



September 16, 2020

Dear Deans, Directors, and Chairs,

I want to thank you for your leadership in assuring that our Fall class delivery got off to a solid start in these extraordinarily challenging times. We all recognize the importance of maintaining our discipline and vigilance in assuring continued appropriate behavior and shared responsibility on the part of all USF community members both on and off-campus, inside and outside of the classroom. Now, as we plan for Spring and Summer classes, I ask that you carefully consider expanding the choices that we are offering students who are looking for an on-campus experience in Spring 2021. While we remain cautiously satisfied with our carefully managed return to modified operations across our campuses, we are already witnessing an increase in reservations for on-campus housing in the Spring semester. Those students, and others, are seeking an engaging on-campus learning experience, and one that we will only deliver if the virus permits and, even then, with continuing, strict adherence to mitigation protocols.

With the beginning of Spring semester is seemingly eons away, and because we have learned that conditions can rapidly change, I strongly encourage you to consider expanding your plans for more hybrid [HB] delivery in Spring and Summer, in addition to classroom [CL], and online [PD and AD] classes. That way, instructional faculty will be provided the flexibility to adjust class delivery as circumstances dictate, including a quick transition to fully online should activation of a contingency plan be necessary.

A few examples of hybrid course models include:

- reduced in-person seat time (e.g. every other week) with significant online instructional activity,
- students rotate between on-campus and online synchronous or asynchronous meetings,
- delayed in-person seat time (e.g. online for the first few weeks and a subsequent move to more in-person instruction).

I thank you for your attention to this important matter and I welcome your thoughts on how we can continue to improve our support for your faculty and students in Fall 2020 and the future.

Best regards,

**Ralph C. Wilcox**

Provost & Executive Vice President  
University of South Florida

