

# University of Richmond Fall 2020 Reopening Plan

PREPARED FOR  
STATE COUNCIL OF HIGHER EDUCATION OF VIRGINIA  
JULY 2020

Note: This report is currently under review by SCHEV.  
Once compliance certification is complete, an updated  
version will be made available.



# Letter from the President

On behalf of our institution, I am pleased to present the University of Richmond's fall 2020 Reopening Plan to the State Council of Higher Education of Virginia (SCHEV). This report is the culmination of an enormous campus-wide effort in which working groups composed of more than 75 faculty, staff, students, and administrators considered the best way to deliver on our educational mission – and to promote the health and safety of our community amid the COVID-19 pandemic. Ultimately, the University concluded that its traditional format is best structure for our students and that, with assiduous planning and the diligence of all community members throughout the semester and academic year, the University can return to a residential academic experience while adhering actively and consistently to crucial public health guidance.

The University of Richmond's Reopening Plan addresses the requirements of Governor Northam's Higher Education Reopening Guidance issued on June 11, 2020. The University recognizes that in the absence of an available and effective vaccine, our planning must incorporate multiple layers of protection for the campus community, including – but not

limited to – a physical distancing framework; daily health and temperature screening; COVID-19 test and contact tracing protocols; personal hygiene, cleaning, and disinfection measures; engineering controls; isolation and quarantine; and health promotion, training, and compliance. The University has also developed plans to monitor health conditions on campus and in the community; to manage a potential outbreak; and to transition to remote education and work should the pandemic worsen.

During this difficult time for our state and country, the University of Richmond is pleased and grateful to partner with SCHEV and the Governor's Office to advance our shared commitment to academic excellence and the health and safety of our communities. Together, I am confident we will continue to meet this moment with creativity, determination, generosity, and success – and once again demonstrate the transformative power of a Richmond education.

Sincerely,



Ronald A. Crutcher  
President

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# Introduction

On June 11, 2020, the University of Richmond announced its intention to return to in-person residential education for the 2020-2021 academic year. The University reached this decision guided by two fundamental priorities: promoting the health and safety of the University community and ensuring an excellent academic experience for its students.

During the planning process, the University considered numerous scenarios and formats to determine how best to adapt to COVID-19 and achieve these priorities. Strongly supported by a number of working groups and more than 75 faculty, staff, students, and administrators, we examined alternatives to the traditional semester format, including block and module structures that would allow students to complete a smaller number of classes on a compressed schedule. The University also considered scenarios that would reduce density on campus at any given time.

The contingency planning process resulted in two primary findings:

- First, the University is able to implement interventions consistent with public health guidance to mitigate risk.
- Second, shifting to a different, unfamiliar academic format for just one year would not serve the quality of our education, would be burdensome for faculty and staff, and should be avoided unless necessary for health reasons.

Consequently, the University concluded that its traditional format is the best structure at this time — and that, with assiduous planning and the diligence of all of all community members

throughout the semester and academic year, the University could return to a residential academic experience while adhering actively and consistently to crucial public health guidance.

The University's Reopening Plan and health and safety planning work are guided by two fundamental priorities: promoting the health and safety of the University community, and ensuring our students receive an excellent academic experience. The University is known for dynamic, face-to-face instruction in small classes organized around robust discussion, group problem-solving, and personal faculty attention. In developing our plans for reopening, the University sought to preserve these hallmarks of a Richmond education while making necessary adjustments and complementary interventions to promote the health and safety of all members of the campus community.

The University of Richmond's Reopening Plan addresses the requirements of Governor Northam's Higher Education Reopening Guidance issued on June 11, 2020. This Reopening Plan and campus protocols will continue to be revised as needed in order to respond effectively and rapidly to evolving public health guidance and campus and local health conditions.

# University of Richmond

## Reopening Plan

### Establishing a COVID-19 Campus Response Team and Coordinator

During its contingency planning, the University established a Resilience of Operation Working Group (the “Resilience Group”) to assess the University’s ability to implement key mitigation measures necessary for returning to residential education. The Resilience Group will serve as the University’s COVID-19 steering committee through the summer and during the academic year. The Resilience Group has 24 members with representation from across campus including the faculty, Academic Affairs, Student Development, the Student Health Center, Public Safety, Emergency Management, Dining Services, Campus Operations, Residence Life, Human Resources, Risk Management, and Athletics. A list of the current membership is attached to this report. As the University moves from detailed planning and implementation to monitoring and response, the membership of the Resilience Group may be modified to include individuals with broad scope of responsibility and decision-making authority, although the functional areas listed above will remain represented.

The University has appointed its Director of Emergency Management to serve as its COVID-19 Coordinator, working in close collaboration with the Resilience Group and leadership across campus. The Resilience Group will remain in close contact with the Virginia Department of Health and the Richmond City and Henrico Health Districts to monitor conditions and their potential to impact campus operations.

The Resilience Group has created six implementation and management teams to continue to develop, refine, implement, and oversee the University’s resilience and reopening plans. The teams and their charges are as follows:

- **CASE SURVEILLANCE, TESTING AND CONTACT TRACING** – This team’s charge is to monitor and detect the incidence of infection within the campus community through testing, contact tracing, and syndromic surveillance.
- **ISOLATION AND QUARANTINE CASE MANAGEMENT AND SUPPORT FOR STUDENTS** – This team’s charge is to refine and implement protocols for supporting students diagnosed with COVID-19 and students in quarantine, including medical, mental health, and academic support.
- **HEALTH MANAGEMENT AND SUPPORT FOR FACULTY AND STAFF** – This team’s charge is to implement a plan for monitoring and supporting the health of faculty and staff diagnosed with COVID-19 or those in quarantine.
- **SITUATION MONITORING AND PHYSICAL DISTANCING STAGE MANAGEMENT** – This team’s charge is to monitor the incidence of COVID-19 cases on campus and in the local community and, working with local health authorities, monitor the bed capacity of local hospitals. It will make recommendations to the Resilience Group regarding moving between physical distancing stages and transitioning to remote education and work.

- **HEALTH PROMOTION AND COMPLIANCE** – Students and Employees – This team’s charge is to develop policies, procedures, training, communications and awareness campaigns designed to promote compliance with the University’s COVID-19 health and safety measures and to enforce compliance when necessary.
- **PROCUREMENT** – This team’s charge is to support the University’s COVID-19 response by

sourcing and procuring supplies and equipment recommended by the Resiliency Group.

The Resilience Group will make recommendations to the President and leadership of the University regarding changes in this plan, the implementation of the University’s Physical Distancing Framework, and the operating status of the University.

## Collaboration with Public Health Officials

The University is collaborating closely with the Virginia Department of Health, the Richmond City Health District, and the Henrico Health District. Additionally, members of the Resilience Group have reviewed with representatives of the Richmond City and Henrico Health Districts the University’s plans for testing, contact tracing, isolation and quarantine, as well as physical distancing guidelines established for campus. As of the date of this report, representatives of the University have a weekly standing meeting with representatives of the Richmond City and Henrico Health Districts. Contact information for the University’s local health department officials is as follows:

Deputy Director Richmond City and Henrico Health Districts  
400 E. Cary Street Richmond, VA 23219  
804-205-3500

Medical Director  
Henrico and Richmond Health Districts  
400 E. Cary Street Richmond, VA 23219  
804-501-4655

Senior Epidemiologist  
Henrico and Richmond Health Districts  
8600 Dixon Powers Dr.  
Henrico, VA 23228  
804-501-5216

The University will work closely with the Virginia Department of Health and the Richmond City and Henrico Health Districts and, specifically, will:

- Provide notice or require its testing provider provide notice of positive COVID-19 cases on campus;
- Support contact tracing efforts, including potentially providing additional, trained staff for contact tracing as requested;
- Provide notice of any suspected outbreak of COVID-19 on campus;
- Seek consultation and direction in responding to any outbreak of COVID-19 on campus; and
- Seek consultation and direction in any decision to close all or part of campus or to transition to remote education and work.

Additionally, the University has consulted with an infectious disease specialist at Virginia Commonwealth University.

# Overview of the University's COVID-19 Resilience Planning

The University's Reopening Plan and resilience work incorporates multiple, complementary actions and interventions designed to mitigate the risk of COVID-19 on campus. The University recognizes that in the absence of an available and

effective vaccine, our planning must incorporate multiple layers of protection for the campus community. The following is a visual depiction of the layered elements of the University's resilience planning.



This Reopening Plan will provide detailed information regarding each aspect of the University's resilience planning depicted above.

# University Physical Distancing Framework

The University developed and is implementing a [Physical Distancing Framework](#) (the “Framework”) which provides staged, guidelines that are intended to promote the health of the campus community. All students, faculty, and staff will be required to act in accordance with the Framework. The Framework will correspond to Virginia’s phased reopening and current conditions on campus and in the local community. Color-coded from red to green, the framework allows physical distancing protocols to be relaxed as the situation improves. Each stage will correspond to the conditions on campus and in the local community and with the phases of the Governor’s Forward Virginia plan.

The Framework will be evaluated and updated on a regular basis to reflect the latest public health and other guidance and the current version will be available on the University’s [COVID-19 website](#).

## PLANNING ASSUMPTIONS

The Framework assumes the following for planning purposes:

- The Governor will implement a three-phase approach to reopening the Commonwealth of Virginia with which the University will comply.
- A staged approach to reopening the campus will balance the benefits and potential harms of adjusting these measures, so as not to trigger a resurgence of COVID-19 cases and jeopardize the health and safety of the campus community.
- The risk of transmission depends on both the type and duration of exposure, as well as protective measures.
- Physical distance is the most effective way to prevent the exposure to COVID-19, followed by engineering and then administrative controls.
- Growing evidence demonstrates that the use of face coverings, coupled with physical distancing

may reduce the risk of COVID-19 transmission although the use of face coverings requires consistent access to supplies and continuous, proper use by individuals.

- Relaxing restrictions too quickly may lead to a spike in cases.
- The University will offer formal education/training regarding COVID-19 to faculty, staff, and students.

## UNIVERSITY OF RICHMOND PHYSICAL DISTANCING FRAMEWORK STAGES

The Framework consists of four stages, with a set of standards under each stage covering, among other areas general guidelines and precautions, building modifications, student housing, [travel](#), classrooms, labs, [meetings and events](#), class schedules, and vendors and contractors. It is designed to allow the University to relax its requirements as conditions warrant and to move back to a more restrictive stage when necessary. The stages are as follows:

- **RED STAGE** – The red stage is the most restrictive of the four stages and is the starting point for the reopening of the campus. In the red stage the University implements the recommendations within the Framework and complies with the requirements identified within the Forward Virginia Guidelines.
- **ORANGE STAGE** – The orange stage maintains many of the precautionary measures implemented as part of the Red Stage, to allow time to identify the impact of increased numbers of students, faculty and staff on campus and complies with the requirements identified within the Forward Virginia Guidelines.

- **YELLOW STAGE** - The yellow stage permits the expansion of the co-curricular experience, while maintaining many of the physical distancing requirements of the orange stage and complies with the requirements identified within the Forward Virginia Guidelines.

- **GREEN STAGE** - The green stage relaxes many of the precautions of the prior stages, but recognizes a new post-COVID-19 normal and complies with the requirements identified within the Forward Virginia Guidelines.

## INDICATORS FOR MOVING BETWEEN THE FRAMEWORK STAGES

The Resilience Group's Situation Monitoring and Physical Distancing Stage Management Team (the "Situation Monitoring Team") is charged with making recommendations to the Resilience Group regarding the indicators the University will track to make decisions regarding moving from one stage of the Framework to the next or moving back to a more restrictive stage.

Recommendations regarding transitions between the stages of the Physical Distancing Framework will be made in a holistic and not a formulaic manner. The metrics listed below will be considered as a whole and no single metric will be dispositive.

### EXTERNAL METRICS

- State or local government orders and directives (e.g., Forward Virginia Phases)
- Trajectory of the percentage of positive tests at the state level, using the 7 day average - reduction over 14 days may permit move to less restrictive stage, increase over 14 days may indicate a move to a more restrictive stage
- Trajectory of the percentage of positive tests at the local level (Richmond, Chesterfield, Henrico), using the 7 day average - reduction over 14 days may permit move to less restrictive stage, increase over 14 days may indicate a move to a more restrictive stage

- Bed and ICU capacity of local hospitals - a consistent level or a material increase availability of ICU and other hospital beds may in permit move to less restrictive stage, a material reduction in capacity may indicate a move to a more restrictive stage

- Local Hospital access to PPE - adequate PPE supply may permit a move to a less restrictive stage, material shortages of PPE may indicate a move to a more restrictive stage.

### CAMPUS METRICS

- Trajectory of the number of confirmed COVID-19 cases on campus, using 7 day average, both aggregated and separated by students, faculty, and staff - reduction over 14 days may permit move to less restrictive stage, increase over 14 days may indicate a move to a more restrictive stage.

- Trajectory of the percentage of positive tests among students, faculty and staff, using the 7 day average - reduction over 14 days may permit move to less restrictive stage, increase over 14 days may indicate a move to a more restrictive stage. The weight attributed to this metric will take into account the overall number of tests conducted on campus

- Percent of isolation and quarantine space in use - growth in capacity may permit a move to less restrictive state, reduction in capacity may indicate a move to a more restrictive stage

## COMMUNICATING CAMPUS STAGES

The University will notify the campus community of transitions from one Framework stage to another by sending out a campus-wide message. The current status will also be reflected on the University's main website landing page and on its [COVID-19 website](#).

## DEPLOYING THE FRAMEWORK

The University has established a Physical Distancing consulting team that has conducted walk-throughs of University buildings and is working in collaboration with liaisons from across campus to implement the Framework. This work is ongoing and will be completed over the summer. The detailed framework identifies the interventions that will be put into place in each stage, including but not limited to the following:

- **SIGNAGE AND VISUAL CUES** – The University will deploy signs and visual cues across campus to reinforce wearing of face coverings, maintaining at least 6 feet of space, handwashing, and disinfection.
- **DEPLOYMENT OF HAND SANITIZER AND WIPES** – The University has ordered hand sanitizers and disinfecting wipes that will be deployed across campus, with particular emphasis on building entrances and high traffic areas.
- **ENTRY AND EXIT DOORS AND STAIRWELLS** – The University will designate certain building doors as entry or exit only and certain stairwells as up or down only to manage traffic flow and promote physical distancing.
- **PLEXIGLASS BARRIERS** – Plexiglass barriers will be installed in certain customer-facing locations, such as cashier stations in the dining hall, where it is not possible to maintain 6 feet of distance.

## REQUIREMENT FOR FACE COVERINGS

One key aspect of the University's Framework is the requirement to wear face coverings in University buildings. Under the Framework, face coverings will be required in the red, orange, and yellow stages. The University has adopted an [interim policy](#) requiring the use of face coverings inside of University buildings, classrooms, or in common areas of University residence facilities, and in outdoor locations where physical distancing is not possible. The University has

procured and will provide 2 face coverings to every student, faculty, and staff member.

## STUDENT HOUSING

The Resilience Group's Housing Subcommittee was charged with applying the Framework to the University's on-campus student housing. The University determined that the majority of all student rooms in the University's traditional-style residence halls (e.g., double rooms with shared hall bathrooms), suites (e.g., 3 or 4 person units with shared bathroom), and apartments (e.g., 4 person units with shared bathroom) are large enough in terms of square footage to permit full occupancy, consistent with the requirement of maintaining at least 6 feet of space between students. However, following an inventory of every residential building and room, the University has eliminated all triple rooms for the 2020-21 school year and converted these rooms to doubles. The University has also eliminated smaller doubles, converting them to single rooms. The University will treat roommates as a family unit for purposes of contact tracing and quarantine.

The University has developed a staggered schedule for student move-in to more gradually repopulate the campus with students, facilitate physical distancing during the move-in process, and enable COVID-19 testing upon arrival. The move-in schedule is as follows:

- **JULY 15, 2020** - approximately 120 students
- **AUGUST 10, 2020** - approximately 250 students
- **AUGUST 14, 15, and 16** - approximately 950-1000 first year students and transfer students
- **AUGUST 19, 20, and 21** - approximately 1600 upper level students

As noted above, students will be required to wear face coverings in all common spaces of the residence facilities.

The University's custodial services team will follow the CDC's guidelines for cleaning and disinfection of residential facilities using only EPA-registered disinfectants identified for use against SARS-CoV-2. Disinfecting

wipe stations will be installed for residents to wipe down frequently touched surfaces in residence facilities; posted signage will provide guidance for frequency and proper techniques. Hand sanitizing stations will be installed in every residential building at entry points as well as in high-traffic areas. Signage will be posted in all residential buildings with hygiene, physical distancing, and health/wellness information/reminders.

Access to campus housing will be limited to residents of specific buildings, controlled via key or swipecard access. In the red, orange, and yellow stages of the Framework visitor access to residence halls will be restricted.

As a result of the cancellation of fall study abroad programs, the University expects the demand for on-campus housing to exceed its revised capacity. As a result, the University will lease hotel rooms for students who were scheduled to study abroad and now wish to have University housing.

## CAMPUS CLASSROOMS

The University's Academic Scheduling and Enrollment Planning Working Group conducted an inventory of all current classrooms and other University spaces in order to assign all classes to spaces that are consistent with the requirements of the Framework. The University will use all available spaces, including areas that are not traditionally used as classrooms to ensure that each course scheduled for the fall will be in a room that provides for at least six feet of space between students and at least ten feet between the faculty member and the students. The University created schematic drawings of each space prior to assignment in order to ensure compliance with the Framework. The class schedule was adjusted by increasing the times during which classes are scheduled to promote the most effective use of the identified classroom space.

Each classroom will be equipped with technology that will permit remote participation by students who are at high risk for COVID-19 and students who may be in isolation and quarantine. As noted above, faculty and students will be required to wear face coverings in the classroom.

The University's custodial services team will follow the CDC's guidelines for cleaning and disinfection of classrooms using only EPA-registered disinfectants identified for use against SARS-CoV-2. Classrooms will be cleaned at least once per day and will be equipped with disinfecting wipe stations so that students and faculty can wipe down surfaces that they have touched or will touch during the class.

## DINING SERVICES

As a primarily residential, undergraduate campus, dining services on campus are a critical component of the infrastructure that will enable residential education in fall 2020. The University's Dining Services has developed a plan for serving students in the University's dining hall and in its on-campus retail locations in a manner aligned with the Framework. The following is a summary of the key elements of that plan.

During the red and orange stages of the Framework, the Heilman Dining Center ("HDC"), the University's largest and busiest food outlet, seating will be reduced to 221 total diners and tables will be relocated to maintain physical distancing. In the yellow stage, the capacity will be increased to 525, which is approximately 58% of total capacity. The HDC will eliminate all self-serve options. When occupancy maximum is reached, dedicated to-go lines will facilitate students' pick-up of meals, and a queue will form for seating as it becomes available. The HDC will use signage and other visual cues to reinforce physical distancing in queues and throughout the facility. The University will dedicate a very large meeting room in the Tyler Haynes Commons to provide additional dining service capacity. It will be opened for lunch and dinner during the week, and will serve the same menu available in the HDC for those meals.

All of the University's retail dining locations will reopen in the fall. These outlets will de-densify or eliminate their seating areas to promote and enable physical distancing for diners, and to determine and post maximum occupancy levels consistent with the Framework. The take-out

and delivery app, Grub Hub, will be available for all retail dining locations to enable students to place orders online for pick-up.

Consistent with all campus buildings, the University's dining outlets will follow campus procedures for increased cleaning and disinfection of high-touch areas; training and education on these procedures will take place in summer 2020. Floor decals and signage

will remind employees and diners of physical distancing requirements in dining locations, and traffic control tools, such as stanchions will be deployed to direct traffic flow into, through, and out of dining outlets. Face coverings are required inside of all retail dining outlets, and sanitizing and disinfecting wipes stations will be prominently placed in high-traffic locations. Buffet and self-serve options for diners in all outlets will be eliminated.

## Cleaning and Disinfection

As noted above, the University's custodial services team will follow all applicable public health guidelines for cleaning and disinfection of campus facilities. The University's plan for cleaning and disinfection includes the following:

- Procurement and utilization of only EPA-registered disinfectants identified for use against SARS-CoV-2;
- Training employees with prior cleaning and custodial responsibilities to prioritize cleaning

and disinfection of high-touch surfaces in their assigned areas;

- Installing disinfecting wipe stations across campus in academic, administrative, athletic and dining spaces, with signage encouraging individuals to wipe down high-touch surfaces with which they might come into contact; and
- Significantly increasing the number of hand sanitizer stations across campus.

## Healthy Buildings – Engineering Controls

Engineering controls within campus buildings are an effective way to mitigate the spread of the SARS-CoV-2 virus. The Resilience Group, charged a Healthy Buildings sub-group with developing a set of recommendations for improved engineering controls throughout campus facilities. Based on the recommendations of the Healthy Buildings sub-group, the University is in the process of implementing the following engineering controls in its academic, administrative and residential buildings:

- Modifying air handling systems to the greatest extent feasible to increase outside air input into buildings through existing systems;

- Adding UV-C filtration and/or bi-polar ionization to existing air handling systems to neutralize viral particles;
- Installing foot pulls on bathroom doors;
- Installing stanchions in high traffic locations or where people are likely to queue;
- Modifying water fountains so that they can only be used to fill bottles and adding bottle fillers in buildings without them; and
- Installing at least one no-touch faucet in public bathrooms that currently have none.

# Student, Faculty and Staff Health and Well-Being

In developing the University's Reopening Plan, the health and well-being of students, faculty, and staff have remained central to all planning efforts. The University has sought to preserve the hallmarks of a Richmond education while making the changes and adjustments necessary to conform to public health guidance and promote health and safety. The following section provides details regarding key aspects of reopening meant to support our community's health and well-being on campus.

## STUDENT HEALTH CENTER

The University offers a robust menu of health and well-being services for full-time, degree-seeking students during the academic year. The University's Student Health Center physicians, nursing staff, and practice manager have been integral to the University's resilience planning and fall reopening preparation work. In addition to providing and maintaining its standard menu of services for residential students through the conclusion of the 2019-20 academic year, the Student Health Center has developed clinical protocols for caring for students exhibiting COVID-like symptoms.

The Student Health Center has ordered sufficient numbers of personal protective equipment ("PPE") including, but not limited to:

- N95 masks;
- Surgical ear loop masks for both providers and patients;
- Gloves; and
- Gowns.

The Student Health Center will use its electronic medical record platform for scheduling student appointments and will not permit walk-in visits for students with respiratory illnesses or potential COVID-19 symptoms. Students will be asked pre-screening questions via their electronic medical

record portal and appointments will be scheduled in staggered slots to avoid potential contact between symptomatic patients.

Students will be directed to call the Student Health Center for triage and telehealth evaluations. The purpose of these calls will be to triage symptoms, answer questions, and determine appropriate level of care. If during the triage phone call or telehealth evaluation, the patient's symptoms warrant in-person medical evaluation or testing for COVID-19, the student will be scheduled for in-person medical evaluation at the Student Health Center or an off-campus location after hours. Following the phone call, the Student Health Center will send via the student patient portal a written summary of COVID-19 management, precautions and the after-hours emergency medical care phone number.

The Student Health Center has a plan for after-hours clinical support for students. The Student Health Center uses the FoneMed nurse triage system. FoneMed will be available to students after hours for nurse triage. The FoneMed nurse triage will include the following:

- The FoneMed nurse is provided with phone number contacts as needed to call Student Health Center the physicians/nurse practitioner on-call or campus police/after-hours residential life staff for placement of students into isolation or quarantine space as indicated.
- Every FoneMed nurse triage call creates an electronic health record note to be reviewed within 24 hours by health center physician, nurse practitioner, or nurse.
- As indicated from the FoneMed nurse triage note, the student is contacted in follow up either by secure message email through patient portal or phone call. The Student Health Center will provide clinical support and monitoring for students

who are in isolation and quarantine on campus. The Student Health Center has significantly increased its clinical hours for the 2020-2021 academic year. However, the Student Health Center recognizes the potential need for additional clinical capacity and is in the process of finalizing a surge plan that intended to secure that capacity.

Over the course of the summer, the University will be communicating its new health and safety protocols, including the protocols for accessing the Student Health Center, with all students and parents. This information will also be available on each student's electronic medical record portal.

The Student Health Center has longstanding relationships with local hospitals and health care providers. During the course of the summer, the Student Health Center will contact the following frequently visited off-campus medical facilities to establish collaboration protocols and to provide information about sharing COVID-19 related health information, as permitted by applicable law:

- St. Mary's Hospital
- Henrico Doctors' Hospital
- BetterMed
- Patient First

Additionally, the University is engaging SecureHealth to provide COVID-19 testing and back up clinical support for the Student Health Center.

## COUNSELING AND PSYCHOLOGICAL SERVICES

The University's Counseling and Psychological Services ("CAPS") offers a wide range of mental health services to currently enrolled, full-time, degree-seeking students. Following the March 2020 shift to remote learning, CAPS staff shifted many of their offerings to tele-counseling and supplemented traditional offerings with programming and services responsive to the mental health needs of students navigating the pandemic. This shift included the development

of a robust [resource page](#) with information for all Richmond students coping with anxiety, stress, and other challenges.

CAPS plans to continue to offer counseling services via telehealth and other online support services during the 2020-2021 academic year, as conditions warrant.

## COVID-19 TESTING

The University is engaging a community health care provider ("Healthcare Partner") to conduct COVID-19 testing and other services on campus during the 2020-2021 academic year. The University's Healthcare Partner has significant experience with COVID-19 testing and relationships with two separate testing laboratories, which will facilitate both adequate testing capacity and prompt reporting of test results.

## INITIAL SCREENING TESTING FOR STUDENTS

All degree-seeking students taking classes on campus will be required to undergo PCR viral testing upon arrival on campus and prior to checking in to student housing and the commencement of classes. Students who have had a negative PCR test within 72 hours of arrival will be exempt from this requirement. Student arrival will be staggered to facilitate testing. Consistent with guidance provided by the Virginia Department of Health, once tested, students without symptoms will be permitted to check in to their residence halls pending testing results, but will be required to wear cloth face coverings, even in their rooms pending test results and to maintain strict physical distancing. Students with symptoms may return home (if driving in a private car) or will be placed in the University's isolation space pending test results.

The results of this testing will be reported to the Student Health Center, the Virginia Department of Health, and to the students who test positive.

## TESTING FOR STUDENTS, FACULTY, AND STAFF WITH COVID-19 SYMPTOMS AND CLOSE CONTACTS IDENTIFIED THROUGH CONTACT TRACING

Any student who triggers established screening criteria based on symptoms or is a close contact with a COVID-19 positive individual will be tested using a viral PCR test (or a rapid antigen test if available and effective). The University is finalizing plans for an on-campus location for such testing staffed by its Healthcare Partner. The Student Health Center will refer students for such testing and symptomatic students will be placed in isolation space pending test results. The results of this testing will be reported to the Student Health Center, the Virginia Department of Health, and to the students who test positive.

Any faculty or staff member who has symptoms of COVID-19 or is a close contact of a COVID-19 positive individual will have the option to seek a clinical evaluation and testing through their own health care provider or through the on-campus clinic established by the University's Healthcare Partner. If they elect the latter, they will have a telehealth evaluation by the Healthcare Partner's clinician and, if warranted, a COVID-19 test.

Testing for individuals identified as close contacts of an infected person shall be conducted in accordance with Virginia Department of Health guidelines. The results of this testing will be reported to the University (with a signed authorization), the Virginia Department of Health, and to the individual who tests positive. The Student Health Center will provide support for students in quarantine and isolation. The University's Healthcare Partner may provide telehealth support to faculty and staff members in isolation following a positive test result.

## PREVALENCE OR SENTINEL TESTING FOR STUDENTS, FACULTY, AND STAFF

The University will work closely with the Virginia Department of Health to assess the need for and any protocol for prevalence or sentinel testing for COVID-19 following the results of its initial screening testing of students. This assessment will also consider available public health guidance and best practices in the higher education setting. This Reopening Plan will be updated to reflect that assessment.

## DAILY HEALTH AND TEMPERATURE SCREENING

The University will require all students, faculty, and staff to conduct daily health and temperature screenings.

## PRE-ARRIVAL SCREENING FOR STUDENTS

The University will require all students to monitor their symptoms and temperature for 14 days prior to arrival on campus using a form or electronic platform approved by the University. The University expects to identify the specific process or online platform for monitoring symptoms and temperature in the near future and will notify all students.

Students who have symptoms will not be permitted to come to campus until they meet the following criteria:

- No fever, defined as less than 100 degrees F, for at least 3 days (that is 72 hours of no fever without the use of medicine that reduces fevers, such as Tylenol, Motrin, ibuprofen, etc.); and
- Other respiratory symptoms have improved (for example, cough or shortness of breath); and
- At least 10 days have passed since the symptoms first appeared or they have two negative COVID-19 PCR viral tests done at least 24 hours apart.

## PRE-ARRIVAL SCREENING FOR FACULTY AND STAFF

The University will require all faculty and staff members to monitor symptoms and temperature for 14 days prior to the beginning of the fall semester using a form or online platform provided by Human Resources. Faculty and staff who have symptoms will not be permitted to come to campus until they meet the following criteria:

- No fever, defined as less than 100 degrees F, for at least 3 days (that is 72 hours of no fever without the use of medicine that reduces fevers, such as Tylenol, Motrin, ibuprofen, etc.); and
- Other respiratory symptoms have improved (for example, cough or shortness of breath); and
- At least 10 days have passed since the symptoms first appeared or they have two negative COVID-19 PCR viral tests done at least 24 hours apart.

## DAILY SCREENING FOR STUDENTS

All students will be required to conduct a daily health and temperature screening using a form or online platform approved by the University. The University expects to identify the specific process or app for monitoring symptoms and temperature in the near future and will notify all students. Students will be instructed to call the Student Health Center if they experience symptoms of COVID-19. The University will develop a protocol for auditing the daily health and temperature screenings to ensure compliance with the requirement.

## DAILY SCREENING FOR FACULTY AND STAFF

All faculty and staff will be required to conduct a daily health and temperature screening using a form or online platform provided by Human Resources. Staff working in dining services, facilities, and public safety will undergo an in-

person health and temperature screening at the beginning of their shifts. Faculty and staff will be instructed not to come to campus (or to return home) and to call their health care provider if they experience symptoms of COVID-19. They will also have the option of being seen in the University's on-site COVID-19 testing location. The University will develop a protocol for auditing the daily health and temperature screenings to ensure compliance with the requirement.

## CONTACT TRACING

Consistent with the Virginia Department of Health's ("VDH") guidance entitled Contact Tracing as a Partnership between VDH and Institutions of Higher Education, the University stands ready to partner with the VDH and the Richmond and Henrico Health Districts to support contact tracing among students, faculty, and staff. The University's Student Health Center has a long history of collaboration with the health department on contact tracing. The University has been in dialogue with representatives from the Virginia Department of Health and the Richmond City and Henrico Health Districts to coordinate plans for contact tracing.

The University's plan for supporting contact tracing includes the elements listed below.

- **REPORTING OF TEST RESULTS** – As noted above, the University will ensure that COVID-19 test results are reported in accordance with VDH protocols.
- **LOGGING CLOSE CONTACTS** – All students, faculty, and staff will be required to log their close contacts on a daily basis and to maintain such logs in the event needed to support contact tracing. The University will use the VDH definition of a close contact.
- **ASSIGNED SEATS AND ATTENDANCE IN CLASSROOMS** – The University will request that faculty utilize assigned seats for students in classrooms and maintain attendance records to facilitate contact tracing.

• **PRIMARY CONTACTS FOR PUBLIC HEALTH OFFICIALS** – The University shall designate one or more contacts in its student health center for coordinating contact tracing among students and one or more contacts in its human resources office for coordinating contact tracing among faculty and staff.

• **DEDICATED STAFFING FOR CONTACT TRACING** – The University is in discussions with VDH regarding having dedicated contact tracing staff.

• **OUTREACH ASSISTANCE** – The University will assist the health department with contacting students, faculty, and staff identified during contact tracing.

• **REFERRAL TO ISOLATION AND QUARANTINE** – As described in more detail below, the University will have dedicated isolation and quarantine space for residential students. Upon identification of a close contact of an infected person, the University’s Student Health Center, in the case of students, or Human Resources Department, in the case of faculty and staff, will notify the close contact of the need for quarantine.

• **DIGITAL CONTACT TRACING** – The University has evaluated several potential tools for digital contact tracing. However, VDH’s guidance entitled Contact Tracing as a Partnership between VDH and Institutions of Higher Education states: “VDH does not recommend that IHE [institutions of higher education] procure or develop its own software.” As a result, the University will not acquire contact tracing software until this guidance changes.

## ISOLATION AND QUARANTINE

The University’s Isolation and Quarantine Case Management and Support for Students team has developed a plan for isolation and quarantine of students.

## ISOLATION AND QUARANTINE HOUSING

The University has secured 158 beds for isolation and quarantine of residential students outside of occupied residence facilities. The University has purchased modular units that offer 150 beds. These units will include five, 10-person units with 50 beds, and 20 five-person units with 100 beds. These modular units will be placed on campus parking lots within the campus’s residential footprint. In addition, eight quarantine beds will be available in the University’s Law Dorm, which will not be used for law students this academic year. The isolation and quarantine space will be equipped with televisions and with high speed internet that will permit students to continue to participate in classes if they are medically able. As noted above, the University will be leasing hotel space to house students who were not able to study abroad in the fall and desire University housing. As part of this arrangement, the University will lease additional rooms to use as isolation and quarantine space for the students living in the hotel.

Residential students will be given priority assignment to these isolation and quarantine beds. If additional isolation or quarantine space is needed, students living in single rooms with private bathrooms would be permitted to isolate in their rooms and roommates, suitemates, or apartment mates would be treated as household contacts and permitted to quarantine in their assigned campus residence.

Undergraduate students residing off-campus who test positive for COVID-19 may be assigned to an on-campus isolation bed if space is available. Otherwise, they will be instructed to self-isolate in their off-campus residence or to return home, if medically stable and traveling by private car. Other students who test positive will be instructed to self-isolate at home. Non-residential students who are identified as close contacts through contact tracing will be instructed to self-quarantine at home. The University will provide these students with information on the requirements for isolation and quarantine.

## ISOLATION AND QUARANTINE TRANSFER PROTOCOLS FOR STUDENTS

The Student Health Center will notify the Office of Residence Life and Housing (“RLH”) and appropriate College Deans’ office to confirm a student in need of isolation or quarantine housing on campus. The on-call Area Coordinator will:

- Notify the designated RLH staff member responsible for assigning isolation and quarantine rooms to provide room information and establish access to the assigned space.
- Meet the student at the designated isolation or quarantine building to provide access to the building/space and direct the student to their assigned room.
- Provide the student with a checklist detailing important information for time spent in isolation or quarantine, including information about accessing meals and health support.
- Notify Dining Services of the student’s admission to an isolation or quarantine bed. Dining Services will be provided with the student’s contact information.

Visitors will not be admitted to the student’s isolation and quarantine space for any reason, but health care providers will be allowed access.

## SUPPORT FOR STUDENTS IN ISOLATION AND QUARANTINE

The University will provide support for students in isolation and quarantine.

The Student Health Center will provide medical support and monitoring for students in isolation and quarantine. Students will be provided symptom monitoring/self-care information in hard copy and via email. Students will be directed to schedule daily “check ins” with the Student Health Center, which will follow up with any

student who does not schedule a daily check in. During business hours, the Student Health Center providers will be available to schedule telehealth or in-person visits with students who need to be evaluated. After hours, students will be able to call the Student Health Center’s nurse triage line to seek help and direction.

The University’s counseling service, CAPS, will be available to provide counseling services to students in isolation and quarantine remotely.

The deans of students will work with students in isolation and quarantine to contact their faculty members, to facilitate remote participation in classes, and to provide other needed academic support.

The University’s Dining Services will contact students in isolation and quarantine to complete a meal request form, on which they can note any dietary needs or requests. Dining Services will deliver meals once a day to the student’s assigned room. Meals will be left outside for pick-up. All isolation and quarantine spaces will be equipped with micro-refrigerators and other necessities for in-room dining, reheating, and storing food. Meals will be delivered in disposable containers with disposable utensils.

## ACCOMMODATIONS FOR VULNERABLE STUDENTS, FACULTY AND STAFF AT HIGH RISK

The University recognizes that members of the campus community may be at high risk for COVID-19 or may reside in the same household with someone who is at high risk.

The University’s faculty, where possible, will offer classes in a manner that permits participation by students who are high risk for COVID-19 and wish an accommodation or need to be out of class due to illness or quarantine. Students who are high risk for COVID-19 may request an accommodation by completing the University’s request for disability

accommodations. Requests for accommodations will be reviewed by the University's director of disability services who will work in an iterative manner with the student to identify an appropriate accommodation. Accommodations may include remote learning.

The University has encouraged faculty and staff who are high risk for COVID-19 or who live in the same household with someone who is at high risk for COVID-19 to seek an accommodation by completing a Request for Modified Work Arrangement form. The University's Human Resources Department will review these requests and will work in an iterative manner with the individual regarding the requested accommodation to identify an appropriate accommodation. Accommodations may include remote teaching or work.

## SUPPORT FOR INTERNATIONAL STUDENTS

The University recognizes that international students face unique challenges in returning to campus, including the limitations on the ability to secure visas, CDC requirements for quarantine, and concerns about returning home during breaks in the academic calendar.

Students who will be coming to campus from outside the United States will be required to self-quarantine for 14 days prior to arriving on campus to the extent required by CDC guidelines. The University will provide support for students who need to quarantine outside their home countries prior to arrival in the United States.

Students who are unable to get a timely appointment for a visa or who have trouble booking a flight and thus must arrive after the start of the Fall semester will be provided with support to help them keep their courses for up to two weeks after the start of the term. First year international students who are unable to arrive will also have the option of beginning their enrollment in January 2021.

Like domestic students, students arriving on campus from abroad will be tested for COVID-19. If returning to their home country or if reentry to the United States following a return home is not possible between breaks in the academic calendar, international students will be offered housing during the winter break period.

## UNIVERSITY LEAVE POLICIES AND HEALTHCARE BENEFITS

The University remains committed to robust employee benefits and has not altered or reduced its employee leave or benefits to date. Full-time and part-time employees who accrue leave are eligible to receive up to 15 days of additional paid leave to be used for COVID-19 related situations, including illness, quarantine, isolation, or family care needs. This one-time allowance of additional paid leave is meant to reduce the need for employees to use of other paid leave, such as vacation or personal leave, in order to care for themselves or a family member impacted by COVID-19.

The University is providing enhanced health insurance coverage through Cigna, its health insurance provider, including providing additional virtual care options, an online resource center, and expanded medical coverage for employees. The University's [Employee Assistance Program](#), which is available to all employees regardless of eligibility for health insurance coverage, has doubled the number of individual sessions made available to employees through September 30, 2020.

# MONITORING HEALTH CONDITIONS ON CAMPUS AND IN THE COMMUNITY

The Resilience Group's Situation Monitoring team has developed a set of indicators to monitor the conditions on campus and in the local community. Those metrics include the following:

## EXTERNAL METRICS

- State or local government orders and directives (e.g., Forward Virginia Phases)
- COVID-19 data at state level (source: Virginia Department of Health)
  - Daily and 7 day average of the number of cases by date reported
  - Daily and 7 day average of the number of cases by date of symptom onset
  - Daily and 7 day average of the percentage of positive tests
  - Number of deaths by date of death
  - Bed and ICU capacity of hospitals
  - Number of patients hospitalized with positive or pending COVID-19 test
  - Hospital access to PPE
- COVID-19 data at the local level (City of Richmond, Henrico, Chesterfield)
  - Daily and 7 day average of number of cases by date reported (source: Virginia Department of Health)
  - Daily and 7 day average of hospitalizations (source: Virginia Department of Health)
  - COVID-19 deaths by date reported (source: Virginia Department of Health / UR will need to aggregate jurisdictions)
  - Bed and ICU capacity of local hospitals (source: Richmond/Henrico Health Districts)
  - Local Hospital access to PPE (source: Richmond/Henrico Health Districts)
- UVA COVID-19 Model – projections for Virginia and metro Richmond (source: Virginia Department of Health / UVA Biocomplexity Institute)

- Operating status and schedules of local schools systems (City of Richmond, Henrico, Chesterfield)

## CAMPUS METRICS

- COVID-19 Case Data
  - Cumulative number of COVID-19 cases by date of report (sources: Student Health Center and Human Resources)
  - Daily and 7 day average of COVID-19 cases by date reported (sources: Student Health Center and Human Resources)
  - Daily count of the number of people currently in isolation (sources: Student Health Center, Residence Life and Human Resources)
  - Daily count of the number of people currently in quarantine (sources: Student Health Center, Residence Life and Human Resources)
- Syndromic surveillance for students tracking influenza-like and COVID-like reports (source: Student Health Center)
- Percent of isolation and quarantine space in use (source: Residence Life)
- Staffing levels for health, safety, and student support functions (source: Human Resources)
- Number of faculty unable to teach in-person or remotely due to illness (source: Provost's office)
- PPE supply issues for the Student Health Center (source: Student Health Center)
- Issues with access to COVID-19 testing (source: Student Health Center and University Healthcare Partner)

## OUTBREAK MANAGEMENT

The University will work closely with the Virginia Department of Health to respond to and manage any outbreak of COVID-19 on campus. The Virginia Department of Health defines a COVID-19 outbreak as at least two laboratory confirmed cases of COVID-19.

The specific interventions that will be taken to contain an outbreak will be

determined by the Virginia Department of Health, in collaboration with the University. Interventions will be targeted to the specific size and nature of the outbreak and may include isolation and quarantine of potentially affected individuals, COVID-19 testing for potentially affected individuals, closure of all or part of a campus building, or transitioning the entire campus to remote education and work.

The University's Crisis and Emergency Management Plan includes an Infectious Disease Outbreak Annex (the "Outbreak Plan") that, along with direction from Virginia Department of Health, will guide the University's response to a COVID-19 outbreak on campus. The Outbreak Plan enables the University to manage its response to an outbreak by coordinating the actions, protocols, and procedures of the Student Health Center, Student Development, and Human Resources with other university stakeholders, including the Provost and academic deans. The Outbreak Plan identifies the management process and flow of communication as well as roles and responsibilities so that all necessary actions are taken to recognize, verify and identify the characteristics of an outbreak which will enable the university to take effective measures to control the incident or outbreak, limit its spread and prevent its recurrence.

As part of the Outbreak Plan, the University has established the Outbreak Control Team that includes the following representatives:

- AVP for Human Resources (or designee)
- Medical Director of the Student Health Center (or designee)
- Dean of Richmond College
- Dean of Westhampton College
- Director of Emergency Management
- Associate Vice President of Public Safety/Chief of Police
- Campus Services - Dining (as needed)

- Director of Residence Life & Undergraduate Student Housing (as needed)
- University Facilities - Housekeeping (as needed)
- Appropriate Dean (or designee as needed)
- Athletics (as needed)
- Virginia Department of Health (as needed)
- University Communications (as needed)

The Director of Emergency Management, who also serves as the University's COVID-19 Coordinator, serves as the Chair of the Outbreak Control Team. The Medical Director of the Student Health Center serves as the alternate chair.

The responsibilities of the Outbreak Control Team include:

- Developing the response and coordination for an outbreak that incorporates University response agencies and other on-campus resources.
- Developing a communication strategy and maintain a list of communication devices for both internal and external sources, to provide information to the entire campus community, public health partners, other jurisdictions and the general public. This may include the use of a call center, updates to websites such as UR Well and [alert.richmond.edu](http://alert.richmond.edu), as well as social media.
- Identifying the trigger points that may be used to close the university and/or limit activities and functions.
- Identifying the potential impact of absenteeism (students, faculty and staff) on university operations.
- Identifying strategies to mitigate the potential impact and sustain university operations.
- Reporting the rates of absenteeism and operational impacts being experienced to university administration.

The Outbreak Plan provides for the following actions steps to be taken in response to an outbreak on campus:

### **MOBILIZATION PHASE**

- Review the evidence and establish whether a significant outbreak / incident exists.
- Monitor the epidemiological progress of the incident/outbreak.
- Agree and coordinate policy decisions on the investigation and control of the outbreak and ensure the decisions made are implemented, allocating responsibility to specific individuals who will then be accountable for taking action.

### **EMERGENCY PHASE**

- Determine the resource implications of the outbreak/incident and how they will be met.
- Ensure that adequate communication arrangements are in place.
- Arrange for the necessary contact tracing, interviews, inspections and other investigations, such as samples to identify the nature, extent and source of the outbreak / incident.
- Prevent further cases of infection / illness by taking all necessary steps to ensure that the source of the outbreak is controlled and the risk of secondary person to person transmission is eliminated or minimized.
- Ensure that arrangements are in place for the appropriate treatment for those infected or affected by the outbreak.
- Establish liaison with local hospitals which may experience an increased demand for services.

## **TRANSITION TO REMOTE EDUCATION AND WORK**

The University will transition to remote education and work if it determines that in-person classes and continuing to have students in residence on campus cannot be accomplished in a manner that protects the health and safety of the campus community. Such a decision would be made in close collaboration with the Virginia Department of Health. In parallel with its plans for reopening, the University has engaged in extensive planning for providing the exceptional educational experience for which the University is known in a remote format.

A recommendation to transition to remote education or work may come from either the Outbreak Control team, following the process described above, or from the Resilience Group and its Situation Monitoring team. The Situation Monitoring team is charged with monitoring trends in conditions on campus and in the local community, including conditions that might warrant a transition to remote education and work. Among the metrics that this team will monitor in connection with a potential transition to remote learning and education are the following:

### **EXTERNAL METRICS**

- State or local government orders and directives (e.g., Forward Virginia Phases)
- The trajectory of the percentage of positive tests at the state level, using the 7 day average – a material increase in the percent of positive tests indicating strong resurgence of COVID-19 may indicate a need to transition to remote.
- The trajectory of the percentage of positive tests at the local level (Richmond, Chesterfield, Henrico), using the 7 day average – a material increase in the percent of positive tests indicating strong resurgence of COVID-19 may indicate a need to transition to remote.

- The bed and ICU capacity of local hospitals – a material increase in occupancy of hospital beds and ICU beds that is likely to exceed surge capacity may indicate a need to transition to remote.

- Local Hospital access to PPE - material shortages of PPE for local hospitals may indicate a need to transition to remote.

## CAMPUS METRICS

- The trajectory of the number of confirmed COVID-19 cases on campus, using 7 day average – a material increase in cases the trajectory of which is likely to outstrip testing, contact tracing, isolation and quarantine capacity on campus may indicate a need to transition to remote.

- The trajectory of the percentage of positive tests among students, faculty and staff, using the 7 day average – a material increase in percent positivity the trajectory of which is likely to outstrip testing, contact tracing, isolation and quarantine capacity on campus may indicate a need to transition to remote. The weight attributed to this metric will take into account the overall number of tests conducted on campus.

- Percent of isolation and quarantine space in use – a high occupancy rate coupled with upward trend in cases on campus and lack of alternative isolation and quarantine space may indicate a need to transition to remote.

- Staffing levels for health, safety, and student support functions – absentee rates due to illness that threaten ability to perform essential functions may indicate a need to transition to remote.

- Number of faculty unable to teach in-person or remotely due to illness – absentee rates due to illness threaten the ability to conduct classes even in remote format may indicate a need to transition to remote.

- PPE supply issues for the Student Health Center – Material shortages in PPE supplies needed for continued care of students may indicate a need to transition to remote.

- Access to COVID-19 testing – Material shortages in COVID-19 tests or testing supplies may indicate a need to transition to remote.

The Situation Monitoring team will consider these metrics in a holistic and not a formulaic manner. The metrics listed above will be considered as a whole and no single metric will be dispositive.

When the Situation Monitoring team identifies adverse trends in the metrics listed above, it will notify the Resilience Group promptly which, in turn, will notify the leadership of the University with the objective of providing an early warning of the potential need to transition to remote education and work.

The Resilience Group, or a task force thereof, will then assume responsibility for monitoring the metrics listed above and other relevant data on a daily basis. The Resilience Group will also remain in close contact with the Virginia Department of Health regarding the situation. The Resilience Group will provide regular updates to the University leadership. In evaluating a transition to remote education and work, the Resilience Group will consider whether it is safer for all or some students to remain on campus instead of going home. If the Resilience Group, after consultation with the Virginia Department of Health, determines that the adverse trend in the relevant metrics is likely to continue and, as a result, that the University's capacity to protect the health and safety of the campus community, contain COVID-19 cases, and maintain operations will be threatened in the near future, the Resilience Group will recommend a transition to remote education and work. Such a recommendation will address whether it is safer for some students to remain on campus rather than going home. The Resilience Group will use its best efforts to make this determination and recommendation in sufficient time to allow the University to make an orderly transition to remote education and work.

The leadership of the University will promptly consider a recommendation from either the Outbreak Control Team or the Resilience Group to transition to remote

education and work and advise the President. If the President and/or Board of Trustees makes the decision to transition to remote education, the University will use its best efforts to do so in sufficient time to allow an orderly transition to remote education and work. The University will promptly notify students, faculty and staff of the decision to transition to remote education and the effective date of that transition. The Office of Residence Life and Housing will implement a plan for students moving out of University housing that is consistent with the University's health and safety protocols and will advise all residential students of that plan. The University will implement its plans for remote education and work.

The decision to transition to remote education and work will be communicated to students, faculty, and staff using multiple communication

platforms including email messages to students and parents, email messages to faculty and staff, announcements and frequently asked questions on the University's COVID-19 website, and notices sent via the University's multiple social media platforms.

The University recognizes that some students, especially, international students, may not be able to return home in the event of a transition to remote education and work. The University will work with these students to identify safe travel plans and residential students who are unable to return home will be permitted to continue residing in on-campus housing until they are able to travel safely. The University has designated certain residence life, dining, facilities, and other staff as essential to provide necessary support to these students.

## Health Promotion, Education, Training and Compliance

The Resilience Group charged the Health Promotion and Compliance team with developing policies, procedures, training, communications and awareness campaigns designed to promote compliance with the University's COVID-19 health and safety measures and to enforce compliance when necessary. The Many Spiders - One Web campaign includes the deployment of the full scope of the University's communication channels (print, digital, and physical) to deliver a wide range of content including, but not limited to general information, messaging, instructions/expectations, and PSA video content. The goals are to inform and inspire all Spiders to do their part to protect the health and safety of the campus community and to have fair and robust policies to enforce the University's health and safety protocols.

Ensuring the successful implementation of the University's health and safety protocols, and the associated changes in routines and behavior

they warrant, will require consistent, continuous communication to faculty, staff, and students. In order to aid in this effort, the following tools and procedures are in place or are being developed:

- **COVID-19 WEBSITE** - Since March 2020, the University has used its [University Response to COVID-19 website](#) as the primary vehicle for communicating updates about contingency planning and decision-making to internal and external stakeholders. This website will be refined further for use during the academic year, and repopulated with relevant policies and FAQs to provide consistent information to faculty, staff, and students, as well as parents and other stakeholders.

- **WEEKLY COVID-19 EMAIL MESSAGES** - The University Communications team manages a digest email message to the campus community each week containing all communications and relevant updates

made available during the week in one message. This format, or one similar, will be used during the semester to provide timely updates, such as University progress through its physical distancing stages, or notifications about community health.

- **COMMUNICATION PLATFORMS** - A comprehensive and inspirational communications campaign called Many Spiders, One Web will launch prior to the commencement of the academic year and will include social media, video, campus monitors, and web based messages urging adherence to safety protocols on campus as a shared responsibility to which everyone in our community must contribute.

- **VISUAL CUES** - Visual cues and communications that educate and reinforce new behaviors that align with physical distancing guidelines will be developed and placed. This includes banners, posters, decals for tables and floors, table tents, digital flyers for on-campus display boards, and stickers. These cues, posters, and decals will include information about how to wash and wear a face covering, the requirement to wear a face covering, symptoms, physical distancing requirements, how to properly wash hands, items to disinfect in classrooms and meetings spaces, occupancy limits for spaces, pedestrian traffic patterns, and information specific to each of the physical distance framework stages.

- **HEALTHY WEB COMMUNITY COMPACT** - Protecting the health of the campus community is a responsibility shared by faculty, staff, and students and will require a commitment from each member of the community to modify the way they live, learn, and work together. To enable the University community to increase control over their health, every student, faculty and staff member will be asked to sign the Healthy Web Community Compact. The compact demonstrates their commitment to their individual health as well as the Spider community.

- **TRAINING** - All faculty, staff, and students will be required to complete training to provide Spiders the skills needed to live, work, and learn while maintaining their individual health, as well

as the health of our web. Training will be delivered electronically, prior to individuals returning to campus. Those who cannot access training prior to their return, will complete the training immediately upon reporting to work on their first day. The training covers basic information about COVID-19 to include symptoms and how the virus spreads, how to properly wear and clean a face covering, good hygiene practices, how to engage in proper physical distancing, and information about the University's interim COVID-19 policies. The training is designed to counter any stigma associated with COVID-19.

- **COMPLIANCE** - While the University will seek to educate, encourage, and inspire the members of the community to engage in behaviors that promote health and safety, the University also recognizes the need to hold individuals accountable for conduct that violates the University's health and safety protocols. The University is developing fair and equitable interim student conduct policies and policies applicable to employees that require compliance with important health and safety measures and provide for appropriate consequences for those who choose not to comply.

# Resilience of Operations Working Group

## MEMBERSHIP AS OF 7-13-20

- Vice President and General Counsel (chair)
- Director, Emergency Management
- Director, Student Health Center
- Associate Vice President for Campus Safety and Chief of Police
- Associate Provost
- Associate Professor of Biology and Environmental Studies
- Associate Professor of Biology and Biochemistry
- Senior Associate Vice President of Human Resources
- Director, Environmental Health and Safety
- Executive Director, Dining Services
- Director of Housing and Residence Life
- Dean Westhampton College
- Director, Center for Student Involvement
- Director, Risk Management and Insurance
- Strategic Sourcing Manager, Procurement & Strategic Sourcing
- Director, University Recreation Registrar
- Associate Athletic Director, Sports Medicine and Student-Athlete Welfare
- Director, Media and Public Relations
- Project Manager, Library Facilities
- Assistant Director, Events, Conference & Support Services Operations
- Director of Environmental Operations, University Facilities
- Associate Director Custodial & Environmental Services, University Facilities
- Assistant Director, Employer Relations, Alumni and Career Services