

Randolph-Macon College
COVID-19 Health and Safety Plan
State Council of Higher Education for Virginia*

REPOPULATION OF THE CAMPUS

Standard #1: Establishment of a COVID-19 Coordinator/Campus Team

Randolph-Macon College has established a Core Planning Team with the goals of (a) assessing and reducing risk to the campus and its surrounding community; (b) developing and executing risk mitigation strategies; and (c) maintaining and enhancing programs for all campus and community stakeholders. Chaired by the Provost and Vice President for Academic Affairs, the Core Planning Team consists of more than 20 faculty and staff from the President's Office, Academic Affairs, Athletics and Sports Medicine, Business Office, Health Services, Physical Plant, Residence Life, and Student Life.

Additionally, R-MC has designated a COVID-19 Coordinator, whose primary role is to reconcile all relevant aspects of safely reopening the College with local, state, and federal guidelines for health and safety. The COVID-19 Coordinator, Jill Grant, has been a Physician Assistant since 2005, started with the College on July 1, 2020, and reports to the Provost. She remains in close contact with the President, the Core Planning Team, representatives from local health systems, and the Virginia Department of Health (VDH).

Standard #2: Contact Information and Procedures for Reaching the Local Health Department

R-MC is privileged to work directly with Dr. James Cisek, Hospital Preparedness Coordinator for the Virginia Department of Health, in its efforts to safely reopen its campus in the fall of 2020. Under Dr. Cisek's guidance, the College has planned, developed, and executed a number of mitigation strategies to date with multiple other strategies ongoing. Dr. Cisek continues to be available to us via email (jim.cisek@vdh.virginia.gov) and cell phone (804-231-0330).

In addition to its collaboration with the VDH, R-MC is closely aligned with the Hanover Health Department in the Chickahominy Health District, also located in the town of Ashland, Virginia. R-MC engages in ongoing and frequent consultation with Chickahominy Health District representatives, Caitlin Hodge, Population Health Manager; Dr. Tom Franck, Health Director; and Lisa Sollot, Epidemiologist. Similarly, we contact Ms. Hodge via email (caitlin.hodge@vdh.virginia.gov) and cell phone (804-382-6592).

Standard #3: Students' Initial Return to Campus

General Student Move-in Guidelines

In order to (a) effectively conduct health screenings and test for new cases as students arrive on campus; (b) reduce in-person interactions and total numbers of community members present

* R-MC will continue to monitor the VOSH Temporary Emergency Standard/Emergency Regulation Infection Disease Prevention: SARS-CoV-2 Virus That Cause COVID-19 under discussion and will update this plan as necessary to comply with those requirements.

on campus at any given time; and (c) ensure the safety of all Randolph-Macon community members, the following guidelines for safe move-in activities have been established.

Room and Residential Building Preparedness

All rooms will be thoroughly cleaned in accordance with CDC cleaning guidelines prior to all student arrivals, and no later than August 5. To maximize physical distancing, flow in and out of residence buildings will be indicated by signage. In addition, signage encouraging behaviors to reduce transmission of COVID-19 are in place in all residential buildings.

Check-in Health Screening

Students and guests will be directed to a drive-thru check-in station at the North Brock Lot. Trained staff will facilitate the following:

1. Temperature screens for students and guests;
2. Symptom check questionnaire for guests;
3. Check of the 'green' screen on students' health screen app.

After this initial screening:

1. All students and guests with no fever and negative health screens may proceed to the check-in process.
2. Prior to arrival, the College will randomly select 2% of the student population for prevalence testing, excluding fall student athletes (all of whom will be tested on arrival as detailed below.)
3. A student with a 'yellow' or 'red' screen and/or fever will be directed to the testing pavilion for clinician evaluation for further medical management. The student will not proceed to the check-in process.
4. A guest with a positive health screen or fever will be directed to the testing pavilion for clinician evaluation for further medical management as per the R-MC testing policy. The guest will not participate in move-in.

Residence Life staff will maintain a spreadsheet with all information necessary for contact tracing of all students and guests.

Check-in Process

After health screening is complete, R-MC staff will verify that students have completed all required paperwork and have submitted a photo for their student ID. Students will complete any outstanding requirements at outdoor or open-air stations nearby. Any student who has not completed all required health forms (vaccinations, etc.) will not proceed with check-in.

Students who have completed all requirements will receive their return-to-campus kit, which will include a colored wristband that designates their student status and permission to access their residence hall. All guests will receive wristbands to designate guest status. Guests will not be allowed access to residence halls. To enforce move-in shifts, guest wristband colors will

change for each shift. Guests must be at least 14 years old and no student may have more than two guests.

New Student Move-in Dates

New students will be assigned a 3-hour shift on either Wednesday, August 19 or Thursday, August 20. Shifts will be assigned based on residence hall and room number with no more than 100 new students assigned to any shift. In order to reduce traffic in any one location and to promote physical distancing, students moving in will be distributed across buildings and with staggered schedules within shifts. Guests must be at least 14 years old and no student may have more than two guests.

New commuting students will also check-in during these shifts.

Returning Student Move-in Dates

Returning students will be assigned a 3-hour shift on Friday, August 21st, Saturday, August 22nd, or Sunday, August 23rd. Shifts will be assigned based on residence hall and room number with no more than 125 returning students assigned to any shift. In order to reduce traffic in any one location and to promote physical distancing, students moving in will be distributed across buildings and with staggered schedules within shifts.

Returning commuting students will also check-in during these shifts.

Fall Student-Athlete Move-in Dates

Fall athletes will be assigned 1-hour time slots on the following days

- Friday, August 7, 9am-12pm (Football Seniors)
- Friday, August 7, 1pm-4pm (Football Juniors)
- Saturday, August 8, 9am-12pm (Football Sophomores)
- Saturday August 9, 1pm-4pm (Football Freshmen and Transfers)
- Wednesday August 12, 9am-12pm (Men's Soccer)
- Wednesday August 12, 1pm-4pm (Women's Volleyball)
- Thursday August 13, 9am-12pm (Women's Soccer)
- Thursday August 13, 1pm-4pm (Field Hockey)

Pre-Move-in for Student Athletes

Before returning to campus, student-athletes will be required to self-quarantine for up to 14 days. Sports Medicine and coaching staff will provide student-athletes with information on how to self-screen during quarantine.

Prior to move-in, student-athletes will complete Protect the Hive training, as well as sport-specific education concerning screening protocols, injury reporting, physical distancing requirements, and general annual sports health and safety information. The latter will be accomplished through virtual team Zoom meetings between Sports Medicine Staff, student-athletes, and team coaches.

Early Move-in

The only students able to move in prior to established move-in dates are in-season student athletes, Resident Assistants, Captains, and other students expressly and previously approved by the Office of Residence Life. These students will coordinate with their coach, advisor, or supervisor to receive their room keys, fobs, and student IDs. Health forms and required paperwork must be completed prior to approval for early move-in.

All students have the option to sign up for a time to drop off their belongings beginning Monday, August 10. Drop-offs will be staggered to maintain physical distancing, and the Physical Plant team will ensure drop-off areas are cleaned routinely. Students moving in early, and their guests, will follow the Visitor policy and report first to the Welcome Center for a temperature check and health screen. A positive health screen will prohibit the student and guests from proceeding with belongings drop-off. Only two guests may accompany students into their residence hall and room to assist with dropping off belongings. Students without affiliation with an approved athletic team or student group may not stay on campus until their scheduled move-in date when they check-in and complete the move-in process. The Office of Residence Life and the Office of Campus Safety will collaborate to ensure student access, safety, and security.

General Move-in Process

Upon arrival at their residence hall, students and guests will unload their cars in designated areas safely distanced from other students arriving at the same time. Residence Life staff and R-MC community members will be available to address questions and concerns. Upon exiting vehicles, properly worn face coverings will be required.

Students will meet their Resident Assistant and receive a packet containing room key, student ID, and parking pass (if applicable). Resident Assistants will check students into their residence halls and monitor when move-in is complete. Guests will not be permitted to enter residence halls and must leave campus by the end of their student's move-in shift.

Student-Athlete Move-in

Upon return to campus, all fall student-athletes will undergo COVID-19 PCR testing, including a nasopharyngeal specimen collected by a health care professional. (Athletics staff members deemed essential for fall sports will also undergo COVID-19 PCR testing.) Student-athletes will then follow the same check-in process as other students.

Upon receiving their return-to-campus kit at check-in, student-athletes will move their belongings into their rooms, and will quarantine there until their COVID-19 test results are received. They will be provided food in their rooms and advised to remain 6 feet from roommates and wear face coverings.

Commuter Student Check-in Process

After checking in, commuting students may remain on campus for welcome activities open to

new students. Guests of commuting students may only remain on campus during their listed move-in shift.

Standard #4: Education/Training of Students

Protect the Hive Training

All students will complete online Protect the Hive training prior to arrival for move-in. This training addresses the requirements of face coverings, daily health screens, physical distancing, and COVID-19 mitigation strategies. Students will also be required to complete their daily health screen prior to arrival on the day of their scheduled move-in.

Additionally, all students will be required to sign a pledge prior to arrival for move-in, attesting to their willingness to abide by all rules for health and safety in accordance with campus, local, state, and federal guidelines.

Please refer to *Appendix A* for a copy of Protect the Hive training.

Standard #5: Physical Distancing

General Principles of Physical Distancing

Large events and gatherings will be altered and/or canceled to ensure size limitations are followed and to adhere to state guidelines. All gatherings of two or more individuals (meetings, classes, student organizations, athletics, etc.) must adhere to all state requirements and federal guidelines. Facilitators of gatherings of two or more individuals are responsible for monitoring and enforcing adherence to protective physical distancing measures.

Physical distancing considerations for all members of the campus community include the following:

- When possible, use flexible work or learning sites (e.g., remote work, virtual learning) and flexible work or learning hours (e.g., staggered shifts or classes) to help conform to policies and practices for social distancing (maintaining distance of approximately 6 feet) between people.
- Use Zoom or other virtual group meeting options for committee meetings, student organization meetings, advising, tutoring, and any other type of meeting in which the goals of the meeting can be achieved virtually.
- If meetings or small gatherings cannot be held virtually, the meetings should occur in a location that allows for 36 sq. ft. per participant with no more than 50% capacity. Limit group size to the extent possible.
- Hallways, pathways, queuing areas and restrooms will have signage indicating protocols for physical distancing compliance.
- Elevators will be limited to one rider at a time.
- Plexiglass shields should be installed in direct customer service centers and other high-contact areas.
- Use outdoor space when available with physical distancing in place.

- Use scheduling and reservations systems to reduce congregation and formation of lines for high use activities/locations (library, rec center, Estes, etc.).

Academic Scheduling/Classroom Spaces

Randolph-Macon adopted a revised calendar for Fall 2020, dividing the 14-week semester into two 7-week sessions. Course offerings will be divided between the two sessions. Having fewer courses in each session reduces the traffic flow in academic buildings in a given day and enables students and faculty to interact with fewer people during each session. The two sessions also allow a less disruptive shift to remote learning should the state mandate or College a cessation of on-campus operations.

Classrooms

In order to accommodate social distancing requirements of 36 sq. ft. per person, classrooms have been reviewed and occupancy limits have been revised. Furniture will be removed from classrooms and rearranged to accommodate 6' social distancing between students and from faculty. In addition, occupancy limits will be posted on all classroom doors, and courses reassigned to rooms based on class sizes and revised occupancy limits.

Labs

Lab capacities have been modified to allow for 36 sq. ft. per person of physical distancing. Physical barriers may be installed at chemistry lab hoods to enable multiple students to work safely in the lab space; student group schedules may be staggered to minimize individuals in labs simultaneously.

Computer Labs

Computer labs will be used on a limited basis only. All users will be required to maintain a minimum of 6' of distance from others at all times; additionally, physical barriers may be installed to enable multiple students to work safely in the lab space.

Performance Spaces

The Arts department and Show Choir will follow best practices as determined by appropriate professional organizations for safe interactions of vocal and instrumental ensembles, alternative rehearsal spaces for choir and chamber orchestra will be identified, including outside locations, gymnasiums, and/or local churches. The Theater and choir programs will use the large performance spaces in the campus auditorium and theater, complying with all physical distancing requirements.

Faculty Offices

Faculty will hold office hours virtually whenever possible. When in-person meetings are required, small classrooms will be available for scheduling or meetings will occur outside in order to maintain physical distancing. The College's face covering policy will be in effect. These spaces will allow for greater physical distancing than faculty offices.

Campus Housing

Please refer to Section 7/Housing, as detailed below.

Dining

In person dining on campus will be provided for students only, with social distancing requirements. Seating capacities will be reduced by 50 percent, and options for takeout will be increased. Additional seating will be provided on the second floor of the building, as well as increased numbers of picnic table for outdoor seating. No staff, faculty, or diners from the outside community will be allowed to use the dining facilities or purchase Grab and Go food.

For students dining in, the Estes dining hall will serve individually plated meals in place of buffet and self-serve stations. In addition, disposable food service items (e.g., utensils, dishes) will be used wherever possible. Beverage dispensing equipment will meet safety measures for physical distancing, no-touch ice dispensing, and protective shields.

The Birdsong Café in Brock Commons and Greenberry's Coffee will follow the guidelines listed above. Additional seating for the Birdsong Café is provided in the common space on the first floor of Brock Commons. Emphasis is placed on grab and go for these dining options.

Campus Life

Additional safety measures include physical distancing of tables and seats, floor markings to designate appropriate spacing, redirection of traffic flow to ensure single-flow entrances and exits, installation of plexiglass protectors, increased cleaning schedules for high touch areas, and implementation of touchless pay options.

Buffets and family-style service will not be permitted at events. On the infrequent occasions where food is present at an event, it will be pre-packaged boxes or bags for each attendee, with disposable utensils, and appropriate attention to the safety of individuals with food allergies.

The dining hall will close at least once daily for deep cleaning between dining shifts. All Estes employees will wear facemasks and gloves during their shift. Temperatures of each employee will be taken at clock-in each day prior to starting their shift. Employees will not be permitted to work or remain on campus if their symptom screen or temperature check raise flags.

Employees will clean and disinfect dining tables, self-service areas, and high-contact surfaces in each dining hall at least twice daily, or between each use. All condiments will be individually packaged with no sharing of containers. They will clean and disinfect kitchen equipment, utensils, food preparation and other contact surfaces after each use. Disinfectants approved for food preparation surfaces will be used and individuals will be instructed to wash their hands after removing their gloves or after directly handling used food service items.

Athletics/Sports Medicine

General Athletics Guidelines

Athletes, Coaches, and Sports Medicine staff will be educated prior to arrival on campus regarding physical distancing, hygiene, sports medicine operations, illness and injury reporting, and the importance of contact tracing. Education of these groups will be ongoing after return to campus on campus.

Athletes will follow a three phased approach to return to sport. Phases for Women's Soccer, Men's Soccer, Field Hockey and Women's Volleyball will be up to 10 days; phases for Football will be up to 14 days.

1. Phase 1 will allow for small group training (10 athletes per coach) spaced 10ft apart with focus on no shared implements and increased sanitation when implements are shared.
2. Phase 2 will allow for groups up to 50, continuing to distance 10ft when practicable, focusing on non-contact play with sanitation procedures for shared implements.
3. Phase 3 will allow for competition keeping in mind "bubbles" of contact and maintaining documentation of athletes in close contact for contact tracing purposes.

Regardless of phase, coaches and Sports Medicine staff will wear masks whenever in close contact with athletes and team meetings will be held virtually when possible. In-person team meetings, with physical distancing, will be permitted outdoors, if heat safety guidelines allow.

Locker rooms will not be used except by request of visiting teams. When used, locker rooms will be thoroughly disinfected prior to arrival and upon departure.

Spectators for competition will be initially limited to essential personnel at this time and then re-evaluated as federal, state, and local guidance dictates.

Sports Medicine: Hand Hygiene and Common Materials

Athletic trainers will use and demonstrate appropriate hand hygiene, by thorough hand washing or the use of approved hand sanitizer, before and after contact with each athlete.

Athletes entering the athletic training room will be required to use hand sanitizer before entering and after exiting the athletic training room. Sanitizer stations will be located upon entry into Alumni Gym (temporary home to R-MC Sports Medicine)

To minimize the volume of athletes who need to enter and exit the athletic training room, common individual items/products (band-aids, tape, under-wrap, etc.) will be available for athletes in two easy to access location within Alumni Gym. Athletes will be required to use hand sanitizer prior to accessing common products.

Athletic Training Room Physical Space and Equipment Cleaning Standards

- All exposed surfaces (desks, counter tops, chairs) will be cleaned with CDC approved anti-viral and anti-bacterial cleaners at the start and end of each day.

- Treatment surfaces will be cleaned with appropriate anti-viral and anti-bacterial cleaners after an athlete has been treated utilizing that surface
- Coolers will be cleaned and disinfected according to appropriate CDC guidelines and manufacturer recommendation.
- The outside of travel medical kits (often used by individual teams) will be cleaned upon return. The inside will be inspected by the athletic trainer and cleaned as appropriate based on that inspection.
- Floors and other hard surface areas will be cleaned at the end of each day with CDC approved disinfectant by R-MC physical plant personnel.

Personal Protective Equipment (PPE)

- Student-Athletes will wear cloth face masks at all times when in athletic training facility.
- Personal protective equipment, including but not limited to gloves, gowns, masks (surgical and N95) and protective eyewear, will be available for use by the athletic trainer, at their discretion, based on the athlete they are treating. At a minimum Athletic Trainers will wear cloth face masks when in athletic training area and whenever treating student athletes.
- Used PPE and contaminated materials (such as used PPE, sharps, contaminated medical waste) will be discarded in appropriately labeled containers and disposed of appropriately.

Physical Distancing and Patient Flow

Alumni Gym will be clearly marked with arrows for one-way ingress and egress maintaining 6 ft distance from any identified work areas. Waiting areas will be limited to 1 person per athletic trainer and will be clearly marked and distanced from other work areas and flow patterns. Space will be clearly marked off giving 39sq ft per person and will be distanced from flow patterns and other work areas.

Daily Screening and Temperature Checks

1. Athletes will be required to complete daily screening forms and register a temperature under 100.4 to be admitted into the Athletic Training facility, to practice, to condition, to travel, and to compete.
2. Athletes who answer yes to any screening questions will be required to notify their primary athletic trainer and self-isolate until further evaluation via telehealth can be completed.
3. Any student-athlete with a positive screen will then follow the daily screen policy for COVID-19 evaluation.

Appointments and Injury Reporting

To minimize traffic in the athletic training facility, telehealth appointments will be utilized whenever possible. Athletes requiring in-person attention, will be required to use the ATS

electronic medical system. Appointments will be scheduled every 15 min for recurrent treatments and in 30 min increments for new injuries.

Signage

Guidance for student-athletes meeting with athletic trainers will be posted outside Crenshaw Gymnasium and will communicate the requirement to report illness, the prohibition on entering the facility when sick, and how to utilize proper hand and respiratory hygiene. Additional signage will be posted within Alumni Gym/Athletic Training facility regarding proper hand hygiene and proper respiratory hygiene.

Co-Curricular Events, Activities, and Student Organizations

Prior to reserving any spaces for events in the Fall of 2020, student organizations and their advisors must attend a virtual training outlining safety protocols and procedures for events and programs this academic year. These protocols and procedures include:

- Holding student organization meetings online whenever possible. The Office of Student Life holds several unlimited Zoom licenses and can reserve a virtual space for an organization for programming and events using the same process as for physical space in <https://thebuzz.R-MC.edu>.
- Outdoor spaces, with physical distancing in place, will be encouraged when in-person programming is necessary. All in-person student organization events must be registered in the BUZZ (<https://thebuzz.R-MC.edu>), and a safety plan must be submitted and approved at least one week prior to the event.
- The College may alter and/or cancel of large gatherings and events that cannot be held while adhering to state guidelines, college policy, and inter/national organization guidance.
- In-person space reservations will be reserved for programming and other events where in-person events will have the most benefit and positive impact on campus life.
 - Events must adhere to all physical distancing guidelines, and the occupancy of the space must not exceed the limit quoted to the organization at the time of the event registration.
 - Events held in person should be conducted as RSVP events to maximize facilitator oversight of safety and health precautions as prescribed in this plan.
 - Masks must be worn during in-person events and activities without exception.
 - Where possible, food at events will be eliminated. If provided, food must be individual, pre-packed meals and snacks. No common containers, such as bags of chips, pizzas, or other items where multiple individuals will touch the same items, will be permitted.
- Organizations should consider virtual opportunities and modalities to allow students to participate fully in events and activities via Zoom or other streaming platforms if they are unable to attend in person.
- Organizations must follow any additional directives given by college officials and/or their inter/national organization staff.

- Failure to abide by any of these policies or directives may result in disciplinary action under the Code of Student Conduct.

Fraternity and Sorority Life

Fraternities and Sororities must adhere to the Student Organization guidance above. In addition, the following points apply specifically to these organizations.

- Fraternity and Sorority Recruitment must conform to the guidelines provided by the organization's headquarters, their respective trade organization (NPHC, NPC, NIC), and the College.
- Fraternity and Sorority Recruitment should follow a virtual/hybrid model designed to limit in person contact.
- Based on current Virginia guidance, no registrations for social events with alcohol will be accepted for on-campus or off-campus events. This decision may be reviewed and altered by the Assistant Dean of Students or a designee.
- All policies and procedures governing students living in residence halls apply equally to students living in fraternity and sorority housing. Any deviation must be approved in advance by the Assistant Dean of Students, and all communication about fraternity and sorority housing must include the Office of Student Life and the Office of Residence Life.

eSports

eSports athletes will participate in the Protect the Hive Education Program prior to arrival. Moreover, they will participate in additional training specifically designed for eSports by the college and the National Association of Collegiate eSports.

Prior to entering the eSports arena, all Students must pass the designated pre-screening before entering the arena for practice or games. All students must always wear a mask and practice appropriate physical distancing while in the area.

eSport athletes may only use their pre-designated computer and must clean and sanitize all equipment after every use following the College's sanitation and cleaning protocols. There will be no LAN Competition in the Fall of 2020.

Students must follow appropriate elevator protocols or use the back staircase in the Brock Commons to access the eSports Arena. The entrance to the arena by the elevator is for Entrance ONLY and the door at the back of the arena that leads to the stairs is for Exit ONLY.

The Director of eSports has the right to change, add, or remove any of these guidelines as deemed necessary to maintain student safety in conjunction with College, state, and local guidance.

eSports study hall protocols and procedures will be edited to promote optimal physical distancing and support using online technologies such as Discord, Zoom, and/or

Slack. Additionally, the work out and wellness program will be conducted using appropriate distancing protocols.

Intramural Sports

Intramural sports will not be in session at the outset of the fall term. Reassessment of safety and ability to support intramurals will be evaluated at 4-week intervals in the fall term.

Standard #6: Hygiene Practices, Cleaning/Disinfecting Protocols

Physical Plant, Housekeeping, Core Areas, and Travel

Physical Plant Staff will follow the Enhanced Cleaning Policy and Disinfection Protocol as directed for all areas of the R-MC campus. In addition to these efforts, all staff and students will follow CDC guidelines to disinfect personal living and office spaces.

Employees will clean classrooms, teaching laboratories, core areas, and dorm spaces on a daily basis. During hours when classes and other events are being held, housekeeping staff will disinfect high-touch surfaces within these spaces at least twice daily. Cleaning and disinfecting supplies will be provided at or near every entrance to classrooms, and instructors and students are encouraged to disinfect their personal space within classrooms and teaching laboratories before and after use. Disinfection includes wiping down commonly touched surfaces with a disinfectant while wearing personal protective equipment recommended for the type of disinfectant used.

To avoid disruption, custodial staff will not clean or disinfect computer mice, keyboards, personal items and other equipment in private offices and workspaces. Disinfection supplies will be provided to employees for use in disinfecting their workspaces. Employees also may request protective gloves and safety glasses if required for the disinfectant used.

Hand sanitizer stations will be located in strategic locations throughout campus. Strategic locations include all buildings on every level, and especially at athletic facilities, classrooms, computing areas, dining areas, elevators, the library, main entrances and other congregation areas and areas with high-touch surfaces. Custodial staff will be responsible for placing, maintaining and refilling hand sanitizer dispensing stations in areas they serve. The Physical Plant will be responsible for installing dispensing stations and refilling containers.

Additional deep cleaning of classroom and core spaces will be performed by outside contractors on a regular basis with frequency determined by the Core Planning Operations team and administration.

Elevators

All elevators will have a maximum occupancy of one rider. Face coverings are required inside the elevator. Individuals are encouraged to sanitize their hands after touching elevator buttons. Appropriate signage will be placed at all elevator landings.

Entryways and Lobbies

No queuing of individuals at entryways will be permitted. It is the responsibility of individuals to keep appropriate distance while entering and exiting facilities.

Hallways and Corridors

Interactions in hallways and corridors should be as brief as possible to prevent congregation areas. Face coverings are required.

Residential Halls

Housekeeping staff will clean and disinfect room interior surfaces, such as appliances, door hardware, furniture, light switches, mattresses, and restrooms before check-in. Students will be responsible for cleaning and disinfecting their own spaces after they move in. High-contact surfaces in common areas will be disinfected at least twice daily by site owners or housekeeping staff.

Restrooms, Locker Rooms and Showers, Fitness Facilities

Housekeeping staff will regularly clean restrooms, locker rooms and showers. High-contact surfaces in high-activity areas such as auditoriums, dining areas, fitness centers and residential halls will require additional support for disinfection, especially during peak hours. Peak hours may require disinfection every two-to-four hours or possibly after each use. Local staff will monitor area activity and adjust disinfection frequency as needed.

Stairwells

Handrails and banisters will be cleaned twice daily. Individuals are encouraged to sanitize their hands after stairwell use. Appropriate signage will designate which stairwells are used for upward travel, and which stairwells are used for downward travel.

General Office Space and Service Locations

Physical barriers including sneeze guards and plexiglass will be used only where visitor-to-employee interaction exceeds five per hour. These barriers will be placed at high traffic areas, including the campus bookstore, library check-out areas, HAC desks, counseling services, computer labs as appropriate, all food service areas, and dining tables.

Standard #7: Housing

Campus Housing

Overview of Residence Life

R-MC provides residential housing for all freshmen and upper-class students.

Approximately 80% of enrolled full-time students live in R-MC sponsored housing. The remaining 20% live in off-campus housing in the Ashland area or commute from within a 35-mile radius. Campus residential housing consists of:

- 6 residence halls with mostly 2-person shared bedrooms and hall bathrooms but a few 1-person, 3-person, and 4-person bedrooms;
- 5 residence halls with 2 2-person shared bedrooms attached by a shared bathroom;
- 1 apartment building with 4 individual rooms with 2 shared bathrooms, a kitchen, and a living area;
- 4 townhouses with 4 units that have 2-person shared bedrooms and a shared bathroom, kitchen, living area;
- 3 houses that have mostly 2-person shared bedrooms and a shared bathroom, kitchen, living area;
- 6 houses for Greek organizations that have mostly 2-person shared bedrooms and a shared bathroom, kitchen, living area.

There are approximately 10 wheelchair accessible rooms.

Resident Assistants are assigned to each floor of a building, as well as to apartments, townhouses, and houses. Resident Assistants build community among students, provide leadership within residential spaces, maintain in-depth knowledge of College procedures, enforce all College policies, and act as an emergency responder to any incident that takes place in or near the residence halls. 4 on-call professionals are available to respond to situations outside of regular business hours. The on-call staff ensures the health and safety of campus by responding to emergencies within the residential community

There are 3 laundry facilities with multiple washers and dryers available for students living in residence halls. All students will be assigned to a laundry space. Students must follow spacing requirements to ensure a minimum of 6 feet of distance from other users. Students have online access to view availability of washers and dryers to minimize congregation in laundry facilities.

Health and Safety for Residence Halls

All students will be required to wear face coverings when in common spaces or hallways in the residence halls. Masks will be worn in communal bathrooms, with the exception of being inside a shower stall. While students will not be required to wear face coverings in their individual rooms with the door closed, they will be strongly encouraged to maintain a minimum of 6 feet of distance from a roommate at all times.

Students will only be permitted to enter their own residence hall. No guests, whether R-MC students assigned to other campus housing, R-MC students living off-campus, or non-R-MC students will be permitted in the residence halls.

All lounge furniture will be relocated to promote continued physical distancing between students in residence halls, and congregation in communal residential spaces will not be permitted. No in-person hall-wide events will be permitted this year; in-person events held by Resident Assistants will comply with social distancing requirements.

Signage in the Residence Hall bathrooms will be posted to remind students of the importance of proper hygiene. Handwashing and sanitation procedures will be displayed in bathrooms as well as the hall.

Commensurate with CDC guidance, all common spaces, high-touch surfaces, and shared bathrooms will be cleaned at least twice daily using EPA-registered disinfectants. Hand sanitizer and cleaning supplies will be provided at each laundry station to clean knobs and buttons between usages.

Resident Assistant Training and Policy Enforcement

Protect the Hive training will be required of all Resident Assistants prior to their return to campus, and all Resident Assistants will attest to this training upon completion. Additionally, RAs will be trained to safely and professionally approach students who are not wearing masks in the Residence Halls, and to communicate the importance of social distancing. Resident Assistants will be responsible for documenting violations of campus housing policies. Depending on the violation, the Assistant Director of Residence Life or the Assistant Dean of Students will adjudicate the violation.

Standard #8: Consideration of Vulnerable Individuals

In some cases, employees may be challenged to return to work by their specific circumstances, e.g. because they or a family member are immunocompromised, because they have children at home due to schools and day cares remaining closed, etc. Employees may also have concerns about returning to work due to increased exposure to COVID-19 due to the presence in their home of a health care worker or first responder. In such cases, supervisors and managers will work with the employee and Office of Human Resources to determine the best course of action.

If an employee is uncomfortable returning to work, the employee, supervisor, and Office of Human Resources will seek to understand the employee's concerns and identify additional, actionable steps to address them.

Current Sick Leave Policies in Place for COVID-19

The following sick leave policies developed for COVID-19 remain in place:

- If a College employee becomes sick with a non-COVID-19 sickness, normal sick leave policies apply as written in the Staff Handbook.
- If an employee has symptoms consistent with or is diagnosed with COVID-19, the College allows up to two weeks of COVID-19 paid leave to be used before his/her available leave.
- If an employee or household member has been exposed to a known carrier of COVID-19, has symptoms of COVID-19 or has been diagnosed with COVID-19, self-isolation is required. Employees must contact their supervisor and Human Resources immediately. Employees will be paid in full during self-isolation for up to two weeks of

COVID-19 paid leave (as indicated above). Employees should use this COVID-19 leave first, and if additional leave is needed, available sick, personal and vacation leave should then be utilized. Employees in positions conducive to teleworking and well enough to do so will be expected to do so. This should be coordinated with your supervisor.

- To receive self-isolation pay and in lieu of requiring a doctor's note, a Self-Isolation Form must be completed and submitted to Human Resources. Short-Term disability and Family Medical Leave will run concurrently, if applicable.

Returning to Work After COVID-19

This section is subject to change in accordance with Centers for Disease Control (CDC) and Virginia Department of Health (VDH) guidelines. In all cases, employees who are suspected to have COVID-19, or who have been confirmed as having COVID-19, should follow the express directions of a medical professional with regard to when it is safe to return to work or other activities. Medical documentation may be required.

In cases of suspected COVID-19, with illness: employees may return to in-person work only if **all** of the following conditions are met:

- At least 3 days have passed since recovery, with no fever for a minimum of 72 hours;
- Employees must have no abnormal temperature for 72 hours without the use of any fever-reducing medicines (aspirin, acetaminophen, or ibuprofen);
- Respiratory symptoms have improved;
- At least 10 days have passed since the beginning of any symptoms.

In cases of confirmed COVID-19 with no symptoms: employees who have tested positive for COVID-19 but have not become ill may return to in-person work only if **all** of the following conditions are met:

- At least 10 days have passed since the date of their first positive COVID-19 test;
- They have not experienced any COVID-19 symptoms.

In cases, of confirmed COVID-19 with illness: employees who have tested positive with COVID-19 with illness may return to in-person work only if **all** of the following conditions are met:

- At least 3 days have passed since their recovery, with no abnormal fever for a minimum of 72 hours. Employees must have no significant temperature for 72 hours without the use of any fever-reducing medicines (aspirin, acetaminophen, or ibuprofen);
- Respiratory symptoms have improved;
- At least 10 days have passed since the beginning of any symptoms.

Student Return to Class and Activities After COVID-19

In all cases, students who are suspected to have COVID-19, who have been confirmed as having COVID-19, or have been quarantined as a close contact to a confirmed COVID-19 person, will follow the express directions of the R-MC SHC medical professional or case

manager with regard to when it is safe to end quarantine/isolation and return to class or other activities. Fever is defined as 100.4 degrees Fahrenheit or higher.

In cases of confirmed COVID-19 with no illness, students who have tested positive for COVID-19 but have not become ill may discontinue isolation and return to in-person class and activities only when all of the following conditions are met:

- At least 10 days have passed since the date of their first positive COVID-19 test;
- They have not become ill.

In cases of confirmed COVID-19 with illness, students who have tested positive with COVID-19 with illness may discontinue isolation and return to in-person class and activities only when all of the following conditions are met:

- At least 3 days (72 hours) have passed with no fever. Temperature is determined **without** the use of any fever-reducing medicines (aspirin, acetaminophen, or ibuprofen);
- Respiratory symptoms have improved;
- At least 10 days have passed since the beginning of any symptoms.

In cases of suspected COVID-19, with illness, students may discontinue isolation and return to in-person class and activities only when all of the following conditions are met:

- At least 3 days (72 hours) have passed with no fever. Temperature is determined **without** the use of any fever-reducing medicines (aspirin, acetaminophen, or ibuprofen);
- Respiratory symptoms have improved;
- 10 days have passed since the beginning of any symptoms.

In cases of quarantine, students may discontinue quarantine and return to in-person class and activities only when all of the following conditions are met:

- 14 days of quarantine has been completed;
- The student exhibits no symptoms of COVID-19 during the 14 days.

Return to Play for Student-Athletes after COVID-19

Student-athletes must meet all of the above requirements to return to play.

In addition, for all cases of confirmed positive COVID-19, after resolution of symptoms, athletes will undergo an EKG and cardiac evaluation by Team Physician. Athletes will then be cleared to return to low-level, cardio-only activity for at least one week prior to full clearance under the direction of the Athletic Trainer.

Standard #9: International Student Considerations

All College-sponsored international travel, including January Term study-travel courses, travel for international athletic competition, and student or faculty travel to international conferences or events, is suspended until further notice.

International students returning to Randolph-Macon College for the Fall term 2020 from outside the United States must arrive in the U.S. no later than August 9, 2020 and are required to quarantine for 14 days upon their arrival. Quarantine arrangements, including sleeping and meals accommodations will be provided by the College, although students may be quarantined off-campus. Returning international students will be required to monitor and record the presence or absence of any symptoms and to be monitored by campus health authorities throughout the duration of their quarantine.

In the event of an emergency that requires a student or faculty member to travel out of the country, the College will use ViaTRM, its web-based international education platform, to keep track of individuals' travel plans and to assist with monitoring compliance with quarantine procedures upon return to the U.S.

Standard #10: Partnership and Communication with the Local Community, Health Systems and Other Stakeholders

R-MC has created protect.rmc.edu to serve as a central location for vital communications to students and their families, faculty, staff, campus visitors, alumni, and the local community. The website is the community's source for the latest communications, clear guidance, policies, and commonly requested information.

The R-MC Protect the Hive Plan outlines the policies and procedures for safe reopening and college operations. Signage has been created to provide health and safety information, directional changes to the campus to ensure appropriate physical distancing, as well as well-being protocols for specific areas on campus. Signage will be both physical and digital across campus.

A regularly-updated Frequently Asked Questions (FAQs) section will be available on protect.rmc.edu. In addition, the community will be notified by email with important updates. Social media will also be used to communicate campus reopening information and guidance, including Protect the Hive policies, such as face mask requirements, health and safety practices and protocols, and campus operations.

R-MC has also established a plan for close communication between its community partner for COVID-19 testing, VCU Health, as well as for guidance and contact tracing capacity through the Virginia Department of Health.

Standard #11: Face Coverings

Face Coverings

Face coverings or a mask are required by all individuals on the R-MC campus as a preventive measure for the spread of COVID-19. Employees and students should carry a face covering at all times so as to be prepared for environments where a face covering is required (as designated by the college) or highly recommended. Note: face shields are not considered adequate face coverings per the CDC and VDH.

Proper Wearing of Face Coverings/Masks Required

- All common areas and shared common spaces on campus (including but not limited to Student Health, Brock Rec Center, library, HAC, all dorms/shared living spaces [excluding individual dorm rooms for roommates], all classrooms and labs, indoor athletic facilities).
- Outside on campus when physical distancing of 6 or more feet cannot be maintained.
- In academic in-seat class meetings.
- Meeting with an employee in their personal office.
- While entering and exiting dining facilities.

Face Coverings/Masks Not Required

- In an individual office with a closed door and at least 6 feet from a common space.
- Individual dorm rooms for roommates (recommendation of continued distancing of 6 feet at a minimum while in dorm rooms).
- During consumption of meals in indoor dining areas.
- Outdoor campus space when physical distancing can consistently be maintained

Standard #12: Student Health Services (SHS)

R-MC Student Health Services

R-MC Student Health Services (SHS) includes the Student Health Center (SHC) and Counseling Services. R-MC is committed to providing competent, quality and comprehensive holistic medical, mental health, and well-being service and care for our students. The SHC provides services for acute and chronic non-emergent medical needs. During the 2020-2021 academic year, SHS will extend COVID-19 related screening, evaluation, and case management to all faculty and staff of the College.

R-MC has an ongoing relationship with McKesson Medical to obtain and ensure adequate PPE supplies (gloves, gowns, surgical masks, N95 respirators, face shields, goggles) for all COVID-19 and non-COVID-19 health services.

Maintenance of typical (non-COVID-19) health services

The Student Health Center will use telehealth appointments whenever possible for any non-COVID-19 student patients. Non-COVID-19 health services are provided to students only. Computers are equipped with headsets and webcams for virtual visits.

All non-COVID management that cannot be facilitated via telehealth (lab draws, gynecological exams, etc.) will be provided in the current SHC space.

Non-COVID-19 health services will be delivered between 8am-4pm weekdays. Non-COVID-19 health services after hours are directed to local and regional urgent care or emergency services. Current SHC space will be slightly reconfigured to promote physical distancing: check-in and waiting room will no longer have seating for students; a plexiglass shield will be placed at the check-in desk; and rotation of exam room used for in-person

appointments will be rotated (n=2). No walk-in appointments will be permitted, signs at entrances will provide telephone number to call for appointment. If a student arrives prior to appointment or the previous appointment takes longer than allotted time, the student will be expected to wait outside of the clinic. Masks will be mandatory. The door to the SHC will be locked and there will be signage on door stating the information above.

The SHS will use Mediat® to support online appointment scheduling and virtual check-ins to reduce shared touched objects. Student may also schedule appointments via telephone. No walk-in clinic hours or appointments will be available. Time between appointments will be increased to ensure only one patient is physically in the clinic at a time. Along with their online pre-visit health form and daily health screen, patients will be instructed to take his/her/their temperature 30 minutes prior to the virtual or in-person appointment. Students must report any temperature 100.4 or higher or positive COVID-19 symptoms. In the event a student with a scheduled appointment for non-COVID-19 concerns becomes symptomatic, the in-person appointment will be cancelled and the student will be evaluated by telehealth.

Counseling Services

R-MC Counseling Services will continue to use telehealth appointments whenever possible. All counselors' computers have headsets and webcams for virtual sessions. Counselors will conduct telehealth appointments virtually from their offices. Signage on the front door with instructions about how to make an appointment and what to do in a crisis situation will be provided. All appointments will be scheduled by phone or email; no walk-in appointments will be permitted. The Counseling Services entrance door will remain locked.

Crisis and some intake appointments may necessitate in-person services. Where this occurs, R-MC physical distancing and cleaning protocols will be followed, avoiding any shared touch items and using plexiglass barriers to protect both counselors and students. The administrative staff desk has been an appropriate distance from the door and a plexiglass barrier installed. In-person appointments will occur in a conference space retrofitted to support physical distancing. Separate entrances and exits to the building have been designated.

COVID-19 Health Services

All COVID-19 health concerns (positive daily screen, COVID related symptoms, daily checks by case manager) will be initially evaluated via telehealth by clinicians. A Protect the Hive Pavilion will be in place on August 7, 2020 adjacent to the R-MC Brock Center, where the SHC is housed. The Pavilion consists of two 10x20 enclosed tents and will be set up as a testing tent and a decontamination tent for staff. All PCR testing will occur in the Pavilion and 2 adjacent parking spaces will be reserved for faculty, staff, and students with appointments for testing. The Protect the Hive Pavilion will be cleaned after each testing window (twice daily).

For new positive screens, contact traced exposed, and symptomatic cases between 5am and 9pm weekdays and 9am-11am on Saturdays and Sundays:

- If assessed as in distress, moderately to severely ill, EMS transport will be initiated for stabilization at a regional hospital.
- If stable and not requiring EMS, an appointment is scheduled to report to the Testing Pavilion. Students are required to stay in their dorm rooms, with a face covering and maintaining 6 feet of distancing from his/her/their roommate until the appointment time. PCR testing is completed by a health professional and then the student is transported to quarantine/isolation. If quarantine/isolation will be done at permanent residence, student will be held in the holding isolation room until pickup for transport home. Faculty/staff will return home.
- R-MC case manager will be notified and will oversee daily monitoring and coordinate with VDH.

For new positive screens, contact traced exposed, and symptomatic cases after hours:

- Students will be directed to contact the R-MC Student Life/Residence Life administrator on call and to call the United Healthcare telehealth for a clinician evaluation. Telehealth service is available to all students, even those who not enrolled in the student health insurance plan. If a student who is not insured through the student health insurance plan uses this service, they will be charged a \$40 co-pay, which may be covered by their primary insurance.
- If United Healthcare recommends PCR testing for COVID-19, the administrator on call will coordinate with the case manager immediate transport to quarantine/isolation.
- The student will be transported to the Testing Pavilion for the next available testing window (less than 24 hours).
- Employees will be directed to self-isolate at home and schedule an appointment for testing for the next available testing window (less than 24 hours).
- If assessed as in distress, moderately to severely ill, EMS transport will be initiated for stabilization at a regional hospital.

SHS Staffing

The SHC will increase the number of staff to meet the increased service and health management demands with COVID-19. Standard staffing of the SHC includes a Medical Director, Director of Student Health, and a medical assistant. The Director of Student Health is a Physician Assistant (PA) who provides oversight of SHC operations and serves as the provider of services. A supplemental pool of PAs assists with clinic coverage as needed. The SHC is typically closed during the summer months when the academic session is not in operations.

To manage COVID-19 health needs for the 2020-2021 academic year, the SHC will open on July 13, 2020 to provide COVID-19 services to employees returning to campus. A hiring plan and process is in progress to hire the following by August 7, 2020:

- Case manager (RN to oversee the caseload of presumed/confirmed COVID-19 campus community cases and quarantined campus community cases; coordination with VDH)

- Additional equivalent 2.0 FTE providers, PA/NP/RN, to provide telehealth services, testing, and after-hours management
- Student workers to support Testing Pavilion operations

No additional staff is needed for Counseling Services. While an increased demand is anticipated, virtual behavioral health services are provided to all students free of charge through United Healthcare, R-MC's provider of student health insurance. The Director of Counseling Services will evaluate the need to integrate referrals for these services and communicate to students.

Employee Health

R-MC does not have an on-site employee health clinic. COVID-19 health services for employees will be provided by SHS for the 2020-2021 academic year. Non-COVID-19 employee health concerns are not provided and employees will see their primary care provider for those concerns. Work-related injuries will continue to be facilitated through R-MC Human Resources. Employees have access to EAP resources virtually for mental health and well-being support. Employees may use Anthem's telehealth, LiveHealth. Copays may be required.

SHS Cleaning

To ensure that environmental cleaning and disinfection procedures are followed consistently and correctly, protocols are in place and training is conducted for all housekeeping and SHS staff following CDC protocols.

Any shared objects that must be "touched" in clinic will be disposable (pens) or cleaned after each student following CDC guidelines. Frequently touched surfaces (e.g., door handles, sink handles, hand railings, bathroom stalls) will be cleaned after each patient. Routine cleaning and disinfection procedures (e.g., using cleaners and water to pre-clean surfaces prior to applying an EPA-registered, hospital-grade disinfectant to frequently touched surfaces or objects for appropriate contact times as indicated on the product's label) are appropriate for COVID-19 in healthcare settings, including those patient-care areas in which aerosol generating procedures are performed.

SHS COVID-19 Staff Training

The Director of the SHC and the Director of Counseling Services oversees training of staff with regard to COVID-19. In addition to standard R-MC employee training, all training is based on VDH and CDC guidelines for proper use of PPE, cleaning and disinfecting, specimen collection/handling/testing, and COVID-19 education. All staff are required to complete training prior to returning to SHS. Ongoing education is provided as policies/procedures change. The directors will consult with VDH's Chickahominy's staff as needed.

Billing

SHS does not bill for basic medical and mental health services. The SHC will continue to bill for in-house procedures and lab testing. Testing for symptomatic COVID-19 will be billed to

students and employees. All athletics return-to-campus and all prevalence testing will be covered by the College. Use of telehealth services may require a copay by the student or employee. There is no billing or expense for Counseling Services.

Standard #13: Large Events

Randolph-Macon College will follow all Commonwealth of Virginia guidance regarding permissible gathering sizes and masking and distancing requirements. Whenever possible, discretionary group activities, such as co-curricular meetings and events, will continue to be held virtually. All in-person events require strict adherence to Commonwealth of Virginia guidelines. When an activity or event involves visitors to campus (e.g. Admissions visits, athletic recruiting), the College's policy on visitors will apply.

Standard #14: Communications Strategy

Ongoing communications will come from the College leadership and COVID-19 Coordinator. Communications will be multi-platform to ensure timely, accurate, and comprehensive means of information distribution. These platforms include email communications, dedicated website pages, social media posts, videos, text messages, and physical and digital messages and signage on campus.

As noted above in Standard #10, R-MC has created protect.rmc.edu to serve as a central location for other vital communications to students, faculty, staff, campus visitors, and our community. The website is the community's source for the latest communications, clear guidance, policies, and commonly requested information.

A regularly-updated Frequently Asked Questions (FAQs) section will be available on protect.rmc.edu. In addition, the community will be notified by email of important updates. Social media will be used to communicate campus reopening information and guidance, including Protect the Hive policies, such as face mask requirements, health and safety practices and protocols, and campus operations.

The Protect the Hive Plan, established by the College, outlines the policies and procedures for safe reopening and college operations. Signage has been created to provide health and safety information, directional changes to the campus to ensure appropriate physical distancing, as well as well-being protocols for specific areas on campus. Signage will be both physical and digital across campus.

Standard #15: Orientation and Education/Training

All members of the Randolph-Macon College community – faculty, staff, and students – will engage in Protect the Hive training. These online modules inform all members of the campus community of the risks of COVID-19, as well as steps they can take to mitigate its spread. Attestation to understanding and completion of these modules will be required of all faculty and staff prior to or at the time of their return to campus; all students will complete this training and associated attestation prior to their return.

Reducing the stigma surrounding COVID-19 is essential to maintaining empathy for those who become ill or are at risk of disease transmission. As such, anti-stigma training will be incorporated into Protect the Hive modules, including but not limited to defining stigma and promoting social connectivity while remaining physically distanced.

MONITORING HEALTH CONDITIONS TO DETECT INFECTION

Standard #1: Daily Health Screening

Daily Health Screens

To optimize protection of the R-MC campus and its surrounding community, individuals who are infected with COVID-19 must be identified and isolated from other community members as quickly as possible. An individual daily health screen is a strategy to augment and support the R-MC overall surveillance and testing program.

All visitors (prospective students/families, short-term onsite contractors, day visitors) must complete a daily health screen upon check-in at the Welcome Center on arrival to campus. Health screens include temperature and symptom screen. Any visitors with a positive symptom will not be permitted on campus and will be instructed to immediately contact their primary care provider. If the visitor with the positive symptom is part of a visiting family group, the entire group will be rescheduled for a later on-campus visit date. The Visitor Policy contains additional information for visitor protocols. Please refer to Appendix B for the Visitor Policy.

All campus community members (faculty, staff, students, and daily on-site contractors) must complete a daily health screen before reporting to campus or, for residential students, before leaving his/her/their on-campus residence. Health screens include morning temperature and symptom screen administered through the Mediat® EHR. Each faculty, staff, student, and daily on-site contractor is required to opt-in for daily notifications. The daily health screen includes an oral temperature check and COVID-19 symptoms. All campus community members will be given a personal oral thermometer on return to campus.

Campus Community Mediat® Screening Process:

1. Log in to Mediat® or open text link and complete the temperature screen and symptom check prior to leaving home, off-campus, or on-campus residence.
2. If a 'green' screen notification is received after symptom check is complete, the person may proceed with activities for the day.
3. If a 'yellow' or 'red' screen notification is received, follow the guidance below based on whether an employee or student.
 - a. Reporting process for employees. Do not report to campus. Stay at home, immediately contact direct supervisor, and call the COVID-19 hotline to schedule telehealth evaluation. Next steps outlined in COVID-19 testing protocol.
 - b. Reporting process for students. Do not leave your residence (dorm room, off-campus house, home). Immediately call the COVID-19 hotline to schedule telehealth evaluation. Next steps outlined in COVID-19 testing protocol.
4. A 'green' screen is required for entry to in-person class for all students and faculty.

Standard #2: Campus Level Syndromic Surveillance

Surveillance, as defined by the CDC, is the ongoing, systematic collection, analysis, and interpretation of health-related data essential to planning, implementation, and evaluation of public health practice. R-MC will use multiple sources of data to create an updated picture of COVID-19's spread and its effects on the R-MC campus community, thus informing the College's effective response to support the health and safety of students, faculty, staff, and campus visitors.

R-MC uses the Medicat® EHR system for student health centers as a primary tool for campus community surveillance. Medicat® currently serves the R-MC SHC for delivery of medical services and tracking of health forms and immunizations. With the addition of expanded Medicat® modules, R-MC will include all faculty and staff for specific COVID-19 screening and health management. Medicat® serves as the source for daily health screens for all campus community members and for tracking of PCR testing results. The Medicat® software integrates with Jenzabar, the College's Student Information System, allowing the Medicat® algorithms to use data on positive COVID results, student housing assignments, and class enrollment to identify potential outbreaks and support contact tracing efforts on campus.

Surveillance data includes cases of confirmed COVID-19 infection within the campus community, number of quarantined campus community members; faculty, staff, and student absenteeism; level of operational functioning with the College; identified campus outbreaks of COVID-19 on campus; and COVID-19 prevalence data in Hanover County and the Commonwealth of Virginia.

A COVID-19 Monitoring Team has been established. Membership includes: COVID-19 Coordinator (Chair), Director of Student Health Services, VDH liaison, Chair of Health Squad, Provost, and other designees. The Monitoring Team systematically analyzes multiple COVID-19 health and safety related data to direct the mitigation factors and thresholds for change in delivery of academic and support services on campus, as well as change to remote operations. The Team meets every 2 weeks at minimum with additional called meetings as needed to respond quickly to changing COVID-19 indicators. In addition to having a VDH representative on the Monitoring Team, the team is partnering closely with the VDH Chickahominy District staff for epidemiological and best practice guidance.

Standard #3: Establishment of a Testing Strategy

COVID-19 Testing

A robust testing program rapidly identifies COVID-19 infections, reduces transmission within the campus community, and provides campus public health surveillance data. R-MC is contracting with VCUHealth System for PCR antigen testing for all categories below.

The VCUHealth PCR antigen test has been approved by the Virginia Department of Health (VDH) and is currently considered the gold standard for COVID-19 testing. The VCUHealth lab projects a capacity to run 1,000 tests/day by August 1 and results are available approximately 12 hours after specimens are received by the

lab. A nasopharyngeal specimen will be obtained adhering to CDC guidelines. A courier lab service will deliver lab specimens to VCUHealth 2-3 times daily. All R-MC campus community testing will be managed by the Student Health Center in coordination with the COVID-19 Coordinator.

The following describes testing plans for 5 categories of the R-MC campus community.

The campus community is defined as faculty (full-time, part-time, adjunct), staff (full-time, part-time, daily on-site contractors), and students (enrolled in 3 or more credits hours/term to include residential, commuting, and remote attendance). The term COVID-19 is synonymous with SARS-CoV-2. Access to testing will be provided according to the VDH Interim Testing Guidelines.

All testing will be completed by trained health professionals in the Protect the Hive Pavilion by appointment only. All campus community members who elect to have testing conducted off-site are required to notify the SHC case manager and follow all R-MC quarantine/isolation guidelines.

1. Individuals with signs or symptoms consistent with COVID-19

- a. All R-MC campus community members with a positive finding on the daily health screen and/or symptoms compatible with COVID-19 will be evaluated by a telehealth clinician. Clinicians will use their judgment to determine if a patient has signs or symptoms compatible with COVID-19 and whether the patient should be tested.
- b. Clinicians will consider testing for other causes of respiratory illness, for example influenza, in addition to testing for COVID-19 depending on patient age, season, or clinical setting. It is important to note that detection of one respiratory pathogen (e.g., influenza) does not exclude the potential for co-infection with COVID-19. If, upon clinician assessment, an individual is determined in need of immediate medical care, EMS will be initiated to stabilize and transport for further medical evaluation at a local hospital.

2. Asymptomatic student-athletes and athletics staff without known or suspected exposure to COVID-19 for early identification on return to campus

- a. Broader testing beyond close contacts is recommended by the CDC as a strategy to control transmission of COVID-19. Within the R-MC campus community, student-athletes and athletic staff have a greater risk for rapid and widespread dissemination of COVID-19 due to inability to adhere to physical distancing mitigation standards at all times during practice and/or competition. PCR testing is provided for all fall athletes and athletic staff members upon return to campus.

3. Asymptomatic individuals with recent known or suspected exposure to COVID-19 to control transmission

- a. Testing is recommended for all close contacts of persons with COVID-19 infection. Because of the potential for asymptomatic and pre-symptomatic transmission, it is important that contacts of persons with COVID-19 infection be quickly identified through contact tracing, tested, and quarantined.
- b. A close contact (as defined by VDH) is any individual within 6 feet of an infected person for at least 15 minutes starting from 2 days before the person became sick (or 2 days before specimen collection if asymptomatic) until the person was quarantined or isolated.

4. Public health surveillance for COVID-19

- a. Testing is considered to be surveillance when conducted among asymptomatic persons without known or suspected exposure to COVID-19 for early identification, to detect transmission hot spots, or characterize disease trends within the R-MC campus community.
- b. In coordination with VDH, a randomized 2% prevalence testing of students, faculty, and staff will be conducted monthly. Campus community members excluded from prevalence testing include: confirmed or suspected COVID-19 persons, persons in quarantine or isolation.
- c. Based on current Fall 2020 enrollment numbers (n=1566) and current employees on payroll plus projected adjunct faculty (n=477), 2% prevalence testing consists of 31 students and 9 employees monthly.

5. Persons requesting COVID-19 testing

- a. A weekly testing clinic will be available to all campus community members to obtain a COVID-19 test. Persons not meeting the previously listed testing criteria may opt in for a single COVID-19 test at their discretion during the initial phase of campus return.

R-MC will collaborate with VDH for contact tracing for positive COVID-19 members of the R-MC community. VDH defines a close contact as any individual within 6 feet of an infected person for at least 15 minutes starting from 2 days before the person became sick (or 2 days before specimen collection if asymptomatic) until the person was isolated.

CONTAINMENT TO PREVENT SPREAD OF THE DISEASE WHEN DETECTED

Standard #1: Partnership with VDH for Contact Tracing

Contact Tracing

As part of the overall surveillance management process, contact tracing is fundamental to preventing the spread of COVID-19. According to the CDC, case investigation and contact tracing is part of the process to support positive persons and to warn close contacts of exposure in order to stop chains of transmission.

Contact tracing for the R-MC campus community will be facilitated as a partnership between the Virginia Department of Health and Randolph-Macon College. In general, VDH/R-MC contact tracing will include the following steps:

Case investigation: VDH contact tracers work with a COVID infected student, staff, or faculty member to help them recall everyone they have had close contact with during the time they may have been infectious.

Contact tracing: VDH contact tracers begin contact tracing by notifying exposed people (contacts) of their potential exposure as rapidly and sensitively as possible, not revealing the infected person's identity.

Contact support: Contacts are provided with education, information, and support to help them understand their risk, what they should do to separate themselves from others who are not exposed, and how to monitor themselves for illness. In addition, they are informed of the possibility that they could spread the infection to others even if they do not feel ill. R-MC will provide a quarantine space for students and support the holistic needs of the student in quarantine on-campus.

Quarantine: Contacts are required to follow the R-MC quarantine procedures until 14 days after their last exposure to the infected person, in case they also become ill.

R-MC and VDH are collaborating to place five dedicated contact tracers on the R-MC campus. Training is completed through VDH, and VDH retains responsibility and oversight of contact tracing for the R-MC community. R-MC will support contact tracing efforts on campus with dedicated space for tracers and a rapid response to facilitate testing and quarantine of identified close contacts.

The specific roles and responsibilities for VDH and R-MC during the contact tracing partnership is outlined in the [VDH Contact Tracing Plan](#) and the [VDH/IHE Preparedness Response](#). As directed by VDH, R-MC will assist with education, student outreach, coordination of medical evaluation and testing, and provision of quarantine/isolation space for students.

Standard #2: Quarantine and Isolation

Quarantine and Isolation

Quarantine and isolation strategies protect against the spread of COVID-19 on campus. For all campus community members in quarantine and isolation, telehealth and the COVID-19 hotline are always available to evaluate a change in health status and facilitate medical case management as necessary. R-MC is contracting with local hotels, within 1 mile of campus, and securing 32 private rooms to serve as student quarantine/isolation space. These hotels will use CDC cleaning protocols for all rooms and common areas. Commuter students will quarantine/isolate at their home residence and students residing in off-campus housing will quarantine/isolate in their off-campus housing. Approximately 80% of R-MC residential

students have a permanent address within a 100-mile radius of campus. Based on the below guidelines, R-MC projects the capacity to quarantine/isolate up to 10% of the student population.

Transportation to/from the hotel will be provided by R-MC Campus Safety. A plexiglass divider will be added to two campus safety vehicles and training for Campus Safety employees includes standard employee training plus CDC cleaning protocols for mass transit vehicles. All student needs will be supported in quarantine/isolation, including food services and meal delivery, cleaning, laundry, academic support, remote health monitoring and counseling, and other support for basic needs as identified.

R-MC uses The Hive as a student alert system to facilitate holistic student support for retention and wellness. The Hive will be used for alerts to faculty teaching students, residential life staff, administration, and student health team with regard to student support needed during quarantine and isolation.

Quarantine

Quarantine is used to keep someone who might have been exposed to COVID-19 away from others. Quarantine helps prevent spread of disease that can occur before a person knows they are sick or if they are infected with the virus without feeling symptoms. All campus community persons identified through contact tracing as exposed are tested and then begin 14 days of quarantine. Any person who develops symptoms or tests positive for COVID-19 will convert to Isolation protocols.

1. Employees in quarantine stay home, separate themselves from others, monitor their health, and follow directions from the R-MC SHS and the VDH's Chickahominy District. Employees may continue to work remotely if health status permits and should follow the Human Resources' guidance for COVID-19 sick policy.
2. Students will individually be evaluated for the appropriate quarantine option.
 - a. Commuter students and students in off-campus housing will quarantine at their home residence or off-campus housing for 14 days.
 - b. Preferred option when possible: students have the option to quarantine for 14 days at their permanent residence *if*:
 - Permanent residence is within 100 miles of campus;
 - Transport to the permanent address can be established within 90 minutes of testing;
 - Commitment to no stops on return to permanent residence;
 - Compliance with daily virtual case manager check-ins; and
 - All other individuals residing at the permanent address are not considered high risk for COVID-19 as defined by the CDC.
 - c. Students for whom the above option is not appropriate will be transported after testing to a private room in a local hotel for 14 days of quarantine. Quarantine students will have a minimum of one daily check-in with the case manager and are provided a hotline

number for any questions and/or support. Support for students in quarantine includes: food services and meal delivery, cleaning, laundry, academic support, remote health monitoring and counseling, and other support for basic needs as identified.

Isolation

Isolation is used to separate people with known COVID-19 infection, COVID-19 symptoms, and those awaiting COVID-19 test results from people who are not infected.

1. Employees meeting the criteria for isolation stay home until they meet criteria to end isolation as defined by the CDC. In the home, anyone sick or infected should separate themselves from others by staying in a specific “sick room” or area and using a separate bathroom (if available). Employees may continue to work remotely if health status permits and should follow the Human Resources’ guidance for COVID-19 sick policy.
2. Students will individually be evaluated for the appropriate isolation option.
 - a. Commuter students and students in off-campus housing will isolate at their home residence or off-campus housing for 14 days.
 - b. Students have the option to isolate at their permanent residence if:
 - Permanent residence is within 100 miles of campus;
 - Transport to the permanent address can be established within 90 minutes of testing;
 - Commitment to no stops on return to permanent residence;
 - Compliance with daily virtual case manager check-ins;
 - Ability to separate themselves from others by staying in a specific “sick room” or area and using a separate bathroom (if available);
 - All other individuals residing at the permanent address are not considered high risk for COVID-19 as defined by the CDC.
 - c. Students for whom the above option is not appropriate will be transported after testing to a private room in a local hotel for isolation. Isolation students will have a minimum of one daily check-in with the case manager and are provided a hotline number for any questions and/or support. Support for students in quarantine includes: food services and meal delivery, cleaning, laundry, academic support, remote health monitoring and counseling, and other support for basic needs as identified.
 - d. Symptomatic confirmed COVID-19 students may be cohorted if necessary.

Standard # 3: Campus Outbreak Management

R-MC has defined three levels of alert status to ensure the campus and its surrounding community is aware of current levels of COVID-19 incidence and prevalence. Each of these levels – designated by color for ease of interpretation – is detailed below:

Campus outbreak management will be managed in partnership with VDH, the R-MC Monitoring Team, and the Cabinet. Decisions regarding alert levels will be based on multiple factors including monitoring of local and campus 7-day “trajectories” of cases, availability of PPE, % occupancy of isolation spaces, and availability of essential staff to provide services to students.

Alert Level 1: Baseline Pandemic Response

Standard mitigation strategies remain in place as detailed above with continued surveillance and ongoing planning in the campus community.

Campus continues its operational schedule as defined within each realm of campus operations to optimize safety (housing, dining, academics, campus life, and employees).

Alert Level 2: Enhanced Pandemic Response

Enhanced mitigation strategies may include closing all dining facilities (delivery/pickup only), suspending athletic practice/student organization activities, converting to all online delivery of classes, retraining of community on mitigation standards, heightened enforcement of mitigation standards.

Alert Level 3: Maximum Pandemic Response

Coordinated response with external agencies, chief among which is the VDH.

Strategies may include closure of residence halls, all online delivery of classes, and suspension of all non-essential operations.

Standard #4: Partnership with Local Health Systems

As detailed in previous sections, R-MC has a robust collaborative relationship with VCU Health, with whom the College will partner for COVID-19 testing. R-MC also has affiliation agreements with Bon Secours Richmond, HCA Virginia, and Mary Washington Healthcare. These four regional healthcare systems have clinical services to meet the healthcare needs of symptomatic COVID-19 persons within the R-MC campus community. Representatives from all 4 health systems have been invited to serve on the Core Planning Team and/or COVID-19 Monitoring Team.

Shutdown Considerations If Necessitated by Severe Conditions and/or Public Health Guidance

As detailed above, R-MC has defined a three-level alert system. In the event of Alert Level 2, all campus dining options will likely be converted to takeout/delivery only, all classes will likely be delivered online, and athletics and student organization programming will likely be suspended.

Should the campus reach Alert Level 3, the campus community will be dismissed with suspension of all non-essential operations. This decision will be made with the guidance of local health officials, chief among which will be the Virginia Department of Health. While most students will return home in the event of a campus shutdown, in cases where students' health and safety are better protected on-campus or where travel home is not feasible, the College will accommodate those students.

All above status levels will be communicated to the R-MC community via a campus alert system, as well as updates to the College's outward-facing website with assignment of alert levels consistent with current conditions. In the event of a campus dismissal and/or shutdown, this decision and all subsequent necessary steps will be communicated to faculty, staff, and students

by the President of the College in consultation with the Cabinet, the Core Planning Team, and the COVID-19 Coordinator.





Education and Community Development Plan

Introduction

Randolph-Macon College will return to on campus academic instruction and residential living in the Fall of 2020. In large part, the success of the College's plan is predicated on human performance. Clark and Estes (2008) note that knowledge, motivation, and organizational influences are responsible for the majority, if not all, problems that organizations encounter as they work to meet specific goals.

The State Council of Higher Education in Virginia (SCHEV) requires that colleges and universities offer COVID-19 prevention education/training as part of student orientation. Further, they require the training include anti-stigma training, and they allude to an expectation that faculty and staff also receive training/education.

The Protect the Hive Education and Community Development Plan that follows addresses the need for education/training. However, the plan goes much further than education and training as it explores the human performance factors necessary to create the type of behaviors needed for students, faculty, and a staff to be successful in limiting the spread of COVID-19 and maintaining on-campus operations throughout the Fall of 2020.

First, we will examine the framework necessary to understand the Protect the Hive plan. Then, the program design and evaluation methodology will be explored using the Kirkpatrick and Kirkpatrick (2016) New World Model for Training and Evaluation.

Clark and Estes (2008) Gap Analysis Framework

The Clark and Estes (2008) gap analysis framework allows organizational actors to evaluate human performance needs or gaps prior to selecting solutions. The Protect the Hive Plan must tailor its interventions to address human performance needs in knowledge, motivation, and organizational influences (KMO) in order to create a lasting impact and to develop or reinforce positive behaviors that will help Randolph-Macon achieve its operational goals. Further, training, or the delivery of knowledge, is not sufficient to create change as individual motivation and cultural models and settings impact human performance as well (Schein, 2004). As such, the Protect the Hive Plan uses a modified Clark and Estes (2008) gap analysis to identify the KMO gaps and to inform the solutions presented in this document.

Knowledge Influences

The typology of knowledge is usually distilled into three general categories including declarative knowledge, procedural knowledge, and metacognitive knowledge (Krathwohl, 2002; Rueda, 2011). Training (knowledge) interventions for COVID-19 center around accepted prevention and College procedures (procedural knowledge), knowing facts and concepts about COVID-19 (declarative knowledge), and student, faculty, and staff thoughts and understandings of COVID-19 (metacognitive knowledge) (Krathwohl, 2002; Rueda, 2011). The Protect the Hive Plan covers the salient knowledge gaps for the Randolph-Macon Community in all three knowledge categories. Unfortunately, most education initiatives stop with knowledge influences. Moreover, they do not consider the roles of



Education and Community Development Plan

Learner motivation and organizational culture in creating solid learning initiatives that produce desired behaviors and outcomes (Clark & Estes, 2008; Schein, 2004).

Motivation Influences

Mayer (2011) discusses motivation as a learner-centered concept related to the initiation and persistence of behaviors that lead to goal completion. Similarly, researchers note that the three commonly accepted motivation challenges are active choice, persistence, and/or mental effort (Clark & Estes, 2008; Rueda, 2011). Consequently, Clark and Estes (2008) state that motivation influences are responsible for 50% of human performance. As such, individual students, faculty, and staff motivation are crucial to the success of the Protect the Hive program.

Although there are many theories that seek to explain learner motivation, expectancy value motivation theory is the most appropriate to support the social norming and community adoption efforts outlined later in the Protect the Hive Plan. Eccles (2006) describes the four values dimensions as a) intrinsic value, b) attainment value, c) utility value, and d) cost. Put simply, the interest of the learner (intrinsic value), their sense of obligation to the community as a good citizen, student, person, or friend (attainment value), and their belief that what they are being asked to do is both useful and valuable (utility value) must outweigh or equal the myriad personal costs associated with compliance (Eccles, 2006). Finally, the Protect the Hive plan must explore the interactions between and impact of organizational influences with motivation and knowledge in order to develop interventions that address all three dimensions of human performance (Clark and Estes, 2008).

Organizational influences

Organizational culture is the filter through which all interventions must pass (Clark & Estes, 2008). Randolph-Macon College and its culture are the context in which the interventions of this plan must be implemented and evaluated (Schein, 2004). Consequently, Schein (2004) and Bolman and Deal (2013) posit that organizational culture is tied to the way that the organization teaches new members about the organization's shared learning experiences. Additionally, Gallimore and Goldenberg (2001) describe organizational culture using the dichotomous concepts of cultural models or unseen ways of thinking and cultural settings or shared processes used by an organization to reach a goal. The Protect the Hive program defines the cultural settings for the return to campus and describes the campaigns and interventions used to influence the cultural models present on the campus at Randolph-Macon College. As COVID-19 is a novel virus and the pandemic is a new experience, the goal of the Protect the Hive program is to frame the narrative of training and community development interventions as shared learning experiences that span gaps in knowledge, motivation, and organizational influences to reach institutional goals (Clark & Estes, 2008; Schein, 2004).



Education and Community Development Plan

Integrated Implementation and Evaluation Plan

The Protect the Hive Education and Development Plan has been developed using the Kirkpatrick and Kirkpatrick (2016) New World Model for Training and Evaluation. The inverted nature of the model facilitates clear choices in training and development by beginning with the desired outcomes of the training program rather than beginning with the intervention (Kirkpatrick & Kirkpatrick, 2016).

Level 4: Results and Leading Indicators

As a result of the training described in this plan, the internal and external outcomes presented in Table 1 and expressed as outcomes, metrics, and methods if realized would be the leading indicators of success.

Table 1

External and Internal Outcomes, Metrics, and Methods

Outcome(s)	Metric(s)	Method(s)
External Outcomes		
1. Education plan submitted	1. SCHEV approves re-opening plan as it is written	1. Submission with the overall SCHEV report
2. Safe re-opening	2. College re-opens with few initial health or wellness concerns	2. Opening debrief and evaluation
3. College remain open for the entire Fall semester	3. Completion of 14 weeks of the Fall Semester on campus	3. Evaluate the percentage of the Fall semester that we have class on campus
Internal Outcomes		
1. Students, faculty, and staff use masks and physical distancing appropriately	1. Number of referrals for failure to comply with the policy to student conduct and human resources	1. Faculty, staff, and students reporting
2. Successful completion of training interventions	2. 100% of faculty, staff, and students completing the training program including the initial stop gap training	2. Learning Management System data
3. Limited to no transmission of COVID-19 traced to campus events and activities	3. Number of COVID-19 cases traced to campus events and activities	3. Campus testing statistics



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Level 3: Critical Behaviors

Kirkpatrick and Kirkpatrick (2016) define critical behaviors as those few actions that if taken based on training and interventions will produce the most benefit toward the organization’s goal. The Protect the Hive Plan is rooted in the Protect the Hive Pledge that defines the critical behaviors necessary for us to reach the outcomes provided previously. The Protect the Hive Pledge breaks the critical behaviors necessary into three broad categories: protect myself, protect each other, and protect our R-MC community. The Protect the Hive Pledge can be viewed at <https://protect.rmc.edu>. Tables 2a - c provide the defined critical behaviors expressed as behavior(s), metric(s), method(s), and timing.

Table 2a.

Critical Behaviors, Metrics, Methods, and Timing for Evaluation - Self

Protect Myself			
Critical Behavior (s)	Metric(s)	Method(s)	Timing
1. Use the approved daily symptom screen, and report to a medical professional if I experience symptoms of COVID-19	1. Number of faculty, staff, and students who use the approved screen app to do the daily screen	1. Statistics provided by the app on the number of screens each day	1. Monthly review during Fall 2020
2. Wash my hands often with soap and water or use hand sanitizer	2a. Volume of hand sanitizer purchased and used by the College	2a. Physical Plant purchasing records	2a. End of Semester
	2b. 90% of students, faculty, and staff will report that they frequently wash their hands on a mid-semester stop light survey	2b. R-MC Mid-Semester Community Development Survey	2b. Exam Week of the first 7-week session
3. Get vaccinated for the flu in the fall	3a. Percentage of students, faculty, and staff self-reporting flu vaccines on the mid-semester stop light survey	3a. . R-MC Mid-Semester Community Development Survey	3a. Exam Week of the first 7-week session
	3b. Number of faculty, staff, and students participating in flu vaccine clinic on campus	3b. Flu clinic statistics	3b. Conclusion of the on-campus flu clinic

Table 2b.

Critical Behaviors, Metrics, Methods, and Timing for Evaluation – Others

Protect Each Other			
Critical Behavior (s)	Metric(s)	Method(s)	Timing
4. Maintain appropriate physical distancing, especially in common space and social settings	4a. Less than 5 referrals to Student Conduct for failure to comply with physical distancing	4a. Student Conduct Records	4a. Exam Week of the first and second 7-week session
	4b. Percentage of students, faculty, and staff that report that members of the community universally or near universally comply with physical distancing	4b. R-MC Mid-Semester Community Development Survey	4b. Exam Week of the first and second 7-week session
5. Stay home if I feel ill or after exposure to someone who is ill or has tested positive for COVID-19	5. No referrals or reports of students, faculty, and staff reporting to work or class with symptoms	5. Student Conduct and Human Resources data.	5. Exam Week of the first and second 7-week session
6. Wear an appropriate face covering and other protective gear as directed by the College	6. No referrals or reports of students, faculty, and staff reporting to work or class with symptoms	6. Student Conduct and Human Resources data	6. Exam Week of the first and second 7-week session
7. Be positive, attentive, and helpful to those in need of support	7a. Percentage of students, faculty, and staff that report that members of the community very frequently or frequently have been supportive to one another during this time	7a. R-MC Mid-Semester Community Development Survey	7a. Exam Week of the first and second 7-week session
	7b. No reports of stigma related incidents in the community	7b. Student Conduct, Human Resources data.	7b. Exam Week of the first and second 7-week session

Table 2c.

Critical Behaviors, Metrics, Methods, and Timing for Evaluation – Community

Protect Our R-MC Community			
Critical Behavior (s)	Metric(s)	Method(s)	Timing
8. Keep my clothing, belongings, personal spaces, and shared common spaces clean	8. No referrals or reports of faculty and staff with dirty common spaces	8. Student Conduct and Human Resources Data	8. Exam Week of the first and second 7-week session
9. Participate in testing and contact tracing to preserve the wellness of the community	9. No refusal to participate in testing and contract tracing	9. Health Center data	9. Exam Week of the first and second 7-week session
10. Carefully observe instructional signs and follow directions	10. No referrals for failure to comply	10. Student Conduct and Human resources statistics	10. Exam Week of the first and second 7-week session

Required Drivers

Required drivers are what Kirkpatrick and Kirkpatrick (2016) explain keep participants engaged. They address the expectancy values gaps in motivation discussed earlier in the plan. Moreover, Kirkpatrick and Kirkpatrick (2016) found that organizations that address required drivers in lieu of training interventions alone increase adoption of key behaviors by 85%. As such, the hypothesis that motivation and organizational culture comprise up to 75% of human performance is support, and the required drivers for the Protect the Hive Plan become ever more important (Clark & Estes, 2008). Table 3 outlines the required drivers to support the critical behaviors described earlier in this plan.

Table 3

Required Drivers (Motivation and Organizational Culture) to Support Critical Behaviors

Method(s)	Timing	Critical Behaviors Supported (1-10)
Reinforcing		
Job aids in the form of signs on campus and online materials that reinforce the contents of training	Ongoing	1-10
Asynchronous Training modules will demonstrate declarative and procedural knowledge	July	1,2,4, 5, 6, & 9
Social Media Campaign to address the knowledge and motivation dimensions covered in the training modules	Each Month Starting in July	1-10
Launch protect.rmc.edu website as a one stop shop for reviewing job aids and policies and protocols	July	1-10
Department Heads and Resident Assistants tasked with reinforcing training periodically throughout the Fall	August - December	1-10
Invite student organizations and resident assistants to plan virtual and in-person programming that reinforces key critical behaviors	August – December	1-10
Encouraging		
Protect the Hive Community Building Messaging built into communications and activities for student and resident life	August - September	1, 4, 6, 8, & 10
Message from administrators about appreciating the efforts of the R-MC community for pulling together to Protect the Hive	September	1-10
Show Us Your Mask Social Media and Poster Campaign	August - December	4 & 6
Rewarding		
Recognition program for student organizations/residence halls campus departments excelling at the critical behaviors	September - December	1-10
Social media spotlights on groups and individuals stepping up to assist with or host programs that reinforce critical behaviors for success	September – December	7 & 10
Monitoring		
Community invited to participate in the Community Development Assessment Survey	October & December	1-10
Community reminded about how to report health and safety concerns and those reports monitored and addressed	July – December	1-10



Education and Community Development Plan

Level 2: Learning

Learning objectives are designed to elucidate the knowledge, skills, and attitudes needed to be obtained during training to produce the desired behaviors that, in turn, lead to effectively accomplishing organizational goals and outcomes (Kirkpatrick & Kirkpatrick, 2016). The following are the learning outcomes that inform the Protect the Hive Training Program as outlined in Table 4.

Table 4

Learning Outcome

Outcome	KMO Influence
<i>Participants will be able to:</i>	
Recall the ways in which COVID-19 can be transmitted	Knowledge (Declarative)
Identify the symptoms of COVID-19	Knowledge (Declarative)
Identify general preventative measures	Knowledge (Declarative)
Name the types of masks recommended for use at R-MC	Knowledge (Declarative)
Describe common mistakes in mask wearing	Knowledge (Declarative)
Explain stigma	Knowledge (Declarative)
Restate guidelines for meetings and class sizes	Knowledge (Declarative)
Recall how to appropriately put on, remove, and wear a mask	Knowledge (Procedural)
Describe the procedures for addressing and reporting stigma	Knowledge (Procedural)
List the appropriate protocols for physical distancing	Knowledge (Procedural)
Explain restroom protocols	Knowledge (Procedural)
Describe the appropriate procedures for hand hygiene	Knowledge (Procedural)
Explain common/shared space protocols	Knowledge (Procedural)
Articulate the process for returning to work after suspected or confirmed COVID-19 infection	Knowledge (Procedural)
Outline the procedures for receiving accommodations to any protocols	Knowledge (Procedural)
Synthesize why being on-campus in the community is important	Organization (Setting)
Discuss why R-MC students, faculty, and staff should Protect the Hive	Motivation (Value)
	Organization (Cultural Setting)
Recommend ways to improve buy-in to health and safety protocols	Motivation (value)
Articulate their commitment to shared accountability for health and safety protocols	Motivation (Value)
	Organization (Model)



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Training Program Delivery

The learning outcomes provided in the previous section will be accomplished through the Protect the Hive Training Program. The Protect the Hive Training Program consists of an on-line, self-paced, course provided asynchronously in Canvas, the learning management system used by Randolph-Macon College. The asynchronous course will be partially tailored for faculty/staff, returning students, and new students. A staff member will provide support to each cohort taking the self-paced course to provide additional support and clarification.

The asynchronous course consists of twelve modules. Additionally, the course will use video illustrations, graphics, and text to allow learners to explore the course content needed to master the course content. Each module must be completed before moving on to the next module, and each module is gated by quiz to test learner recall. Any sections that produce an inadequate score must be redone.

Additionally, job aids and reference materials will be provided in the course files for faculty, staff, and students to reference to improve overall performance. Moreover, the knowledge acquired from the training course will be reinforced, encouraged, rewarded, and monitored using the methods outlined in Table 3.

Level 1: Reaction

Measuring the reaction of learners to the training program is useful in determining engagement level, the relevance of the program, and the overall satisfaction of the learner participating in the training (Kirkpatrick & Kirkpatrick, 2016). The reaction of the learner will be assessed for engagement, relevance, and customer satisfaction using data from the learning management system, module engagement and completion rates, and an evaluation completed at the end of the course.

Evaluation

Reaction and Learning can and should be measured soon after training. As such, evaluation of Level 1 and Level 2 will occur using LMS data analytics, quiz results, discussion participation and length, and social media engagement. Additionally, activities designed in the learning management system will encourage learners to share thoughts and impressions along the way.

Kirkpatrick and Kirkpatrick (2016) state that Level 3 and Level 4 must be evaluated after enough time has passed for the learning objectives to be implemented in learner behavior and to begin to impact the program outcomes. Moreover, a strength of the New World Model for Training and Development is that assessment and metrics are built into each portion of the planning of the program (Kirkpatrick & Kirkpatrick, 2016). In the case of the Protect the Hive Plan, data from various campus offices as well as a Community Development Survey administered at the end of each seven (7) week fall session exploring the behaviors and experiences of the campus community will be used to assess the degree to which students have changed personal behaviors or observed behavioral changes in others. The results of these assessment data can be used to tailor additional learning interventions as necessary.



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Appendix B: R-MC Campus Visitors Policy

Effective June 25, 2020

DEFINITION

During Fall 2020, a visitor will be defined as any person that is not a student, staff member, or faculty member. Until further notice, college alumni and members of the Ashland community will be considered visitors for the purposes of this policy, while contractors whose regular daily work assignment is to the College (e.g. Chartwells, English Construction) will be considered College staff members. All other non-College personnel will be considered visitors and subject to this policy. ALL visitors/members of the public will follow the same guidelines regardless of the reason for their visit and/or which office or department is hosting them.

DURATION

This policy will remain in effect until it is changed by subsequent action of the College Administration. It will be reviewed regularly to ensure it is in compliance with the most up-to-date guidance from local, state, and federal authorities and that it meets the needs of the R-MC community.

KEY PRINCIPLES

- 1) Zoom or Phone meetings should be held whenever possible, in order to create the lowest possible risk for the R-MC community:
 - a) If a face-to-face meeting is required, it should be held outdoors or in a meeting space sufficient to assure required physical distancing.
- 2) Visitors to campus must have an appointment with a member of the college community prior to the visit. The following additional conditions apply to all visitors:
 - a) All visitors must check in and out at the College Welcome Center, located at the corner of England Street and Henry Street in Ashland.
 - b) All visitors must complete an Acknowledgment of Risks and Responsibilities for Visitors form indicating that they are visiting campus voluntarily and that they agree to abide by the College's distancing and face covering protocols. These forms will be collected and stored by the staff at the Welcome Center.
 - c) All visitors are also subject to a health screening and temperature check upon arrival. Any visitor exhibiting symptoms of COVID-19, including delivery contractors and temporary construction personnel, is prohibited from visiting the campus until such time as he/she is symptom free.
- 3) Registered visitors will be asked to wear a name tag identifying them as visitors to campus. These nametags will be available when visitors check in at the Welcome Center.
- 4) Until such time as the Commonwealth of Virginia and campus authorities determine it is safe, most campus visits will be limited to outdoor spaces only. Until further

Appendix B: R-MC Campus Visitors Policy

notice, entry by visitors/the public into buildings will be limited and require an invitation or an appointment.

- a) Until further notice, there are no meal options for the public or visitors to campus.
 - b) Until further notice, there is to be no entry of any visitor to campus Residence Halls, the McGraw-Page Library, the Brock Center, Estes Dining Hall, athletic offices, or other buildings except when explicitly stated in the arrangements for the visit. This includes students' family members and guests.
 - c) Applicants for employment, contractors hired to perform necessary maintenance and repair work, and first responders may enter campus buildings, but must abide by the College's policies on distancing, face coverings and sanitizing.
 - d) At such time as the NCAA, ODAC, and College authorities determine that athletes may return to play in front of a live audience, these guidelines will be reviewed for possible amendment if it is determined that appropriate protocols can be established for the attendance of visitors and guests.
- 5) Overnight visits/guests are not permitted until further notice.

PUBLIC/VISITOR SPECIFICATIONS

- 6) Public/visitor preference will be given to those that are essential to keeping the college operational:
 - a) Prospective students (including athletic recruits and new program recruits): high school juniors, seniors, and transfer students will be given preference. High school sophomores, freshmen, and middle school students will be directed to online programming and will be on a space-availability waitlist for on-campus visits.
 - b) Physical Plant specialists, contractors, and essential operational workers.
 - c) Candidates for employment who have been invited to campus.
 - d) Alumni and friends of the College who have appointments with College Advancement.
 - e) Members of visiting athletic teams, including coaches and trainers, who have been invited to campus and who are abiding by the NCAA/ODAC's guidelines on safe competition.
- 7) Visitors and members of the public should refrain from bringing additional guests with them.
 - a) Public/visitors are encouraged to visit with as few people as possible, preferably one ; when doing so is not possible, e.g. due to the visitor's age, visitors are asked to limit their number of guests and to bring only other individuals living within their own household (e.g. parents) with them.

Appendix B: R-MC Campus Visitors Policy

CAMPUS EVENTS

- 8) Whenever possible, virtual and online events should take the place of in-person events.
- 9) When a virtual or online event/function is not possible, the number of attendees will be limited to the number of people allowed to gather in a space per local/state/federal guidelines. All space will continue to be reserved through College Calendar. Event hosts must communicate space and distancing expectations to all in their party prior to campus arrival and at the time of the event/function. All attendees must be asked to register in advance, to ensure adequate contact tracing is possible. The office hosting the event will maintain guest lists; electronic sign-up/sign-in sheets are recommended for this purpose.

ATHLETIC RECRUITS

- 10) Athletic recruits are subject to the same general policies (invitation to campus, required advance appointment, Acknowledgement of Risks and Responsibilities form, required mask wearing, social distancing, number of guests who can accompany the recruit, etc.) as other Admissions visitors.
 - a) Coaching staff will complete an internal form through Slate to document a recruit's visit to campus. If the recruit is already in Slate, then information can be searched and mapped to the form to expedite the process. Changes to the form (e.g.: recruit changed the date of the visit, etc.) will go through the Athletic Liaison in the Admissions Office, Myles Stevens.
 - b) The information collected for each recruit will include:
 - i) Recruit name (first and last);
 - ii) entry term;
 - iii) e-mail address;
 - iv) high school;
 - v) recruited sport;
 - vi) visit date;
 - vii) guest names;
 - viii) all buildings and rooms that will be entered during the visit;
 - ix) name of the coach completing the form.
 - c) This information will be housed in the student's record in Slate.
 - d) Coaches are responsible for ensuring that hosted recruits and families abide by the requirements of this policy.
 - e) The coach and recruit will receive a confirmation email once the form is completed.
 - i) E-mail to the recruit should include public/visitor information to prepare for their time on campus, Acknowledgement of Risks and Responsibilities form,

Appendix B: R-MC Campus Visitors Policy

and any specific information that the individual coach would like (cell phone of coach/meeting location/parking information, etc.)

- f) Information entered through the Slate form is available for reports for documentation, monitoring of the number of public/visitors to campus as recruits, and contact tracing.
- g) All recruits must have a clear itinerary for their visit, and the coach/program hosting the recruit must keep detailed records of with whom the recruit had contact during the visit, in order to facilitate contact tracing if necessary.