “non-compliant” by the Off-Site Reaffirmation Review Committee, the 20 standards with embedded criteria required by the United States Department of Education for an accrediting agency to review, and the QEP. In addition, Texas State’s Round Rock Campus was virtually visited by select reviewers.

A detailed schedule and virtual platform were developed to ease the review process. The nearly 110 Texas State faculty, staff, and student representatives on the schedule participated in practice review sessions on the virtual platform prior to the review.

The QEP Development Task Force members prepared for the on-site review by developing a formal presentation highlighting various aspects of the QEP. Task force members and supporting faculty, staff, and students also participated in practice review sessions prior to the on-site review.

The time spent developing the materials and preparing for the on-site review was rewarded by the On-Site Reaffirmation Review Committee in its findings. All aspects of the reaffirmation process were deemed to be “in compliance.” Final reaffirmation is expected to be granted by SACSCOC in December 2021.

2017-2023 University Plan

During the 2020-2021 academic year, Texas State University officially began the second phase of the 2017-2023 University Plan. Divisions and colleges provided annual progress reports for 2019-2020, the final year of the first phase of the Plan, and those progress reports were compiled into a comprehensive university-wide progress report for 2019-2020. University, division, and college progress reports have been posted on the University Plan website. Initial steps are underway to revise the University Plan website to provide easier access to Plans, progress reports, and information regarding the planning process.

RECRUITMENT AND RETENTION

Impact of the COVID-19 Pandemic on Recruitment and Enrollment and Texas State's Response

The COVID-19 pandemic continues to impact recruitment and enrollment outcomes across higher education. According to a recent article in *Inside Higher Ed* titled "Ensuring an Equitable Recovery for Latinos," the pandemic's impact on the Latinx community has been particularly devastating. Not only are members of the Latinx community more likely to contract, be hospitalized, and die from COVID-19 than Whites, they are also more likely to face economic hardships as a result of the pandemic. For example, Latinx workers made up a larger share of the initial job loss than Black and White workers. Latina workers have fared particularly poorly, accounting for a disproportionately higher share of the overall job loss. This, of course, impacts the Latinx community's ability to pay for college, a trend seen particularly at the undergraduate level.

State-wide applications in Texas are lagging in underrepresented populations applying to college. As of March 26, 2021, 44 percent of the Texas high school class of 2021 has completed a Free Application for Federal Student Aid (FAFSA). Texas high school senior FAFSA applications are lagging behind 2020's pace by -7.7 percent or -13,206 completions. The decline in FAFSA applications is one of the biggest threats to higher education in Texas. It provides a warning that high-need students are not applying to colleges.

It is worth noting, however, that during an economic downturn, graduate student enrollment tends to increase, as individuals seek to earn additional credentials to better position themselves in the job market.

Despite the current economic challenges resulting from the pandemic, Texas State students have remained resilient. The number of students who earned a degree at Texas State in fall 2020 increased by 218 degrees awarded (7.4 percent) compared to fall 2019.

To make achieving a college education a reality in the throes of a pandemic, Texas State has responded aggressively with several key initiatives:

- expanded the scholarship program for incoming freshman by \$10.5 million, from \$5.4 million to \$15.9 million;
- expanded the tuition and fees-free Bobcat Promise Program to increase access for Texas students with a family adjusted growth income that does not exceed \$50,000 annually (previously, capped at \$35,000);

- implemented a test-optional approach for freshman admissions requirements;
- awarded \$28.2 million in emergency grants to currently enrolled students;
- launched the Bringing Bobcats Back program to reengage stop-outs, our former students who have earned a significant number of college credits, to return to complete their bachelor's degree; and
- procured a \$1.5 million reskilling grant to help up to 1,000 former students with some college credit return to school and complete their degrees.

Recruitment and Retention for Spring 2021

Spring 2021 data suggests that Texas State's efforts are working. Compared to spring 2020,

- new student enrollment for spring 2021 is higher by 18 undergraduate students (17.6 percent) and 41 graduate students (11.4 percent), and
- the number of continuing students in spring 2021 is higher by 35 graduate students (9.0 percent), but lower by 601 undergraduate students (-2 percent).

Furthermore, freshman class retention from fall 2020 to spring 2021 is higher than freshman class retention from fall 2019 to spring 2020 (91.5 versus 90.8 percent).

Admitted domestic and international students who did not enroll in fall 2020 were offered the opportunity to defer their admissions to any term in 2021. These adjustments helped to create increases in new undergraduate and graduate student enrollment in spring 2021.

Recruitment for Fall 2021

As described below, the trends seen in spring 2021 appear to be continuing into fall 2021, despite higher education in Texas, in general, facing strong head winds. Fall 2021 applications submitted across all four-year institutions of higher education in Texas are down by eight percent in domestic freshmen, four percent in domestic transfers, nine percent in international freshmen, and 27 percent in international transfers.

Undergraduate. As of April 5, 2021, and compared to the same time in 2020, the number of:

- freshman applications received were 29,110, a five percent decrease (-1,600 applications);
- freshman acceptances were 19,827, a one percent increase (156 acceptances);
- freshman registered for new student orientation were 3,756, a 14 percent increase (484 registrants);
- transfer applications were 3,190 a 0.2 percent decrease (-5 applications);
- transfer acceptances were 1,649 a 15 percent decrease (-370 acceptances); and
- transfers registered for new student orientation were 660, an 11 percent decrease (-86 transfers).

Graduate. As of April 5, 2021, and compared to the same time in 2020, the number of:

- doctoral applications received were 296, a 6.1 percent increase (17 applications);
- doctoral acceptances were 107, a 3.6 percent decrease (-4 acceptances);
- master's applications received were 3,182, a 13.4 percent increase (375 applications); and
- master's acceptances were 1,215, a 25.8 percent increase (249 acceptances).

The robust growth in graduate applications can be contributed to the popularity of the Developmental Education and School Improvement doctoral programs and the Social Work, Business Administration, and Computer Science, Construction Management, and Quantitative Finance and Analytics master's degree programs.

CAPITAL IMPROVEMENTS

Status of Construction and Renovation Projects

This status report is organized by the phase in which each project falls in the development cycle. The phases include:

- Planning and Programming – The process of identifying space needs and general magnitude of project cost.
- Design – The process of developing detailed blueprints and cost estimates.
- Construction – The entire process of building the project.
- Project Completion – The construction is complete, the bills are all paid, the building has been turned over for use, and The Texas State University System (TSUS) has officially approved project close-out.

Note. When multiple projects are underway in one building, all projects are presented together for ease of understanding regardless of their phase in the development cycle.

Projects in the Planning and Programming Phase

The feasibility study for **Bobcat Stadium South End Zone Addition** has been completed, and the project size is 34,458 Gross Square Feet (GSF). This project will remodel a large portion of the existing South End Zone Complex as well as create an addition for a weight room, sports medicine (training) area, and rehabilitation area. New locker rooms and meeting areas will be provided in the existing building. This project is on the Capital Improvement Program (CIP). The current estimated Total Project Cost (TPC) is \$16.5 million.

The draft program of design for **Esperanza Hall** has been completed, and the project size is 107,665 GSF. This will be the fourth academic building on the Round Rock Campus and will include classrooms, labs, and offices to support four departments in the College of Health Professions, the College's Advising Center, and the Dean's Office. The program document has been used in preparing a Tuition Revenue Bond (TRB) funding request for the 87th Texas Legislature. This project is on the CIP and will be initiated pending TRB funding. The current estimated TPC is \$88 million.

The draft program of design for the **Science, Technology, Engineering, and Mathematics Building** has been completed. This building will be located on the San Marcos Campus and will include classrooms, labs, and offices to support the Department of Mathematics, Department of Computer Science, and the School of Criminal Justice and Criminology. The building will also provide teaching space for several other academic disciplines. The draft program has been used in preparing a TRB funding request for the 87th Texas Legislature. This project is on the CIP and will be initiated pending TRB funding. The current estimated TPC is \$157 million, and the project size is 200,000 GSF.

The **Music Building** will be located on the San Marcos Campus near the Performing Arts Center and the Theatre Center to address the pressing needs of the School of Music. The new building will include classrooms, offices, and rehearsal spaces. A draft program of design was prepared in 2010 and updated in June 2019 with a project size of 110,128 GSF and an estimated inflation-adjusted TPC of \$90 million. This project is on the CIP and will be initiated pending successful fundraising.

Projects in the Design Phase

The **Infrastructure Research Laboratory** is on the CIP. This project will provide the College of Science and Engineering with state-of-the-art capabilities and innovative technology for advanced testing of beams, girders, and other concrete components under high stress and tension as well as provide research space for the civil engineering degree program at the Science, Technology, and Advanced Research (STAR) Park. The TPC is \$14.1 million. Alamo Architects has been selected to provide design services for the project. Construction documents are completed and being bid. The project will be under construction in June 2021.

The current TPC for the planned **Hilltop Housing Complex** on the San Marcos Campus is \$96.7 million based on 1,006 beds. Barnes Gromatzky Kosarek Architects is the architect, and Vaughn Construction is the Construction Manager at Risk (CMR). Demolition of Hornsby and Burleson Halls and utility upgrades have been completed. Design development was approved during the May 2019 Board of Regents meeting. The architect has completed 100 percent construction documents. The construction phase is being delayed until student enrollment rebounds after the COVID-19 pandemic.

Projects in the Construction Phase

The **Film and Television Studios Project** will provide much needed space for students in our new film degree and our journalism and mass communication majors; teaching spaces includes a film sound stage, video editing lab, sound recording/mix classroom, and a state-of-the-art television studio. The Lawrence Group Architects is the architect on the project. Vaughn Construction is the CMR on the project. The TPC is \$10 million. The design development documents were approved at the March 2021 Board of Regents meeting. Onsite construction begins in June 2021.

The construction of the **Round Rock Campus Services Building** started in September 2020, and will fulfill the needs of several support services departments while freeing up space in academic buildings for teaching and research. McKinney York Architects is the architect, and Kitchell Construction is the CMR. This project has a TPC of \$6.2 million. Substantial completion is estimated by the end of May 2021 and occupancy is planned for June 2021.

The construction of the **University Police Department (UPD) Building** began in October 2020. This project will include approximately 14,000 GSF and will relocate UPD from its current home in the Nueces building to make room for academic programs. The TPC is \$9 million and will reach substantial completion in November 2021. Atkins is the architect and Vaughn Construction is the CMR.

Projects Completed

The following completed projects took place on the San Marcos Campus:

The **Albert B. Alkek Library Learning Commons Project**, with a TPC of \$8.3 million, reached substantial completion in February 2020. The final report was submitted for the May Board of Regents agenda for review.

The **Elliott Hall Project**, with a TPC of \$6.65 million and a total size of 37,293 GSF, is now complete. The final report was submitted for the May 2021 Board of Regents agenda for review.

The **LBJ Student Center (LBJSC) Expansion Project**, with a TPC of \$31.2 million and a total size of 36,866 GSF is now complete. The project also included 38,643 GSF of renovation in the “old” part of the LBJSC. The final report is being prepared pending art installation.

The **Multi-Use Recreation Fields**, with a TPC of \$7.87 million, reached substantial completion in June 2020. The final report was submitted for the May 2021 Board of Regents agenda for review.

The **Roy F. Mitte Space Reconfiguration Project**, with a TPC of \$6.5 million, is now complete. The final report is being prepared pending delivery of furniture, fixtures, and equipment.

The **University Events Center Expansion Project**, with a TPC of \$62.5 million is now complete. The final report is being prepared.

INSTITUTIONAL DEVELOPMENT

Texas State has raised \$10.4 million in the first half of fiscal year 2021. The university has received \$6.5 million from 13 gifts of \$100,000 or more, including four gifts of more than \$500,000 received during the past quarter. These include an estate gift of \$4 million from an alumni couple which will be used for endowed scholarships and split evenly to benefit students

in the McCoy College of Business Administration and the College of Applied Arts, a gift of real estate and planned gift with a combined value of \$580,000 to establish an endowed scholarship fund; a gift of \$500,000 from The Meadows Foundation in support of climate change research at The Meadows Center for Water and the Environment; and a collection of nearly 200 original works by renowned cartoonist Charles Barsotti to The Wittliff Collections.

In May 2020, the Bobcats to Bobcats Scholarships initiative was created to raise funds to support students affected by the financial impact of the COVID-19 pandemic. Over the last year, donors have contributed approximately \$750,000 to this effort. Fundraising for Bobcats to Bobcats scholarships in spring 2021 included the launch of a Businesses for Bobcats Campaign to engage the business community in support of Texas State students.

The university is in the seventh year of a fundraising campaign, having raised over \$160 million for university priorities. Over the last two years, the Division of University Advancement has partnered with the Office of University Marketing to align the public launch of the campaign with a comprehensive university branding initiative. The two offices have begun developing marketing and communications materials to support the public phase, including video assets, fundraising collateral, and digital communications.

SPONSORED PROGRAM AWARDS - RESEARCH AND INSTRUCTIONAL

New sponsored program awards obtained during the second quarter of fiscal year 2021 include both the Instructional Awards and the Research Awards categories. The Instructional Awards category consists of awards that cannot be classified as research according to definitions provided by the Texas Higher Education Coordinating Board (THECB). The Research Awards category impacts both restricted research and total research and development expenditures for the university. Both research-related metrics contribute to determining National Research University Fund eligibility and the Core Research Support Funding allocated to Emerging Research Universities via the THECB.

Below are the Research and Instructional Awards over \$100,000 received during the second quarter of fiscal year 2021.

Recipient/Unit	Funding	Project Title and Purpose
<p>Dr. Todd Michael Ahlman Center for Archaeological Studies</p>	<p>\$916,491 United States Army Corps of Engineers</p>	<p>National Environment Policy Act Program Support, Fort Leonard Wood Missouri will enable the Center for Archaeological Studies to conduct a review of natural and cultural resources at Ft. Leonard Wood and develop long-term monitoring to understand human and climatic impacts on the resources.</p>

<p>Dr. Daniel J. Wescott Department of Anthropology</p>	<p>\$683,542 National Institute of Justice</p>	<p>Body Mass Estimation using Bone Micro- and Macro-Structure: A Practical Approach using CT Imaging and Computer Analysis will enhance medicolegal death investigations of unidentified skeletonized individuals by developing a novel method for accurate and reliable estimation of body mass and/or body mass index categories with measured uncertainty from human skeletal remains.</p>
<p>Dr. Timothy H. Bonner Department of Biology</p>	<p>\$499,999 Texas Comptroller of Public Accounts</p>	<p>Range-Wide Survey for Louisiana Pigtoe (<i>Pleurobema Riddellii</i>) and Texas Heelsplitter (<i>Potamilus Amphichaenus</i>) will study the distribution, habitat associations, and genetic structure of two freshwater mollusks for species assessment, monitoring, and voluntary conservation actions.</p>
<p>Dr. Shetay Nicole Ashford-Hanserd Department of Organization, Workforce, and Leadership Studies</p>	<p>\$292,093 Year 1 of 4, Total Award \$843,895 National Science Foundation</p>	<p>CAREER: ACCEYSing Black and Hispanic Women Community Cultural Wealth and Persistence in STEM and Computing Pathways will pilot a new community-based model for assessment of STEM+C majors to be distributed at Hispanic Serving Institutions and Historically Black Colleges and Universities in the state of Texas.</p>
<p>Dr. Yuan Lu <i>Xiphophorus</i> Genetic Stock Center</p>	<p>\$248,458 Cancer Prevention and Research Institute of Texas</p>	<p>Screening for Melanoma Genes using Natural Hybrid Incompatibilities will use an innovative approach to identify previously unknown genes involved in melanoma progression that are potentially important for personalized therapies.</p>

<p>Dr. Thomas Hardy The Meadows Center for Water and the Environment</p>	<p>\$210,000 City of San Marcos</p>	<p>For Habitat Conservation Planning, Including Removal of Non-Native Plants, Texas Wild Rice Enhancement, and Management of Key Recreation Areas will implement the Edwards Aquifer Habitat Conservation Plan to include removal of non-native plants.</p>
<p>Dr. Madan Mohan Dey Department of Agricultural Sciences</p>	<p>\$201,122 Purdue University</p>	<p>Enhancing Food Safety in Fish and Chicken Value Chain in Bangladesh will promote decisions and actions that enhance food safety and quality in farmed fish and chicken value chain in Bangladesh by integrating multidisciplinary research, training, and outreach on food safety.</p>
<p>Dr. Stan A. McClellan Office of Research and Sponsored Programs-JETS</p>	<p>\$200,677 Supplement, Total Award \$596,139.37 Jacobs Technology</p>	<p>Jacobs Technology Task Order will enable research, analysis, and categorization of cosmic particles and debris returned from asteroid intercept missions.</p>
<p>Dr. Jelena Tesic Department of Computer Science</p>	<p>\$199,708 Mayachitra Inc.</p>	<p>Object Cueing Using Biomimetic Approaches to Visual Information Processing will study and develop open-source software and implementation of proof-of-concept for analyst-in-loop refinement of specific object category recognition and modeling in maritime video recognition.</p>
<p>Dr. Stan A. McClellan Office of Research and Sponsored Programs-JETS</p>	<p>\$195,325 Supplement, Total Award \$527,485 Jacobs Technology</p>	<p>Jacobs Technology Task Order will direct experiments and critical systems development related to establishment of human habitats for Moon and Mars missions.</p>

<p>Dr. Alice R. Olmstead Department of Physics</p>	<p>\$158,646 Year 2 of 3, Total Award \$464,671 National Science Foundation</p>	<p>Furthering the Work of STEM Undergraduate Transformation: Modeling Instructional Change Teams will utilize a two-phased research study to diagnose what instructional factors (e.g., nature of the task, who participates, process constraints, external engagement, and access to resources) promote different types of desired team outcomes, and why.</p>
<p>Dr. Regina Jillapalli St. David's School of Nursing</p>	<p>\$120,000 Texas Higher Education Coordinating Board</p>	<p>COVID: Nursing Innovation Grant Program: Supporting Clinical Learning Experiences to Mitigate Impediments due to COVID-19 will ensure that students in the nursing program continue to achieve program outcomes: professional development plans for simulation instruction, curricular modification, lesson design, alternative learning strategies, specific clinical objectives, debriefing with students, including through online formats, for clinical learning experience, and simulated virtual clinical learning experiences.</p>
<p>Dr. Stan A. McClellan Office of Research and Sponsored Programs-JETS</p>	<p>\$115,320 Jacobs Technology</p>	<p>Jacobs Technology Task Order will study and develop geographic information systems and visualization for Earth reconnaissance as well as missions to the Moon and to Mars.</p>
<p>Dr. Christopher Serenari Department of Biology</p>	<p>\$105,000 Texas Parks and Wildlife Department</p>	<p>Testing Communication Strategies to Increase Houston Toad Safe Harbor Agreement will increase private landowner enrollment in Houston Toad Safe Harbor Agreements by designing and implementing strategic communication strategies.</p>

INFORMATION TECHNOLOGY

Information Security

Information and electronic security remain a top priority. The Information Security Office submitted multiple reports to state and university leaders on the current information security posture at Texas State. The reports outlined the current state of information security and demonstrated the university's compliance to federal and state guidelines. The reports also provided recommendations on additional steps the university can implement to further fortify its information security stance.

Migration of Student Information System (Banner) to Ellucian Cloud Services

The migration of the student information system (Banner) to Ellucian's cloud-hosted services was postponed from mid-February 2021 to mid-April 2021 due to the winter storm. The project's goal is to move the application from being hosted on premise to hosted in the cloud, affording the university many advantages, such as increased redundancy and reduced system management efforts and resources.

Evaluation Kit

The Information Technology Assistance Center launched a new course evaluation tool allowing individual departments greater flexibility in how they manage and conduct end of semester course evaluations. The new tool is also integrated with the learning management system (Canvas) and provides a seamless user experience for students submitting their course evaluations. The system is also being used to send students the Student Perception of Instruction surveys, used in the data requirements for House Bill 2504. Early results have indicated an increased student response rate, which academic departments are excited to see.

Accessibility Training Course

The Electronic Information Resource Accessibility Coordinator partnered with representatives from the Office of Disability Services and the Office of Human Resources to design and create an online course to educate faculty and staff on the accessibility features available in various, widely adopted tools at the university. The course introduces participants to many accessibility concepts and provides additional guidance and application of accessibility principles.

Network Infrastructure Enhancements

Staff in Technology Resources' Network Operations completed connectivity to the new Consolidated Communications, Inc. telecommunications facility, located near Bobcat Stadium, creating a more reliable network for Texas State. Previously, only one connection to the university's internet service provider, the Lonestar Education and Research Network, was available to Texas State. With the completion of this project, Texas State now has a secondary connection reducing the risk of network and internet outages for both the San Marcos and Round Rock Campuses.

Winter Storm Impact

The February 2021 winter storm impacted the entire university, including the Division of Information Technology. Projects were delayed as staff aided in university clean-up efforts and mitigated issues resulting from the loss of power at both campuses. Storm damage, which ranged from broken pipes to damaged electrical equipment (e.g., network switches and power supplies), was quickly assessed and repairs were rapidly made to ensure the continuity of business for the university. Staff in the Division of Information Technology are in the process of assessing areas that can be improved and establishing a corresponding action plan.

UNIVERSITY SPECIFIC ITEMS

The university has been awarded a \$1.5 million reskilling grant to help up to 1,000 former students with college credit to return to school and complete their degrees. The university received the pass-through grant from the United States Department of Education's Education Stabilization Fund via the Governor's Emergency Education Relief Fund. The grant is part of the Texas Reskilling Support Fund Grant Program, a \$46.5 million fund established to provide essential emergency educational support to students that have been most significantly impacted by the COVID-19 pandemic and aid in the continuation of their education and economic recovery. It will directly support Bring Bobcats Back, a program created in 2018 to encourage students to return to school and finish their degrees.

In December 2020, the Department of Organization, Workforce, and Leadership Studies (OWLS) was honored with the 2020 Adult Learner Impact Award from the Council for Adult Experiential Learning. The award recognizes excellence in adult learning on an institutional level. This is the second award received by OWLS from the Texas Workforce Commission that provides additional support for prior learning assessment through the new College Credit for Heroes program. The program bridges workforce gaps faced by military students by connecting military experience, education, and training with the requirements of high-demand civilian occupations in Texas.

The university was named a top 10 military friendly school for 2021-2022 by *MilitaryFriendly.com.*, coming in at number five among tier two research institutions ranked for the services they provide to veteran students and families.

El Paso businessman and Texas State Distinguished Alumnus Mr. Richard Castro was honored with the 2021 Texas Higher Education Distinguished Service Award for outstanding service to higher education in Texas. The award is presented annually by the Council of Public University Presidents and Chancellors, the Independent Colleges and Universities of Texas, and the Texas Association of Community Colleges.

Ms. Chia-Chia Lin's novel, The Unpassing, won the 2020 L.D. and LaVerne Harrell Clark Fiction Prize. The prize of \$25,000 is one of the largest literary awards in the United States. Established at the university in 2016 and administered by the Department of English, the prize is designed to recognize an exceptional, recently published book-length work of fiction in celebration of the Clarks' lifelong contributions to, and love for, literature and the arts.

The university was designated a “Voter Friendly Campus” through an initiative led by the national nonpartisan organizations Fair Elections Center’s Campus Vote Project and the National Association of Student Personnel Administrators – Student Affairs Administrators in Higher Education. The designation was based on the university’s nonpartisan, university-wide and inclusive programming and events that encouraged students to register to vote in the 2020 elections and beyond.

The Round Rock Campus offered free drive-through COVID-19 testing for the general public February 1 to April 30, 2021. The San Marcos Campus continues to offer COVID-19 testing for the university community. The free, state-supported test collection sites operate at no cost to the individual. Participants did not need symptoms to be tested and no insurance was required.

The university partnered with Austin Community College in the Equity Transfer Initiative, a new effort to increase transfer rates for African American, Hispanic, adult, and first-generation learners. The initiative was jointly led by the Association of Public and Land-grant Universities, the American Association of Community Colleges, and the American Association of State Colleges and Universities.

In January 2021, law enforcement officers from across the country converged on the San Marcos Campus to attend the 31st Annual Competition and Seminar for Crisis Negotiations. Due to the ongoing pandemic, participation was limited to eight teams. All teams were required to follow protocols to mitigate the spread of COVID-19 while conducting mock hostage negotiation exercises.

Dr. Emily Brunson, associate professor in the Department of Anthropology, was named co-chair of CommuniVax, a national coalition to strengthen the role and involvement of local communities in an equitable COVID-19 vaccination campaign. On December 15, 2020, the Johns Hopkins Center for Health Security at the Bloomberg School of Public Health announced that the coalition will conduct rapid ethnographic research related to COVID-19 vaccination among historically underserved communities of color in the United States.

Major Construction Summer 2021

- 1. Pecan Building (University Police Department)
- 2. Live Oak Hall (Film and Television Studios)

