



University of Tennessee at Chattanooga

Fall 2020 Task Force Committee Full Report

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Introduction and Background:

In late April, Chancellor Steve Angle announced the formation of the Fall 2020 Task Force to make recommendations for campus operations for the fall 2020 academic semester in response to the COVID-19 pandemic. Chancellor Angle appointed Dr. Richard Brown, Executive Vice Chancellor for Finance and Administration, and Dr. Robert Dooley, Dean of the Gary W. Rollins College of Business, as co-chairs of the task force. The 19 task force members were appointed by university deans and vice chancellors and represent administrative divisions, departments and academic units across campus.

The task force was instructed to formulate recommendations and ideas for the fall 2020 academic semester. Specifically, the chancellor charged the task force to “develop creative ideas/solutions for UTC to continue to provide a high-quality educational experience in a safe and healthy manner,” with the following guiding principles.

- 1) The health and safety of our faculty, staff and students
- 2) Providing a quality educational experience for our students
- 3) Transparency
- 4) Flexibility

Three scenarios for the fall 2020 academic semester were considered by the task force:

- 1) Scenario 1: The University is fully operational with students returning to campus for face-to-face classes. Modifications are made to schedules, policies and practices to protect the safety and health of the campus community.
- 2) Scenario 2: The semester begins with full operations and face-to-face classes but an outbreak or a spike in Covid-19 cases results in a shift to fully online learning and a remote workforce.
- 3) Scenario 3: The fall semester begins with fully online instruction and a remote workforce. Depending on Covid-19 conditions, students and some members of the workforce may return to campus under modified schedules, policies and practices to protect the safety and health of the campus community.

The task force was organized into five subcommittees with chairs and co-chairs assigned from the task force committee.

- 1) Academic instruction and continuity
 - Without limitation the subcommittee focused on - Classroom Design, Curriculum Design, Online and Face-to-Face Instruction, Clinical Experiences, Laboratory and Research Protocols

- 2) Student life and engagement
 - Without limitation the subcommittee focused on - University Housing; University Center, Food Services, Student Life, ARC, Campus Animation, Group Activities, International Study Abroad
- 3) Workplace continuity
 - Without limitation the subcommittee focused on - Employee Return to Work, Workplace Design, Legal Assessments, HR Policy and Benefits, Workforce Strategy
- 4) Campus safety and risk management
 - Without limitation the subcommittee focused on - CDC Standards, PPE, Cleaning/Disinfectant Protocols, COVID-19 Virus Testing and Tracing, Investigations, Assessments, Resources
- 5) Outside community, campus visitors and community-facing programming
 - Without limitation the subcommittee focused on – non-athletic events, visitors to the campus, events that involve campus and community, non-credit bearing education, including continuing and executive education.

Subcommittee chairs and co-chairs drew on the knowledge and expertise of the campus community by populating their subcommittees with faculty, staff and students from the across the campus. The individual subcommittee reports provide a list of the subcommittee members. The subcommittees also consulted broadly with faculty, staff, administrators and students to inform their recommendations and benchmarked best practices from other universities.

Two surveys were developed to solicit information and feedback from the campus community. A survey to faculty and staff was developed to gather feedback on issues and recommendations for the five sub-committee areas. The survey was open for two weeks and generated 239 responses. Task force members reviewed the responses in real-time to inform their proposals and recommendations: <https://www.utc.edu/Fall-2020-Task-Force-Survey-Analysis> . A second survey asked department heads and faculty to indicate how they intended to offer courses in the fall given the constraints of social distancing and classroom space limitations. The survey results captured 88% of the classes scheduled for fall of 2020 and are included in the Academic Instruction and Continuity subcommittee report. The results from this survey provide a baseline that can be used for planning the fall 2020 class schedule.

The Chancellor asked that the task force submit the final report on June 5, 2020. An Executive Leadership Group consisting of vice chancellors, deans and faculty senate representatives will be formed to review the final report. Decisions concerning the fall 2020 academic terms will be made by the Chancellor in consultation with the Executive Leadership Group.

General Themes

Several general themes emerged from across the subcommittee reports.

Health and Safety of the Campus Community

Each of the subcommittee reports recognized the health and safety of the campus community as the primary driver of developing recommendations for operational plans for the fall. It is important that the campus adhere to established best practices and CDC, federal and state government guidelines when developing uniform protocols and policies for the campus and redesigning the instructional and non-instructional spaces when possible to maintain social distancing. In addition, the subcommittees support robust testing, tracking and tracing protocols to mitigate the spread of COVID-19.

Student Experience and Progression

At the forefront of each subcommittee's recommendations is the goal of providing a positive student educational experience and ensuring student progression toward graduation. It is understood that the fall semester will be different from normal, and the subcommittee recommendations are geared toward minimizing negative impacts caused by the pandemic on the student experience, quality of instruction and student progression toward graduation.

Communication and Education

Creating a climate and culture of individual compliance with the recommended protocols will be a key to providing a healthy and safe campus environment. Providing clear communication across multiple media platforms to the entire campus and surrounding community about expected behaviors and individual accountability is essential. The communication should be consistent, ongoing, begin prior to the start of the semester and continue throughout the academic term. Educational training materials for faculty, staff and students will be required to teach proper protocols and reinforce behaviors that promote the health and safety of the campus community.

Resources and Support

Each subcommittee identified areas of support and resources for implementation of recommendations that are adopted. Staff will need to be shifted to areas that will be responsible for preparing the campus for the fall and for maintaining an operationally safe and healthy environment for students, faculty, staff and visitors throughout the semester. Additional technological resources and support will likely be needed for faculty and staff who are working both remotely and on campus. A ready availability of protective gear and cleaning and disinfecting supplies will be essential during the fall semester.

Flexibility, Adaptability and Collaboration

The subcommittees recognize the ever-changing nature of the COVID-19 pandemic. The ability to adapt and remain flexible will be important regardless of the recommendations adopted. Units across campus should be prepared to transition to new processes, modes of instruction and protocols as circumstances dictate. The interdependencies of the recommendations also make ongoing collaboration across campus a necessity to ensure success.

The remainder of this report contains the executive summaries and final reports of each subcommittee. The subcommittee reports are not and should not be construed as plans for the fall 2020 academic term. Rather, they provide recommendations designed to guide the creation of plans for operating the campus in a safe and healthy manner. The reader will note some overlap in the subcommittee reports given the interdependencies among the subcommittee areas. It was decided that the full subcommittee reports be provided without edits to remove redundancies.

EXECUTIVE SUMMARIES:

ACADEMIC INSTRUCTION AND CONTINUITY

EXECUTIVE SUMMARY:

Our subcommittee operated under several guiding priorities:

The safety of our students and faculty in an academic setting;

Our ability to offer excellent collegiate instruction;

Retention of both our returning and first-time first-year undergraduate and graduate students.

Tasked with developing strategies for offering instruction during the Coronavirus pandemic, our subcommittee began by polling department heads regarding how they envisioned holding their classes given the constraints of social distancing. We present the results of this survey here:

<https://www.utc.edu/Fall-2020-Course-Planning-Responses-Survey> .

This poll indicates that at first pass and without adjusting for available classroom spaces, 43.19%* of the courses reported on could be offered face-to-face, promising at least a partial on-campus instructional experience for our students, while 28.1% could be offered 100% online and asynchronous, offering maximal flexibility. Next steps with the survey should involve the reassignment of classroom spaces given social distancing guidelines and the adjustment of this drafted schedule in consultation with deans, department heads and program directors in order to align it with those spaces, all while providing the best possible balance of face-to-face and online offerings.

In the process of discussing the challenges of providing excellent instruction, following social distancing and other health guidelines designed to lower viral transmission and maintaining an on-campus instructional experience that will ensure retention of our students, we decided it was best to maintain the current course schedule offerings as much as was possible in order to respect the schedules our returning students have already made. Given that we build the schedules for first-time, first-year students, though, we recommend rebuilding the schedules for all first-time freshmen and placing them in learning cohorts. This could achieve several goals at once. By enrolling these students—many of whom will share residential space—in back-to-back courses and confining them to the same room with rotating faculty for at least 6 hours of their weekly face-to-face instruction, we will significantly reduce student interaction while simultaneously increasing their opportunity to create community, something that happens first and foremost in the classroom. This community is vital to increasing student retention especially in light of accommodations being made in response to Covid-19. These cohorts could begin to form this summer with the assistance of upper-class mentors working with them to

create virtual community. Students who would have been orientation leaders could serve in this role, and even in the event of another move to 100% online instruction due to an outbreak or spike in Covid-19 cases, these groups could continue to convene virtually, both in class and by way of virtual programming. It may also be advisable to engage UT Promise mentors in the work of these cohorts.

We recommend establishing a category of courses classified as *“face-to-face essential”* that would allow us to delineate courses that must utilize a face-to-face format in order to meet the requirements of accreditation, graduation or certification completion. In the event that we need to return to 100% online instruction (or come out of it), this category would help us prioritize designated instructional spaces and maintain instructional integrity for programs for which physical processes and material engagement are central to course learning objectives.

It is essential that the institution acknowledges the impact that these instructional accommodations will have on a faculty member’s time. Research, professional service, service to the institution and teaching will all be affected, and we recommend that this be considered in each faculty member’s annual evaluation.

Our recommendations are specific to instruction and we did not address as a discrete entity the work of graduate students beyond their role as students in courses. This obviously will need to be considered in the University’s overall reintegration plan.

Finally, our appendix includes key sources that informed our work, at least two draft proposals (for a new fall academic calendar and an attendance policy) and a number of departmental or discipline-specific guides and proposed plans that we include for future reference. All documents not linked in our report can be found in our Share Drive folder under “Appendices;” they are also attached here.

* The survey reflects completed submissions as of May 29, 2020, which accounts for 88% of the Fall 2020 schedule.

CAMPUS SAFETY AND RISK MANAGEMENT

EXECUTIVE SUMMARY:

The University of Tennessee at Chattanooga (UTC) strives to maintain a safe and healthy learning and working environment. Members of the UTC community (student, faculty, staff, affiliates and visitors) should be assured that UTC will take all reasonable measures in accordance with federal, state and local health department guidelines. The Fall 2020 Task Force subcommittee on Campus Safety and Risk Management therefore recommends that the University community focus on three primary areas: (1) **Mitigation of Risk**, (2) **Monitoring** and (3) **Testing and Contact Tracing**.

1. **Mitigation of Risk through:**

- a. Easy access to and a sufficient supply of Personal Protective Equipment (PPE), including face masks, hand sanitizer and sanitation (cleaning) supplies;
- b. Adherence to social distancing guidelines, denoting that all individuals should remain six feet apart from one another in all possible circumstances ⁽¹⁾;
- c. Adherence to policies and procedures related to wearing face masks, cleaning work and living spaces, etc.;
- d. Accurately answering questionnaires designed to determine which members of the UTC community may need COVID-19 testing, agreeing to testing and cooperating with tracing for all positive results;
- e. Supporting overall good health and up-to-date vaccinations (e.g., season flu shot) to combat COVID-19.

2. **Monitoring:**

- a. All members of the UTC community checking for and, if indicated, reporting a fever and/or other possible COVID-19 related health symptoms prior to arriving on campus or leaving residence hall rooms each day.

3. **Testing and Contact Tracing:**

- a. Easy access to reliable testing;
- b. Testing results within 24-48 hours;
- c. Quick and efficient contact tracing;

- d. Maintenance of an accurate and up-to-date picture of the state of COVID-19 infection among the UTC community so that timely actions can be taken to mitigate the spread of infection by taking advantage of advancements in reliable testing methods and capacity.

Although the subcommittee strongly believes that the aforementioned processes will help mitigate the spread of COVID-19, it is also recommended that UTC consider temporary closure and/or modified operation (e.g. Remote/Online Instruction) if a large outbreak of COVID-19 were to occur within the UTC community and/or within the City of Chattanooga/Hamilton County or if resources for the campus were to become compromised. Potential triggers for such action include:

1. Rapid or exponential rise in the number of cases by members of the UTC community;
2. UTC experiences capacity issues in managing COVID-19, such as inability to provide clinical and non-clinical care to individuals; shortage of isolation/quarantine spaces within housing, strained ability to disinfect (clean) facilities, inability to secure appropriate PPE, shortage of food;
3. County, State or Federal health officials increase the stringency of control measures in the face of rising cases;
4. County, State or Federal health officials order closures.

All recommendations are made in accordance with the Centers for Disease Control and Prevention (CDC), Tennessee Department of Health and Chattanooga-Hamilton County Health Department guidelines, in addition to higher education industry standards. It is important to note that as more information develops around COVID-19, these recommendations will continue to evolve based on recommendations therein.

OUTSIDE COMMUNITY, CAMPUS VISITORS AND COMMUNITY FACING PROGRAMMING SUBCOMMITTEE EXECUTIVE SUMMARY:

Top Recommendations for Scenario 1

The subcommittee's top recommendations for when the University is fully operational with students returning to campus for face-to-face classes include:

1. UTC should monitor and control access to campus. The following matrix classifies campus visitors and events into five categories, each with differing proposed levels of access to campus.

| | |
|--|---|
| <p>Category 1.</p> <p>These visitors are allowed on campus in person, in accordance with CDC and campus guidelines</p> | <ul style="list-style-type: none"> • Conferences - internal only participants (30 or fewer people) • Conferences - split between internal and external (30 or fewer people) • Meetings (30 or fewer people) • Seminars (30 or fewer people) • Visiting Faculty/Researchers • Volunteers |
| <p>Category 2.</p> <p>These visitors/guests are allowed on campus in person, in accordance with CDC and campus guidelines, but with enhanced mitigation</p> | <ul style="list-style-type: none"> • Operation Move-In Weekend • Commencements • Children's Center • Delivery personnel/Vendors • Student or Faculty Activity Events (which invite guests) • Weddings <p><u>Dictated by CDC, Federal, State and Campus Guidelines</u></p> <ul style="list-style-type: none"> • Concerts • Camps • Community Events (pool parties, sport tournaments, etc.) |

| | |
|---|---|
| | <ul style="list-style-type: none"> • Non-Credit/Continuing Education Students in select programs that require hands-on/clinical experiences. Others will move online. <p><u>Dictated by CDC, Federal, State and Campus Southern Conference and NCAA Guidelines:</u></p> <ul style="list-style-type: none"> • Athletic Events • Athletic Camps <p><u>Dictated by CDC, OSHA, Federal, State, Local, Company and Campus Guidelines</u></p> <ul style="list-style-type: none"> • Contractors/Subcontractors |
| <p>Category 3.</p> <p>These visitors/guests may proceed with program or event but in a hybrid approach</p> | <ul style="list-style-type: none"> • Academic Programs outside the classroom (recitals, art shows, etc.) • Alumni Events • Development/Fundraising events • Career Fairs/Interviews • Job Interviews Candidates • Media on Campus • Orientation (incoming students/family/guests) • Campus Tours • Non-Athletic Camps |
| <p>Category 4.</p> <p>These visitors/guests may proceed with program or event in an online fashion</p> | <ul style="list-style-type: none"> • Conferences - internal only participants (participants exceed CDC guidelines) • Conferences - split between internal and external (participants exceed CDC guidelines) • Conferences – external participants only • Meetings (participants exceed CDC guidelines) • Seminars (participants exceed CDC guidelines) |

Category 5.

We recommend these visitors or events should not be allowed on campus or proceed under any format.

- General Visitors (who tour the campus on their own or run/walk through campus)
- Non-UTC personnel utilizing campus shuttle transportation
- Parents, Siblings and Friends Visiting Residence Halls

2. Dissemination of COVID-19 education, prevention techniques and campus policies to all campus visitors through a Visitors Webpage on UTC websites; brochures given to visitors upon arrival to UTC; and campus signage. Visitors should sign a social contract acknowledging the expectation to adhere to the campus guidelines developed to provide a safe campus environment.
3. Each campus venue that may host a campus or public event should develop a detailed health and safety facility plan prior to facility opening to the public.
4. Invest in registration/tracking platform for events on campus to monitor compliance with campus policy regarding COVID-19 safety measures.
5. Provide training for staff, faculty and student workers who will be the front lines of identifying and assisting campus visitors.

Top Recommendations for Scenarios 2 and 3

The subcommittee's top recommendations if the University begins the semester or transitions into full online learning and remote workforce include:

1. Visitors to campus as well as outside events on campus should be canceled if the University is forced to resort to full online learning and a remote workforce.
2. Ensure that anyone granted access to UTC's campus understands the expectation to adhere to the campus guidelines developed to provide a safe campus environment including, but not limited to, social distancing, wearing facemasks and other applicable PPE, hand hygiene, temperature checks and reporting symptoms.
3. Public health measures should remain in effect for anyone remaining on campus, including students who must remain in campus housing, essential services employees (as dictated by operational needs), contractors or emergency personnel.

STUDENT LIFE AND ENGAGEMENT

EXECUTIVE SUMMARY:

Currently, colleges and departments across the University of Chattanooga at Tennessee (UTC) are working on pandemic responses. This report provides a recommended road map for UTC for navigating through the current COVID-19 pandemic.

The report comprises three scenarios:

Scenario 1: University is fully operational with students returning to campus for face-to-face classes. Modifications to schedule, policies and practices to protect safety and health of the campus community.

1. Scenario 2: The semester begins with full operations and face-to-face classes but an outbreak or spike in Covid-19 cases results in shift to full online learning and remote workforce.
2. Scenario 3: The fall semester begins completely online with a remote workforce. Depending on Covid-19 conditions, students and workforce may return to campus under modified schedules, policies and practices to protect the safety and health of the campus community.

The subcommittee reviewed proposed COVID-19 plans for the following departments: 1) Campus Recreation, 2) Dining Services, 3) Dean of Students Centers, 4) Convocation and Commencement, 5) Housing and Residence Life, 6) International Student Services and Study Abroad, 7) Library, 8) Student Life and Engagement and 9) University Center. The subcommittee report outlines specific recommendations for each scenario, for each department. For each department, the subcommittee reviewed an executive summary, recommendations, steps to success and full department reports. While each department report has its own recommendations, the subcommittee compiled the following recommendations and submits them on behalf of the entire Student Life and Engagement as they apply to all.

Recommendations

1. Creative staffing – to continue to support programming, daily campus operations and staff from across campus — should be used.
2. For easy student referral, the campus should regularly update websites (drop-down menu) of campus offices and indicate fall hours of operation, along with any means of contact.
3. Educate, engage and support students through training on behavior for a socially and physically distancing environment including an acknowledged social contract.
4. Encourage and empower University faculty, staff and students to adhere and hold each other accountable to the University protocols enacted in response to COVID-19 through training and the social contract.

Assumptions Guiding this Study

1. Face mask availability for guests on campus and during student activities.
2. Building access control, directional entrances and directional traffic flow.
Consistent campus policies so the student experience is consistent, for example: elevator use policy, touchless bathrooms and consistent cleaning policies (include foot-operated door opener), room capacity and other new signage, furniture and storage.
3. Reduced seating capacity per implementation of social distancing.
4. Installation of Plexiglass as appropriate and needed.
5. Online services continue in all areas.
6. Planning and or implementation for scenarios should be ongoing so the infrastructure is in place when it is time to transition for each unit of the University.
7. Availability of cleaning products.

Executive Summary Student Activities

Engagement in campus activities can deepen a student's affinity to an institution, nurture a sense of belonging and encourage the development of meaningful relationships. Achieving these positive outcomes requires intentional planning around the opportunities and spaces created for these encounters to occur. Our office understands the value of campus involvement and hopes to see it continue during the Fall 2020 semester but also the importance of taking measures to protect the health and safety of the campus community. Ensure our programmatic offerings are diverse, numerous and representative of student preferences and promote innovation and collaboration to prevent overlapping or duplicative programs. The management and regulation of events is addressed, along with our recommended stance on off-campus activities. We conclude by outlining the pertinent information needed to achieve success with either format offered.

Recommendations

1. The recommendation is to offer a model of programming for students that includes virtual and remote engagement as well as small, in-person activities.
2. Online/virtual programming in the time leading up to the start of classes, departments are encouraged to explore available virtual programming options and to think about some home-grown programs they can do themselves.
 - a. This includes programs that are live or asynchronous that students can access at their convenience and leisure.
 - b. This includes residential students, commuter students and non-traditional students. Examples include fitness classes (live and recorded), virtual art/craft classes (supplies provided), book club discussions, music performances, movie/documentary screenings, bingo, trivia and gaming tournaments. Regardless of what's chosen, we'll need to make sure our offerings are diverse, numerous and representative of student preferences.

Students need to have options.

3. For University-sponsored programs, it will be imperative that offices and departments work collaboratively to avoid overlapping or duplicative programs and to protect students from online fatigue. Everyone will be encouraged to list their offerings in one centralized location that is updated regularly, such as MocSync.

Executive Overview for Housing Operations

The core of Housing and Residence Life is to connect student living and learning to enhance the college experience. This can be achieved only by having students live on campus.

While this plan is about COVID-19, the hope is that this template will help mitigate the risk of an infectious outbreak among our residential student population by implementing proper protocol. This plan will utilize cleaning, maintenance and behavioral practices to proactively address infection prevention and aggressively combat an outbreak. Recommendations may change based on circumstances. The full report provides details and appendices to support and document the recommendations.

Eight key points to consider as we plan for students to immerse into our residential communities:

1. Implement mitigation strategies to protect all community members.
2. Collaborate with health officers and safety and risk management.
3. Implement new modifications to housing contract(s).
4. Coordinate purchasing of critical supplies, PPE, signage and other COVID-19 related items.
5. Prepare between May – August for students' return.
6. Educate, engage and support students in our new social/physical distancing environment.
7. Prepare and support full-time staff and student staff (RAs and GAs) through a robust training module.
8. Create an effective Communication Plan.

Recommendations

1. All residential students sign COVID-19 PANDEMIC contract addendum and acknowledgement.
2. Hire additional custodial staff – for COVID-19 cleaning.
3. Reduced bedroom to single- and double-occupancy (based on six feet social distancing ability). Bathroom capacity two to four residents. This reduces available bed space by 52.
4. The available isolation beds are 79.

Executive Summary Study Abroad Programs

The Office of Study Abroad is working toward a fall 2020 semester in which students can proceed accordingly with their study abroad plans.

Steps to Success

- Study abroad information sessions will be held mainly through virtual format during the fall semester. The Office of Study Abroad will follow UTC guidance regarding large events in relation to the Fall Study Abroad Fair (Sept. 9, 2020).
- A plan for a virtual study abroad fair is being developed should a large-scale event not be advised during the fall semester.

Recommendations for Study Abroad

1. Fall 2020 study abroad programs should be canceled with all applicants being given the choice to defer their applications to another term or to completely withdraw from the study abroad program.
2. Study abroad advising appointments will be held face-to-face during the fall term, with respect to guidance given by the University on social distancing. Virtual advising appointments will be encouraged as an alternative to face-to-face appointments.
3. All study abroad events will be reviewed in respect to University guidelines on events and gatherings. Most information sessions will be held via Zoom, with the possibility of a limited number of face-to-face sessions each month (one or two a month). The study abroad fair will likely be moved to a virtual format in order to avoid a large gathering/event.

Executive Summary ISSS

The main mission of the International Student and Scholar Services (ISSS) is to provide services and resources for international students at UTC. ISSS also provides a broad range of support services, educational outreach and cultural programming to the UTC community.

Steps to Success

- Follow the Student and Exchange Visitor Program's guidelines regarding immigration matters.
- Meet face to face and online for meetings, trainings and events.
- Continue to assist students with immigration matters face-to-face and online.
- Create an effective and robust communication plan utilizing different platforms.
- Closely monitor the COVID-19 pandemic globally to better support our students.
- Conduct wellness checks with our students and staff.

Recommendations for CGE/ISSS

1. CGE/ISSS appointments will be held face-to-face and online and will follow guidance given by the University on social distancing and other safety measures.
2. Continue following USCIS' immigration guidelines for international students.
3. CGE will develop a robust marketing and communication plan to communicate new procedures and protocols.

Executive Summary Dean of Students

The Centers that are connected to the Office of the Dean of Students (e.g., the Multicultural Center, the Center for Women and Gender Equity and the Veteran Student Center) are important sources of support and programming for students. Therefore, it is important to continue to foster environments that create a sense of belonging and support while also operating under a new normal. To do this, we will utilize the following strategies.

Office of Multicultural Affairs

Steps to Success

- Professional staff will provide face-to-face and virtual scheduled meetings/check-in times. Staff hours, 8 a.m. to 5p.m. Departmental hours, 9 a.m. to 4 p.m., to allow for pre- and post-cleaning from 8 a.m. to 9 a.m. and 4 p.m. to 5 p.m. There may be evening programming when appropriate.
- Graduate assistants and student staff will be on a rotating work schedule and located in designated workstations throughout the department with minimal contact with guests.

Recommendations

- Maximize non-academic space for student programming.
- Use check-in software that would allow students to check-in to the WaGE and MCC (and other similar areas) with their own phones so they do not need to touch common surfaces.

Veteran Student Services

Steps to Success

- Face-to-face and online programming and events
- Provide online forms for expanded accessibility
- Use of a scheduling tool to stay connected
- Provide regular communications to keep students informed of changes
- Process VA and tuition assistance benefit certifications

Recommendations

1. Maximize non-academic space for student programming.
2. Use check-in software that would allow students to check-in to the WaGE and MCC (and other similar areas) with their own phones so they do not need to touch common surfaces.

Center for Women and Gender Equity

Steps to Success

- Staff operating hours are 8 a.m. to 5 p.m. (may schedule appointments during these times)
- Center fully operational for visitors as of Aug. 10: 9 a.m. to 4 p.m.
- Students will check in by scanning a QR code with their cell phones

Recommendations

1. Maximize non-academic space for student programming.
2. Use check-in software that would allow students to check-in to the WaGE and MCC (and other similar areas) with their own phones so they do not need to touch common surfaces.

Executive Summary Campus Recreation Plan

Campus Recreation is closely monitoring many different agency recommendations which impact facilities and programs. The staff is focused on what we can do for students, faculty and staff to assist with mental and physical health, socialization and a sense of belonging on campus. The department has drafted an extensive plan to allow for flexibility of operations within virtual and physical environments.

Steps to Success

- Staffing: Extensive plans for the safety of our student and professional staff, including additional virtual training, are being developed and added to our complete plan.
- Facilities: The department will be adjusting protocols, removing furniture, moving equipment, closing some areas and adding sanitation stations. A large shift of equipment is needed in order to maintain social distancing. _

- Programming: In-person programming: We continue to monitor professional organizations specializing in our current programmatic areas for recommendations, adaptations and guidelines to help us to bridge the gap and sustain interest in these programs.
 - Virtual Programming: Campus recreation will continue with current virtual programming and expand our collaborations with campus partners. Campus Recreation is using new platforms to deliver these services.
 - New Programming: Our staff is reviewing new and expanded program ideas for a rollout in fall 2020.

Recommendations

1. Updated training for staff and students related to new protocol for first aid.
2. Maximize outdoor programming: Sports, fitness and outdoors.
3. Creatively programming: intramural and club sports.

Executive Summary for Dining Service Operations

In preparation for fall, Dining Services has created a set of protocols to include, but not limited to, the following:

Steps to Success

- Staggered opening of locations during move-in week with all locations open for first day of classes
- Additional cleaning processes and sanitation stations in place
- Limited seating or elimination of seating in locations
- Marking floors to indicate six feet spacing between guests
- Addition of plexiglass sneeze guards at all service points between staff and guests
- Utilizing of masks and gloves by all associates
- Elimination of all self-service areas
- Elimination of cash tender from all locations
- Hours of operations will be adjusted to minimize contact in specific locations
- Limited menu offerings to increase speed of service in accordance with national brand standards
- Additional staff training and hiring prior to start of semester
- Expanded retail offerings and service methods to include Freshens, restaurant rotation concept, mobile ordering and campus delivery
- Changes to catering operations to include elimination of self-serve buffets and transition to primarily individually packaged meals
- Quarantine and isolation protocols to address meal options for those who may be on quarantine
- Marketing plan to increase awareness of COVID-19 related changes in operations
- Monitoring of PPE usage, sanitation protocol and COVID-19 specific processes
- Employee health screenings

Recommendations

1. Transition to take-out dining in majority of food service locations with limited seating.
2. Expanded services to offer mobile ordering and delivery on campus to specific pick-up points (fee-TBA).
3. Catering events will be limited to pre-boxed options and some served buffets.
4. All points of sales will be cashless.

Executive Summary Convocation

Steps to Success

- Convocation will not take place as there is no effective way to accommodate students, faculty, staff and administration in large gatherings.
- To support student engagement for convocation, there will be several opportunities for freshmen to connect with the campus.

Recommendations

1. Not hold convocation due to limited capacity and inability to achieve the outcomes virtually.
2. Collaborate with New Student and Family Programs and Student and Family Engagement to incorporate aspects of convocation programs.

Executive Summary Commencement

Steps to Success

- The recommendation is to support an altered in-person graduation ceremony for May and August 2020 graduates.
- Instead of one large gathering, college-level ceremonies would be held to allow for smaller numbers of graduates and guests at each ceremony.
- Graduates, families, faculty, staff, alumni and friends can join any scheduled ceremony through the University website where the ceremony will be live-streamed.
- Consider a virtual ceremony if necessary: Subversive. This company created a virtual commencement ceremony for Miami University in May 2020.
- Miami University announcement about [virtual commencement](#)
- Consult with other institutions who have developed altered graduation ceremonies.
- Research and contact companies that have expertise in developing and implementing virtual reality experiences for commencement.
- Additional example to support virtual student commencement: [Rice University](#)
- Communicate with students in early June with more detailed information about the type of experience they can participate in for commencement.

Recommendations

1. Each college will have its own, formal commencement over multiple days.
2. Prepare alternative plans for COVID-19 impacted commencements in the future if necessary.
3. Continue to communicate with students.

Executive Summary University Center

Steps to Success

- The University Center will operate with normal hours for the fall semester.
- UC meeting rooms, UC Game Room, UC common areas/lounges, UC student work areas (UC Office, Information Desks).
- Cleaning wipes will be placed in each room for attendees to wipe down their seats and tables after use.
- Dry-erase markers and erasers will be removed from each room to limit shared equipment. Organizers will be encouraged to bring these items for meetings.
- Fifteen minutes of reserved time will be scheduled between each meeting to allow for a smooth transition of meeting attendees and time for custodial staff to wipe down surfaces when possible.
- For large meeting/event rooms, meeting capacities may be set to a maximum below the actual room capacity in accordance with UTC and government agency recommendations.

UC Game Room, UC Common Areas/Lounges

- Gaming equipment for checkout (ping pong paddles, pool cues, etc.) will be wiped down after each use.
- Gaming tables will be wiped down each hour or between groups.
- The front and rear doors of the Game Room will be propped open, with the two sets of front doors labeled separately as “Entrance Only” and “Exit Only.”
- The reflection area door will be propped open to limit contact with the door.

UC Common Areas/Lounges

- If possible, all woven fabric furniture will be stored as well as all multi-seat benches.
- Every effort will be made to have furniture near power outlets for technology use/charging purposes.
- To assist with social distancing by people in line for the food court, floor decals should be added to mark six feet of separation along the corridor between the Tennessee Room and the Commons and along the corridor between the Blue and Gold section at the Upper Commons.

UC Student Work Areas (UC Office, Information Desks)

- In the UC Game Room, the card swipe for checking out equipment will be set-up so that patrons can swipe their own cards instead of handing them to the student assistant.
- The UC Office may limit the types of lost and found items that are kept.

UC Restrooms

- “Step-n-Pull” door openers should be installed on each restroom door where a latching/locking handle is not used.

Recommendations

1. Ensure clear communication leading up to expanded hours and meetings with custodial contractor to ensure all rooms are clean from the start.
2. Clearly communicate the daily schedule and cleaning expectations to the on-site custodians for both meeting rooms and lounge/common spaces.
3. Ensure accessibility of cleaning materials in meeting rooms, lounges, for attendees to wipe down tables and chairs, etc., to ensure patrons are comfortable with level of cleanliness in meeting spaces, including high-volume public seating areas (third floor lobby, outside admissions tour center, Lower Gallery).
4. Remove all excess meeting room and lounge furniture to ensure proper social distancing.

Executive Summary Library

The UTC Library is a hub of activity with over 3,000 daily users, 25,000 weekly visitors, and yearly totals topping 700,000. It is because of this high use and challenging configuration of the spaces within the building that the UTC Library must think strategically and creatively as we work to reintegrate the Library during the ongoing COVID-19 pandemic. The Library has formed a Task Force to create a reintegration plan in consultation with information provided by UT System, UTC and UT Knoxville COVID-19 reintegration task forces, UTC’s *Phased Reintegration Plan*--as well as with guidelines developed by the Centers for Disease Control and Prevention and the American College Health Association. The Library has utilized Cushman and Wakefield’s *Recovery and Readiness: A How to Guide for Reopening Your Workplace*, which touches on the following:

1. Preparing the Workforce
2. Preparing the Building
3. Controlling Access
4. Creating a Social Distancing Plan
5. Reducing Touch Points/Cleaning and
6. Communicating with Confidence

The UTC Library COVID-19 proposed plan for reintegration involves multiple phases where staffing levels, services and building physical spaces slowly open from June through the Fall semester. Each of the phases will be undertaken a minimum of 14 days apart to measure COVID-19 and campus-specific impacts. For the start of fall, and this is still very much a work in progress we see:

Building Access

- Open to current UTC community via UTC ID swipe card access, with modifications to building hours, policies, practices, building spaces and services. Closed floors: 24/5 study space and ground floor. Open floors: 1, 2, 3, 4. Traffic patterns and single entrance (Chamberlain) and single exit (Douglas).
- Check-out desk staffed (first floor), Information Desk not staffed (second floor). As of now, larger meeting rooms are on hold for potential classroom use.

Staffing

- Staffing levels increased with most staff on-site, who will do so, based on library and unit needs.
- Continue teleworking for vulnerable populations or where employees have a continued telework arrangement. Staggered schedules for on-site employees.

Building Public Services

- Circulation in place with paging all materials and technology. Directional information and building questions received. ILL, scanning, course reserves, acquisitions, stacks maintenance up and running. Study rooms available for single-patron use by appointment. Open seating by appointment. Computers by appointment. (second floor/studio). Physical consultations by appointment: Research, studio, writing, special collections and others.

Online Services

- All online services remain in place: Chat reference and research, consultations (research, studio, writing and communication, information, special collections) instruction, acquisitions and e-resources, ILL, workshops/training and all administrative services.

Recommendations

1. Increase use of electronic materials and software as a service.
2. Reserve seats, rooms and computers by appointment to maintain social distancing.
3. Increase loan lengths for technology.

WORKPLACE CONTINUITY SUBCOMMITTEE

EXECUTIVE SUMMARY:

The Workplace Continuity Subcommittee was tasked with addressing the following areas for each of the three fall 2020 scenarios: Employee return to work, workplace design, legal assessments, HR policy and benefits and workforce strategy. Members of this subcommittee included: Laure Pou (Chair), Tyler Forrest, Yousef Hamadeh and Tom Ellis.

All the subcommittee's recommendations are set forth in the Workplace Continuity Subcommittee Fall 2020 Task Force Report. This executive summary report outlines those recommended measures the subcommittee has identified as top priorities.

Please note that the Workplace Continuity Subcommittee developed its recommendations for the Fall 2020 scenarios in alignment with the Phased Workforce Reintegration Plan. As a result, many of the subcommittee's recommended measures have already been implemented or are in the process of being implemented by June 1, 2020, to facilitate the return of employees under the first phase of the Phased Workforce Reintegration Plan. The progress of implementation of each recommended measure is provided below and in the subcommittee's full report.

Top Priority Recommended Measures

- **Face Mask/PPE Distribution to Employees:** A procedure should be established for distribution of face masks to all employees that enables timely delivery of supplies with an emphasis on maintaining health and safety guidelines. Emergency Services will be responsible for distribution of face masks/PPE to units based on orders submitted by units. A detailed procedure for distribution will be developed.
 - *Applies to All 3 Scenarios:* Regardless of each possible scenario, employees reporting to work on campus should be required to wear face masks and proper PPE when in common areas or when social distancing is not possible. Therefore, the recommendation related to distribution of face masks/PPE is the same for all three Fall 2020 scenarios.
 - *Progress to Date:* A procedure has been established with the first order of UTC facemasks expected May 29 for distribution. Under the established procedure, unit heads are determining the number of face masks needed for their respective units and submitting an order to Emergency Services. Emergency Services will fill the mask order and make them available for pick up at the Administrative Services Building.

- **Implementation of Workspace Redesigns**
 - **Implementation of Classroom Space Redesigns:** Facilities Planning and Management will assist with implementation of classroom space redesigns to adhere to social distancing guidelines. Facilities Planning and Management, Safety and Risk Management and Academic Affairs will collaborate to assess classroom space redesigns and a master list established to monitor progress toward addressing such needs for all academic spaces. Work order requests should be submitted by unit heads for reassessment of academic spaces as needed in the future.
 - Applies to all three scenarios: Regardless of each possible scenario, academic classrooms and spaces should be redesigned for current use or future reintegration needs. Therefore, this recommendation applies to all three fall 2020 scenarios.
 - Progress to date: The responsible campus units listed above have obtained a master list of all academic spaces on campus and began collaborations on May 27 to review fixed occupancy requirements for each space to inform redesign efforts.
 - **Implementation Non-Classroom Space Redesigns:** Units should be responsible for implementation of redesign of non-classroom spaces. Facilities Planning and Management will assist if available but will focus its resources on implementation of classroom space redesigns which should take top priority. A master list of non-classroom spaces should be established to monitor progress toward implementation of redesign plans for all such spaces.
 - Applies to all three scenarios: Regardless of each possible scenario, units should be required to implement workplace redesign plans for current use or future reintegration needs. Therefore, this recommendation applies to all three fall 2020 scenarios.
- **Employee Requests for COVID-19-Related Accommodations:** Guidelines and procedures should be established for consideration of accommodations for employees considered to be at high risk for COVID-19 per CDC guidelines or who care for high-risk family members.
 - Applies to all three scenarios: Regardless of each possible scenario, employees may require consideration of accommodations based on being at risk for COVID-19 or caring for high-risk family members. Therefore, this recommendation applies to all three fall 2020 scenarios.
 - Progress to Date: Procedures related to employee requests for remote work accommodations for at-risk/vulnerable populations have been established and were disseminated in the UTC Reintegration Plan on May 14 and again on May 28 in a campus communication regarding safety and leave procedures.

Appendices A

Full Sub-Committee Reports

FULL REPORT 1:

ACADEMIC INSTRUCTION AND CONTINUITY

Members:

Linda Frost (chair) Honors College
Bo Baker, University Library
Donny Behneman, Office of the Provost
Jennifer Boyd, College of Arts and Sciences
Angel Collier, College of Health, Education and Professional Studies
Marisa Colston, College of Health, Education and Professional Studies
Julie David, College of Engineering and Computer Science
Rebecca Dragoo, Office of Records
Dutch Fayard, Gary W. Rollins College of Business
Matt Greenwell, College of Arts and Sciences
Jamie Harvey, Faculty Senate President
Gaye Jeffers, College of Arts and Sciences
John Lee, College of Arts and Sciences
Mary Marr, Walker Center for Teaching and Learning
Matt Matthews, Office of the Provost
Ahad Nasab, College of Engineering and Computer Science
Tony Parsley, Division of Information Technology
Michelle Rigler, Disability Resource Center
Niky Tejero, College of Arts and Sciences
Joe Wilferth, College of Arts and Sciences

Scenario 1

University is fully operational with students returning to campus for face-to-face classes. Modifications to schedule, policies and practices to protect safety and health of the campus community.

Recommendations

Promote student safety and success by initiating intentional learning communities for first-time freshmen; providing classes in the modalities they require in order to meet their learning outcomes; practicing social distancing in all face-to-face and hybrid classes; and accommodating students and faculty who are at risk with instructional flexibility.

- Prioritize the University experience for first-year students, particularly undergraduates, by building a sense of community on a campus supremely challenged in its ability to do so at this time, developing a comprehensive freshmen cohort and living/learning community model by first investigating where such activity is already happening on the campus, then working with both records and residence life to build out cohorts of first-time freshmen. Cohorts should be scheduled to take no less than six hours of coursework together in the fall, ideally courses that meet back-to-back in the same classroom to minimize movement of said students, develop a greater sense of community among them and increase the likelihood of their overall academic and social success at UTC. Incorporate summer mentoring by upper-division students of each of these cohorts and offer them both face-to-face and virtual programming. Create attributes for the students in these cohorts in order to track their academic performance over time.
- Draft a revised fall 2020 schedule by mid-June that offers new classroom assignments, face-to-face classes that follow social-distancing and protective guidelines outlined below, and a significant portion of UTC's instruction fully online using all of the following: the changes based on the reassessment of all instructional and non-instructional spaces on campus; information gathered from the Course Modality Survey for Fall 2020; and the configurations required for developing a comprehensive freshmen cohort model. The registrar should consult with department heads and program directors and deans when needed while finalizing this schedule and revise it as necessary in the same way we manage all schedule-building.
- Designate classes that cannot meet their learning outcomes without a face-to-face component for upper-division undergraduate and graduate students as "face-to-face essential" courses including but not limited to clinicals, labs, studios, etc. that are required by program accreditation, graduation or certification completion. **The designation of "face-to-face essential" will be granted by the provost in consultation with the deans, department heads and program directors PRIOR TO the beginning of the semester using the process developed for Summer Part II 2020 and should be determined on a case-by-case and ,when necessary, section-by-section basis.**

Understand that face-to-face essential classes will continue with additional safety and health protocols in the event of a future spike or outbreak and that all such plans will be detailed in the course's syllabus.

- Ensure that all faculty teaching face-to-face classes that are NOT face-to-face essential have plans for moving their courses to a virtual modality in the event of a rebound in local infections and in order to support: high-risk students, staff and faculty; students who are ill or in quarantine; students who cannot be physically present in class due to physical, mental or personal concern. Include a statement in each course syllabus that indicates how these transitions and situations will unfold in that class.

- Increase flexibility in all exam scheduling in order to accommodate 100% online classes that are better-served using a physical location to conduct these tests.
- Reassess all instructional and non-instructional spaces on the campus to determine how many participants each can hold given the need for 40-square-feet per participant to ensure appropriate social distancing.
- Prioritize all non-instructional space for instructional use for the foreseeable future.
- Following the guidelines of the American College Health Association, limit almost all face-to-face and face-to-face essential classes to approximately 30 participants. Exceptions to this limit, such as 40-student nursing and other health-related profession cohort classes or larger introductory classes for first-time freshmen, must be approved by the relevant department head or program director and convened in a space that permits appropriate social distancing and ease of egress.
- Do NOT charge D-campus fees to courses that would normally be completely face-to-face in fall 2020 but are now either completely or partially online; in order to further limit fee increases for students, consider carefully what courses are reclassified as “hybrid” given the necessity that almost every class will have hybrid features.
- Require written protocols and safety information from community partners for all students undertaking off-site research, internship, clinical, experiential learning and service-learning experience for credit or when fulfilling a UTC requirement; maintain this information with the department, the instructor of record, the advisor or the career counselor, whichever is most in keeping with department/unit practice.
- Provide appropriate PPE, cleaning supplies and protocols for students and faculty working collaboratively and on shared equipment in designated laboratory/studio/ performance sections. Whenever possible, the 40-square-foot-per-participant requirement should be upheld; in the event that it cannot or should be greater, appropriate PPE and protocols must be provided and utilized.
- Conduct online training for all students in the use of Canvas over the summer and prior to the start of classes, possibly in MyMocs Net.
- When possible, offer at least one, if not more, 100% online asynchronous sections for each multi-section course offered in order to increase options for those students unable to return or come to the physical classroom.

Promote faculty success by encouraging health, flexibility and community-building in the classroom, offering robust training in different types of online instruction and formally recognizing faculty workload shift due to the pandemic.

- Formally recognize the increased workload for faculty to work within this COVID-19 environment such as emphasizing instruction over scholarly/creative activities and service within the context of EDO goals for the year.
- Require students to submit classwork digitally whenever possible, even in face-to-face sections and classes.
- Share contingency plans with students in the syllabus so that in the event of a

rebound, students already understand what they can expect.

- Plan courses in 1-2-3-week modular units when possible to allow for a smoother transition from face-to-face to online in the event of another outbreak or spike in Covid-19 cases.
- To the extent feasible, move exams online.
- Open Canvas as early as possible, prior to the eight weeks before the semester begins, to allow more time for faculty to work within it.
- Support the Walker Center in offering a robust set of faculty learning communities this summer and in the fall to support faculty putting large classes online, providing virtual experiential learning opportunities, investigating alternative pedagogies such as the “HyFlex” model, etc.
- Support departments and faculty with appropriate technology and pedagogical development and support through the Walker Center and information technology.
- Finalize purchase of Kaltura lecture-capture and virtual classroom software and offer widespread instruction in its use.
- Offer amplification, e.g. by clip-on microphone, for those faculty who need it while conducting class wearing a mask.

Make alterations to the campus’ built environment and prioritize safety and academic success in all instructional spaces.

- Add canopies and other shading devices to campus outdoor spaces to encourage faculty to meet their classes outside when feasible and desirable. Consider processes by which faculty could reserve such spaces.
- Make available specified, large instructional spaces for testing by reservation for both face-to-face and online courses to reduce academic dishonesty.
- Ensure that staff from Facilities Planning and Management reconfigure each classroom with an appropriate number of seats prior to the start of the semester; remove and store excess seating to further encourage social distancing.
- Increase time between classes as much as is feasible to allow for cleaning of the instructional spaces and lessen congestion outside of classrooms between classes.
- Instill cleaning protocols in each classroom to be carried out by students prior to the beginning of each class.
- Purchase and install video recording equipment in as many instructional spaces as are possible, prioritizing spaces offering face-to-face courses using a rotating attendance model to facilitate social distancing.

Promote safety with all students in the classroom and accommodate as fully as possible those who are ill, in quarantine or possess Covid-19 risk factors.

- Centrally communicate social distancing and other proactive safety measures to be followed by students to maintain classrooms as learning environments, not policed ones.
- Partner as needed with the Disability Resource Center to ensure accessibility for students with disabilities.
- Communicate clearly with students with chronic conditions and other risk factors encouraging them to register with the DRC prior to coming to campus in order to receive necessary accommodations.
- Adopt an attendance policy that does not penalize students who do not physically attend class due to illness, quarantine or personal concern. A draft is included in the appendix.
- Follow all classroom policies and procedures put forward by the Campus Safety and Risk Management Subcommittee. Provide signage in all academic buildings clearly indicating what these procedures entail.

Truncate the fall 2020 semester and make alterations for spring 2021 no later than July 1 to allow adequate time for spring course scheduling.

- Cancel Fall Break and Reading Day, possibly add Labor Day as a day of instruction and release students at Thanksgiving, scheduling all final exams during the exam period online.
- **Investigate different semester configurations for spring 2021 now and announce calendar changes to spring 2021 no later than July 1**, focusing on more fully utilizing the part of term sections for spring 2021 and fall 2021, considering a later spring start date and adding a compressed “winter” session between Thanksgiving and the later start of spring semester. Schedules are built in July, so this information needs to be finalized and in the hands of deans, department heads and program directors before then.

Steps to Success

Establish academic and student affairs cross-campus collaborative units to best ensure student retention in freshmen living/learning cohorts.

Provide clear, prompt and repetitive communications of all plans and changes to all stakeholders involved including faculty, staff, students, parents and community members.

Consult widely in all areas with individual faculty and department heads in order to increase the likelihood of success as these recommendations are enacted.

Immediately create a “Reimagining the Spring 2021 Academic Calendar” Task Force to finalize creative reconceptualizing of the spring calendar and course schedule no later than July 1.

Scenario 2

The semester begins with full operations and face-to-face classes but an outbreak or spike in Covid-19 cases results in shift to full online learning and remote workforce.

Recommendations

Given that recommendations for Scenario 1 include the preparation for Scenario 2 in all classes and instructional contexts, the following are additional recommendations to be enacted in the event of a new outbreak or spike in Covid-19 cases during the course of the semester.

- Enact all contingency plans noted in each class syllabus with a clear email from each instructor for every class via Canvas or other University communication pathway outlining that plan in the email. This should follow the University’s overall announcement regarding the move of most face-to-face classes to an online modality.
- Enact all protocols and plans for all *face-to-face essential* classes for upper-division and graduate students (see Scenario 1 for a full description of this). Send emails from each instructor via Canvas to all these students with these details.
- Grant “essential” status to all *face-to-face essential* students and instructors and work with residence life when necessary to ensure the continuation of housing for *face-to-face essential* students if needed.

Steps to Success

The Executive Leadership Team will communicate to deans the need to shift to contingent instruction plans; deans will communicate this to department heads and program directors who will communicate with faculty the need to shift to their appropriate contingency plans whether *face-to-face essential* or online.

Faculty and students tied to designated *face-to-face essential* classes will need to be given “essential” status relative to their ability to continue to come to campus. Contingency protocols for these courses will begin immediately once this shift is announced.

Freshmen living/learning cohorts will continue to participate in virtual-only activities and programs designed by their upper-division mentors.

Provide clear, prompt and repetitive communications of all plans and changes to all stakeholders involved including faculty, staff, students, parents and community members.

Consult widely in all areas with individual faculty and department heads in order to increase the likelihood of success as these recommendations are enacted.

Scenario 3

The fall semester begins completely online with a remote workforce. Depending on Covid-19 conditions, students and workforce may return to campus under modified schedules, policies and practices to protect the safety and health of the campus community.

Recommendations

Although in this scenario, faculty and students begin with 100% online instruction, there is the possibility of returning to campus and, therefore, contingency plans will be enacted at the start of the semester but possibly withdrawn in the event of a possible return. To preserve academic consistency, we recommend maintaining the altered fall 2020 schedule adopted in mid-June and designating select classes as face-to-face essential (see description of this under Scenario 1). The designation of “face-to-face essential” will be granted by the provost in consultation with the deans, department heads and program directors PRIOR TO the beginning of the semester.

- Consider beginning synchronous online delivery for scheduled face-to-face classes that do NOT have an *essential face-to-face* designation. Given prior planning, these courses may shift to a face-to-face modality in the event of a return to campus BUT will need to continue the option of online delivery for those students unable to return to campus.
- Include a plan in each course syllabus for changing modality and classroom activity in the event of a return to campus.

Steps to Success

The Executive Leadership Team will communicate to deans the need to shift to contingent instruction plans; deans will communicate this to department heads who will communicate with faculty the need to shift to their appropriate contingency plans whether *face-to-face essential* or online.

Faculty and students tied to designated *face-to-face essential* classes will need to be given “essential” status relative to their ability to continue to come to campus. Protocols for these courses will begin when the semester begins.

Freshmen living/learning cohorts will continue to participate in virtual-only activities and programs designed by their upper-division mentors.

Provide clear, prompt and repetitive communications of all plans and changes to all stakeholders involved including faculty, staff, students, parents and community members.

Consult widely in all areas with individual faculty and department heads in order to increase the likelihood of success as these recommendations are enacted.

Appendix of Related Documents and Sources

All documents not linked here are available in the Appendices Folder of our committee’s share point folder.

American College Health Association

Guidelines Art Planning

BGE Labs Covid Capacity

Chemistry/Physics Lab

Planning

Class policies for Health and Human Performance Department’s Physical Education, Physical Activity and Sports

[Course Modality for Fall 2020 Survey](#)

[Course Modality for Fall 2020 Survey Results](#)

DPT Protocols for Summer 2020 Return

Draft Covid-19 Attendance Policy

Draft proposed academic calendar for Fall

2020 Music Guidelines and

Recommendations School of Nursing

Simulation Procedures Plan Theatre Division
Guidelines

[UC Boulder Freshmen Cohort Plan](#)

UT Knoxville Reimagining Fall
2020

FULL REPORT 2:

CAMPUS SAFETY AND RISK MANAGEMENT

Members:

Chris Smith (chair), Chief Health Affairs Officer, UC Foundation Professor and Director, SON
Dawn Ford, Assistant Provost for Teaching and Learning and Executive Director for the Walker Center
Brett Fuchs, Associate Dean of Students
Bob Jackson, Director Safety and Risk Management
Yasmine Key, Director, Nurse Practitioner
Michelle Prince, Director of Auxiliary Services
Reinhold Mann, Deputy Vice Chancellor for Research
Anthony McClellan, Executive Director of Facilities Operations
Robie Robinson, Assistant Vice Chancellor Emergency Services
Henry Spratt, Professor Biology, Geology and Environment Science
Gina Stafford, Assistant Vice Chancellor Communications and Marketing

Overview

The University of Tennessee at Chattanooga (UTC) strives to maintain a safe and healthy learning and working environment. Members of the UTC community (student, faculty, staff, affiliates and visitors) should be assured that UTC will take all reasonable measures in accordance with CDC and state and local health department guidelines. The Fall 2020 Task Force subcommittee on Campus Safety and Risk Management therefore recommends that the University community focus on three primary areas: (1) **Mitigation of Risk**, (2) **Monitoring** and (3) **Testing and Contact Tracing**.

1. Mitigation of Risk through:

- a. Easy access to and a sufficient supply of Personal Protective Equipment (PPE), including face masks, hand sanitizer and sanitation (cleaning) supplies;
- b. Adherence to social distancing guidelines, denoting that all individuals should remain six feet apart from one another in all possible circumstances¹;
- c. Adherence to policies and procedures related to wearing face masks, cleaning work and living spaces, etc.;
- d. Accurately answering questionnaires designed to determine which members of the UTC community may need COVID-19 testing, agreeing to testing and cooperating with tracing for all positive results;
- e. Supporting overall good health and up-to-date vaccinations (e.g., seasonal flu shot) to combat COVID-19.

¹ This will result in the need for modification to current classroom, workspace and common area set-ups.

2. Monitoring:

- a. All members of the UTC community checking for and, if indicated, reporting a fever and/or other possible COVID-19 related health symptoms prior to arriving on campus or leaving residence hall rooms each day.

3. Testing and Contact Tracing:

- a. Easy access to reliable testing;
- b. Testing results within 24-48 hours;
- c. Quick and efficient contact tracing;
- d. Maintenance of an accurate and up-to-date picture of the state of COVID-19 infection among the UTC community so that timely actions can be taken to prevent spread of infection by taking advantage of advancements in reliable testing methods and capacity.

Although the subcommittee strongly believes that the aforementioned processes will help to mitigate the spread of COVID-19, it is also recommended that UTC consider temporary closure and/or modified operation (e.g. remote/online Instruction) if a large outbreak of COVID-19 were to occur within the UTC community and/or within the City of Chattanooga/Hamilton County, or if resources for the campus were to become compromised. Potential triggers for such action include:

1. Rapid or exponential rise in the number of cases by members of the UTC community;
2. UTC experiences capacity issues in managing COVID-19, such as inability to provide clinical and non-clinical care to individuals; shortage of isolation/quarantine spaces within housing, strained ability to disinfect (clean) facilities, inability to secure appropriate PPE, shortage of food;
3. County, state or federal health officials increase the stringency of control measures in the face of rising cases;
4. County, state or federal health officials order closures.

All recommendations are made in accordance with Centers for Disease Control and Prevention (CDC), Tennessee Department of Health and Chattanooga-Hamilton County Health Department guidelines, in addition to higher education industry standards. It is important to note that as more information develops around COVID-19, these recommendations will continue to evolve based on recommendations therein.

Scenario 1

UTC is fully operational, with all reasonable measures taken to ensure the health and safety of the campus community.

Mitigation of Risk

1. Social distancing is maintained in all indoor and outdoor spaces which are owned or controlled by UTC. Social distancing is defined as six feet between individuals.²
2. All members of the UTC community are required to wear face masks while in all public or common-use areas, in addition to spaces in which social distancing guidelines cannot be followed, which are owned or controlled by the University.³
3. Certain employees or affiliate groups, such as Dining Services, Facilities, Housing and Residence Life and UTC Police may follow specific industry standards related to PPE while in the performance of their official duties. See appendices for specific information.
4. All members of the UTC community should practice proper hygiene. Individuals should wash their hands with soap and water as often as possible. Hand sanitizer stations will be available at all possible locations throughout the campus (see appendix B).
5. Access to disinfecting (cleaning) supplies are readily available to custodial staff and employee departments (see appendix B).
6. Custodial staff will disinfect all areas previously maintained. Custodial staff will place additional focus on high-touch areas, in accordance with CDC and industry guidelines (see appendix B).
7. Employees are responsible for disinfecting areas within their workspaces in addition to the areas custodial staff may be maintaining. These areas should be cleaned at the beginning and end of business each day at a minimum (see appendices B and F).
8. All water fountains and bottle-filling stations will be disabled (see appendix B).
9. Soap dispensers and hands-free paper towels will be installed in all bathrooms and kitchens. (see appendix B)
10. Dining Services will utilize single-use options whenever possible (see appendix A).
11. The size of any meeting or gathering will be based on the recommended guidelines for the allowable size of a group. Any group that exceeds that size, or where social distancing is not possible, will utilize Zoom Meeting or other virtual platform(s).⁴
12. Common areas will be closed to use by all members of the UTC community whenever such areas cannot accommodate social distancing requirements.
13. Establishing traffic patterns for entering and exiting classrooms, workspaces and common areas as well as during high-traffic periods (e.g. class changes) should be considered to aid in social distancing (see appendix F).

² General measurement for six feet is two arms' length.

³ Two washable, three-ply face masks will be provided to all students and employees. Affiliates or their employers are responsible for the furnishing of face masks. Disposable face masks will be available for students, employees, affiliates and visitors to campus who do not have a face mask.

⁴ The Office of Safety and Risk Management will post a COVID-19 maximum occupancy sign outside of all classrooms, meeting rooms and elevators.

14. Screens or other physical barriers should be considered in facing office areas with signage identifying appropriate waiting areas to maintain social distancing (see appendix F).
15. Use of elevators should be reserved for members of vulnerable populations or high-risk members of the UTC community (see appendix F).
16. Any member of the UTC community or visitor who has a temperature of 100.4 degree Fahrenheit or higher and/or is experiencing one or more COVID-19 symptoms should not visit campus or leave their residence hall room until otherwise directed by University Health Services (UHS), Student Outreach and Support (students), or Human Resources (employees). If the individual must visit campus or leave his or her residence hall for any reason while exhibiting any COVID-19 symptoms, the individual must wear a mask at all times (see Appendix D).
17. If any member of the UTC community or visitor has temperature of 100.4 degrees Fahrenheit or higher and/or is experiencing one or more COVID-19 symptoms while on-campus, the individual should leave campus and/or return to his or her residence hall room immediately.⁵
18. An area for isolation and quarantine will be designated for students residing in University-controlled housing (see appendix C).
19. Requests for accommodations should be considered for students and employees who are considered members of a vulnerable or high-risk group according to CDC guidelines or who may care for individuals who are considered health vulnerable or high-risk according to CDC guidelines (see appendix C).⁶
20. Travel restrictions for University-related business will be determined by the Executive Leadership Team (ELT), with any necessary review to be completed by the Executive Vice Chancellor for Finance and Administration.
21. All affiliates, contractors and vendors will be expected to follow established guidelines while working on the UTC campus. The Division of Finance and Administration will be responsible for creating a central log of all affiliates, contractors and vendors names and dates/times/locations of access on-campus.
22. Each department should consider creating a continuity of operations plan, and employees should be cross-trained to allow for continuity of operations.
23. Ongoing education on COVID-19 symptoms, face mask usage, personal hygiene and social distancing guidelines will be provided via the UTC website, Canvas, social media and physical postings (e.g. posters, stickers) (see appendix G).

Monitoring (See Appendix D)

1. Students and employees are required to self-monitor daily for temperature of 100.4 degrees Fahrenheit or higher and other COVID-19 related symptoms.
2. Students and employees are required to report any COVID-19 related symptoms by utilizing the [COVID-19 Illness and Travel Notification Form](#).

⁵ Employees must notify their supervisor. Students must notify their course instructor if currently in a class session.

⁶ Employees with such circumstances should consult with their direct supervisor and/or the Office of Human Resources to discuss their situation.

Testing and Contact Tracing (See Appendix D and E)

1. Testing for COVID-19 will be conducted by University Health Services (UHS) for any UTC student or employee determined to be at-risk for COVID-19 by UHS clinicians.^{7,8,9}
2. Test results will be returned within no more than 24-48 hours.
3. Contact tracing will be conducted for any member of the UTC community determined to be positive for COVID-19. UTC will work with the Chattanooga-Hamilton County Health Department to ensure rapid contact tracing, isolation and monitoring of individuals with close contact exposure to COVID-19 positive persons.
4. Self-Isolation will be required for all individuals determined or presumed to be positive for COVID-19 until negative COVID-19 test results are available or for the length of time recommend by the CDC.
5. Self-quarantine will be required for all asymptomatic persons who were found to be in close contact with and individual determined to be positive for COVID-19 for 14 days since last contact with that individual.

Steps to Success

- All reasonable measures taken for the prevention, detection and mitigation COVID-19 within the UTC community.
- All members of the UTC community are required to self-monitor for symptoms of COVID-19. Prompt recognition and reporting of symptoms is essential.
- All members of the UTC community are required to adhere to personal hygiene, face mask and social distancing guidelines while on University-owned or controlled property.
- Compliance with campus COVID-19 protocols by all members of the UTC community.

Scenario 2

The fall 2020 semester begins with full on-campus operation and face-to-face classes. A significant spike or outbreak of positive COVID-19 cases occurs or an inability to adhere to safe-guarding recommendations or requirements in Scenario 1, requiring a shift to distance (online) learning and most employees working remotely.

Mitigation of Risks

1. All members of the UTC community return to their personal residences until further notice, with the exception of essential employees or students who requested and are approved to remain in residence halls.

⁷ If testing is not possible through UHS, students and employees will be referred to their primary care provider, the Chattanooga-Hamilton County Health Department or another community resource available for COVID-19 testing and/or care.

⁸ Affiliates and visitors will be referred to the Chattanooga-Hamilton County Health Department or another community resource available for COVID-19 testing and/or care.

⁹ When rapid antibody testing becomes available and is determined to be reliable, appropriate use of this resource will become part of testing program.

2. Social distancing is maintained in all indoor and outdoor spaces which are owned or controlled by UTC. Social distancing is defined as six feet between individuals.¹⁰
3. All members of the UTC community are required to wear face masks while in all public or common-use areas in addition to spaces in which social distancing guidelines cannot be followed, which are owned or controlled by the University.¹¹
4. Certain employees or affiliate groups, such as Dining Services, Facilities, Housing and Residence Life and UTC Police may follow specific industry standards related to PPE while in the performance of their official duties. See appendices for specific information.
5. All essential employees and students approved to remain in University-controlled housing should practice proper hygiene. Individuals should wash their hands with soap and water as often as possible. Hand sanitizer stations will be available at all possible locations throughout the campus (see appendix B).
6. Access to disinfecting (cleaning) supplies are readily available to custodial staff and employees working in essential departments (see appendix B).
7. Custodial staff will disinfect all areas previously maintained with a focus on areas being utilized by essential employees and University-controlled housing. Custodial staff will place additional focus on high-touch areas in accordance with CDC and industry guidelines (see appendix B).
8. Employees are responsible for disinfecting areas within their workspaces in addition to the areas custodial staff may be maintaining. These areas should be cleaned at the beginning and end of business each day at a minimum (see appendix B).
9. All water fountains and bottle filling stations will be disabled (see appendix B).
10. Dining Services will utilize single-use options whenever possible (see appendix A).
11. Soap dispensers and hands-free paper towels will be installed in all bathrooms and kitchens (see appendix B).
12. The size of any meeting or gathering will be based on the recommended guidelines for the allowable size of a group. Any group that exceeds that size or where social distancing is not possible will utilize Zoom Meeting or other virtual platform(s).¹²
13. Common areas will be closed to use by all members of the UTC community whenever such areas cannot accommodate social distancing requirements.
14. Establishing traffic patterns for entering and exiting workspaces utilized by essential employees or students approved to remain in University-controlled housing should be considered to aid in social distancing (see appendix F).
15. Screens or other physical barriers should be considered in facing office areas, with signage identifying appropriate waiting areas to maintain social distancing (see appendix F).

¹⁰ General measurement for six feet is two arms' length.

¹¹ Two washable three-ply face masks will be provided to all students and employees. Affiliates, or their employers, are responsible for the furnishing of face masks. Disposable face masks will be available for students, employees, affiliates and visitors to campus who do not have a face mask.

¹² The Office of Safety and Risk Management will post a COVID-19 maximum occupancy sign outside of all classrooms and meeting rooms.

16. Essential employees, students approved to remain in University-controlled housing or visitors who have a temperature of 100.4 degree Fahrenheit or higher and/or are experiencing one or more COVID-19 symptoms, should not visit campus or leave their residence hall rooms until otherwise directed by University Health Services (UHS), Student Outreach and Support (students) or Human Resources (employees). If the individual must visit campus or leave his or her residence hall for any reason while exhibiting any COVID-19 symptoms, the individual must wear a mask at all times (see appendix D).
17. Essential employees, students approved to remain in University-controlled housing and visitors who have a temperature of 100.4 degrees Fahrenheit or higher and/or are experiencing one or more COVID-19 symptom while on-campus, should leave campus and/or return to their residence hall rooms immediately (see appendix D).¹³
18. An area for isolation and quarantine will be designated for students residing in University-controlled housing (see appendix D).
19. Requests for accommodation should be considered for students and employees who are considered members of a vulnerable or high-risk group according to CDC guidelines or who may care for individuals who are considered vulnerable or high-risk according to CDC guidelines.¹⁴
20. Only essential travel for University-related business will be authorized. Requests for authorization must be made in advance to the Executive Vice Chancellor for Finance and Administration.
21. All affiliates, contractors and vendors will be expected to follow established guidelines while working on the UTC campus. The Division of Finance and Administration will be responsible for creating a central log of all affiliates, contractors and vendors with names and dates/times/locations of access on campus.
22. Each department should consider creating a continuity of operations plan, and employees should be cross-trained to allow for continuity of operations.
23. Ongoing education on COVID-19 symptoms, face mask usage, personal hygiene and social distancing guidelines will continue via the UTC website, Canvas, social media and physical postings (e.g. posters, stickers) (see appendix G).

Monitoring (See Appendix D)

1. Essential employees and students approved to remain in University-controlled housing are required to self-monitor daily for temperature of 100.4 degrees Fahrenheit or higher and other COVID-19 related symptoms.
2. Essential employees and students approved to remain in University-controlled housing are required to report any COVID-19 related symptoms by utilizing the [COVID-19 Illness and Travel Notification Form](#).

¹³ Employees must notify their supervisors. Students must notify their course instructors if currently in a class session.

¹⁴ Employees with such circumstances should consult with their direct supervisors and/or the Office of Human Resources to discuss their situations.

Testing and Contact Tracing (See Appendix D and E)

1. Testing for COVID-19 will be conducted by the individual's primary care provider, the Chattanooga-Hamilton County Health Department or other community resource available for COVID-19 testing and/or care.
2. Contact tracing will be conducted for any member of the UTC community determined to be positive for COVID-19. UTC will work with the Chattanooga-Hamilton County Health Department to ensure rapid contact tracing, isolation and monitoring of individuals with close contact exposure to COVID-19 positive persons.
3. Self-isolation will be required for all individuals determined or presumed to be positive for COVID-19 until negative COVID-19 test results are available or for the length of time recommend by the CDC.
4. Self-quarantine will be required for all asymptomatic persons who were found to be in close contact with and individual determined to be positive for COVID-19 for 14 days since last contact with that individual.

Steps to Success

- All reasonable measures taken for the prevention, detection and mitigation of COVID-19 for the essential employees and students approved to remain in University-controlled housing.
- All essential employees and students approved to remain in University-controlled housing are required to self-monitor for symptoms of COVID-19. Prompt recognition and reporting of symptoms is essential.
- All essential employees and students approved to remain in University-controlled housing are required to adhere to personal hygiene, face mask and social distancing guidelines while on University-owned or controlled property.

Scenario 3

The fall 2020 semester begins with distance (online) learning and most employees working remotely. If conditions allow, certain students and employees may return to campus under modified policies, procedures, practices and schedules.

Mitigation of Risk

1. Social distancing is maintained in all indoor and outdoor spaces which are owned or controlled by UTC. Social distancing is defined as six feet between individuals.¹⁵
2. All students and employees who are learning or working on campus are required to wear face masks while in all public or common-use areas in addition to spaces in which social distancing guidelines cannot be followed, which are owned or controlled by the

¹⁵ General measurement for six feet is two arms' length.

University.¹⁶

3. Certain employees or affiliate groups such as Dining Services, Facilities, Housing and Residence Life and UTC Police may follow specific industry standards related to PPE while in the performance of their official duties. See appendices for specific information.
4. All students and employees who are learning or working on campus should practice proper hygiene. Individuals should wash their hands with soap and water as often as possible. Hand sanitizer stations will be available at all possible locations throughout the campus.
5. Access to disinfecting (cleaning) supplies are readily available to custodial staff and employee departments (see appendix B).
6. Custodial staff will disinfect all areas previously maintained. Custodial staff will place additional focus on high-touch areas in accordance with CDC and industry guidelines (see appendix B).
7. Employees working on campus are responsible for disinfecting areas within their workspaces in addition to the areas custodial staff may be maintaining. These areas should be cleaned at the beginning and end of business each day at a minimum (see appendix B).
8. All water fountains and bottle-filling stations will be disabled (see appendix B).
9. Soap dispensers and hands-free paper towels will be installed in all bathrooms and kitchens (see appendix B).
10. Dining Services will utilize single-use options whenever possible (see appendix A).
11. The size of any meeting or gathering will be based on the recommended guidelines for the allowable size of a group. Any group that exceeds that size or where social distancing is not possible will utilize Zoom Meeting or other virtual platform(s).¹⁷
12. Common areas will be closed to use by all members of the UTC community whenever such areas cannot accommodate social distancing requirements.
13. Establishing traffic patterns for entering and exiting classrooms and workspaces utilized by all students and employees working on campus should be considered to aid in social distancing (see appendix F).
14. Screens or other physical barriers should be considered in facing office areas, with signage identifying appropriate waiting areas to maintain social distancing (see appendix F).
15. Use of elevators should be reserved for members of the vulnerable or high-risk groups of the UTC community (see appendix F).
16. Any member of the UTC community or visitor who has a temperature of 100.4 degree Fahrenheit or higher and/or is experiencing one or more COVID-19 symptoms should not visit campus or leave their residence hall room until otherwise directed by

¹⁶ Two washable three-ply face masks will be provided to all students and employees. Affiliates, or their employers, are responsible for the furnishing of face masks. Disposable face masks will be available for students, employees, affiliates and visitors to campus who do not have a face mask.

¹⁷ The Office of Safety and Risk Management will post a COVID-19 maximum occupancy sign outside of all classrooms and meeting rooms.

University Health Services (UHS), Student Outreach and Support (students) or Human Resources (employees). If the individual must visit campus or leave his or her residence hall for any reason while exhibiting any COVID-19 symptoms, the individual must wear a mask at all times (see appendix D).

17. If any member of the UTC community or visitor has temperature of 100.4 degrees Fahrenheit or higher and/or is experiencing one or more COVID-19 symptom while on-campus, the individual should leave campus and/or return to his or her residence hall room immediately (see appendix D).¹⁸
18. An area for isolation and quarantine will be designated for students residing in University-controlled housing (see appendix D).
19. Requests for accommodations should be considered for students and employees who are considered health-vulnerable or high-risk according to CDC guidelines or who may care for individuals who are considered health-vulnerable or high-risk, according to CDC guidelines.
20. Only essential travel for University-related business will be authorized. Requests for authorization must be made in advance to the Executive Vice Chancellor for Finance and Administration.
21. All affiliates, contractors and vendors will be expected to follow established guidelines while working on the UTC campus. The Division of Finance and Administration will be responsible for creating a central log of all affiliates, contractors and vendors with dates/times/locations of access on-campus.
22. Each department should consider creating a continuity of operations plan, and employees should be cross-trained to allow for continuity of operations.
23. Ongoing education on COVID-19 symptoms, face mask usage, personal hygiene and social distancing guidelines is provided via the UTC website, Canvas, social media and physical postings (e.g. posters, stickers) (see appendix G).

Monitoring (See Appendix D)

1. All students and employees who are learning or working on campus are required self-monitor daily for temperature of 100.4 degrees Fahrenheit or higher and other COVID-19 related symptoms.
2. All students and employees who are learning or working on campus are required to report any COVID-19 related symptoms by utilizing the [COVID-19 Illness and Travel Notification Form](#).

Testing and Contact Tracing (See Appendix D and E)

1. Testing for COVID-19 will be conducted by the individual's primary care provider, the Chattanooga-Hamilton County Health Department or other community resource available for COVID-19 testing and/or care.

¹⁸ Employees must notify their supervisor when department. Students must notify their course instructor if currently in a class session.

2. Contact tracing will be conducted for any member of the UTC community determined to be positive for COVID-19. UTC will work with the Chattanooga-Hamilton County Health Department to ensure rapid contact tracing, isolation and monitoring of individuals with close contact exposure to COVID-19 positive persons.
3. Self-isolation will be required for all individuals determined or presumed to be positive for COVID-19 until negative COVID-19 test results are available or for the length of time recommend by the CDC.
4. Self-quarantine will be required for all asymptomatic persons who were found to be in close contact with an individual determined to be positive for COVID-19 for 14 days since last contact with that individual.

Steps to Success

- All reasonable measures taken for prevention, detection and mitigation of COVID-19 for the members of the UTC community learning or working on-campus.
- All members of the UTC community who are learning or working on campus are required to self-monitor for symptoms of COVID-19. Prompt recognition and reporting of symptoms is essential.
- All members of the UTC community who are learning or working on campus required to adhere to personal hygiene, face mask and social distancing guidelines while on University-owned or controlled property.

Appendix

Appendix A: Executive Overview for COVID Related Dining Service Operations

In preparation for fall semester, Dining Services has created a proposed set of protocols that include, but are not limited to, the following:

- Staggered opening of dining locations during move-in week with all locations open for first day of classes
- Additional cleaning processes and sanitation stations in place
- Limited seating or elimination of seating in dining locations
- Marking floors to allow for social distancing requirements between guests
- Addition of plexiglass sneeze guards at all service points between staff and guests
- Utilizing of masks and gloves by all associates
- Elimination of all self-service areas
- Elimination of cash tender from all locations
- Hours of operations adjusted to minimize contact in specific locations
- Limited menu offerings to increase speed of service in accordance with national brand standards
- Additional staff training and hiring prior to start of semester

- Expanded retail offerings and service methods to include Freshens, restaurant rotation concept, mobile ordering and campus delivery
- Changes to catering operations to include elimination of self-serve buffets and transition to primarily individually packaged meals
- Protocols to address on-campus meals options for those who may be on quarantine or isolation in University housing
- Marketing plan to increase awareness of COVID-related changes in operations
- Monitoring of PPE usage, sanitation protocol and COVID-specific processes
- Order online and schedule pick-up time, or offer on campus delivery services

Appendix B: Executive Overview for COVID-19 Related Facilities Operations

Face Masks

- Emergency Services will provide face masks for the UTC community. Unit heads determine the number of employees in each department and request sufficient numbers for their departments.

Disinfectant/Cleaning

- Custodial services will continue to clean restrooms and common areas with enhanced attention to high-touch areas such as door handles, (e.g., copiers, shared telephones). etc. Disinfectant spray bottles filled with the recommended disinfectant per CDC guidelines will be supplied to all departments. Facilities Services will arrange for delivery and replenishing of centrally furnished supplies to individual departments.
- Periodic sanitizing of personal workspaces will be completed by each employee as well as done at previously scheduled cleaning times.
- All bathrooms and kitchens will be equipped with hands-free paper towel dispensers, soap and warm water. Paper towel dispensers will be affixed to walls. Trash cans will be located near the bathroom door, if practical.

Hand Sanitizer Station/Soap Dispenser Service

- General sanitizer stations or soap dispensers will be managed by Facilities Services.
- Touchless hand sanitizer stations at all heavily used entrances and high traffic areas, including classrooms and residence halls will be provided.
- Disinfecting wipes and hand sanitizer with at least 60% alcohol solutions will be available throughout computer labs and other equipment locations.
- Supplies can be requested through Facilities at 423-425-4521.

Water Fountains/Bottle Filling

- All water fountains and bottle fill stations across campus will be temporarily disabled to ensure the health and safety of the campus community.

Office Space Concerns

- Safety and Risk Management staff will help determine the best way to manage space needs within departments and across campus.
- Identify areas of concern and install safety screens at front desk/public service areas that deal with a high volume of customers.
- Check all HVAC filters and replace as needed.

Informational Signs/Floor Stickers

- Placement of floor stickers for each office will be determined by Emergency Services. Informational posters (11" x 17") will be placed strategically throughout the campus.

Appendix C: Executive Overview for COVID-19 Related Housing and Facilities Operations

- COVID-19 Guidance on Shared and Congregate Housing guidelines from the CDC will be followed addressing residence life, common spaces, shared kitchens and dining rooms, laundry rooms, recreation areas, pools/hot tubs and shared bathrooms.
- CDC Guidelines for a resident who is COVID-19 suspected or positive are outlined in detail. Areas for quarantine/isolation are identified.
- Guidelines for new residence check-in while adhering to social distancing have been established.
- Cleaning and disinfecting of the facilities associated with this area have been developed based on best practices. A detailed schedule for cleaning all areas, residences, entrance ways, hallways, lobbies, stairwells, public restrooms, offices, conference rooms/lounges/study areas, classrooms, meeting rooms, mail rooms, elevators and laundry rooms will be followed.

Appendix D: Executive Overview for COVID-19 Testing

Testing for COVID-19

A comprehensive strategy to provide testing within one working day for all students, faculty and staff with symptoms of COVID-19 is in place on all campuses.

- Criteria for testing is in accordance with guidelines from the Infectious Disease Society of America.⁷
 - All symptomatic individuals should be tested.
 - Symptomatic individuals for whom there is a strong suspicion of COVID-19 should be re-tested if the initial test is negative.
 - Any asymptomatic individual who has had close contact exposure to a COVID-19 (+) individual should be tested.
- Surveillance measures such as monitoring the number of cases on the campus will be used when appropriate working with the Chattanooga-Hamilton County Health Department.
- Testing should be by standard nucleic acid amplification tests (e.g., RT-PCR) until rapid testing and antigen testing are considered accurate/reliable/usable.
- Contracts with commercial testing laboratories with a 24-hour or less turnaround time will be attempted.
- Policies that require reporting of tests and of positive results of tests as a condition of being on campus for all faculty, staff and students should be considered.
- The campus will work with the Chattanooga-Hamilton County Health Department to ensure rapid contact tracing, isolation and monitoring of individuals with close contact exposure to COVID-19 (+) persons. Authority to mandate quarantine or isolation. Contacts who become symptomatic should be tested.
- Employees and students should self-isolate if experiencing symptoms of COVID-19 until test results and, when relevant, re-testing results are available. Employees and students who do not reside in housing on campus should remain off-campus when isolated. If an employee or student is in quarantine, that individual should remain off-campus until a healthcare provider has lifted the quarantine and clearance has been coordinated with SOS for students or Human Resources if an employee. If a student is quarantined and lives on campus, the student is to follow all requirements and guidelines in effect.
- Students found to be positive should be isolated in the specified rooms in Residence Life or in their residence off campus until they can safely return to class following CDC guidelines for return to work for healthcare workers.⁸ Currently these are:
 - If symptomatic, at least three days have passed since recovery and improvement of respiratory symptoms (e.g., cough) has occurred and at least 10 days have passed since onset of symptoms.
 - If asymptomatic, at least 10 days have passed after testing is completed.
- Students should be discouraged from returning home if found or presumed to be COVID-19 positive (as an alternative to being housed in an isolation space on campus) as this might facilitate spread to back into households or other communities.

Testing for Immunity

At present, antibody tests for immunity are not sufficiently accurate nor widely available enough to be considered a part of campus-based strategies. However, this is expected to change in the coming months, and antibody testing strategies may have significant utility. UHS will continue to monitor this approach.

Appendix E: Contact Tracing Plan

All positive COVID-19 cases of UTC employees and students will be reported to the Chattanooga-Hamilton County Health Department (CHCHD). Upon notification, CHCHD will initiate the contact tracing process.

The contact tracing process involves the following steps:

- Interview of the case.
 - The case interview is conducted or overseen by a CHCHD epidemiology nurse by phone.
 - Questions asked are related to contact information, demographics, testing date, symptoms, household contacts and close contacts.
 - A positive case is placed on quarantine by CHCHD per CDC guidelines. UTC can assist with identifying case contacts as needed.
- Interview of contacts.
 - Household contacts and close contacts of the case are interviewed for contact information, demographics and symptoms.
 - Contacts are placed on quarantine for 14 days from the last day of contact with the case.
 - If the contact has ongoing exposure to a case (household contact), the end date of his or her quarantine depends on when the case becomes well.
- Daily monitoring of contacts.
 - Contacts of the case are interviewed daily by phone for symptoms.
 - If a contact develops symptoms, he or she is asked to self-isolate and testing is recommended.
- If CHCHD requests assistance for contact tracing of UTC employees and students, the UTC Contact Tracing Manager will coordinate the tracing activities.
 - UTC will maintain a group of trained contact tracing volunteers to assist with tracing.
 - Volunteers are required by the CHCHD to sign a confidentiality agreement, register as a Tennessee Medical Reserve Corps volunteer and complete CHCHD training on HIPAA and contact tracing processes and procedures.
 - This training is administered by the UTC Contract Tracing Manager.

Appendix F: Supplies/Resource Acquisition and Distribution

It is recommended that a review the University of Nebraska's Global Center for Health Security checklist for preparing the physical environment is conducted prior to the opening of campus.

- Emergency Services will provide face masks.
 - Administrators determine the number of employees within each department.
 - Employees with substantial public contact will receive three masks each. Others will receive two.
 - Emergency Services will prepare masks for pick-up. Departments/areas will be notified of a time for pick-up.
 - Extra masks may be requested if there are frequent outside interactions from visitors.
- Reserving elevators for vulnerable employees and students by encouraging others to ascend/descend stairs.
- Develop plans and campus signage for elevator, room capacity and room-specific safety compliance rules.
- Review cleaning and safety protocols of campus partners (e.g. Aramark) to be sure they meet the standards that health experts recommend.
- Manage students traveling to campus from locations that will require self-isolating for two weeks before attending class face to face.
- Discourage students from leaving and returning to Chattanooga during the semester.
 - Students who leave campus during the semester to visit high-risk locations will be required to self-isolate for two weeks before attending class face-to-face.
- Ensure that students arriving from locations with community spread or international locations move to Chattanooga two weeks early so that they can self-quarantine for two weeks before classes begin.
- Give instructors guidance about their authority to require students to wear face coverings in class. This will be done in collaboration with the Office of Student Conduct.

Appendix G: Campus-wide Marketing Plan

Mocs Fly Together

Proposed Communication Plan in support of Campus Safety and Risk Management recommendations in response to COVID-19

Objective

Support creation of a culture of compliance in which all members of the campus community choose to comply because they understand how and why compliance is important to both the individual and the group.

Approach

Clear, concise, effective communication on protocols established and resources developed in response to COVID-19 toward enhancing the safety of every person on campus.

Audiences

Students:

- New and returning traditional students, their parents and families
- Non-traditional/working/certification program students
- Prospective students/admissions recruits

Employees:

- Faculty, full-time and adjunct
- Staff, exempt and non-exempt
- Temporary/contract workers
- Student workers

Visitors:

- Business, vendor and delivery personnel
- Academic/research partners
- Leadership and governance—University system colleagues; UTC Advisory Board members; local, state and federal elected officials
- Prospective students and their families
- Alumni and donors

General Public:

- News media and local residents

Additional Considerations/Still TBD

Potential approach to COVID-19 testing, contact tracing and isolation of positives

- Who, what, why, when and how Leadership interviews with news media
Speaking engagements/live remarks by chancellor or other senior leadership?
-

Strategy: Mocs Fly Together – *WHAT WE WILL DO*

- Multipronged, multimedia communication and marketing campaign to encourage adherence to safety and health guidelines
 - a. **Broad, key messages – *WHAT WE WILL SAY***
 - a. Mocs take care of themselves and each other—face masks, handwashing hygiene, social distancing and health/symptom monitoring make everybody safer
 - b. Working, learning, living and dining environments for Mocs have been adapted for safety and best practices
 - c. Planning and implementation are ongoing and responsive to circumstances, with transparent communication
 - b. Broad, key messages tailored for audience segments – *WHAT THEY NEED TO KNOW*
 - c. Interactive communication will be encouraged with all audiences to enable feedback

Tactics – *HOW WE WILL SAY IT*

- Use of varied communication channels, multiple opportunities for message delivery and information access:
 - Chancellor communication
 - Email/newsletter, video soundbite, live address
 - Website
 - Electronic wall display boards
 - Printed posters, signage and fliers
 - Email
 - Social media, text messaging
 - Student media, professional media
 - WUTC-FM
 - Videos
 - Interactive online training modules (produced in-house?)
 - Departmental/supervisor talking points (or scripts) for interpersonal communication
 - Marketing collateral
 - Branded items reinforcing safety and health practices:
 - Face masks, pocket hand sanitizer keeper (examples)
 - Other promotional items?
-

Key messages targeted to *Students*

- a. *Expectations for students on required use of face masks, handwashing hygiene, social distancing and health/symptom monitoring*

Student-targeted messaging

- Guidelines developed by Safety/Risk Management and University Health based on CDC recommendations
- Timeline for implementation
- Availability of masks, other resources

Communication/awareness tactics

- Dedicated website:
 - Written, visual communication specifically for students:
 - Inherent values of “Mocs Fly Together”
 - Being part of a caring campus community
 - Personal responsibility for community well-being
 - Concern for others
 - Downloadable, virtual student information “packet” with summaries on mask usage, handwashing hygiene, social distancing and how health/symptom monitoring will be done
 - Self-training module with completion certificate including language on completer’s commitment to compliance toward protecting self and others
 - Where to find compliance tools and student health resources
 - Infection prevention and control – what to do if you are ill
 - FAQ for students
- Email and social media campaign (to launch in summer):
 - Short videos (TikTok, Instagram stories/video posts, etc)
 - With student leaders, student athletes, Scrappy, campus and Chatt celebs
 - How and why of mask wearing, hand hygiene, social distancing, health monitoring

[Videos to be archived on dedicated website referenced above]
- Virtual/face-to-face student orientation topic:
 - Bookmark(?) or other piece/s of marketing collateral with summary and resource info
- Informational posters in parking garages, residence halls, academic buildings, library and dining facilities
- Talking points/scripts for faculty, academic advisors, student leaders for face-to-face communication

b. (Student) working, learning, living and dining environments are adapted for safety best practices

Student-targeted messaging

- Guidelines developed by Safety/Risk Management and University Health based on CDC recommendations
- Expectations for students with respect to:
 - Personal protection practices and social distancing in classroom/library/lab environments; dining facilities; residence halls
 - Personal protection practices and social distancing in campus workspaces (for student workers)
 - Classroom/meeting room etiquette
 - Cleaning and disinfecting of shared spaces
 - Multi-person gatherings
- Availability of PPE (masks), disinfecting products, other resources
- Modifications to pedestrian traffic routes and building and meeting room access

Communication/awareness tactics

- Dedicated website:
 - Written, visual communication specifically for students:
 - Inherent values of “Mocs Fly Together”
 - Being part of a caring campus community
 - Personal responsibility for community well-being
 - Concern for others
 - Self-training module:
 - Personal protection practices and social distancing in classroom/library/lab environments; dining facilities; residence halls and campus workspaces for student workers
 - Cleaning and disinfecting of shared spaces
 - Completion certificate with language on completer’s commitment to compliance toward protecting self and others
 - Where to find resources—masks, disinfecting products, student health
 - FAQ for students
 - Email and social media campaign (to launch in summer):
 - Short videos (TikTok, Instagram stories/video posts, etc)
 - Featuring student leaders, student athletes, Scrappy, campus/Chatt celebs
 - How and why special approaches to campus environments for personal and community protection
- [Videos to be archived on dedicated website referenced above]*

- Virtual/face-to-face student orientation topic:
 - Bookmark(?) or other piece/s (one-pager folder insert?) of marketing collateral with summary and resource info
- Informational posters in parking garages, residence halls, academic buildings, library and dining facilities
- Talking points/scripts for faculty, academic advisors, student leaders for face-to-face communication
- Signage where hallway or outdoor pedestrian traffic should follow specific path
- As classes begin and continue:
 - Messaging/reminders via Canvas, email, electronic wall display boards

c. Planning and implementation are ongoing and responsive to circumstances, with transparent communication (and channels for student input)

Student-targeted messaging

- Campus process for reviewing existing measures and recommending added measures
- Process for student input on existing measures or recommending added measures
- Guiding authority: CDC, state and county health departments, UTC Emergency and Risk Management and University Health

Communication/awareness tactics

- Dedicated website:
 - Written, visual communication
 - FAQ for students
- Messaging via Canvas, email, electronic wall display boards
- Talking points for SGA, student leaders, student organizations
- Informational posters

Key messages targeted to *Employees*

a. Expectations for faculty and staff on required use of face masks, handwashing hygiene, social distancing and health/symptom monitoring

Employee-targeted messaging

- Guidelines developed by Safety/Risk Management and University Health
- Timeline for implementation
- Availability of masks, other resources

Communication/awareness tactics

- Dedicated website:
 - Written, visual communication; self-training modules
 - FAQ for faculty and staff
- Face-to-face training
- Emphasis in Chancellor communication
- Campus-wide email messaging
- Talking points/scripts for supervisors for departmental/face-to-face communication
- Informational posters
- Electronic wall display boards

b. Working, learning, living and dining environments have been adapted for safety best practices

Employee-targeted messaging

- Guidelines developed by Safety/Risk Management and University Health with campus-wide input
- Expectations for faculty and staff with respect to:
 - Reporting to work, possible alternate work arrangements/scheduling
 - Cleaning and disinfecting of shared/meeting/public workspaces
 - Maintaining social distance/use of PPE in workspaces
- Availability of PPE (masks), disinfecting products, other resources
- Modifications to pedestrian traffic routes and building and meeting room access
- Workspace and other shared spaces/meeting room etiquette

Communication/awareness tactics

- Dedicated website:
 - Written, visual communication; self-training modules
 - FAQ for faculty and staff
 - Face-to-face training
 - Emphasis in Chancellor communication
 - Campus-wide email messaging
 - Talking points/scripts for supervisors for departmental/face-to-face communication
 - Informational posters
 - Electronic wall display boards
 - Directional signage
-

- c. Planning and implementation are ongoing and responsive to circumstances, with transparent communication (and channels for employee input)***

Employee-targeted messaging

- Process for reviewing/recommending measures by task forces and/or working groups
- Process for employee input on existing measures and suggesting added measures
- Guiding authority: CDC, state and county health departments, UTC Emergency and Risk Management and University Health

Communication/awareness tactics

- Dedicated website:
 - Written, visual communication
 - FAQ for faculty and staff
 - Emphasis in Chancellor communication
 - Campus-wide email messaging
 - Talking points/scripts for supervisors for departmental/face-to-face communication
 - Informational posters
 - Electronic wall display boards
-

Key messages targeted to Visitors

- a. Expectations for visitors—business, academic or elected officials—on required use of face masks, handwashing hygiene, social distancing and health/symptom monitoring***

Visitor-targeted messaging

- Guidelines developed by Safety/Risk Management and University Health
- Timeline for implementation
- Availability of masks to visitors while on campus

Communication/awareness tactics

- Dedicated website:
 - Written, visual communication
 - FAQ for visitors—business/vendors, others
- Informational posters, signage
- Electronic wall display boards

b. Visitors are advised that working, learning, living and dining environments are adapted for safety best practices

Visitor-targeted messaging

- Guidelines developed by Safety/Risk Management and University Health with campus-wide input
- Expectations for visitors—business, academic or elected officials—with respect to:
 - Face masks and social distancing in shared spaces
 - Meetings, appointments, orientation sessions or other on-campus activity
 - Deliveries or contract work
- Modifications to pedestrian traffic routes and building and meeting room access

Communication/awareness tactics

- Dedicated website:
 - Written, visual communication
 - Brief “what you need to know” video on visiting campus:
 - Specifics for parents, family members, friends of students; prospective students; academic/research partners; business/vendors/deliveries
 - FAQ for visitors
- Informational posters
- Electronic wall display boards
- Directional signage

c. Planning and implementation are ongoing and responsive to circumstances, with transparent communication

Visitor-targeted messaging

- Guidelines are developed in compliance with CDC, state and county health departments, UTC Emergency and Risk Management and University Health

Communication/awareness tactics

- Dedicated website:
 - Written, visual communication

Key messages targeted to News Media and General Public

a. UTC is taking appropriate steps toward mitigating virus spread through required use of face masks, handwashing hygiene, social distancing and health/symptom monitoring

Media/public-targeted messaging

- Guidelines developed by Safety/Risk Management and University Health
- Timeline for implementation
- Facilitating compliance via extensive communication, outreach and engagement
- Role of UTC experts—faculty, staff, nursing and public health students—in campus community education and health/symptom monitoring

Communication/awareness tactics

- Press release/media outreach:
 - Includes area TV, newspapers, WUTC-FM and UTC student media
- Dedicated website:
 - Written, visual communication
 - FAQ lists for multiple stakeholder groups
- Informational posters, signage
- Electronic wall display boards

b. *Campus working, learning, living and dining environments have been adapted for safety and best practices*

Media/public-targeted messaging

- Guidelines in place developed by Safety/Risk Mgmt., Univ. Health, campus-wide input
- Expectations have been established and communicated to all stakeholder groups for:
 - Maintaining social distance/required use of face masks
 - Cleaning and disinfecting of classrooms, laboratories, library, shared/meeting/public workspaces
 - Workspace and other shared spaces/meeting room etiquette
- University role in supplying PPE (masks), disinfecting products, other resources
- Modifications to pedestrian traffic routes and building and meeting room access

Communication/awareness tactics

- Press release/media outreach:
 - To include area TV, newspapers, WUTC-FM and UTC student media
- Dedicated website:
 - Written, visual communication
 - FAQ lists for multiple stakeholder groups
- Informational posters, signage
- Electronic wall display boards

c. Planning and implementation are ongoing and responsive to circumstances, with transparent communication

Media/public-targeted messaging

- Overview of processes for reviewing/recommending measures by task forces and/or working groups
- Guiding authority: CDC, state and county health departments, UTC Emergency and Risk Management and University Health

Communication/awareness tactics

- Press release/media outreach:
 - To include area TV, newspapers, WUTC-FM and UTC student media
- Dedicated website:
 - Written, visual communication
 - FAQ lists for multiple stakeholder groups

FURTHER ADDITIONAL CONSIDERATIONS

Timeline and action plan (who provides what to whom for posting/distribution) for implementation of this approach to be determined by final approach to Fall 2020.

Division of Communications and Marketing can coordinate with content sources and manage implementation of final plan.

Communication to support, should the following also be developed:

- Bystander campaign to help address non-compliance behaviors and with need to address accountability
- Online posting of locations experiencing community spread
- Mental health/well-being campaign for employees and for students
 - Possibly to include short videos, virtual chat sessions, supervisor or peer-to-peer check-ins and informational presentations on topics such as
 - mindfulness training, healthy eating, coping
- Wellness emphasis campaign
 - Additional mental and physical health initiatives to possibly include health breaks announced and conducted throughout the day, small grant program to fund student and staff ideas for physical and mental wellness programs

- Frequent and diverse communications on the importance of maintaining personal health and connection with others.

References

American College Health Association (2020). Considerations for reopening institutions of higher education in the COVID-19 era.

https://www.acha.org/documents/resources/guidelines/ACHA_Considerations_for_Reopening_IHEs_in_the_COVID-19_Era_May2020.pdf

Center for Disease Control and Prevention (April 3, 2020). Recommendation regarding the use of cloth face coverings, especially in areas of significant community-based transmission.

<https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/cloth-face-cover.html>

Center for Disease Control and Prevention (n.d.). What every American and community can do now to decrease the spread of coronavirus. <https://www.cdc.gov/coronavirus/2019-ncov/downloads/workplace-school-and-home-guidance.pdf>

FULL REPORT 3:

OUTSIDE COMMUNITY, CAMPUS VISITORS AND COMMUNITY FACING PROGRAMMING SUBCOMMITTEE

Members:

Laura Herron (chair), Executive Associate Athletic Director
Terry Denniston, Chief of Staff
John Freeze, Director of Center for Professional Education
Aaron Grisham, University Center Director
David Steele, Director of Civic Engagement
Jill Woodruff, Coordinator of Programs and Events
Jayne Holder, Assistant Vice Chancellor for Alumni Affairs
Emily Blackman, Assistant Vice Chancellor Athletic Academic Enhancement
Obie Webster, Executive Director of the McKenzie Arena
Laura Gerdnic, Assistant Director of Operations and Competitive Sports, Campus Recreation
Scott Altizer, Deputy Athletic Director
Jay Blackman, Senior Associate Athletic Director, Strategic Communications
Lee Roberts, Associate Athletic Director, Development
Steve Ray, Professor and Associate Head Performing Arts Dept
Grant Stafford, Student Representative

Scenario 1

University is fully operational with students returning to campus for face-to-face classes. Modifications to schedule, policies and practices to protect safety and health of the campus community.

Recommendations

1. UTC should monitor and control access to campus. To assist with this, the subcommittee identified the following categories of campus visitors/events.
 - Academic Programs outside the classroom (recitals, art shows, etc.)
 - Alumni Events
 - Athletic Events
 - Camps
 - Campus Tours
 - Career Fairs/Interviews
 - Children's Center (Brown and Battle)
 - Commencements
 - Concerts – UTC sponsored
 - Concerts – outside entities

- Conferences – Internal participants
- Conferences – Participants split between internal and external
- Conferences – External participants
- Contractors/Subcontractors
- Community events (birthday parties, sport tournaments, etc.)
- Development/Fundraising
- General visitors (who tour the campus on their own or run/walk through campus)
- Guest speakers/Guest artists
- Job interview candidates
- Non-credit/Continuing education students
- Media on campus
- Meetings (size of meeting)
- Operation Move In
- Orientation (students/family/guests)
- Parents, siblings and friends visiting residence halls
- Seminars
- Student or faculty events with invited guests
- Visiting faculty/researchers
- Delivery personnel and vendors
- Non-UTC students or personnel utilizing campus shuttle
- Volunteers
- Weddings

Campus visitors/events were classified into one of five categories based on their importance and viability to be on campus utilizing the guiding principles of (1) the visitor/event is essential to the delivery of the academic mission; (2) the visitor/event contribute to the overall student experience; and/or (3) the visitor or event has a positive economic impact to the campus.

| | |
|--|---|
| <p>Category 1.</p> <p>These visitors are allowed on campus in person, in accordance with CDC and campus guidelines.</p> | <ul style="list-style-type: none"> • Conferences - internal only participants (30 or fewer people) • Conferences - split between internal and external (30 or fewer people) • Meetings (30 or fewer people) • Seminars (30 or fewer people) • Visiting Faculty/Researchers • Volunteers |
|--|---|

| | |
|---|---|
| | <ul style="list-style-type: none"> • Operation Move In • Conferences – External only participants (30 or fewer people) • Commencements • Children’s Center • Guests speakers/Guest artists • Delivery personnel/Vendors • Student or faculty activity events (which invite guests) • Weddings |
| <p>Category 2.</p> <p>These visitors/guests are allowed on campus in person, in accordance with CDC and campus guidelines, but with enhanced mitigation.</p> | <p><u>Dictated by CDC, Federal, State and Campus Guidelines</u></p> <ul style="list-style-type: none"> • Concerts • Non-athletic camps • Community events (pool parties, sport tournaments, etc.) • Non-credit/Continuing education students in select programs that require hands-on/clinical experiences. Others will move online. <p><u>Dictated by CDC, Federal, State and Campus Southern Conference and NCAA Guidelines:</u></p> <ul style="list-style-type: none"> • Athletic Events • Athletic Camps <p><u>Dictated by CDC, OSHA, Federal, State, Local, Company and Campus Guidelines</u></p> <ul style="list-style-type: none"> • Contractors/Subcontractors |
| <p>Category 3.</p> <p>These visitors/guests may proceed with program or event but in a hybrid approach.</p> | <ul style="list-style-type: none"> • Academic Programs outside the classroom (recitals, art shows, etc.) • Alumni events • Development/Fundraising events • Career fairs/Interviews • Job Interview candidates |

| | |
|---|---|
| <p>Category 4.</p> <p>These visitors/guests may proceed with program or event in an online fashion.</p> | <ul style="list-style-type: none"> • Media on campus • Orientation (incoming students/family/guests) • Campus tours • Conferences - Internal only participants (participants exceed CDC guidelines) • Conferences - Split between internal and external (participants exceed CDC guidelines) • Conferences – External participants only • Meetings (participants exceed CDC guidelines) • Seminars (participants exceed CDC guidelines) |
| <p>Category 5.</p> <p>We recommend these visitors or events should not be allowed on campus or proceed under any format.</p> | <ul style="list-style-type: none"> • General visitors (who tour campus on their own or run/walk through campus) • Non-UTC students or staff utilizing campus shuttle transportation • Parents, siblings and friends visiting residence halls |

Notes:

- *The cap of 30 participants for conferences, meetings and seminars may be adjusted to reflect the current number of participants mandated by CDC and campus guidelines*
 - *Contractors and subcontractors should develop their own COVID-19 plans and comply with all current federal, state, local and campus mandates*
2. If the campus visitor/event matrix is adopted, the subcommittee recommends that there should be an appeal process for exceptions. We recommend that the Chancellor's Executive Team or a designee appeals committee be created to grant exceptions upon appeal based on the current status of the Coronavirus crisis and/or other important University factors.

3. Develop a campus visitors webpage on www.utc.edu to disseminate COVID-19 education protocols, prevention techniques and campus policies. The education protocols should include UTC Health, Safety and Facility Guidelines based on the most updated Centers for Disease Control and Prevention recommendations with guidance from the Tennessee Department of Health and the Chattanooga-Hamilton County Health Department.
4. Add visitor information booths to strategic campus entrances so visitors can check in upon arrival to campus and/or physically receive campus health/safety/facility guidelines brochures.
5. Produce universal signage that is displayed all over campus promoting campus health/safety/facility guidelines.
6. Have invited campus guests sign a social contract agreeing to adhere to published campus health/safety/facility guidelines.
7. University entity or staff member inviting the guest or sponsoring the event should monitor that campus policy regarding COVID-19 safety measures are followed.
8. Each campus venue should develop a detailed health and safety facility plan prior to facility opening to the public. These plans should utilize updated CDC and campus guidelines and may address issues such as:
 - Cleaning/sanitization before and after events (may include assessed cleaning fees);
 - Enforcement of health/safety/facility guidelines (may include addition of security personnel);
 - Effective monitoring of event participants including but not limited to event registration, reserved tickets or assigned seats whenever possible and possible temperature checks and health questionnaire upon venue entrance;
 - Plan for safe ingress/egress, including hand sanitizer stations at all entrances/exits;
 - Plan for safe food service where applicable (box lunches or plated dinner rather than buffets);
 - Communication with campus visitors regarding campus guidelines and policies;
 - Ticketed events sold online or over the phone rather than in person;
 - Ticketed events scanned at entrance rather than torn by hand (understanding that venues' Wi-Fi may need to be enhanced to accommodate this);
 - Refunds/cancellation/postponement policies; and
 - Plans to reduce restroom traffic (may include capacity signage)

- Ensure that COVID-19 guidelines do not interfere with ADA compliance such as signage for sight-impaired individuals and mindful social distancing traffic flow patterns and seating charts that are wheelchair-friendly
9. When possible, UTC events that are held off campus will abide by UTC's public health social contract guidelines.

Steps to Success

- Identify visitors and events participants who may come on campus
- Educate visitors and event participants that any person on campus is expected to adhere to UTC campus guidelines developed to provide a safe campus environment including but not limited to social distancing, wearing facemasks and other applicable PPE, hand hygiene, temperature checks and reporting symptoms
- Identify and invest in efficient methods of registering campus visitors
- Provide training for staff, faculty and student workers who will be on the front lines of identifying and assisting campus visitors
- Develop monitoring and de-escalation training for appropriate campus personnel dealing with campus visitors
- It would be beneficial to campus personnel who schedule events if campus administration could acknowledge that will be difficult or impossible for campus venues to meet regular income expectations in the coming semester or year.
- It would be beneficial for campus personnel who schedule events to have budget conversations regarding the additional expenses that the new COVID-19 policies will incur our if/when events are scheduled. Such additional expenses may include stanchions, extra security, extra staffing for monitoring restrooms, plexiglass screens for staff, extra cleaning/disinfecting, weekend cleaning when appropriate, software or staff to register visitors, door hardware, etc.

Scenario 2

The semester begins with full operations and face-to-face classes but an outbreak or spike in Covid-19 cases results in shift to full online learning and remote workforce.

Recommendations

1. Visitors to campus as well as outside events on campus should be canceled if the University is forced to resort to full online learning and a remote workforce.
2. The Chancellor's Executive Team or designee appeals committee should review appeals if a campus unit or department feels a visitor type or activity should be allowed.

Steps to Success

- Restrict access to campus
- University provides broad, general announcements regarding change in modality to the public as well as campus
- No new events may be scheduled once the University announces the change to remote workforce and online classes
- University entities hosting visitors to campus should have a written plan for notifying scheduled visitors about the campus closure
- Event contracts should include language regarding cancellation due to the pandemic to prevent litigation
- Event tickets should include language regarding cancellation due to pandemic, including reimbursements if applicable
- Ensure that anyone granted access to campus understands the expectation to adhere to UTC campus guidelines developed to provide a safe campus environment, including but not limited to social distancing, wearing facemasks and other applicable PPE, hand hygiene, temperature checks and reporting symptoms
- Public health measures should remain in effect for anyone on campus, including students who must remain in campus housing, essential workers, contractors or emergency personnel

Scenario 3

The fall semester begins completely online with a remote workforce. Depending on Covid-19 conditions, students and workforce may return to campus under modified schedules, policies and practices to protect the safety and health of the campus community.

Recommendations

1. Visitors to campus as well as outside events on campus should be canceled if the University is forced begin the semester completely online learning with a remote workforce.
2. The Chancellor's Executive Team or designee appeals committee should review appeals if a campus unit or department feels a visitor type or activity should be allowed.

Steps to Success

- Restrict access to campus
- University provides broad general announcements regarding change in modality to the public as well as campus
- No new events may be scheduled once the University announces the change to remote workforce and online classes
- University entities hosting visitors to campus should have a written plan for notifying scheduled visitors about the campus closure

- Event contracts should include language regarding cancellation due to the pandemic to prevent litigation
- Event tickets should include language regarding cancellation due to pandemic, including reimbursements if applicable
- Ensure that anyone granted access to campus understands the expectation to adhere to UTC campus guidelines developed to provide a safe campus environment, including but not limited to social distancing, wearing facemasks and other applicable PPE, hand hygiene, temperature checks and reporting symptoms
- Public health measures should remain in effect for anyone on campus, including students who must remain in campus housing, essential workers, contractors or emergency personnel

Appendix

White House Guidelines—Opening Up America Again:

<https://www.whitehouse.gov/wp-content/uploads/2020/04/Guidelines-for-Opening-Up-America-Again.pdf>

Tennessee Pledge – Attractions and Large Venues

https://www.tn.gov/content/dam/tn/governoroffice-documents/covid-19-assets/Pledge_Attractions.pdf

Centers for Disease Control and Prevention—CDC Activities and Initiatives Supporting the COVID-19 Response and the President’s Plan for Opening America Up Again:

<https://www.cdc.gov/coronavirus/2019-ncov/downloads/php/CDC-Activities-Initiatives-for-COVID-19-Response.pdf>

University of Tennessee, Knoxville—Re-Imagining Fall Task Force Report:

https://chancellor.utk.edu/wp-content/uploads/sites/70/2020/05/Re-Imagining_Fall_Task_Force_Report.pdf

American College Health Association—Considerations for Reopening Institutions of Higher Education in the COVID-19 Era:

https://www.acha.org/documents/resources/guidelines/ACHA_Considerations_for_Reopening_IHEs_in_the_COVID-19_Era_May2020.pdf

University of Nebraska Global Center for Health Security—Higher Education COVID-19 Pandemic Recovery Checklist:

<https://www.unmc.edu/healthsecurity/documents/Higher-Education-Pandemic-Recovery-Guide-Step-I-III-5-12-2020-v1.35.pdf>

FULL REPORT 4:

STUDENT LIFE AND ENGAGEMENT

Members:

Abeer Mustafa (chair), Associate Vice Chancellor for Student Affairs
Laura Cagle, Director of University Events
Harriet Chambers, Chief Financial Officer of the UC Foundation
Terry Denniston, Chief of Staff
Emelia Dunston, Associate Dean of Students
Aaron Grisham, Director of the University Center
Lane Gutridge, Student Representative
Jim Hicks, Assistant Vice Chancellor Student Affairs
Shewanee Howard-Baptiste, Associate Professor Exercise Science
Yasmine Key Director of University Health Services
Theresa Liedtka, Dean, UTC Library
Patricia Lin-Steadman, Senior Coordinator of International Student and Scholar Services
Laura Livermore, Director of Study Abroad Programs
Michelle Prince, Director of Auxiliary Services
Valara Sample, Director of Housing and Residence Life
Cindy Strine, Director Campus Recreation
William Walker, District Manager Aramark
Joel Wells, University Registrar Records Office
Sarah Worthington, Social Medial Coordinator
Kathleen Wheatley, Department Head of Management and George M. Clark Professor of Management Policy, Gary W. Rollins College of Business

CAMPUS PROGRAMMING

Scenario 1: Campus Programming

University is fully operational with students returning to campus for face-to-face classes. Modifications to schedule, policies, and practices to protect safety and health of the campus community.

Recommendations for Campus Programming

- A combination of in-person and virtual programs offered to engage students. The format and structure of in-person programs (indoor and outdoor) will follow current recommendations and guidelines provided by state and local officials, the CDC and University officials on the maximum number of participants allowed and distancing requirements.
- University departments, offices and registered student organizations seeking to host in-person programs or events will be expected to follow the guidelines listed below:
 - Submit event request through the University's Event Management System (EMS). In conjunction with the Office of Student and Family Engagement, event requests and approvals will be managed by staff managing the space or facility requested. These units will determine the appropriate time, place and manner for the event or program to occur based on facility limitations and current guidelines on attendance numbers and distancing requirements. Event specifics may need adjustment to allow time to clean/sanitize surfaces and transition the space before the next scheduled program. The number of programs allowed to occur in a facility each day may also be limited.
 - At all times during approved events, attendees and event/program staff will be expected to wear masks or face coverings when the possibility for contact with others exists. Masks or face coverings should be provided for attendees who arrive without one.
 - Hand sanitizer and other sanitizing supplies should be provided for all individuals in attendance to use as needed. Event sponsors should work with the staff responsible for the event location selected to determine the appropriate amount of materials necessary for the event or program.
 - Doors should be kept open during the event or program whenever possible to limit attendee contact with door handles.
 - Attendance should be tracked for all in-person events. Event sponsors should work with the staff responsible for the event location and/or staff from the Office of Student and Family Engagement for suggestions on limited contact or contactless check-in procedures. Having a record of event or program attendees will help facility managers track areas of high usage for cleaning purposes and assist with contact tracing, if needed.
- University offices and departments are encouraged to work collaboratively to avoid overlapping or duplicative programs.
- Event/program offerings should be listed in one centralized location that is updated regularly, such as MocSync.
- The University reserves the right to cancel/stop hosting in-person events altogether due to changes related to COVID-19. Recommendations from state and local officials and/or changes in University procedures will be followed if in-person events are no longer deemed safe and manageable.

- Groups with facilities off-campus and/or the ability to host functions and gatherings at off-campus locations are strongly encouraged to adhere to the guidelines outlined above to protect the members of their organizations. These groups are encouraged to hold remote or web-based meetings, programs and activities as much as possible, if they are not able to provide proper protection for participants.
- For online/virtual programming, offices, departments and registered student organizations are encouraged to explore available programming options but also think about some home-grown programs.
 - These programs can occur live or asynchronously so that students can access them at their convenience and leisure.
 - Examples include fitness classes (live and recorded), virtual art/craft classes (supplies provided), book club discussions, music performances, movie/documentary screenings, bingo, trivia and gaming tournaments.
 - Departments will be encouraged to list their offerings in one centralized location that is updated regularly, such as MocSync.

Scenario 2: Campus Programming

The semester begins with full operations and face-to-face classes, but an outbreak or spike in Covid-19 cases results in a shift to 100% online learning and remote workforce.

Recommendations for Campus Programming

- The semester will start with a hybrid of program offerings to engage students. In-person programs offered will need to follow the current recommendations and guidelines provided by state and local officials, the CDC and University officials on the maximum number of participants allowed and distancing requirements. University departments, offices and registered student organizations seeking to host in-person programs or events will be expected to follow the guidelines outlined above under Scenario 1.
- If an outbreak occurs and the University shifts to 100% online learning and a remote workforce, the University will cancel/stop hosting in-person events altogether. Any outstanding or pending events, programs and space reservations will be canceled. No in-person events/programs will be allowed to occur on campus until it is deemed safe for those programs to resume by University, state and local health officials. This applies to both University-sponsored programs and those held by groups not affiliated with the University looking to use university owned spaces and facilities.
 - University offices, departments and registered student organizations will need to move all scheduled in-person programming online. Offices and departments are encouraged to work collaboratively to avoid overlapping or duplicative programs during the transition.
 - Additional programs offered following the transition should be in an online or virtual format. These programs should occur live or asynchronously so that students can access them at their convenience and leisure.

- Groups with facilities off-campus and/or the ability to host functions and gatherings at off-campus locations should transition to holding remote or web-based meetings, programs and activities for the duration of the semester to protect the members of their organization. No in-person events should take place once the transition to online learning has occurred.

Scenario 3: Campus Programming

The fall semester begins completely online with a remote workforce. Depending on Covid-19 conditions, students and the workforce may return to campus under modified schedules, policies and practices to protect the safety and health of the campus community.

Recommendations for Campus Programming

- Virtual/remote programming will be offered to students while all instruction is being done virtually.
 - Departments are encouraged to explore available programming options but also think about some home-grown programs they can do themselves. These programs can occur live or asynchronously so that students can access at their convenience and leisure. This includes residential students, commuter students, non-traditional students. Examples include fitness classes (live and recorded), virtual art/craft classes (supplies provided), book club discussions, music performances, movie/documentary screenings, bingo, trivia and gaming tournaments. Regardless of what's chosen, we'll need to make sure our offerings are diverse, numerous and representative of student preferences.
 - For University-sponsored programs, it will be imperative for offices and departments to work collaboratively to avoid overlapping programs and to protect students from online fatigue. Event and program offerings should be listed in one centralized location that is updated regularly, such as MocSync.
 - Groups with facilities off-campus will be strongly encouraged to hold remote or web-based meetings, programs and activities while classes are held online to protect the members of their organizations. No in-person events or programs should be held.
- If conditions begin to improve after the semester has begun and the University decides to bring students back to campus for face-to-face instruction, we will consider introducing a small number of in-person programs to engage students. In-person programs offered will need to follow the current recommendations and guidelines provided by state and local officials, the CDC and university officials on the maximum number of participants allowed and distancing requirements.
 - The University reserves the right to cancel/stop hosting in-person events altogether due to changes in the climate related to COVID-19. Recommendations from University, city, state or health officials or changes in University schedule/procedures will be followed if in-person events are no longer deemed safe and manageable.

- Groups with the ability to host functions and gatherings at off-campus locations are strongly encouraged to adhere to the same guidelines outlined for on-campus programs to protect the members of their organizations. These groups will be encouraged to continue holding remote or web-based meetings, programs and activities if they are not able to provide proper protection for participants.

Steps to Success for Campus Programming

To ensure this plan is implemented successfully, it would be helpful for us to know and determine the following:

- Current recommendations from local health officials about how gatherings should be held/implemented (face coverings, max number of attendees, stance on physical distancing during the event, etc.).
- Finalize the guidelines that University departments, offices and registered student organizations should follow if they want to host an event on campus. Some guidelines are provided above, but the University reserves the right to adjust these guidelines if necessary due to facility limitations and/or changes in the recommendations provided by state and local officials. These guidelines will be communicated to all parties if the program is approved by the parties listed above managing the requests and approvals of programs.
- Develop a plan with the staff managing primary event spaces on campus for supervising events, particularly for registered student organizations not connected to a University department or office.
- Determine the inventories of PPE, hand sanitizer, wipes and other cleaning products needed to support the facilitation of events.
 - We need to provide these supplies to registered student organizations in order to ensure that recommended safety measures are followed. To do so, we need to gather cost estimates for this and determine which unit(s) will cover this expense.
 - We also need to determine an appropriate and feasible cleaning/sanitizing plan for these spaces in between events (amount of time and staffing needed)
- Once a decision is made regarding face-to-face instruction for fall 2020 and a plan is enacted for programming, it will be necessary to begin discussion about how plans for programming will be altered for Spring 2021 based on the current climate of COVID-19. Plans should be developed, reviewed and communicated to all campus partners well in advance of the beginning of the semester for planning to begin.

CAMPUS RECREATION

Scenario 1: Campus Recreation

University is fully operational with students returning to campus for face-to-face classes. Modifications to schedule, policies and practices to protect safety and health of the campus community.

Recommendations for Campus Recreation

- Campus Recreation returns to fully operational in a phased approach according to Tennessee state guidelines.
- Additional Staff Training and Hiring
 - Training on new processes and procedures
 - New or adjusted work responsibilities
 - COVID-19 related guidelines
 - Emphasis on personal safety and screening
 - Hiring of student staff for needs
- All facilities are returned to fully operational with repurposing and social distancing in areas according to Tennessee state guidelines
 - Additional cleaning processes and sanitation stations in place
 - A phased reintroduction of specific services will begin this summer to ensure changes work smoothly and to work out bugs before students fully arrive on campus
 - Scheduling of the sports complex occurs when Tennessee state guidelines allow with limited activities and new processes
- Programming adjustments
 - Continue with virtual programming – fitness, E-sports
 - Implement new programming and adjustments to current programming
 - Increase aquatic, outdoor, recreation, sport and fitness clinics with small numbers
 - Limit group activities to recommended numbers
 - Phase up through programming
 - Increase programming that can occur outdoors
 - Utilization of PPE where appropriate (not on cardio machines)
 - Live stream events for spectators
 - Local meet-ups (micro trips) where students drive themselves versus transportation provided
 - Pause large group programming: Soundwaves, Friday Night Lights, etc.

- Member Readiness and Usage Guidelines
 - Communication includes photos of areas with new guidelines
 - Reservation system for specified areas if need presents itself
 - Time limits for use of the facility / equipment
 - Limiting amenities to meet Tennessee state requirements
 - Limitations on equipment available for use/checkout
 - Utilize online capabilities to maximum extent for membership sign-up and renewals
 - Adjustment of hours in specified areas to meet needs
- Additional Notes
 - Consider sales of personal items which are porous or difficult to clean (weight belts, foam rollers, mats, boxing gloves)
 - Work with all club sports on how to continue within COVID-19 guidelines

Steps to Success for Campus Recreation

- Additional Staff Training (Professional / Student)
 - Create new training plans to include strategies for correcting COVID-19 related behaviors, new safety procedures, customer service, protocol changes and additional duties
 - Review all job descriptions and duties to make any adjustments needed for staff
 - Gather all pertinent COVID-19 related guidelines and put into a training format
 - Review all job-related functions with employees with COVID-19 in mind. Make all adjustments needed for employee comfort levels
 - Hiring of student staff to new needs
- Building preparation occurs in May/June to include:
 - Repurposing/converting spaces to meet Tennessee state requirements
 - Adding sanitation stations throughout (wipes, hand sanitizer)
 - Increased touch point cleaning process duties reviewed and conveyed
 - New signage in place throughout the facility
 - Social distancing and redesign of all areas: climbing, fitness, aquatics
 - Customer service desks adjusted for distance/safety – counter shields, adding tables
 - Adjustment of lobbies, lounges and office spaces
 - Complete capacity analysis for all spaces and review reservation system functionality
 - Adjust ingress/egress points/traffic pattern signage
 - Ordering of adequate supplies
 - Create holding areas for equipment checked in at the outdoors area
 - Raise basketball goals
 - 6' markings
 - Removal of shared equipment

- Programming adjustments
 - Assess student interest in potential new programs
 - All program areas create a programming plan with adjustments for each area – tie to student learning outcomes and present to department
 - Review all indoor programs for capability for outdoor use
 - Engage students in decision making
 - Order equipment needed for new programs
 - Create marketing plans for all programs
 - Focus on efficient exercises through social media
 - Create local day trips and clinics where students are responsible for their own transportation and stay social distanced during activity (hiking, kayaking)
 - Replacement of dock at the barges to allow for watercraft activities (kayaking, stand-up paddle boards)
 - Club sports and intramural sports with full protocols with no level-3 sports in full formats
 - Outdoor fitness classes on Chamberlain Field or at the sports complex
- Member Readiness and Usage Guidelines
 - Review waiver or waiver additions
 - Work with Marketing on communication plan for members
 - Establish reservation plan and build into the Fusion membership software system
 - Set equipment for time limits
 - Potential purchase of EcoFit to monitor time limits
 - Review membership procedures and adjust online aspect of Fusion for membership sign-up and renewal
 - Reinstate memberships manually for members as they return
- Additional Notes
 - Sale of personal items
 - Create equipment sales and inventory plan
 - Gain approval
 - Build into Fusion sales items
 - Purchase inventory
 - Evaluate each club sport and guidelines for the specific sport
 - Focus on skills, drills and conditioning when return to full sport is not recommended
 - Ensure we have enough equipment for individual use to reduce COVID-19 transmission
 - Create opportunities: alternate, related sports for clubs that are not able to exist in current format. Example: Disc golf for ultimate frisbee.
 - Introduce new individual sports which may gain traction through clinics. Examples: Archery, Golf

- Monitoring
 - Focus on customer feedback to create win-wins
 - Usage of facilities / no shows / equipment usage and checkout
 - Staff morale / new procedure issues
 - Member adherence to COVID-19 protocols

Scenario 2: Campus Recreation

The semester begins with full operations and face-to-face classes but an outbreak or spike in COVID-19 cases results in shift to full online learning and remote workforce.

Recommendations for Campus Recreation

- Complete Scenario 1 plan until outbreak
- Close down facility and reduce operations
- Continue student staff check-ins by professional staff
- Revise staffing duties
- Create work groups for new revenue generating programming
- Work on strategic plan and action steps
- Utilize time in the facility for needed upgrades/revitalizing while no patrons are inconvenienced
- Allow for rentals/purchases of equipment by students where possible
- Continue to enhance virtual offerings with recommendations for activities and well-being

Steps to Success for Campus Recreation

- Create work groups on new revenue-generating programming and sources
 - Work to create full children's camp programming plan for summer 2021
 - Create training guides, programming plan, assessment tool and supporting materials for roll-out of children's camp for summer 2021
 - Submit grant proposal for funding for meals for children's camp
 - Assess and compare to local children's camp offerings
 - Identify grant opportunities within programming areas with grant cycles
 - Relate grant opportunities to current and potential programming
 - Master calendar with ideas for funding
 - Identify cost-saving and revenue ideas
 - Utilizing colleagues
 - Comparing to other recreational markets
 - Comparing to other facilities
 - Investigate online sponsorships

- Continue student staff check-ins
 - All staff continue area student staff meetings and individual student check-ins
 - Staff report student concerns and recommend resources
 - Staff submit student of concern reports through the Office of the Dean of Students
- Assess impact on facility costs due to proposed time of closure
 - Aquatic area water and chemicals
 - Cleaning
 - Maintenance Issues
 - Power
- Plan for upgrades and revitalizing facility
 - Gain approval for use of contingency funding to complete projects from state and campus
 - Work with architects for drawings for approval of projects
 - Gain estimates for work
 - Decide on vendors for materials and work
 - Schedule and prepare
- Equipment rentals
 - Assess which equipment can be rented
 - Create/adjust rental agreement with cost of replacement for each item
 - Adjust Fusion software to allow for extended rentals and additional equipment rentals
 - Create system for check-out and return with COVID-19 in mind
 - Order bins for equipment quarantine
- Virtual offerings
 - Review data gathered from COVID surveys to seek opportunities for virtual offerings
 - Review other school websites and compare
 - Enhance offerings in areas not as developed
 - Review apps and other wellness offerings
 - Meet with other departments to collaborate on wellbeing for students, faculty and staff in advance to create solid coordinated effort
 - Create revenue-generating virtual offerings
 - Certified Pool Operator
 - Group Fitness Instructors
 - Personal Training Course
 - Personal Training – expanded version using new platform

Scenario 3: Campus Recreation

The fall semester begins completely online with a remote workforce. Depending on COVID-19 conditions, students and workforce may return to campus under modified schedules, policies and practices to protect the safety and health of the campus community.

Recommendations for Campus Recreation

- Campus Recreation hires full complementary staff and virtually trains all students to prepare for becoming fully operational
- Campus Recreation pushes virtual programming
- Campus Recreation continues to work on facility refresh/revitalization of areas
- Campus Recreation begins phased equipment checkout and virtual programming
- Campus Recreation phases in use of facility per Tennessee state guidelines
- Campus Recreation phases in programming like Scenario 1

Steps to Success for Campus Recreation

- Hiring of student staff
 - Work with Office of Financial Aid on work-study hiring
 - Complete hiring for fall workforce with paperwork and mandatory training
 - Photograph and video all areas of the facility for training needs
 - Revamp training to include scenarios and case studies with small group work
- Virtual offerings
 - Review data gathered from COVID surveys to seek opportunities for virtual offerings
 - Review other school websites and compare
 - Enhance offerings in areas not as developed
 - Review apps and other wellness offerings
 - Meet with other departments to collaborate on wellbeing for students, faculty and staff in advance to create solid coordinated effort
 - Create revenue-generating virtual offerings
 - Certified Pool Operator
 - Group Fitness Instructors
 - Personal Training Course
 - Personal Training – expanded version using new platform
- Plan for upgrades and revitalizing facility
 - Gain approval for use of contingency funding to complete projects from state and campus
 - Work with architects for drawings for approval of projects
 - Gain estimates for work
 - Decide on vendors for materials and work
 - Schedule and prepare

- Assess impacts on facility costs due to proposed time of closure
 - Aquatic area water and chemicals
 - Cleaning
 - Maintenance Issues
 - Power
- Equipment rentals
 - Assess which equipment can be rented
 - Create rental agreement with cost of replacement for each item
 - Adjust Fusion software to allow for extended rentals and additional equipment rentals
 - Create system for check-out and return with COVID-19 in mind
 - Order bins for equipment quarantine
- Virtual Offerings
 - Review data gathered from COVID surveys to seek opportunities for virtual offerings
 - Review other school websites and compare
 - Enhance offerings in areas not as developed
 - Review apps and other wellness offerings
 - Meet with other departments to collaborate on wellbeing for students, faculty and staff in advance to create solid coordinated effort
 - Create revenue-generating virtual offerings
 - Certified Pool Operator
 - Group Fitness Instructors
 - Personal Training Course
 - Personal Training – expanded version using new platform
- Building preparation occurs in summer to include
 - Repurposing/converting spaces to meet Tennessee state requirements
 - Adding sanitation stations throughout (wipes, hand sanitizer)
 - Increased touch point cleaning process duties reviewed and conveyed
 - New signage in place throughout the facility
 - Social distancing and redesign of all areas: climbing, fitness, aquatics
 - Customer service desks adjusted for distance/safety – counter shields, adding tables
 - Adjustment of lobbies, lounges and office spaces
 - Complete capacity analysis for all spaces and review reservation system functionality
 - Adjust ingress/egress points/traffic pattern signage
 - Ordering of adequate supplies
 - Create holding areas for equipment checked in at the outdoors area
 - Raise basketball goals
 - 6' markings
 - Removal of shared equipment

- Programming adjustments
 - Assess student interest in potential new programs
 - All program areas create a programming plan with adjustments for each area – connect to student learning outcomes and present to department
 - Review all indoor programs for capability for outdoor use
 - Engage students in decision making process
 - Order equipment needed for new programs
 - Create marketing plans for all programs
 - Focus on efficient exercises through social media
 - Create local day trips and clinics where students are responsible for their own transportation and stay social distanced during activity (hiking, kayaking)
 - Replacement of dock at the barges to allow for watercraft activities (kayaking, stand-up paddle boards)
 - Outdoor fitness classes on Chamberlain Field or at the sports complex

Scenario 1: Dean of Students-Office of Multicultural Affairs

University is fully operational with students returning to campus for face-to-face classes. Modifications to schedule, policies and practices to protect safety and health of the campus community.

Recommendations

Department will remain fully operational, providing modified on-campus programming and support to faculty, staff, students and community constituents in compliance with COVID-19 safety protocols and guidelines.

Steps to Success

- Programming will follow campus safety protocols for inside and outside spaces in accordance with COVID-19 guidelines, with hybrid modifications to offer virtual interactions to maximize student engagement.
- Reception desks will be equipped with plexiglass barriers. Reduce guest seating in reception area and Multicultural Center. Professional staff will provide virtual scheduled meeting/check in times to eliminate office visits. Staff hours, 8 a.m. to 5 p.m. Departmental hours, 9 a.m. to 4 p.m. to allow for pre-/post-cleaning from 8 a.m. to 9 a.m. and 4 p.m. to 5 p.m. Continuous cleaning procedures pre-/post- student and staff visit to individual workspaces.
- Graduate assistants and student staff will be on a rotating work schedule and located in designated workstations throughout the department with minimal contact with guests.
- Complete redesign of seating format to Multicultural Center to 40 square feet per student occupancy observed with all seating areas, with operational hours from 9 a.m.

to 4 p.m. Monday through Friday. No access to multi-seat furniture and creating in-area storage for inaccessible furniture.

- Guest and staff use of personal protective equipment (PPE) and adherence to social distancing guidelines.
- Multiple touchless hand sanitizing stations.
- Plexiglass barriers for reception areas.
- Designated departmental entry/exit points to minimize contact.
- 40 square feet per guest to maintain social distancing protocols.
- Posted signage at department entrances sharing virtual meeting schedule and contact for professional staff.

Scenario 2: Dean of Students-Office of Multicultural Affairs

The semester begins with full operations and face-to-face classes but an outbreak or spike in Covid-19 cases results in shift to full online learning and remote workforce.

Recommendations

Department will remain fully operational, providing modified on-campus programming and support to faculty, staff, student and community constituents in compliance with COVID-19 safety protocols and guidelines. Department will transition to provide alternate virtual delivery platforms for programming and departmental support to complement the growing needs of faculty, staff, students and community constituents similar.

Steps to Success

Term Start

- Programming will follow campus safety protocols for inside and outside spaces in accordance with COVID-19 guidelines, with hybrid modifications to offer virtual interactions to maximize student engagement.
- Reception desks will be equipped with plexiglass barriers. Reduce guest seating in reception area and Multicultural Center. Professional staff will provide virtual scheduled meeting/check in times to eliminate office visits. Staff hours, 8 a.m. to 5 p.m. Departmental hours, 9 a.m. to 4 p.m., to allow for pre-/post-cleaning from 8 a.m. to 9 a.m. and 4 p.m. to 5 p.m. Continuous cleaning procedures pre/post student and staff visit to individual workspaces.
- Graduate assistants and student staff will be on a rotating work schedule and located in designated workstations throughout the department with minimal contact with guests.
- Complete redesign of seating format to Multicultural Center to 40 square feet per student occupancy observed with all seating areas, with operational hours from 9 a.m. to 4 p.m. Monday through Friday. No access to multi-seat furniture and creating in-area storage for inaccessible furniture.
- Guest and staff use of personal protective equipment (PPE) and adherence to social distancing guidelines.

- Multiple touchless hand sanitizing stations.
- Plexiglass barriers for reception areas.
- Designated departmental entry/exit points to minimize contact.
- 40 square feet per guest to maintain social distancing protocols.
- Posted signage at department entrances sharing virtual meeting schedule and contact for professional staff.

Term Transition

- Professional staff will shift to virtual scheduled meeting/check-in along with remote phone access during normal operational hours, with flexibility to virtually support registered student organizations and programming offerings at later times.
- Programming will transition to virtual platforms, Zoom, Google hangouts, multiple social media and other student-friendly software applications.
- Graduate assistants and student staff transition to work virtually to create an atmosphere that will support student engagement and growth.
- Graduate assistants will provide virtual support for freshman mentorship program staff and through programming support to sophomore through senior mentorship participants in addition to assisting with departmental marketing and programming.
- Student staff will provide weekly one-on-one meetings and programs to freshman mentorship participants to engage them as they transition into their first year and assist with marketing and engagement for department programming.

Scenario 3: Dean of Students-Office of Multicultural Affairs

The fall semester begins completely online with a remote workforce. Depending on Covid-19 conditions, students and workforce may return to campus under modified schedules, policies and practices to protect the safety and health of the campus community.

Recommendations

Department will begin term with alternate virtual delivery platforms for programming and departmental support to complement the growing needs of faculty, staff, student and community constituents. Department will then transition to provide modified on-campus programming and support to faculty, staff, student and community constituents in compliance with COVID-19 safety protocols and guidelines.

Steps to Success

Term Start

- Professional staff will provide virtual scheduled meeting/check-in times along with remote phone access during normal operation hours with flexibility to virtually support registered student organizations and programming offerings at later times.
- Graduate assistant and student staff will work virtually to create an atmosphere that will support student engagement and growth.

- Graduate assistants will provide virtual support for freshman mentorship program staff and through programming support to sophomore through senior mentorship participants in addition to assisting with departmental marketing and programming.
- Student staff will provide weekly one-on-one meetings and programs to freshman mentorship participants to engage them as they transition into their first year and assist with marketing and engagement for department programming.

Term Transition

- Programming will follow campus safety protocols for inside and outside spaces in accordance with COVID-19 guidelines with hybrid modifications to offer virtual interactions to maximize student engagement.
- Reception desks will be equipped with plexiglass barriers. Reduce guest seating in reception area and Multicultural Center. Professional staff will provide virtual scheduled meeting/check in times to eliminate office visits. Staff hours, 8 a.m. to 5 p.m. Departmental hours, 9 a.m. to 4 p.m. to allow for pre-/post-cleaning from 8 a.m. to 9 a.m. and 4 p.m. to 5 p.m.
- Continuous cleaning procedures pre-/post-student and staff visit to individual workspaces.
- Graduate assistants and student staff will be on a rotating work schedule and located in designated workstations throughout the department with minimal contact with guests.
- Complete redesign of seating format to Multicultural Center to 40 square feet per student occupancy observed with all seating areas, with operational hours from 9 a.m. to 4 p.m. Monday through Friday.
- No access to multi-seat furniture and creating in-area storage for inaccessible furniture.
- Guest and staff use of PPE and adherence to social distancing guidelines.
- Multiple hand sanitizing stations.
- Plexiglass barriers for reception areas.
- Designated departmental entry/exit points to minimize contact.
- 40 square feet per guest to maintain social distancing protocols.
- Posted signage at department entrances sharing virtual meeting schedule and contact for professional staff.

Scenario 1: Dean of Students-Veteran Student Services

University is fully operational with students returning to campus for face-to-face classes. Modifications to schedule, policies and practices to protect safety and health of the campus community.

Recommendations

Follow departmental campus reintegration plan in accordance with the UTC Phased Reintegration Plan and University Health and Safety Guidelines.

Steps to Success

Alternative Workplace Design – Planned reconfiguration of workspaces and common use areas to allow for appropriate social distancing and hygiene practices.

- Removal of literature stand and documents
- Sign-in kiosk-use of QR code with cellphone to sign in versus touch method
- Move VSS UC 141 office furniture to adhere to social distancing guidelines
- Removal of student self-service computer, desk, chair

Hygiene and Health Monitoring Practices – Practices implemented to ensure adherence to hygiene and health monitoring expectations outlined in the UTC Phased Reintegration Plan and University Health and Safety Guidelines.

- UC 141 open for visitors and main remains open as of Aug. 10: 9 a.m.- to 4 p.m. (Cleaning will take place from 8 – 9 a.m. and 4 – 5 p.m.).
- Will follow standard procedures developed and communicated for UTC **Existing Operational/Business Needs or Fiscal Concerns** –Current needs or fiscal concerns associated with the phased reintegration plan outlined above.
- Reintegration of staff whose positions are needed to prepare for return to full operations who have health risk factors determined by CDC guidelines and childcare concerns.
-
- Two touchless sanitizing foam dispensers
- Five plexiglass desk shields for five staff desks
- Cleaning supplies (hand sanitizer, disinfectant, etc.)
- Gloves
- Face masks
- Protectors for staff keyboard/mouse/phone
- Sign for directions for safeguarding and COVID-19 office procedures/guidelines
- One to two no-contact temperature check products
- Blue tape for measuring distance for visitors

Scenario 2: Dean of Students-Veteran Student Services

The semester begins with full operations and face-to-face classes but an outbreak or spike in Covid-19 cases results in shift to full online learning and remote workforce.

Recommendations

Starting the semester with scenario 1 recommendations; following departmental campus reintegration plan in accordance with the UTC Phased Reintegration Plan and University Health and Safety Guidelines.

If outbreak or spike in COVID-19 cases occur, shift current operations to work remotely.

Steps to Success

Start semester using plan outlined in Scenario 1.

If outbreak or spike in COVID-19 cases occurs, we would expand innovative work practices developed during the onset of the pandemic by providing the following:

- Online programming and events
- Provide online forms for expanded accessibility
- Conduct meetings virtually
- Use of a scheduling tool to stay connected
- Provide regular communications to keep students informed of changes
- Answer office phone lines
- Process VA and Tuition Assistance benefit certifications
- Respond to emails
- Continue to be a resource to on- and off-campus entities

Scenario 3: Dean of Students-Veteran Student Services

The fall semester begins completely online with a remote workforce. Depending on Covid-19 conditions, students and workforce may return to campus under modified schedules, policies and practices to protect the safety and health of the campus community.

Recommendations

Start semester with remote operations.

If COVID-19 conditions improve, we reintegrate gradually back to campus using scenario 1 plan.

Steps to Success

Start semester remotely, using innovative work practices developed during the onset of the pandemic by providing the following:

- Online programming and events
- Provide online forms for expanded accessibility
- Conduct meetings virtually
- Use of a scheduling tool to stay connected
- Provide regular communications to keep students informed of changes
- Answer office phone lines
- Process VA and Tuition Assistance benefit certifications
- Respond to emails
- Continue to be a resource to on and off campus entities
- If COVID-19 conditions improve, we would refer to scenario 1 plan

Scenario 1: Dean of Students-Center for Women and Gender Equity

University is fully operational with students returning to campus for face-to-face classes. Modifications to schedule, policies and practices to protect safety and health of the campus community.

Recommendations

- Meet 1:1 with people when possible to maintain social distancing. Utilize Zoom for all meetings possible.
- Work with HR regarding individual health concerns that may require remote work or accommodation.
- Programs will be conducted according to University guidelines regarding location and capacity.
- Use check-in software that would allow students to check-in to the WaGE and MCC (and other similar areas) with their own phones so they do not need to touch common surfaces.
- Access to cleaning and safety supplies including plexiglass screens, face masks, gloves, etc.

Steps to Success

Center for Women and Gender Equity COVID-19 Precautions

Operation hours

- Staff on-site in rotation with MCC staff: 8 a.m. to 5 p.m. (may schedule appointments during these times)
- Center fully operational for visitors as of Aug. 10: 9 a.m. to 4 p.m.
- Maximum guest occupancy determined by UC guidelines

Sign-in Procedures

- Students will check in by scanning a QR code with their cell phones

Space Monitoring

- Maintain work study presence in center to ensure compliance with safety guidelines
- Include walk-through to observe space capacity, cleaning procedures and social distancing guidelines in 15-30 minute intervals.

Needs

- Two touchless sanitizing foam dispensers
- Four plexiglass desk shields for reception desks (1) WaGE ADs (2) WaGE Director
- Cleaning supplies
- Face masks
- Gloves
- Check-in software

Seating Chart

- Floor plan in lounge area will be determined by UC guidelines and furniture will be relocated accordingly.
- Office spaces will have one standard office chair for one-on-one meeting. Zoom meetings encouraged for more than one person with plexiglass shield.
- GA Office will be limited to one GA and no additional people.

Computers (one, total)

Only one student will be able to use computers at a time. Students will be required to clean the workstation before beginning and upon completion of work.

Scenario 2: Dean of Students-Center for Women and Gender Equity

The semester begins with full operations and face-to-face classes but an outbreak or spike in Covid-19 cases results in shift to full online learning and remote workforce.

Recommendations

- Implement steps in Scenario 1.
- Upon outbreak implement steps below.
 - Avoid direct contact with students, faculty and staff by only meeting 1:1 with people by utilizing Zoom.
 - Allow all staff to work remotely.
- Provide online support services and programs to support students during disruption.

Steps to Success

- Upon outbreak move all workstations to staff homes.
- Shut down all physical operations of WaGE space.
- Migrating all operations (programs, services, etc.) to digital platforms (Zoom, email, social media, etc.).
- Continued outreach and support for students according to WaGE mission and values.

Scenario 3: Dean of Students-Center for Women and Gender Equity

The fall semester begins completely online with a remote workforce. Depending on Covid-19 conditions, students and workforce may return to campus under modified schedules, policies and practices to protect the safety and health of the campus community.

Recommendations

- Maintain social distancing for students, faculty and staff by only meeting 1:1 with people when possible and utilize Zoom when possible.
- Work within HR guidelines for staff reintegration.
- Provide support services and programs to support students during disruption.
- Implement steps for success in Scenario 1, if we return to campus with possible modified schedules for staff and the center.

Steps to Success

- See Scenario 1 for specific steps for returning physical space
- Upon returning to campus move all workstations back to campus.
- WaGE physical space operational on modified schedule and capacity requirements.
- Migrating some operations back to campus but continuing to utilize digital platforms (Zoom, email, social media, etc.).
- Continued outreach and support for students according to WaGE mission and values.

COMMENCEMENT AND CONVOCATION

Scenario 1: Commencement and Convocation

University is fully operational with students returning to campus for face-to-face classes. Modifications to schedule, policies and practices to protect safety and health of the campus community.

Recommendations for Commencement

- A survey will be sent to students in mid-May to assess the level of interest and commitment to participate in graduation August 2020.
- Commencement ceremonies will be held in McKenzie Arena the week of Aug. 3 (exact dates/times TBD).

- Each college will have its own formal commencement. Breakdown of ceremonies will be as follows:
 - 1-2 ceremonies for College of Arts and Sciences
 - 1 ceremony for Rollins College of Business
 - 1 ceremony for College of Engineering and Computer Science
 - 1-2 ceremonies for College of Health, Education and Professional Studies
 - 1-4 ceremonies for Graduate School
- Environmental safety measures will be in place including, but not limited to, marking designated seating, roping off sections where no seating will be allowed and the addition of more security.
- The “traditional” dais will be eliminated – platform party will be as limited as possible.
- Ceremonial music will be pre-recorded rather than played live.
- Will need some additional faculty support.
- Each student will be provided 4 “tickets” for guests who will attend the ceremony. Tickets would be transferrable.
- Students would sign a “social contract” so that they understand the safety measures that will be put in place in to participate in commencement.

Steps to Success

- The Office of the Chancellor and Office of Academic Affairs will work with campus partners to ensure all COVID-19-related operation and cleaning protocols are followed.
- Logistics of event will likely be altered to minimize exposure.
 - Example: pre-ceremony graduate line-up will be done differently so graduates are not in prolonged proximity to each other.
- There will need to be a process for students to scan their UTC IDs to participate in commencement.
- A system will be developed to continue collaborations with Registrar Joel Wells and the Records Office to determine which students will be in attendance for graduation.
- Need a system in place to track and trace guests who participate in commencement.
- Seating options will need to be spaced out both for guests and for graduates.
- People will not be allowed to congregate inside the arena or immediately outside of the arena.
- Everyone will be required to wear a face mask.
- A brief video will be shared with students that addresses the policies, processes and protocols to participate in commencement.

Scenario 2: Commencement and Convocation

The semester begins with full operations and face-to-face classes but an outbreak or spike in Covid-19 cases results in shift to full online learning and remote workforce.

Recommendations for Commencement

- Recommendations for Scenario 2 are the same as Scenario 1.

Steps to Success

- Recommendations for Scenario 2 are the same as Scenario 1.

Scenario 3: Commencement and Convocation

The fall semester begins completely online with a remote workforce. Depending on Covid-19 conditions, students and workforce may return to campus under modified schedules, policies and practices to protect the safety and health of the campus community.

Recommendations for Commencement

- In-person commencement ceremony will not be able to take place.
- Executive Leadership Team will determine an alternate plan.

Steps to Success

- The Office of the Chancellor and Office of Academic Affairs will work with ELT and campus partners to gather all necessary information to support and operationalize an alternative plan for commencement.

DINING SERVICES

Scenario 1: Dining Services

University is fully operational with students returning to campus for face-to-face classes. Modifications to schedule, policies and practices to protect safety and health of the campus community.

Recommendations for Dining Services

- Stagger opening of locations during move-in week with all locations open for first day of classes
- All facilities open with repurposing and social distancing in areas according to Tennessee state guidelines
 - Additional cleaning processes and sanitation stations in place. Additional staffing will be scheduled at locations to focus on sanitation of seating areas between guests.
 - Looking at additional hand sanitizer stations at entrances of all locations
 - Seating will be reduced and adjusted to maximize space between tables
 - UC Food Court (current capacity = xxx; proposed capacity = xxx)
 - Crossroads (current capacity = xxx; proposed capacity = xxx)
 - Einstein's (current capacity = xxx; proposed capacity = xxx)
 - Seating area will be closed in the following locations:
 - Starbucks
 - Dippers
 - Subway
 - Designated floor markers to communicate six feet spacing between guests
 - Addition of plexiglass sneeze guards at all service points between staff and guests
 - Utilizing of masks and gloves by all associates
 - Elimination of all self-service areas
- Elimination of cash tender from all locations
- Hours of operations will be adjusted to minimize contact in specific locations
 - Crossroads will be closed on weekends – all you care to eat option available in food court restaurant rotation concept on weekends
- Limited menu offerings to increase speed of service
 - Panda Express
- Additional Staff Training and Hiring
 - Training on new processes and procedures
 - New or adjusted work responsibilities
 - COVID-19 related guidelines
 - Emphasis on personal safety and screening
 - Hiring of student staff for increase in sanitation and campus delivery programs
- Employee Screening

- Digital forehead thermometers utilized to screen employees at start of shifts
 - Employees will not be permitted to enter the workplace if they have a fever at or above 100.4° F
- Employees who have any symptoms will report symptoms to their managers and remain at home. Employees will need to be tested before returning to work.
- We are working on a plan of action for dealing with employees who may have been in contact with an employee who potentially has COVID-19 or has been diagnosed
- Expanded retail offerings and service methods to spread volume
 - Restaurant rotation concept opening in food court
 - Freshens opening at Lupton
 - Mobile ordering (Panda Express, Moe's and Restaurant Rotation)
 - Campus delivery capability is being evaluated for
 - Lunch drop-off locations and times **Monday-Friday ONLY**
 - EMCS POD
 - West Campus POD
 - Stacy Town Center POD
 - Founders Cube
 - 11 a.m., 11:30 a.m., 12 noon, 12:30 p.m., 1 p.m., 1:30 p.m., 2 p.m.
 - Evening drop-off locations and times **Monday-Thursday ONLY**
 - West Campus POD
 - Stacy Town Center POD
 - 6 p.m., 6:30 p.m., 7 p.m., 7:30 p.m., 8 p.m.
 - Locations offering delivery
 - Panda
 - Restaurant rotation (pizzas and normal offerings)
 - Moe's
- Catering
 - Elimination of self-serve buffets, platters and trays
 - Transition to primarily individually packaged meals
 - Ability to provide served buffets with strict adherence to social distancing while waiting in line for service
- Quarantine and Isolation protocols:
 - Set delivery for three meal periods per day
 - Communicate with housing director for maintenance of participant list

Steps to Success for Dining Services

- Building preparation occurs May through July to include:
 - Repurposing/converting spaces to meet Tennessee state requirements
 - Adding additional sanitation stations throughout (wipes, hand sanitizer)

- Increased touch point cleaning process duties reviewed and conveyed
- New signage in place throughout the facility
- Social distancing and redesign of all areas
- Complete capacity analysis for all spaces
- Adjustment of seating areas
- Some seating may be rearranged to accommodate more guests
- Adjust ingress/egress points/traffic-pattern signage
- Ordering of adequate supplies (masks, gloves, chemicals, etc)
- Six feet markings of floors in all location
- Tables not in use will be marked accordingly
- CrossRoads chairs will be moved to storage at State Office Building
- Marketing
 - Planning for food-related events that account for ability to maintain social distancing
 - Focus on communication through social media platforms
 - Increase in signage around locations to communicate COVID-19 related changes
- Additional Staff Training (Professional / Student)
 - Team members will receive additional COVID-19 specific training week prior to first day of classes
 - Review all job descriptions and duties to make any adjustments needed for staff
 - Gather all pertinent COVID-19 related guidelines and put into a training format
 - Safety huddles will be conducted daily
- Additional Notes
 - Monitoring
 - Supervisors will monitor usage of PPE, sanitation protocol and COVID-19 specific processes
 - Additional logs will be utilized to verify compliance with COVID-19 policies
 - Additional outdoor seating – is it feasible to add outdoor seating around UC? If so, who will manage sanitation of space?

Scenario 2: Dining Services

The semester begins with full operations and face-to-face classes but an outbreak or spike in Covid-19 cases results in shift to full online learning and remote workforce.

Recommendations for Dining Services

- Reduce operations based on number of students living on campus
- Increased focus on mobile ordering and delivery
- Close all seating areas and offer “to-go” options only

- Quarantine and Isolation protocols:
 - Set delivery for three meal periods per day
 - Communicate with housing director for maintenance of participant list

Steps to Success for Dining Services

- Identify locations that will remain open
- Shift employees as needed to manage increased volume of mobile ordering and delivery from locations that remain open
- Shift employees to provide additional cleaning

Scenario 3: Dining Services

The fall semester begins completely online with a remote workforce. Depending on Covid-19 conditions, students and workforce may return to campus under modified schedules, policies and practices to protect the safety and health of the campus community.

Recommendations for Dining Services

- Staggered opening of specific locations to meet demand based on volume

Steps to Success for Campus Recreation

- Assess number of patrons (students, faculty, staff, etc) on campus for whom food will need to be provided
- Determine number of locations needed to provide adequate supply of food based on volume
- Determine need for seating areas to be open based on situation
- Provide service via mobile ordering and delivery as much as possible
- Training and sanitation practices completed in accordance with outlined steps from Scenario 1

HOUSING

Scenario 1: Housing

University is fully operational with students returning to campus for face-to-face classes. Modifications to schedule, policies and practices to protect safety and health of the campus community.

Recommendations for Housing

- **Housing and Residence Life resumes at normal capacity..**
 - Students will be assigned based on room configuration (private or double occupancy bedrooms, two to four students per bathroom).
 - Students would notify Housing and Residence Life (HRL) of their intent to stay on campus during fall break and Thanksgiving.
 - Residence halls would close for winter break and spring break (special circumstances exception).
- **Implement mitigation strategies to protect all community members. Collaborate with health officers and safety and risk management.**
 - Require students to complete a COVID-19 exposure screening process for clearance to check in to housing.
(<http://www.utc.edu/studenthealthquestionnaire>)
 - Create a limited contact check-in process. Weeklong Operation Move In (Aug. 9-16) with the intent to have freshmen on campus by Thursday, Aug. 13.
 - Identify isolation rooms. Implement protocol for quarantining students versus isolating students. Encourage students to pack essential item bag if they have COVID-19 symptoms. Document how students in quarantine/isolation will receive meals and medications, trash removal and how these spaces will be sanitized between turns.
 - Promote prevention strategies (hand washing; physical distancing; wearing masks/face coverings, cleaning and sanitizing living spaces, etc.) via multiple communication methods (email, signage, text messages, programming, etc.)
 - Install plexiglass barriers/sneeze guards at all front desks.
 - Implement social distancing restrictions in common spaces (community rooms, laundry room, conference rooms, etc.)
 - Rearrange beds in shared rooms to account for physical distancing (six feet apart).
 - Rearrange furniture in building entry ways, lobbies, etc. to account for physical distancing.
 - Review elevator usage.
 - Implement hand sanitizing station and disinfectant wipes near elevators.
 - Create cleaning protocol for custodial staff
 - Create maintenance protocol

- **Initiate discussions with legal counsel regarding modifications to housing contract(s) to imply risk assumption and address:**
 - Suspend residency requirement (first-year students required to live on campus unless within 45-mile radius)
 - Suspend visitation and guest policy to residential students, faculty and staff as noted in housing policy.
- **Coordinate purchasing of critical supplies, PPE, signage and other COVID-19 related items.**

Steps to Success for Housing

- **Building preparation occurs between May and August to include:**
 - Deep clean every unoccupied student room.
 - Maintenance perform facility assessment of each room to repair and replace
 - Adding additional sanitation stations throughout (wipes, hand sanitizer)
 - Increased touch point cleaning process duties reviewed and conveyed
 - New signage in place throughout the facility
 - Ordering of adequate supplies
 - Six feet markings
 - Measure rooms with double occupancy to ensure proper social distance
 - Prepare isolation rooms to include supplies (e.g., linen, sanitation products, bio-hazard trash bags)
- **Student Education, Engagement and Support**
 - R.A. build community by creating social distancing/virtual programming. More intentional interactions in smaller groups.
 - Reconfigure health and safety inspections conducted by R.A.s via Zoom or during breaks.
 - Online roommate agreement to discuss cleaning and health safety. Reviewed by R.D. and R.A. follow-up with residents.
 - Implement bystanders training/campaign for students.
 - Create a COVID-19 support team for students in isolation to ensure their needs are being met.
- **Prepare and support staff and student staff (R.A.s and G.A.s)**
 - Train Housing and Residence Life staff (R.A.s, R.D.s, building assistants, assignment specialist, maintenance and custodial) on public health measures, signs and symptoms of COVID-19, protocol changes, etc.
 - Determine PPE (personal protective equipment) for staff members who work most directly with students, respond to emergencies and staff who are immuno-compromised and/or at high risk for exposure.
 - Provide mental health resources, self-care breaks and mental health check-in for student staff as well as full time staff.

- **Communication Plan**
 - Create communication plan (mid-May until Aug. 1) to include prevention strategies, OMI expectations, community standards and responsibility, directions, capacity for elevator, laundry rooms, community rooms, conference room, etc.
 - Website and social media platform will be updated frequently.
 - Postcard will be sent to students in early July with details regarding moving in.
 - Email and texts will be sent in August with any updates/changes.

Scenario 2: Housing

The semester begins with full operations and face-to-face classes but an outbreak or spike in Covid-19 cases results in shift to full online learning and remote workforce.

Recommendations for Housing

- Support international students who are unable to return to home countries.
- Support students who are unable to return home due to unsafe conditions, financial hardship or other circumstances.
- Encourage students to return to a permanent address.

Steps to Success for Housing

Create a check-out process

- Online signups for move-out
- Prepare instruction for removal of items, throwing out trash, returning keys
- Online request-to-stay form for those with housing insecurities

Create a protocol for shelter-in-place for students who remain on campus

- Limited resources available
- Students would remain in their rooms
- Staff would assist students virtually
- Food delivery/central pick up at each complex

Review processes and communications plans

- Refunding or discounting housing fees
- Cancelling future housing

Establish a process for students to store, retrieve, ship or dispose of personal belongings to ensure room readiness:

- If students are no longer on campus, identify method to allow individuals to safely return to campus.
- Generate a list of approved moving and storage companies.
- Clearly communicate what will happen to unclaimed items.

Scenario 3: Housing

The fall semester begins completely online with a remote workforce. Depending on Covid-19 conditions, students and workforce may return to campus under modified schedules, policies and practices to protect the safety and health of the campus community.

Recommendations for Housing

- Bring the R.A.s back for training and preparation
- Support international students who are unable to return to home countries and students who are unable to return home due to unsafe conditions, financial hardship or other circumstances.
- Accommodate students who must return to campus for clinicals, internships, student teaching, etc.
- Defer major move-in until spring semester.

Steps to Success for Housing

Use steps identified in scenario 1.

INTERNATIONAL AND STUDY ABROAD

Scenario 1: International and Study Abroad

University is fully operational with students returning to campus for face-to-face classes. Modifications to schedule, policies and practices to protect safety and health of the campus community.

Recommendations

Fall 2020 Study Abroad Students:

The Office of Study Abroad will follow guidance from the Tennessee State Department of Health, CDC and our affiliate partners to determine the status for fall 2020 study abroad programs.

- The Center for Global Education, Office of Study Abroad and UTC Office of Safety and Risk Management will review both U.S. Department of State (DOS) and CDC information and decide on Fall 2020 programs in late May 2020.
- Travel will not be allowed to locations with DOS travel advisories of level 3 or 4.
 - The Office of Study Abroad will review all student travel in relation to the DOS travel advisory for their respective countries.
 - Should the [DOS Travel Advisory](#) remain at a level 4 (Worldwide—Global Health Advisory), CGE will cancel all fall 2020 study abroad.
- All fall 2020 study abroad students are REQUIRED to enroll in [STEP with the DOS](#).

- Students will have to register with STEP no later than July 15, 2020.
- Students will need to show proof of enrollment (to the Office of Study Abroad).
 - Any student who has not registered with STEP will receive follow-up communication from the Office of Study Abroad.
 - Should a student not be responsive to office communication, staff members will request a one-on-one meeting with the student and during that meeting, STEP enrollment will be completed.
- Should the [CDC Global Travel Warning Level](#) remain at a level 3 (but the DOS level is lowered), CGE will carefully consider options for fall 2020 study abroad and may cancel all fall 2020 study abroad programs.
- All fall 2020 study abroad students are advised NOT to book any flights until they receive confirmation from CGE that their study abroad programs are approved.
 - When students are told they can book flights, they will be advised to book REFUNDABLE tickets.
- Students have been advised to sign up for fall courses at UTC. The Office of Study Abroad will notify students when/if they can drop these courses and sign up for the study abroad EXCH placeholder courses.
- All fall 2020 study abroad students are required to attend a Study Abroad 103: Pre-Departure Orientation session. These sessions have already been held, but a make-up session will be scheduled for July 2020 via a virtual format (for any student who was unable to attend in April 2020). Topics to be covered in the session include:
 - Health and Safety
 - Culture Shock
 - Academics
 - COVID-19 Specifics: Handling medical situations while abroad, possible restrictions on travel (likely no travel outside of host country while abroad), etc.
 - Required Travel Documents
 - International SOS enrollment requirements
 - Re-entry to U.S.

Fall 2020 study abroad students will have their respective programs reviewed individually by Office of Study Abroad staff, UTC Office of Safety and Risk Management and CGE team members.

- The Office of Study Abroad will create a rubric for review of each student's individual study abroad plan. Criteria to be reviewed will include:
 - DOS and CDC information.
 - International SOS information.
 - Country-specific capabilities in handling an emergency during fall 2020 period (ex. medical capabilities in relation to COVID-19 – Is the medical system already strained in the host country?).
 - Any restrictions the host country may have on U.S. citizens entering (ex. self-quarantine requirements, non-entry for travelers from U.S.).

The Office of Study Abroad is monitoring the COVID-19 cases numbers for every country in which a UTC student may be studying abroad in fall 2020.

- Should fall 2020 programs run, the office will continue to monitor the COVID-19 situation in the specific host countries as well as at the global level (throughout the student's time abroad).

December 2020 Faculty-Led Program (RCOB South Africa):

- The Office of Study Abroad will work directly with the department to determine the best course of action regarding this December 2020 trip.
- Depending on the program location, the office may recommend that faculty leaders have an alternative location in mind or think of other back-up options (for instance, virtual opportunities if an alternative location is not a possibility).
- All faculty members will be advised to think about their plans should the study abroad program need to be canceled AFTER the fall semester has already started. Faculty members will need to ensure that they can continue to offer their classes and give students credit should programs be canceled mid-semester.
- A decision regarding this trip will likely be made in July 2020 (proceed or cancel) in consultation with the academic department.

Confirmed COVID-19 Case in Student Abroad:

If a student should contract COVID-19 while abroad, the Office of Study Abroad, UTC Student Health Services and UTC Office of Safety and Risk Management will work closely with the student, the host university and the affiliate provider (if applicable) to ensure that the student receives the necessary care while abroad.

- All study abroad students are enrolled in a comprehensive health insurance plan for the duration of their abroad program.
- The office will continually monitor the student's health situation by remaining in contact with the student as well as relevant in-country contacts.
- Should the student be hospitalized, the Office of Study Abroad will work with parents/relatives, the host university, affiliate provider (if applicable) and relevant health professionals to ensure the appropriate next steps for the student.
- The office will work with the host university, affiliate provider (if applicable), the student (and/or another designated individual), as well as health insurance providers to determine if the student should return to the U.S. for health care.

Study Abroad Events:

The Office of Study Abroad will follow guidance from the University in relation to requirements for study abroad events such as Study Abroad 101, 102, 103 as well as the Fall Study Abroad Fair.

- Study Abroad 101 and 102 Information Sessions: sessions will be combined into one session for the fall semester. This is to limit the amount of virtual (Zoom) meetings that students must log in to (and hopefully prevent Zoom fatigue).
 - The Office of Study Abroad will plan on hosting most sessions virtually during the Fall semester but will also make plans to host one to two sessions face-to-face

each month (following University guidance regarding room capacity and social distancing guidelines).

- Attendance at all sessions (virtual and face-to-face) will be limited to ensure that we continue to provide the best environment for students to have their questions answered while respecting social distancing guidelines (for face-to-face meetings).
- Attendees at face-to-face sessions will be encouraged to wear masks during the sessions.
- Students will be encouraged to set up a virtual advising appointments after the session.
- Study Abroad 103 Pre-Departure Orientation: will be held virtually for all fall 2020 departures.
 - Has been held for most fall 2020 students already but will host a make-up session in July 2020 for any student who missed a previous session.
 - Those students participating in the RCOB December 2020 South Africa trip will have their session held during the fall semester. Session will likely be held virtually, but the Office of Study Abroad will work with the department to determine the best format.
- Pre-registration for all fall study abroad events will be required via MocSync
- Details regarding virtual sessions will be announced on our website (www.utc.edu/studyabroad)

The Study Abroad Fair is scheduled to be held in the University Center on Sept. 9, 2020. The office will follow guidance laid out by the University and University Center.

- Should the event be allowed, the Office of Study Abroad is working to determine the safest way to host the event. Options include:
 - Pre-registration for the event, with timeslots for students to register for (likely in 30-minute blocks) to control the flow of students within the room.
 - If a student has NOT pre-registered for a timeslot, he or she will not be allowed into the event.
 - The Office of Study Abroad will request that all providers/vendors wear masks during the event. The office will request that all attendees also wear masks during their timeslots.
 - Floor markings will be used (with tape) in the event room in alignment with social distancing guidelines.
 - Guidance regarding event attendance expectations will be emailed to all registered attendees for the day of the event.
 - No buffet food will be served, rather the Office of Study Abroad is looking at pre-packaged “global food” goodie bags that attendees will be able to pick up and take with them. These goodie bags will be handed out on-site to students by a CGE staff member who will be wearing a mask (staff assigned to this role will not have other duties assigned during the event).

- Ideally, a contactless option to be considered in which staff member can hand out the bags via a tray system (so attendees can grab the bag themselves before departing the event).
- The Office of Study Abroad will work with Aramark on the best way to deliver/serve items at the event (if allowed).

- Attendees will not be allowed to stay in the room to review materials after their designated timeslots have ended. Attendees will be encouraged to come in with questions they'd like to ask and to leave as soon as they have received the information, then disinfecting should happen between each timeslot. The Office of Study Abroad will work with the UC/facilities to determine the best course of action to ensure health and safety during the event.
- Other options being considered for this event are to move to a virtual format. Should this be the best course of action, the Office of Study Abroad will work to host virtual sessions throughout the fall semester (details to be developed during summer 2020).

Study Abroad Advising:

The Office of Study Abroad requires all students to make advising appointments in Navigate in order to meet with a study abroad advisor (this is a pre-established policy).

The Office of Study Abroad will adhere to Center for Global Education policy on visitors to the office with the goal of reducing walk-in appointments.

- Visitors to the CGE will be discouraged from waiting in the entry area of the CGE. Recommending the removal of the seating area at entry of CGE.

Students who are unable to meet or who are uncomfortable with in-person advising appointments will be given the option to have a virtual advising appointment (via Zoom). The Office of Study Abroad is already hosting virtual advising appointments.

- Students will be encouraged to schedule Zoom appointments versus in-person advising appointments
- In those instances in which a student is unable or unwilling to schedule a virtual appointment, all appointments will be held per guidance from the Center for Global Education policy on advising appointments. Social distancing will be observed during all advising appointments with appointments potentially being reduced from the traditional 30-minute timeslots currently in place.

Steps to Success

- The Office of Study Abroad will follow University guidelines to ensure a healthy and safe environment for visitors.
- Clear instruction and guidance will be given to visitors to the office.
- The Office of Study Abroad will clearly communicate with the student community regarding the process for attending (virtual) information sessions.
- The Office of Study Abroad will follow all guidance given by the University when hosting face-to-face events.
- Timely decisions will be conveyed to fall 2020 study abroad students regarding program status.
- Timely decisions will be conveyed to respective faculty/staff/departments regarding the status of fall 2020 study abroad programs.

Scenario 2: International and Study Abroad

The semester begins with full operations and face-to-face classes but an outbreak or spike in Covid-19 cases results in shift to full online learning and remote workforce.

Recommendations

Fall 2020 Study Abroad Students:

The guidance given for 'Fall 2020 Study Abroad Students' under Scenario 1 will be followed.

If students are abroad under Scenario 2, the Office of Study Abroad will evaluate the situation in the students' host countries at the time of the UTC decision to move to online/remote operations.

Should the global situation or a student's host country situation warrant a recall of students to the U.S., the Office of Study Abroad (and UTC Student Health Services and UTC Office of Safety and Risk Management) will follow guidance as recommended by the DOS, CDC and the host institution as well as our affiliate partners.

If a student abroad wishes to REMAIN in the host country, despite the requirement to return to the U.S. by UTC, the Office of Study Abroad will work with the student individually to determine if the request to stay in-country can be granted.

- The Office of Study Abroad recognizes that some students may be better-served and safer should they elect to remain in their host countries versus returning to the U.S.
- Students wishing to remain in-country will be required to complete a waiver form through the Office of Study Abroad (being developed summer 2020).
- Students will be required to meet virtually with the Director of Study Abroad to discuss their wishes to remain abroad. During this session, study abroad staff will thoroughly discuss the choice to remain abroad as well as what re-entry into the U.S. may look like upon their return (ex. may be unable to get immediate return flight to US, requirements to self-quarantine, etc.).

The Office of Study Abroad and UTC Office of Safety and Risk Management will work individually with returning students to ensure they are able to get a flight out of their host country. The office will work with each returning student to ensure they have housing arranged upon return to the U.S.

- Should a returning student need on-campus accommodation (due to having no other home to return to in the U.S.), the office will work with University Housing on options.

The Office of Study Abroad will work with each student individually in relation to impacts on Financial Aid and Scholarships as well as academic concerns.

- Should students wish to withdraw to less than full-time or withdraw from all courses, the office will work closely with the Office of Financial Aid and Scholarships to try to minimize impacts as much as possible.
- The Office of Study Abroad will honor all CGE related study abroad scholarships that were awarded for any fall 2020 student who went abroad. The office will not withdraw any scholarship from a student who had to return early from a canceled/impacted study abroad program due to unavoidable events (such as COVID-19).

If students must return from a study abroad mid-semester, students will be advised to follow CDC guidelines and may have to self-quarantine upon their return to the U.S. Students will be asked to complete UTC requirements regarding return from overseas travel ([Report your COVID-19 Symptoms, Exposure \(Travel or Contact\) or Illness](#)).

Likely, in a Scenario 2 situation, any study abroad programs that have not yet departed (semester or faculty-led) will be canceled at the point in time in which the University makes the decision to move to an online/remote work environment.

The Office of Study Abroad will work with the department as well as the Office of Financial Aid and Scholarships to minimize impact to students as much as possible.

The department will work with the faculty member and students to ensure completion of course requirements for the semester.

The department will work directly with the Bursar's Office regarding student program fees related to the study abroad.

Study Abroad Events:

The guidance given for 'Study Abroad Events' under Scenario 1 will be followed.

At the point in which all operations are moved online/remote, the Office of Study Abroad will transition to full virtual operation for all scheduled events (that may have previously been scheduled face-to-face).

Study Abroad Advising:

The guidance given for 'Study Abroad Advising' under Scenario 1 will be followed.

At the point in which all operations are moved online/remote, the Office of Study Abroad will transition to full virtual operation for advising appointments.

Steps to Success

- The Office of Study Abroad will follow University guidelines to ensure in healthy and safe environment for visitors.
- Clear instruction and guidance will be given to interested students in terms of how they can get in contact with office staff in the event of a remote work environment.
- The Office of Study Abroad will clearly communicate with the student community regarding the process for attending (virtual) information sessions.
- Timely decisions will be conveyed to fall 2020 study abroad students regarding program status.
- Timely decisions will be conveyed to respective faculty/staff/departments regarding the status of fall 2020 study abroad programs.
- Study abroad staff will stay in weekly communication with students abroad should the University go to a remote work environment and students are able to remain abroad.
- Clear, stream-lined communication will occur between Office of Study Abroad and relevant UTC departments/offices in the event of student early returns due to escalation of COVID-19 situation globally.

Scenario 3: International and Study Abroad

The fall semester begins completely online with a remote workforce. Depending on Covid-19 conditions, students and workforce may return to campus under modified schedules, policies and practices to protect the safety and health of the campus community.

Recommendations

Fall 2020 Study Abroad Students:

If UTC begins the fall semester completely online with a remote workforce, then all fall 2020 study abroad programs would be canceled. However, should that not occur and certain fall study abroad programs can proceed, the Office of Study Abroad will follow similar guidance to that which would occur in Scenario 1 and 2.

If students are abroad under Scenario 3, the Office of Study Abroad will continuously monitor and evaluate the situation in the students' host countries throughout the fall semester.

Study Abroad Events:

If the fall semester starts fully online/with remote work, the Office of Study Abroad will host all information sessions and events in a virtual format.

The Study Abroad Fair will be canceled and transitioned to a virtual format in which events will be organized individually with host departments and outside partners.

- These virtual events will be hosted at specific points during the fall semester as determined by the Office of Study Abroad.
- Opportunities will be given to UTC academic departments as well as outside partners to talk about their specific study abroad opportunities.
- Students will have to pre-register for these events via MocSync.

Study Abroad Advising:

All advising will be done virtually. Students will have to continue to sign up for advising appointments via Navigate and the Office of Study Abroad will then schedule a Zoom meeting.

Spring 2021 Study Abroad Students:

In general, the guidance given for 'Fall 2020 Study Abroad Students' under Scenario 1 will be followed for spring 2021 study abroad students.

Should UTC fall under Scenario 3 for the Fall semester, the Office of Study Abroad will continue to work remotely with all prospective spring 2021 students. The aim will be to continue to move toward spring 2021 departures.

The Office of Study Abroad will continue to monitor DOS and CDC guidance and communicate this accordingly with spring 2021 study abroad students.

- The Office will monitor the status of COVID-19 case numbers within each students' respective host country.

The Office of Study Abroad will aim to decide on spring 2021 programs by November 2020.

- Students will be advised to NOT make flight plans until they receive official communication from the office regarding the status of their study abroad programs.
- Students will be advised to sign up for spring 2021 courses at UTC. The Office of Study Abroad will notify students' when/if they can drop these courses and sign up for the study abroad EXCH placeholder courses.

Spring break 2021 faculty-led programs:

- All spring break 2021 faculty-led trips will be canceled if spring 2021 semester study abroad is canceled.
- Should spring 2021 semester programs be allowed to proceed, but the situation changes once spring 2021 has already started, the Office of Study Abroad will work with University administration to determine if spring break 2021 trips be allowed to depart.
 - This will require a review of each faculty-led trip individually, considering the program destination and status of COVID-19 at that time.

- Faculty members of spring break 2021 trips will be encouraged to have alternative plans in place, should their program need to be canceled after the spring 2021 semester has already started.

May 2021 faculty-led programs:

- While these are classified as spring 2021 study abroad programs, a decision will not be made on the status of these programs until the spring 2021 semester. However, faculty and departments will be advised to consider potential impacts to their spring 2021 programs during the fall 2020 semester.
- The Office of Study Abroad will work directly with departments planning to run May 2021 faculty-led programs when it comes to determination on whether these programs may be able to proceed.
- The Office of Study Abroad will be working with each department individually. Depending on the program location, the office may recommend that faculty leaders have an alternative location in mind or think of other back-up options (for instance, virtual opportunities if an alternative location is not a possibility).
- All faculty members will be advised to think about their plans should the study abroad program be canceled after the spring semester has already started. Faculty members will need to ensure they can continue to offer their classes and give students credit should a program be canceled mid-semester.
- The Office of Study Abroad will follow University guidance; should spring 2021 semester programs be canceled prior to the start of the spring 2021 semester, it is possible that May 2021 faculty-led programs also will be canceled.

Steps to Success

- Clear instruction and guidance will be given to interested students in terms of how they can get in contact with office staff.
- The Office of Study Abroad will clearly communicate with the student community regarding the process for attending (virtual) information sessions.
- Timely decisions will be conveyed to fall 2020 study abroad students regarding program status/cancellation of any impacted program.
- Timely decisions will be conveyed to respective faculty/staff/departments regarding the status of fall 2020 study abroad programs.
- Study abroad staff will establish a communication schedule with fall 2020 study abroad students (program impacts, possible program cancellations, etc.).
- Study abroad staff will establish a communication plan for fall 2020 students abroad (should programs be allowed to proceed).
- Clear, stream-lined communication will occur between Office of Study Abroad and relevant UTC departments/offices in the event of student early returns due to escalation of COVID-19 situation globally.

- Clear, stream-lined communication will occur regarding spring 2021 programs. The Office of Study Abroad will maintain consistent communication with prospective spring 2021 students regarding program status.
- The Office of Study Abroad will maintain clear communication with UTC faculty regarding spring 2021 faculty-led programs.

LIBRARY

Scenario 1: Library

University is fully operational with students returning to campus for face-to-face classes. Modifications to schedule, policies and practices to protect safety and health of the campus community.

Recommendations

In this scenario, the Library would operate under Phase 6 of the *Imagining Fall 2020 Library Plan (being created by Library Taskforce still in draft form)*.

- Building Operations:
 - Open to current UTC community via UTC ID swipe card access with modifications to building hours, policies, practices, building spaces and services. Closed floors: 24/5 study space and ground floor. Open floors: 1, 2, 3, 4. Traffic patterns and single entrance (Chamberlain) and single exit (Douglas). Check-out desk staffed (first floor), Information Desk not staffed (second floor). As of now, larger meeting rooms are currently on hold for potential classroom use.
- Staffing:
 - Staffing levels increased with most staff on-site based on Library and unit needs. Continue teleworking for vulnerable populations or where employees have a continued telework arrangement. Staggered schedules for on-site employees
- Building Public Services:
 - Circulation in place with paging all materials and technology, directional, information and building questions received. ILL, scanning, course reserves, acquisitions, stacks maintenance up and running. Study rooms available for single patron use by appointment. Open seating by appointment. Computers by appointment (second floor/studio). Physical consultations by appointment: Research, studio, writing, special collections and others).
- Building, Administrative Services:
 - All administrative services in place and up and running: fiscal, personnel, technology building, statistics and custodial management.

- Online Services:
 - All online services remain in place: Chat reference and research, consultations (research, studio, writing and communication, information, special collections, etc.,) instruction, acquisitions and E-resources, ILL, workshops / training, and all administrative services.

Steps to Success

In this scenario, pending COVID-19 numbers and campus direction, the Library will address the topics below.

- Walk-throughs, inspection and preparation
- Controlling access
- Social distancing plan, including contact tracing
- Cleaning and hygiene
- Communication for confidence

Scenario 2: Library

The semester begins with full operations and face-to-face classes, but an outbreak or spike in Covid-19 cases results in a shift to full online learning and remote workforce.

Recommendations

In this scenario, pending COVID-19 numbers and campus direction, the Library would operate under Phase 3 below. (See *Imagining Fall 2020 Library Plan, being created by Library Taskforce still in draft form*).

(note: still in draft form).

- Building operations:
 - Closed to public.
- Staffing:
 - Minimal staff members at work under advisement from Dean, unit head and director. Majority work from home. Staggered schedules for on-site employees.
- Building Public Services:
 - Paging all materials and technology to be picked up or mailed out. ILL, scanning, course reserves and acquisitions move to primarily electronic form. Physical consultations by appointment: Research, studio, writing, special collections and others).
- Online Services:
 - All online services remain in place: Chat reference and research, consultations (research, studio, writing and communication, information, special collections, etc.,) Instruction, acquisitions and E-resources, ILL, workshops / training and many administrative services.

Steps to Success

In this scenario, pending COVID-19 numbers and campus direction, the Library addresses the topics below. (See *Imagining Fall 2020 Library Plan, being created by Library Taskforce still in draft form*).

- Walk-throughs, inspection and preparation
- Controlling access
- Social distancing plan including contact tracing
- Cleaning and hygiene
- Communication for confidence

Scenario 3: Library

The fall semester begins completely online with a remote workforce. Depending on Covid-19 conditions, students and workforce may return to campus under modified schedules, policies and practices to protect the safety and health of the campus community.

Recommendations

In this scenario, pending COVID-19 numbers and campus direction, the Library would operate under Phase 5 below. (See *Imagining Fall 2020 Library Plan, being created by Library Taskforce still in draft form*).

- Building Operations:
 - Open to current UTC community via UTC ID swipe card access with modifications to building hours, policies, practices, building spaces and services. Closed floors: 24/5 study space, ground, 4 and possibly 3. Open floors: 1, 2, maybe 3. Traffic patterns and single entrance (Chamberlain) and single exit (Douglas). Check-out desk staffed (first floor), information desk not staffed (second floor).
- Staffing:
 - On-site staff levels increased based on Library and unit need. Continue teleworking for vulnerable populations or where employees have a continued telework arrangement in full- or part-time capacity. Staggered schedules for on-site employees.
- Building Public Services:
 - Circulation in place with paging all materials and technology, directional information and building questions received. ILL, scanning, course reserves, acquisitions, stacks maintenance up and running. Study rooms available for single-patron use by appointment. Open seating by appointment. Computers by appointment (second floor/studio). Physical consultations by appointment: Research, studio, writing, special collections and others).
- Building, Administrative Services:
 - All administrative services in place and up and running: fiscal, personnel, technology building, statistics and custodial management.

- Online Services:
 - All online services remain in place: Chat reference and research, consultations (research, studio, writing and communication, information, special collections, etc.,) instruction, acquisitions and E-resources, ILL, workshops / training and all administrative services.

Steps to Success

In this scenario, pending COVID-19 numbers and campus direction, the Library addresses the topics below. (See *Imagining Fall 2020 Library Plan, being created by Library Taskforce still in draft form*).

- Walk-throughs, inspection and preparation
- Controlling access
- Social distancing plan, including contact tracing
- Cleaning and hygiene
- Communication for confidence

Scenario 1: University Center

University is fully operational with students returning to campus for face-to-face classes. Modifications to schedule, policies and practices to protect safety and health of the campus community.

Recommendations

UC Operating Hours

- The University Center will operate with normal hours for the fall semester. Any reduction in hours might be a decrease in weekend hours depending on event/meeting reservations.

UC Meeting Rooms

- Meeting room capacities will be adjusted to allow for at least six feet of social distancing. Excess furniture will be removed and stored, and new capacities will be posted at each room.
- Doors will be propped open to limit contact with door handles. We will encourage organizers to keep doors open during meetings whenever possible.
- Cleaning wipes will be placed in each room to allow attendees to wipe down their seats and tables if desired.
- Dry-erase markers and erasers will be removed from each room to limit shared equipment. Organizers will be encouraged to bring these items for their meetings.

- Fifteen minutes of reserved time will be scheduled between each meeting to allow for a smooth transition of meeting attendees and time for custodial staff to wipe down surfaces when possible.
- For large meeting/event rooms, meeting capacities may be set to a maximum below the actual room capacity in accordance with UTC and government agency recommendations.

UC Game Room

- Gaming equipment for checkout (ping pong paddles, pool cues, etc.) will be wiped down after each use.
- Gaming tables will be wiped down each hour.
- Cleaning wipes will be available for patrons to wipe down tables and other furniture in the space if desired.
- The front and rear doors of the game room will be propped open, with the two sets of front doors being labeled separately as “Entrance Only” and “Exit Only.”
- Lounge furniture in the game room will be reduced to meet social distancing requirements with smaller tables placed near power outlets to allow for technology charging while studying.
- Excess furniture will be stored accordingly. If possible, all woven fabric furniture will be stored.
- Ping pong tables will be spread out to allow for more space between tables.
- The reflection area door will be propped open to limit contact with the door.

UC Common Areas/Lounges

- UC lounge furniture will be spaced appropriately to allow for social distancing.
- Excess furniture will be stored accordingly.
- If possible, all woven fabric furniture will be stored as well as all multi-seat benches.
- Every effort will be made to have furniture near power outlets for technology use/charging purposes.
- Socially distanced groupings of furniture to promote safe social interaction will be set up in the first floor lower gallery and third floor lounge if possible. (Maximum of four chairs)
- Cleaning wipes will be available in common spaces on each floor to allow patrons to wipe down their tables/chairs if desired.
- To assist with social distancing by people in line for the food court, floor decals should be added to mark six feet of separation along the corridor between the Tennessee Room and the Commons and along the corridor between the Blue and Gold section at the Upper Commons.
- For auxiliary services, vending machines will be routinely cleaned along with other UC equipment.

UC Student Work Areas (UC Office, Information Desks)

- Set up protective plexiglass to separate the student assistants in the UC Office, information desks and game room from patrons who approach those desks for assistance. Where possible, additional barriers will be used to allow for additional distance between the patron and the physical desk.
- In the UC game room, the card swipe for checking out equipment will be set-up so that patrons can swipe their own cards instead of handing them to the student assistant.
- Make cleaning wipes available at each student work area for cleaning purposes.
- The UC Office may limit the types of lost and found items that are kept.

UC Restrooms/Water Fountains

- “Step-n-Pull” door openers could be installed on each restroom door where a latching/locking handle is not used.
- Touch-free soap dispensers could be installed in each restroom to replace the current dispensers.
- Facilities has been asked whether they have begun planning for what to do about water fountains in the fall, including the possibility of taking them “offline.”

Steps to Success

For meeting rooms and common spaces, ongoing cleaning will be vital.

For the professional and student staff working in the University Center:

- Proper training regarding social distancing and how to interact safely with individuals in the game room, info desk, UC office, etc.
- Empowerment to encourage social distancing throughout the UC.
- Educate employees on the new room set-ups and capacities to ensure meeting room furniture is properly socially distanced.
- Educate employee on new cleaning procedures in the game room.

For the physical environment:

- Ensuring clear communication leading up to expanded hours and meetings with custodial contractor to ensure all rooms are clean from the start.
- Clearly communicating the daily schedule and cleaning expectations to the on-site custodians for both meeting rooms and lounge/common spaces.
- Accessibility of cleaning materials in meeting rooms for attendees to wipe down tables, chairs etc. to ensure patrons are comfortable with level of cleanliness in meeting spaces.
- Accessibility of cleaning materials in areas with higher volumes of public seating furniture (third-floor lobby, outside admissions tour center, lower gallery) to give patrons the opportunity to clean seats if desired.
- Removing all excess meeting room and lounge furniture to ensure proper social distancing.
- Clear signage is a necessity.

Scenario 2: University Center

The semester begins with full operations and face-to-face classes but an outbreak or spike in Covid-19 cases results in shift to full online learning and remote workforce.

Recommendations

In the event of a mid-semester shift to online learning and a remote workforce, the University Center will operate as it did during the second part of the spring 2020 semester.

- All meetings and events will be canceled in the University Center.
- Building hours will shift to meet the needs of offices in the UC.
- The UC game room will be closed for game play.
- Student employees will not be permitted to work.
- UC meeting rooms will be cleaned by the contract cleaning crew and locked for safety.

Steps to Success

The most important step to success for Scenario 2 is ensuring the physical environment stays as safe as possible, including:

- Making sure the meeting rooms remain locked after being cleaned by the custodial contractor.
- Ongoing cleaning of public lounge furniture, door handles, stair rails, etc.

Scenario 3: University Center

The fall semester begins completely online with a remote workforce. Depending on Covid-19 conditions, students and workforce may return to campus under modified schedules, policies and practices to protect the safety and health of the campus community.

Recommendations

While the university is completely online with a remote workforce:

UC Operating Hours

- The UC will operate on reduced hours, working in conjunction with Aramark to ensure building hours meet the needs for serving meals.

UC Meeting Rooms

- Meeting rooms will be locked to prevent use for any meetings with the approval of the University administration.

UC Game Room

- The UC game room will be closed for game play at all times. All gaming equipment will be secured to prevent game play.
- In the event the Veteran Student Services Staff and UTC Healthy Living Initiative is completely remote, the game room will remain locked at all times.

UC Common Areas/Lounges

- The common areas/lounges in the UC will follow the same recommendations as Scenario 1 with the exception of the socially distanced groupings of furniture on the first and third floors. Those groupings will be eliminated to discourage prolonged social interaction in the UC.

UC Student Work Areas (UC Office, Information Desks)

- The University Center will not use student employees if the professional staff is mostly working remotely.

UC Restrooms/Water Fountains

- With limited staff working in the building and most likely very limited students utilizing services in the UC, some restrooms may be locked to limit the amount of cleaning required by the custodial staff.

Steps to Success

In the event students, faculty and/or staff are permitted to return to campus during the semester, the UC would begin implementing the recommendations described in Scenario 1, although certain aspects (such as the ability to host meetings/events) may be more limited depending on recommendations of the University administration and government health agencies.

FULL REPORT 5:

WORKPLACE CONTINUITY SUBCOMMITTEE

Members:

Laure Pou (chair), Assistant Vice Chancellor – HR/OEI

Tyler Forrest, Associate Vice Chancellor Administration and Finance

Yousef Hamadeh, General Counsel

Tom Ellis, Assistant Vice Chancellor for Operations

Scenario 1

University is fully operational with students returning to campus for face-to-face classes. Modifications to schedule, policies and practices to protect safety and health of the campus community.

Recommendations

Face Masks and Hygiene Practices

- Face mask/PPE distribution (**TOP PRIORITY**): A procedure should be established for distribution of face masks to all employees that enables timely delivery of supplies with an emphasis on maintaining health and safety guidelines. Emergency Services will be responsible for distribution of face masks/PPE to units based on orders submitted by units. A detailed procedure for distribution will be developed.
 - Progress to Date: A procedure has been established with the first order of UTC facemasks expected May 29 for distribution.
 - Scenario 2 and 3 Considerations: Regardless of each possible scenario, employees reporting to work on campus should be required to wear face masks and proper PPE when in common areas or when social distancing is not possible. Therefore, the recommendation related to distribution of face masks/PPE will remain the same.
- Unit-level protocols for face mask/PPE Use:¹⁹ Unit-level reintegration plans should include protocols regarding the use of face masks/PPE by unit employees while working on campus. Unit-level protocols should be as detailed as possible to provide clear guidance to unit employees regarding expectations and should be developed sufficiently in advance of the start of Scenario 1 to allow unit heads adequate time to communicate and train unit employees on the protocols. Some services may require use of face masks

¹⁹ This subcommittee recommendation only addresses facemask/PPE use protocols for employees. Recommended face mask/PPE use protocols for students and campus visitors should be addressed, respectively, by the Student Affairs Subcommittee and Outside Community, Campus Visitors, Community-Facing Programming Subcommittee.

at all times in connection with the performance of certain services (e.g., dining services). Others may require use when in public spaces on campus and if social distancing measures cannot be accomplished. Prior to implementation, unit-level face mask/PPE protocols should be vetted by University health officials to ensure compliance with CDC guidelines.²⁰

- Progress to date: Unit-level planning has been underway since mid-May with protocols being established for each area. Additional campus communications were distributed on May 28 to reiterate expectations of wearing masks on campus for faculty, staff and students. Additional health and safety protocols will be communicated in the online training and established FAQs.
 - Scenario 2 and 3 considerations: Regardless of each possible scenario, employees reporting to work on campus should be required to wear face masks and proper PPE when in common areas or when social distancing is not possible. Therefore, this recommendation will remain the same.
- Unit-level management/ordering of face mask supplies: Unit-level reintegration plans should include a procedure for managing and ordering the unit's face mask/PPE supply to ensure maintenance of adequate supplies based on services. Unit heads may want to designate a specific employee or employees to be responsible for monitoring unit-level supplies and submitting orders for supplies. Face mask supply maintenance and ordering should be informed by and consistent with unit-level needs as determined by the face mask/PPE use protocols adopted by the unit. Units should submit requests for face masks/PPE in accordance with procedures established by Emergency Services.
 - Scenario 2 and 3 considerations: Regardless of each possible scenario, employees reporting to work on campus should be required to wear face masks and proper PPE when in common areas or when social distancing is not possible. Therefore, this recommendation will remain the same.
- Unit-level disinfectant supplies: Disinfectant should be distributed and managed at the unit level with work order requests submitted to Facilities Planning and Management for resupply. Resupply of unit disinfectant will require exchange of empty spray bottles to Facilities Planning and Management for resupply due to a current shortage of spray bottles for use.
 - Submitting work orders: (1) Via service desk <https://fpmis.utc.edu/> from the campus network; (2) if off-campus or do not have access to the campus network, a work request can be sent via email to work-control@utc.edu; (3) if the above methods are not available, call 423-425-2254.

²⁰ Recommendations regarding the type of face mask that should be used and any health risks associated with prolonged wearing of face masks should be deferred to the Campus Safety and Risk Management subcommittee.

- Progress to date: Instructions for requesting resupply of disinfectant supplies were distributed May 21. Additional communications will be required to relay the need to maintain and exchange empty spray bottles and expectations for use of disinfectant in common use areas of units.
- Scenario 2 and 3 considerations: Regardless of each possible scenario, employees reporting to work on campus should be required to utilize disinfectant supplies within their workspaces. Therefore, this recommendation will remain the same.
- Health and safety guidelines training: A training program should be established for employees that relays all necessary health and safety protocols for reporting to an on-campus work site and adherence to CDC recommendations. Content should be made available in both electronic and hard copy formats with participation enforcements in place.
 - Progress to date: The UTSA Return to Work Safety training was received on May 27 and is under review by campus health and emergency service officials, as well as University administration. The anticipated training will be translated to online and hard copy formats with Spanish translation for employee access.
 - Scenario 2 and 3 considerations: Regardless of each possible scenario, employees reporting to work on campus should be required to complete health and safety guidelines training in preparation for any amount of on-campus work. Therefore, this recommendation will remain the same.

Workplace Redesign Practices

- Unit-level redesign plans: Unit heads should be accountable for establishing workplace redesign details in their respective reintegration plans that address the needs of their individual workspaces and common areas controlled by the units. Workplace redesign plans should be developed sufficiently in advance to enable implementation prior to the start of Scenario 1 and to allow adequate communication and training to unit employees.
 - When redesigning seating to align with social distancing guidelines, physically removing additional seating from rooms is discouraged due to concerns with asset management control and storage issues. Instead, it is recommended to provide markers to indicate appropriate seating in workspaces, meeting rooms and classrooms. Painters tape and other methods that are less damaging to surfaces are being considered for use in marking seating arrangements and will be supplied by Facilities Planning and Management.

- Progress to date: Facilities Planning and Management is providing demonstrations of the use of shrink wrap to block usage of seating in common use spaces to ensure social distancing in both offices space and classroom settings. Models for use of shrink wrap will be presented to deans and members of the ELT for approval.
- Scenario 2 and 3 considerations: Regardless of each possible scenario, units should be required to implement workplace redesign plans for current use or future reintegration needs. Therefore, this recommendation will remain the same.
- Implementation of classroom space redesigns (**TOP PRIORITY**): Facilities Planning and Management will assist with implementation of classroom space redesigns to adhere to social distancing guidelines. Facilities Planning and Management, Safety and Risk Management and Academic Affairs will collaborate to assess classroom space redesigns and a master list established to monitor progress towards addressing such needs for all academic spaces. Work order requests should be submitted by unit heads for reassessment of academic spaces as needed in the future.
 - Progress to date: The responsible campus units listed above have obtained a master list of all academic spaces on campus and began collaborations on May 27 to review fixed occupancy requirements for each space to inform redesign efforts.
 - Scenario 2 and 3 considerations: Regardless of each possible scenario, academic classrooms and spaces should be redesigned for current use or future reintegration needs. Therefore, this recommendation will remain the same.
- Implementation of non-classroom space redesigns (**TOP PRIORITY**): Units should be responsible for implementation of redesign of non-classroom spaces. Facilities Planning and Management will assist if available but will focus its resources on implementation of classroom space redesigns which will take top priority. A master list of non-classroom spaces should be established to monitor progress towards implementation of redesign plans for all such spaces.
 - Scenario 2 and 3 considerations: Regardless of each possible scenario, units should be required to implement workplace redesign plans for current use or future reintegration needs. Therefore, this recommendation will remain the same.
- Plexiglass shields: Unit redesign plans should include use of plexiglass shields for common areas as appropriate. Recommendations regarding what types of spaces will require use of plexiglass shields should be deferred to the Campus Safety and Risk Management Subcommittee. Work order requests should be submitted to Facilities Planning and Management for assistance with plexiglass shield needs. Units will be

serviced by priority during the reintegration phases.

- Scenario 2 and 3 considerations: Regardless of each possible scenario, units should be required to implement workplace redesign plans for current use or future reintegration needs. Therefore, this recommendation will remain the same.

Health/Travel Notifications and Employee Accommodations

- Enhanced communications should be distributed to campus to reiterate the expectations of employees and supervisors reporting illness, exposure risks and travel notifications, including paid leave options to ensure employees are not deterred from reporting due to a fear of loss of income.
 - Scenario 2 and 3 considerations: Regardless of each possible scenario, employees should be required to properly report any illness, exposure risks and travel notifications regardless of their on-site work status. Therefore, this recommendation will remain the same.
- University health and emergency services officials should be consulted regarding necessary adjustments to current health and travel notification protocols.
 - Progress to date: Human Resources is collaborating with University health and emergency services officials to update health and travel notification protocols for communication to campus the week of June 1, which will include use of a self-monitoring questionnaire app before each day of on-campus work. The questionnaire also will be provided in hard copy to employees without access to smart devices or computers.
 - Scenario 2 and 3 considerations: Regardless of each possible scenario, employees should be required to properly report any illness, exposure risks and travel notifications regardless of their on-site work status. Therefore, this recommendation will remain the same.
- Families First Coronavirus Response Act (FFCRA) paid leave laws should be broadly communicated with procedure for requesting consideration of paid leave when remote work is not feasible.
 - Progress to date: FFCRA information was disseminated in The UTC Reintegration Plan on May 14 and again in a campus communication to share safety and leave procedures on May 28.
 - Scenario 2 and 3 considerations: Regardless of each possible scenario, employees may require access to FFCRA paid leave laws regardless of their on-site work status. Therefore, this recommendation will remain the same.

- The University should consistently monitor reopening decisions of local school systems and childcare centers and consider employee accommodations for the need to care for children into phased reintegration plans and requests for continued work from home arrangements.
 - Scenario 2 and 3 considerations: Regardless of each possible scenario, employees may require consideration of the need to provide childcare due to COVID-19 closures, regardless of their on-site work status. Therefore, this recommendation will remain the same.
- Guidelines should be established for consideration of accommodations for employees considered to be at high risk for COVID-19 per CDC guidelines or who care for high risk family members.
 - Progress to date: Procedures related to employee requests for remote work accommodations for at-risk/vulnerable populations were disseminated in the UTC Reintegration Plan on May 14 and again in a campus communication to share safety and leave procedures on May 28.
 - Scenario 2 and 3 considerations: Regardless of each possible scenario, employees may require consideration of accommodations based on being at risk for COVID-19 or caring for high-risk family members. Therefore, this recommendation will remain the same.

Financial Planning

- Financial planning measures in alignment with Scenario 1 should be considered as the campus navigates the phased reintegration plan and responds to current pandemic conditions. The financial planning components should include contingencies in order to respond to fluctuations in tuition and fee revenue, enrollment, state appropriations and other revenue. In addition, financial planning contingencies should include anticipated either increased or decreased expenditures that are in alignment with the impact of the scenario.
 - Scenarios 2 and 3 considerations: Financial planning measures in alignment with scenarios 2 and 3 should be considered as the campus navigates the phased reintegration plan and responds to current pandemic conditions. The financial planning components should include contingencies in order to respond to fluctuations in tuition and fee revenue, enrollment, state appropriations and other revenue. In addition, financial planning contingencies should include anticipated either increased or decreased expenditures that are in alignment with the impact of the scenario.

Steps to Success

- Establishing clear guidelines and expectations for unit heads for developing and executing their unit-level reintegration plans. Such guidelines and expectations should be provided in writing and reinforced through training. Active and sustained engagement by unit heads will be critical.
- Development of detailed and well-considered unit-level reintegration plans.
- Establishing clear expectations for unit employees regarding their general and individual roles in executing the unit-level reintegration plan. These expectations should be reinforced through communications and training from the unit head.

Revision date: 6/11/2020