

WILLIAM & MARY
CAMPUS PLAN FOR REOPENING: FALL 2020
**DRAFT SUBJECT TO STATE COUNCIL
OF HIGHER EDUCATION REVIEW AND APPROVAL**

Revised 7/19/20 per State request

On June 12, 2020 William & Mary released its [Path Forward](#) to reopen with in-person classes for Fall 2020). The university's plan was based on an intensive five week review of how best to support teaching and learning in an environment that mitigates risk to the health of students, faculty and staff under pandemic.

Our plan systematically integrates:

- Education
- Prevention
- Testing and tracing
- Treatment, quarantine and isolation

Mindful that the current health environment continues to change, our plan is informed by and consistent with current Center for Disease Control (CDC), Virginia Department of Health (VDH) and Governor's Executive Order guidance. The Plan will be updated as necessary as the health environment, treatment and testing options and national/state guidance provide additional options in delivering effective teaching and research while limiting risk of exposure.

The Governor's phased approach to reopen the Virginia economy and his Higher Education Reopening Guidance set parameters for this effort. While remaining aligned with these requirements, William & Mary (W&M) may take a more conservative approach in some areas, reflecting the unique characteristics of our various campuses: Williamsburg, the Eastern Shore VIMS campuses, our DC office.

The plan below addresses the various requirements included in the Governor's Higher Education Reopening Guidance. Additional detail that will evolve going forward will be available on the [Path Forward](#) website.

Now more than ever, education will be at the heart of every aspect of W&M. We will partner with our community of staff, faculty and students to make sure that each of us is doing their part to reduce the risk of transmission throughout the campus community.

Repopulation of the Campus

1. Establishment of COVID-19 Coordinator and Campus Team.

Reporting to the President, Samuel E. Jones, current Senior Vice President for Finance and Administration, chairs the university's COVID-19 Response Team (CRT). The role of the CRT is to coordinate the university's response across its many programs and activities, addressing the safety of students, faculty and staff while complying with all relevant federal, state and health guidance. Membership on the CRT includes leadership from the university's student, faculty and staff assemblies as well as representatives from Human Resources, Procurement, Information Technology, Registrar, Facilities, Risk Management, Athletics, Residence Life, Health and Wellness, Student Affairs, and Environmental Health and Safety. The university's General Counsel and Compliance Office are advisory to the Team.

2. Contact information and procedures for reaching the local health Department. W&M is located within the Peninsula Health District.

Procedures for informing the health department of active COVID cases are in place based on spring 2020 activity. In the Spring the university had four student COVID cases identified through the Student Health Center. After clinical assessment and testing, the Center's medical staff called the Peninsula Health District directly, providing patient name, contact information and other information as appropriate to allow for VDH contact tracing. The primary health contact is David D. Dafashy, M.D., Director of the university's student health center. Kenton Towner, W&M's emergency management coordinator, is also in direct contact with health district staff. W&M is a member of the Greater Williamsburg COVID Partnership which receives information directly from the local health district and local hospitals. This expanded effort provides bi-weekly information on virus

prevalence in the area as well as number of hospitalizations and overall regional hospital capacity.

3. **Student's initial return to campus.** Based on a successful move-out model, while some students may arrive early, the university will have a phased move-in with new students moving in August 12-14 and returning students August 15-18. Students will be assigned a move-in time and the number of visitors and time allowed for move-in will be limited. Pathways within buildings will be designated to reduce interaction among families.

Advance self-quarantine. Before coming to campus students are expected to self-quarantine for 8 days with a symptom assessment occurring on arrival.

Pledge. Students are required to sign a pledge that they will comply with all university requirements relative to its pandemic response.

Wellness kit. On arrival to campus every students as well as all faculty and staff will receive a wellness “kit” consisting of washable masks, hand sanitizer, wipes and an educational pamphlet emphasizing CDC and VDH guidance for flattening the curve of virus spread (physical distancing, mandatory use of masks, and hygiene).

Potential Testing Program. A testing program is under development that will likely require all students to be tested for COVID-19 on arrival, in order to allow for immediate isolation of those who test positive for infection. This testing program is intended for all students, on-campus, off-campus, undergraduates and graduates. The ability to offer this program will depend heavily on the availability of testing with rapid results.

4. **Education/Training of students.** COVID-19 prevention education will be included as part of student orientation and return programming. This will include on-campus as well as residence hall preventive measures. Training emphasizes the W&M Healthy Together pledge, physical/social

distancing, mandatory wearing of face masks, hygiene (hand washing, etc.) and cleaning responsibilities within their personal space. The requirement to “stay home if sick” will be a point of emphasis. University-wide signage protocols are in place, allowing for consistent messaging across campus and in like spaces.

5. **Physical Distancing (consistent with CDC guidance).**

a. **Physical distancing within the classroom/learning**

environment. The university is reconfiguring all classrooms, seminar rooms, and lecture halls to allow at least six feet between each student and at least six feet from the instructor. To support physical distancing, seats will be removed or taped over to prevent their use. Recognizing the impact that physical distancing has on overall seating capacity, non-instructional spaces are being converted to instructional use with adequate physical distancing. In cases where physical distancing cannot be maintained (i.e., some lab activities), masks will be required and face shields provided as appropriate. Plexiglass shields may also be installed as added protection for students, staff and faculty.

The university is also supporting a safe classroom/class lab environment by moving to a compressed academic calendar. By starting a week early, forgoing fall break and allowing faculty to teach some classes in the evening, on Saturdays or remote, the university will complete the fall 2020 semester before Thanksgiving, allowing for an extended break between semesters. This extended time will be critical if there is a resurgence of the COVID-19 virus in late fall.

Other actions in support of physical distancing in the classroom include: “blended” teaching (taking large lectures online, with smaller in-person study groups); staggered schedules that allow for less crowded travel across campus and within buildings; and the use of

outdoor spaces for instructional activities. All of this is supported by an increased cleaning regiment focused on individual responsibility for personal space and more extensive and frequent cleaning of public spaces.

b. **Social distancing outside the classroom.** For the fall 2020 semester, W&M is limiting the number of invited visitors to campus. As a result, all visiting speakers will be “virtual”. Where possible, events and other traditional campus gatherings are being canceled or shifted to the spring semester. If held, events will have limited in-person attendance accompanied by a “virtual” component. CDC, VDH or Governor’s guidance will set the upper limit for any in-person gatherings so long as physical distancing can be maintained.

The university is mindful that many of its gatherings and activities draw from populations that have been identified by the CDC as vulnerable to the COVID virus. These events will be deferred, reimaged in virtual formats, or space/attendance limited. Campus spaces will be prioritized for teaching, learning, research, and student activities.

As with classroom instruction, outdoors venues will play a prominent role in supporting activities outside the classroom. Traditional events such as Convocation will occur outside with social distancing and mask requirements.

The student recreation center will operate consistent with the Governor’s phased opening as well as CDC guidelines for gyms, fitness centers and in-door swimming pools with expanded physical distancing, limited access and cleaning of equipment between use. The university also receives input regarding operations through the National Intramural Recreational Sports Association.

c. **Restrict occupancy/stagger use of communal shared spaces to ensure physical distancing.** Communal spaces on a university campus include lounges, kitchens, exercise or training rooms and dining halls. Many of these spaces are in the student's residence halls or in academic buildings. Each of these will be reviewed for, and posted with, its maximum capacity under a pandemic environment so that social distancing can be maintained. Furniture will be removed and/or repositioned to enable physical distancing. Where social distancing is not possible, the space will be closed or masks required consistent with the campus-wide requirement to wear masks in shared spaces.

d. **Limitations on size of gathering and/or application of social distancing requirements.** Gatherings on campus will be limited in number, size and scope to meet CDC and state guidelines and reviewed to ensure compliance. There will be expanded use of outdoor venues. On-campus gatherings will be supplemented with a virtual component to expand participation without challenging social distancing requirements.

e. **Strategies for food/dining services to support physical distancing.** W&M, in partnership with Sodexo, our dining services provider, will operate in compliance with CDC and state guidelines for restaurants. Physical spaces are being reconfigured to allow for physical distancing. Other actions being taken include:

- Installation of “touchless” pay stations
- Relocation of food trucks to reduce density
- Expanded “grab and go” menus
- Elimination of self serve/buffet style options
- Class schedule adjustments to reduce pressure on facilities (especially at lunch time)
- Adjusted dining hall hours to allow for more frequent cleaning

Sodexo employees will meet all restaurant requirements for face masks, personal hygiene with daily temperature checking.

6. **Hygiene practices and cleaning/disinfectant protocols.** W&M practices will continue to be based on CDC/VDH guidelines with oversight by the University's Environmental, Health and Safety Office.

a. **Cleaning and disinfection protocols.** Cleaning of personal office spaces will be the responsibility of the individual faculty or staff member using material provided by the university. This will reduce traffic in enclosed spaces and allow custodial staff to focus on more frequent cleaning of public spaces across campus. We centralized the ordering and campus distribution process, allowing the university to order cleaning supplies and personal protection equipment (PPE's) in volume.

b. **Hand sanitizers and hand washing stations.** Beyond using education and signage to promote hand washing, the university is placing 200 hand sanitizer stations across campus in high traffic areas to facilitate proper hygiene. Touchless swipes in dining halls also support this effort.

c. **Minimize shared objects and ensure adequate supplies.** Protocols are being established for cleaning of equipment, desks and other shared use areas through a combination of personal and university responsibility. At this time our supply chain is judged sufficient with the following items having been purchased or on order:

- 20,000 cloth masks
- 2,000 face shields
- 12,000 return to school "kits" for students, faculty and staff
- 314 hand sanitizer stands and supplies

- 17 electrostatic sprayers
- 4 touchless temperature stations
- Touchless thermometers for the student health center
- Wipes, gloves, disposable masks and cleaning supplies at volume

7. **Housing.** The University is using multiple strategies to decrease the risk of coronavirus transmission within residence halls. These include:

- Phased move-in of new and returning students to reduce crowding, provide for education, and enable compliance with health guidelines
- Training for residential advisors and live-in staff
- Signage regarding hygiene and social distancing in common areas
- Restrictions on residence hall access by non-residents
- Restrictions on events/social activities in housing facilities
- Limited room options (overwhelmingly singles and doubles; triples and quads only where physical distancing can be maintained)
- Student rooms are considered “family units” with student responsibility for cleaning and distancing

8. **Consideration of Vulnerable Populations.** This area has two components—employees of the university and visitors to campus.

a. **Actions to support those at high risk.** For staff, the university continues to promote telework as an option, sometimes requiring modified job duties, work days, shifts or hours. For employees where telework is not an option given the nature of the job, physical changes to the workspace to include relocation, installation of plexiglass shields, etc. will occur. For faculty in high risk categories, a move to remote or blended teaching, or delaying teaching until spring or

summer 2021 is an option. At risk employees will inform their supervisor and work directly with Human Resources to determine appropriate action, consistent with university policies for accommodation.

Visitors to campus will be largely “virtual” through the fall semester. Campus programs/activities targeted toward older populations will be deferred until the spring or go fully online.

b. Implement flexible leave policies/practices that allow employees and students to stay at home when sick or exposed.

W&M will continue to provide flexible leave consistent with federal and Commonwealth policy. Employees will be expected to stay at home when ill. Flu shots will be provided through the university as part of its expansion of university health services. The university is finalizing an agreement with a third party health services provider to expand both physical and mental health services to students, faculty and staff.

A separate residence hall with single rooms and personal bathrooms is set aside for students who need to self-isolate (they have tested positive for COVID-19). Active cases within the student population will be monitored through the Student Health Center under guidance from the Center’s Medical Director. Provision of meals and daily check-ins with students who are required to move into isolation will be on-going

9. International student considerations. The Reves Center for International Studies is the point of contact for all international students. The university will follow CDC or State Department guidelines regarding admission of international students including the need for a 14 day quarantine period as entering the country. While quarantining is the responsibility of the student, the university is investigating local hotel

options to address student need. University-sponsored travel will continue to be severely limited.

10. Partnerships/communication with localities and health providers.

The President and other university leaders meet monthly with the Mayor and City Manager to discuss items of common interest. Currently these meetings are focused on each entity's COVID-19 response including options for testing of employees and the general population. These meetings are supplemented by additional discussions between the City Manager and the university's CRT chair.

As noted elsewhere in this report, the university is part of the Greater Williamsburg COVID-19 Partnership which includes representation from local health services providers. Meeting bi-weekly, the Partnership remains current on regional testing volume, positive cases, hospitalizations and hospital capacity.

The university's Medical Director remains in frequent contact with the local health district as cases develop or guidance changes.

11. Face coverings. W&M is requiring the wearing of face masks in all public or communal spaces throughout campus.

- a. **Plans to teach/reinforce use of face coverings among students, faculty and staff.** The Path Forward is first focused on education and prevention measures. New students will receive training during orientation while returning student training will be provided by RA staff for those living in residence halls. An educational video will be available to all students, including those living off-campus. All will be required to sign the W&M Healthy Together pledge. Signage throughout the university will reinforce the need to wear face masks as one way to minimize virus spread.

PPE Kits will be provided to all students, faculty and staff at the start of the semester to support this effort. Additional masks (or face

shields) will be available for faculty and staff as appropriate to their roles and work environment.

b. **For faculty, cloth face coverings should be worn if physical distancing cannot be maintained.** PPE kits for staff and faculty include masks, supplemented by face shields as appropriate to the nature of their work, are provided by the university. All are required to wear face coverings in public or communal areas. When physical distancing is not possible, face shields or room adaptations including reorganization of the space or installation of plexiglass shields will occur. Outdoor venues or virtual classes may be required in certain cases.

c. **Students should be encouraged to wear cloth face coverings when six feet of physical distancing cannot be maintained.** This requirement is part of the W&M Healthy Together pledge and supported by the provision of PPE kits provided to all students. By policy all students, faculty and staff will be required to wear face coverings in public spaces or areas where physical distancing cannot be maintained. Signage will reinforce this requirement.

d. **Universities should consider adopting relevant business-sector guidance.** Sodexo, the university's dining services provider, is following CDC restaurant guidelines including those related to the use of face coverings. Campus recreation is following national guidelines for college and university recreational facilities and programs.

12. Student Health Services (SHS)

a. **Assurance of providing medical-grade PPE for health services staff.** Adequate supplies of medical-grade PPE are on-hand to support day-to-day medical services as well as additional demand driven by the coronavirus. Touchless thermometers are being provided

as an additional safety precaution. The supply chain for these items has been analyzed and is estimated to be sufficient to allow replenishment as necessary. The Medical Director of the Student Health Center as well as the Director of the university's Office of Environmental Health and Safety will monitor supplies and any distribution across campus.

b. **Maintenance of typical (non-COVID) health services.** The Student Health Center remains fully staffed to meet the daily needs of our current population including those with COVID symptoms within CDC and VDH guidelines. The university also is in final negotiations with a third party health services provider to allow expanded physical and mental health services to students, faculty and staff. Expanded services will be in place prior to the fall 2020 semester.

c. **Mental Health Services.** The university counseling center expects to remain fully staffed to address the mental health needs of our students. As noted above, the university is in final negotiations with a third party health services provider for expanded physical and mental health services under the oversight of the W&M Medical Director of the Student Health Center and the Associate Vice President for Wellness.

d. **SHS facility considerations; administration and staff considerations (PPE, education and training, etc.); and patient care considerations.** As part of our ongoing commitment to providing healthcare in a low-risk setting, we have implemented a number of strategies to facilitate flow and better accommodate patients while being mindful of state and CDC guidelines.

All appointments will be scheduled, all visitors screened. There will be no walk-in visits during the fall semester with the exception of acute trauma that will be triaged accordingly. As individuals enter the

Integrative Wellness center, regardless of the purpose of their visit, they will be met by SHC staff who will assure that all are masked and their temperature will be taken via an infrared thermometer. Patients with elevated temperatures will be appropriately triaged or informed of the best course of action.

Reconfigured space. Once inside the Health center, patients will be met with a newly configured lobby that provides for both a well and sick side. A plexiglass wall will separate employees from arriving patients. The seating has been modified to maintain 6 foot distancing, and slightly longer patient visits will assure that the wait time is minimal before a patient is brought into an exam or treatment room. Billing will not be addressed during the visit, thereby limiting the time and number of student-employee interactions. Both the pharmacy and laboratory have adopted policies to assure appropriate patient spacing and limited wait times for service.

Telemedicine. Whenever possible, telephonic appointments will be utilized to effectively treat those who need not be seen physically. The nature of the complaint and patient preference will be the determining factors when considering telemedicine.

Testing. Clinical assessment of the need for COVID-19 testing will be a significant feature of patient visits this fall. With our VA university partners, we will take advantage of state-of-the-art testing as appropriate.

Finally, we will be conducting a mandatory in-service for all SHC staff educating all on the proper use of PPE. Our nursing staff have assured adequate supplies for our immediate needs, and will continue to follow inventory to assure our supply is always adequate.

13. Large events including athletics and other ceremonies or performances.

On July 15, 2020 the Colonial Athletic Association announced that the conference would not be playing football in Fall 2020. Later that day, William & Mary announced that it would suspend all fall sports competition (football, soccer, field hockey and cross country) for the Fall. As a result, there will be no large gatherings relative to intercollegiate athletics. Concurrent with that action, the university also suspended all club sport competitions.

Outside athletics, large events will be limited to a small set of traditional events, space controlled and ticketed using outside venues to allow for adequate physical distancing consistent with CDC, VDH and Governor's guidance regarding large gatherings. Face coverings will be mandatory at these events.

14. Communication strategy. The university will continue its coordinated, comprehensive communication strategy that reflects a phased decision-making process. We have effectively transitioned from emergency communications to on-going operational communications using a combination of email, website and on-going town halls led by the President or other university leaders. These communications continue through the summer and fall and supplement the standard communications to students, faculty and staff.

15. Orientation and education/training, including anti-stigma training. Student and employee orientation continues with a focus on each person's responsibility to meet the requirements of the W&M Healthy Together pledge. Additional training/communication occurs with the university's Cabinet +, a group of 70 leaders across campus who communicate university

expectations. All communications are supported by signage, videos, social media and online resources.

University communications from as early as January, 2020 emphasized that the virus was not tied to a particular population and there was no stigma associated with race or ethnicity. President Katherine Rowe continues to emphasize this point in communications to all aspects of the William & Mary community.

B. Monitoring Health Conditions to Detect Infection.

1. Daily health screening questions and/or other health monitoring approaches to monitor the health of the campus population.

The university in cooperation with other Virginia public universities has developed a symptom-tracking app that will daily prompt for individual symptom assessment as an ‘early warning’ system. Through the mobile app we ask a series of questions that cover 1) symptoms which may indicate the need for immediate assistance (shortness of breath, blue lips or face, difficulty breathing, or loss of cognitive functions), 2) multiple other symptoms as identified by the Center for Disease Control that are associated with COVID-19, 3) commitment to university-required safety precautions (physical distancing, face coverings, personal hygiene, etc.), and 4) a commitment to actions to be taken if exhibiting symptoms. The app will be supplemented by on-campus touchless temperature stations placed strategically around campus. Community-wide messaging and signage will remind students, faculty and staff of the need for daily health assessment.

2. Campus level syndromic (disease) surveillance using electronic health record data or other disease surveillance methods as feasible.

The university has developed a symptom-tracking app that will daily prompt for individual symptom assessment. Using data generated through the app, the university will cross-reference positive cases to determine campus “hot spots” so that direct action can be taken for additional education, prevention or quarantine/isolation measures.

3. Establishment of a Testing Strategy. On campus testing will be consistent with, or exceed, current VDH guidelines. The Student Health Center will test symptomatic students. In partnership with the VCU Health System, all students will be tested for COVID-19 as they return to campus through a combination of on-site and mail-in testing and participate in prevalence testing throughout the semester. Employees will be able to take advantage of optional (at the employee's choice) testing services partially subsidized by the university. Certain employee groups where close interaction with students is unavoidable will be tested on arrival. Prevalence testing of employees will also occur throughout the semester.

C. Containment to Prevent Spread of the Disease When Detected.

1. Partnership with VDH for contact tracing. Per the June 22, 2020 call with college and university presidents, VDH retains responsibility for contact tracing. The Student Health Center Medical Director will contact our local health district when any student has tested positive for COVID-19. All information that is legally allowed to be shared will be provided to the health district, allowing the district to contact the tested individual and determine close contacts who should be notified and placed into quarantine status if directed to do so. The symptom tracking app should help with early identification of active cases.

2. Quarantining and isolation. The university has set aside residence hall space for quarantine (potential exposure) and isolation (active case) as necessary. The rooms are single occupancy with individual bathrooms and open to the outside rather than into hallways. Daily contact to monitor health as well as deliver food and other essentials will occur until the individual can return to campus. Instructional support through online or blended instruction will be provided so that there is no loss of instructional time.

3. Campus outbreak management. Any outbreak will be managed by the COVID Response Team in consultation with the university's Medical Director and the local health department. Actions to limit social contact, gathering and activities and travel will be implemented as necessary to reduce virus spread. Symptom tracking will provide individuals an "early warning" system for potential infection and allow the university to monitor tracking compliance.

D. Shutdown Considerations if Necessitated by Severe Conditions and/or Public Health Guidance.

1. Plans regarding the criteria and process for campus dismissals or shutdowns. Decisions regarding dismissals or shutdowns will be in consultation with local and state public health officials. The university's Medical Director maintains frequent interaction with local health officials to understand the prevalence of COVID-19 in the district and specifically the Greater Williamsburg area. This information will be supplemented with information from the Greater Williamsburg COVID-19 Partnership which shares hospital specific information on positive tests, hospitalizations, and capacity.

The university will maintain a dashboard of national, state and regional data to include trends of positive cases, hospitalizations, and overall prevalence. Institutional data in the dashboard will include baseline data on positive cases gathered from our testing of all students as they return to campus as well as the results of on-going prevalence testing of students and employees. Institutional data allows us to monitor campus trends, identify any internal "hot spots", and compare campus trends to those of the surrounding area.

Based on availability data and direction from the CDC, VDH or Governor, the CRT chair and Medical Director will make recommendations to the university president. Decisions will ultimately be made by the President in consultation with the Vice President for Student Affairs, Provost and Chief Operating Officer.

2. Nature of reduced campus activity in the event of severe conditions/public health direction or guidance. Cleaning and education activity will be increased.

If movement around campus must be severely limited, faculty will be prepared to move to distance learning for all classes on short notice. This type of transition was successfully implemented in spring 2020 when 2000 courses moved to online in 10 days. With support from information technology and the Studio for Teaching and Learning Innovation, and early preparation by faculty, instruction should not be disrupted.

All other campus activities would be curtailed and students restricted to their residence halls, or sent home, as conditions warrant; W&M's COVID-19 Response Team is in the process of developing decision criteria to reflect Commonwealth guidelines. If students leave, the campus would move to a "locked but not closed" structure which allows for delivery of essential services while being closed to the public. Telework would be emphasized to reduce the potential for virus spread among employees.

3. Considerations regarding student health and safety on campus versus returning home. The health of students, faculty and staff remains paramount. If it is determined that the university does not have the capacity to safely quarantine and/or isolate students, all options will be considered. W&M's COVID-19 Response Team is in the process of developing decision criteria and solutions that reflect Commonwealth guidelines. Options would include securing off-campus housing for students who must be quarantined, requiring that these students return home, or depending on the severity of any outbreak, requiring all students to return home and finish their course work remotely. The President, in consultation with the Vice President for Student Affairs, Provost and Chief Operating Officer, will make the final decision based on the current medical situation in the state, region and on campus as well as guidance provided by the CDC, VDH and/or Governor.

4. Communications plan for dismissals/shutdowns. W&M will continue to use a university-wide communication strategy throughout the fall.

Dismissal or shutdown communications and execution follow our standing protocols developed by the Emergency Management Team in consultation with University Communications. The university website will continue to be the source for complete, up-to-date information.