

CSU/COSC Planning Template Report: Operations/Logistics Committee

5/21/2020

What does a successful reopening in the fall look like?

1. Assess readiness of classroom facilities for on-ground education

Possibilities

To follow Centers for Disease Control (CDC) guidelines significant changes to our classrooms are necessary. In fact, a room with capacity of 40 seats under normal conditions will only accommodate 12 to 15 seats to comply with the 6-foot physical distancing requirements. Therefore, the use of technology will be required or “split-class” offerings where some students physically are in the classroom while others participate remotely via lecture capture and broadcast technology.

Larger rooms on campus can be temporarily converted to classrooms to accommodate more students in the classes. However, technology and additional equipment may be needed to provide the basic infrastructure for effective teaching and learning. Furthermore, plexiglass and furniture-grade dividers can be added to increase the safety and health conditions of these large rooms.

Given the description included above, we are really talking about using a HyFlex model, a flexible hybrid that would allow courses to be simultaneously delivered both in person and online using lecture capturing and broadcasting capabilities within classrooms.

Challenges

The challenges associated with offering HyFlex on-ground education are significant and varied including:

- Procurement of additional classroom technology used for lecture capturing and broadcasting in HyFlex model
- Lead time to change the configuration and equip the classrooms to meet CDC guidelines
- Supply chain for cleaning products and supplies, including PPE
- Availability and cost of testing
- Administration of tests
- Process for tracking employees who request to remain remote due to compromised immune systems or other special circumstances
- Responsible party for contact tracing
- Housing of infected students, faculty, and staff
- Criteria or protocol to determine when individuals who had the coronavirus can be allowed back to campus
- Needed cleaning, sanitizing, and disinfecting schedules and procedures and their cost
- Changes need to course schedules to allow for cleaning and sanitizing
- Faculty and staff professional development needs
- Student training to manage the new learning environment and challenges
- Lack of students’ access to a personal computer and reliable internet connection
- New policies needed for:
 - Telecommuting
 - Enforcement of PPE use
- Need for procedures and programs for students, faculty, and staff to address emotional and social aspects
- Storage of extra furniture
- The ventilation system must have a positive air flow

Which programs

The courses that should have preference for on-ground offerings are:

- Science and Engineering Labs
- Art Studio
- Dance
- Music
- Theater
- Media Studio
- Nursing
- Language

Changes to work expectations for employees

Faculty will be asked to teach on the ground while simultaneously providing content online. Further, they will be asked to wear PPE, adhere to cleaning procedures and guide students to do the same. Faculty must manage their own emotional and mental conditions, should be adaptable, be prepared to move to fully online offerings on short notice and understand potential student mental health challenges.

Custodial staff schedules could change, and they may be required to report midday to sanitize classrooms and common areas.

Proposed changes for 2021

Besides the changes described under “Possibilities,” classroom buildings with multiple entrances should be marked “enter only” or “exit only” to prevent cross traffic. Procedures need to be in place for traffic between classes, including orderly processes for emptying classrooms and providing adequate spacing in hallways for students waiting to enter a classroom.

Signage indicating the room capacity for breakrooms, lounges, elevators, and the like, may be needed. Signage throughout campus is needed to promote proper hygiene, physical distancing, and “Stop the Spread” messages.

Facilities such as auditoriums, sport venues, outdoor spaces and rooms in the Student Center may be used as classrooms, therefore, limiting their use for co-curricular activities and third-party use. In fact, it is recommended to prohibit the use of facilities by external constituents.

A communication campaign to students, faculty and staff prior to people returning to campus in the fall. The message should outline what the institution is doing to maintain safety and health, what changes people can expect when they arrive on campus, and what precautions, including wearing PPE, they should be prepared to take.

2. Steps to reopen non-classroom spaces (food services, residence halls, etc.)

Possibilities

The Student Center and outdoor spaces can be reopened as long as physical distancing guidelines are followed. This could require establishing the maximum number of people allowed in the facility at any point in time, removal of some seats, display of clear and descriptive signage, and PPE use. Availability of hand sanitizer and disinfecting wipes will be required. In addition, appropriate cleaning, sanitizing and disinfecting schedules and procedures must be in place.

The requirement described in the previous paragraph also applies to dining facilities and residence halls.

For food service, determining how meals will be served will be an important factor in justifying the cost of the meal plan. Traditional buffet-style dining will not be allowed. The alternatives may need to be more flexible. The dining hall access for breakfast, lunch and dinner will be impacted by the reduced capacity required to maintain social distancing. Alternatives to grab and go may be necessary to accommodate access limitations.

For residence halls, both the move-in and move-out processes will need to be managed. The duration for move-in and move-out will significantly increase. Additional cleaning staff and protocols will need to be in place to mitigate high traffic contamination areas such as lavatories and kitchenettes. The use of elevators in residence halls will need to be reduced to “essential use only” to maintain social distancing. High touch areas in the residence halls will need additional custodial support to sanitize these buildings which are active 24-7.

Administrative offices, libraries, and research laboratories can be reopened with a limited number of individuals on the ground. Physical distancing guidelines must be observed, and the use of protective masks will be required. Plexiglass should be installed at stations where staff or student workers regularly interact with the public and members of the campus community.

Challenges

Most of the challenges listed under category #1 apply here. Also, the following challenges are relevant for non-classroom spaces:

- Cleaning, sanitizing, and disinfecting of common bathrooms throughout the day
- Control of congregating students in hallways and small spaces
- Information about health condition of food service workers
- System to control access to rooms and limit the number of occupants in compliance with physical distancing
- Contact tracing in these areas could be even more challenging than in a classroom setting
- Reaching an agreement with the food service provider

Changes to work expectations for employees

Student-facing staff must wear PPE, adhere to cleaning procedures, and guide students to do the same. Further, they must manage their own emotional and mental conditions, should be adaptable, and understand potential student mental health challenges. Staff schedules may be staggered on the days they work on the ground to limit interaction among their colleagues and students.

The implementation of swing schedules should be considered for support or office staff who work in areas that are not able to provide proper physical distancing. An analysis of buildings with open office cubicles must be performed to confirm that cubicle walls are tall enough to protect the staff. If the height of the walls is a concern, alternating schedule can be implemented to solve the problem.

Faculty who are in the laboratories will be asked to wear PPE, adhere to cleaning procedures, and guide students to do the same.

Custodial staff schedules could change and they may be required to report midday to sanitize non-classroom spaces.

Proposed changes for 2021

As described above, significant changes must be implemented to reopen non-classroom space in the fall. Reopening dining facilities are necessary for the universities to reopen residence halls.

3. Steps to reopen residence halls

Possibilities

Residence Halls can be reopened with reduced occupancy. It is very likely the occupancy will be between 50 and 70 percent so the established physical distancing guidelines can be met. However, it is imperative that testing is available so resident students are tested just prior to their arrival on campus. Infected students must be isolated, and for that purpose one of the residence hall must be set aside. There must be a protocol in place for the frequency of testing during the semester.

Students in the residence halls should be educated on cleaning protocols and safety and health guidelines. They must accept the responsibility for following the physical distancing guidelines, wear masks when they are in common areas, hallways, and outside the buildings.

Programming in halls needs to be rethought so it will add value to the educational experience while maintaining a safe and healthy environment.

Challenges

- Protocol for resident students whose test results are not known at the time of their arrival to the campus
- Relying on students to adhere to physical distancing protocol and use of PPE
- Needed cleaning, sanitizing, and disinfecting schedules and procedures and their cost
- Administration of required testing
- Management of facility for students who are on self-quarantine, including the process for feeding and supervising them
- Management of facility to isolate infected students, including the process for feeding and supervising occupants
- Development of protocol to return recovered individuals to the residence halls
- Offering of co-curricular experiences to enrich the educational experience for residential students
- Control of visitors to residence halls

Which students

- First year students
- Those who live more than an hour from campus
- Students with documented housing insecurity or other unsafe housing conditions
- Athletes
- Students in courses listed under item 1 "Which Programs"

Changes to work expectations for employees

Residence Hall Directors should be educated on cleaning, sanitizing, and disinfecting protocols and how to maintain a safe and healthy environment for all students. Furthermore, they need to work with the resident assistants (RAs) to develop innovative, programmatic initiatives that will maintain resident students' engagement, connection, and

motivation. The directors must manage their own emotional and mental conditions and assist students with their mental health challenges.

Proposed changes for 2021

Considerable changes will be required before residence halls can reopen for the fall semester. Following our guiding principle, the safety and health of our students, it is also financially imperative that we use as much of the residential capacity as possible.

4. Contingency plans for future outbreaks

Possibilities

Until a vaccine for COVID19 is available, the possibility for a significant outbreak is real. Therefore, it is important that we have plans in place to rapidly move all classes fully online and operate the institution remotely. This will require rapid and clear communication with students, faculty, and staff. Faculty must use the summer to prepare their courses for both delivery modes, HyFlex and online.

Challenges

- Moving forward, what defines an outbreak
- Plan for residence hall move-out
- Identify substitute professors ready to step in for faculty members who get sick
- Plan for safely shutting down labs and research equipment and care for animals
- Reimbursements to students for residence halls and meal plans
- Supplying computer and IT equipment required for staff and students
- Protocol to manage residence hall used to isolate sick individuals
- Faculty and staff professional development
- Programs to help students, faculty and staff with social, emotional and mental health challenges
- Plan for essential personnel
- Assessment of equity and quality of educational experience (New NECHE requirement)
- Recruitment for academic year 2021-2022

5. Other

Campus Police

Members of campus police departments are considered essential personnel and are asked to support campus operations in many ways. They must be provided the required PPE and professional development opportunities to effectively equip them to meet our expectations. A successful reopening of our institutions will require that each police force is fully staffed. The Board of Regents PPE use policy under development may require campus police enforcing PPE compliance. If that is the case, the officers should be trained to fulfill this responsibility.

Transportation System

Two universities within the System, Southern and Western, provide transportation services to the campus community. A decision must be made regarding the need and continuation of this service.

Counseling and Health Services Centers

Even before the pandemic, staffing levels at the universities' counseling and health services centers were not sufficient to keep up with students' demand for services. Now, with the additional physical social, emotional and mental health

challenges our students are experiencing, there could be a need to reexamine those staffing levels. Innovative alternatives to provide the services may be required.