

Ten considerations for reopening US higher education

University safeguards

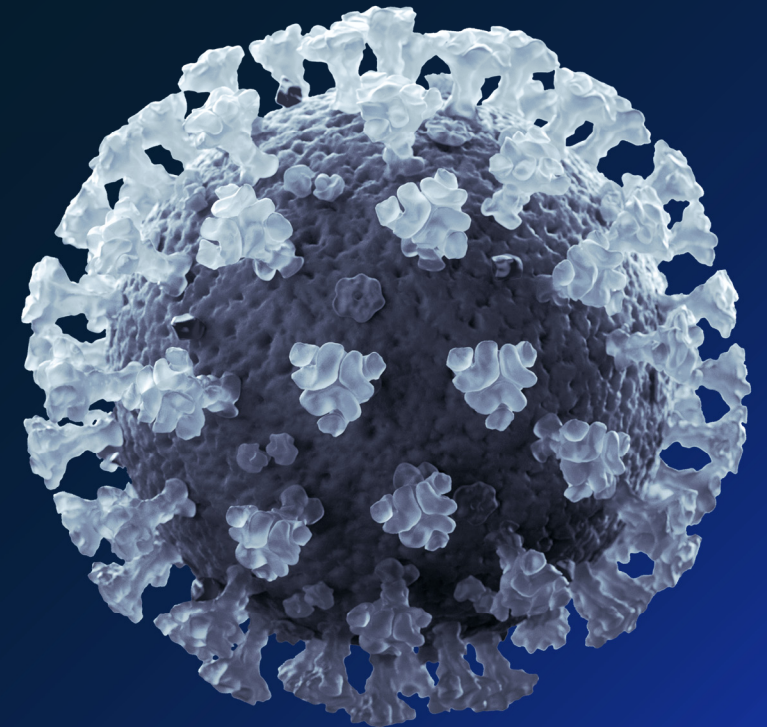
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COVID-19 is, first and foremost, a global humanitarian challenge.

Thousands of health professionals are heroically battling the virus, putting their own lives at risk. Governments and industry are working together to understand and address the challenge, support victims and their families and communities, and search for treatments and a vaccine.

US higher-education institutions face uncertainty about reopening.

While recognizing the uncertainties inherent in discussing any timeline for returning to pre-outbreak normalcy, this document strives to lay out key considerations for reopening higher-education institutions.



10 considerations for universities for reopening their campuses

1

Local conditions and health-system capacity

- A) Relevant regulatory guidelines
- B) Infection status
- C) Social and economic context
- D) Key work enablers (e.g., K–12 school systems, transit)
- E) Other local university responses

2

Testing, tracing, and other protections

- A) Testing
- B) Contact tracing
- C) Confirmed cases and quarantine policy
- D) Other campus-wide health and safety policies

3

Protection for vulnerable populations

- A) Health and safety
- B) Learning enablement and equity
- C) Financial challenges
- D) External factors

4

University safeguards

- A) Classroom and faculty
- B) Research & student laboratories
- C) Residential occupancy
- D) Dining
- E) Student activities
- F) Offices
- G) Athletics

5

Scenarios for reopening

- A) Objectives and risks of reopening
- B) Sequence of opening core activities in different scenarios
- C) Restricting campus activity after reopening
- D) Case examples

6

Maximizing mission in the next normal

- A) Learning
- B) Research
- C) Service
- D) Student life
- E) Alumni

7

Detailed operational planning

- A) Preparation required to reopen
- B) Resources required (supplies, personnel)

8

Governance and compliance

- A) Governance
- B) Adherence and change management
- C) Data tracking

9

Communications

- A) Communicating in a crisis
- B) Engaging university stakeholders

10

Financial impact and mitigation

- A) Financial impact of each scenario
- B) Mitigating actions to close the gap

4: Internal safeguards can be implemented across campus operations to accommodate a healthy and safe reopening

A

Classroom and faculty

Entrances/exits to buildings, classrooms, and stairwells
Class size and spacing
Scheduling
Delivery method
Other academic facility changes

B

Research, student laboratories

Entrances/exits to buildings and labs
Scheduling
Lab size and spacing
Other research and lab facility changes

C

Residential occupancy

Move-in day
Entrances/exits to buildings, bedrooms, and stairwells
Spacing and roommates
Shared areas
Shared bathrooms
Residential advisers
Visitors
Other residential facility changes

D

Dining

Entrances/exits to buildings
Customers
Employees
Physical spacing and payment contact
Other dining facility changes

E

Student activities

Club and activity scheduling
Common areas
On- and off-campus parties
Gyms
Study abroad
Curfews

F

Offices

Entrances/exits and stairwells
Visitors and contractors
Layout and spacing
Remote work
Meetings and training
Travel to work
Sick-leave policy
Other office facility changes

G

Athletics

Fans
Athletes
Scheduling
Staff
Recruiting
Confirmed cases



4: Guidance for the considerations listed in Section 4

Schools can implement safeguards for campus operations under three broad scenarios:

- “Eased” (least conservative)
- “Graduated” (somewhat conservative)
- “Restricted” (most conservative)

Section 5 discusses potential phases of reopening. The safeguards outlined in this section can complement the phases outlined in Section 5, where in some instances different levels of a given safeguard may be appropriate for different phases of reopening.

Particular care can be taken to implement tactics to protect vulnerable populations (*see Section 3 for additional information*).

The safeguards ultimately put in place at your university should be developed and vetted by a group of public-health experts and should complement and be in accordance with CDC/public-health guidance.

Universities will prioritize the various campus operations differently. Not all operations will apply to all universities.

4A: Classroom and faculty (1/3)¹

NOT EXHAUSTIVE

	Less conservative		More conservative
	"Eased" scenario	"Graduated" scenario	"Restricted" scenario
Entry and exit to buildings, classrooms, and stairwells	No physical changes to entry/exit or stairwells are made.	Establish single point of entry to building with separate entry/exits; no physical change to entry to classrooms or stairwells.	Establish single point of entry to building with separate entries/exits, automatic doors to classrooms and stairwells, and one-direction stairwells.
	Consider turnstile inside building entrance to ensure individuals have to badge in/out and to limit influx of visitors. Place sanitization wipes or automatic sanitization dispensers near doors and stairwell handles with visual cues and reminders. Require mask to enter building. Check temperature upon building entry (optional). Suspend any finger-print entry keypads and use badges or install no-touch doors where possible.		
Class size and spacing	Recommend that students sit 6 ft+ apart but no change to physical seating.	Reorganize physical seating (6 ft+ apart) through modularized spaces.	Reorganize physical seating (6 ft+ apart) through modularized spaces; add plastic barriers and guards between desks (students and instructors).
	Set maximum capacity to 50% of fire code in all rooms; use hybrid delivery to support reduction of occupancy with existing classroom inventory.	Set maximum capacity to 25% of fire code in all rooms; use hybrid delivery to support reduction of occupancy with existing classroom inventory.	Evaluate density requirements of each room and set maximum capacity to enable 6 feet of space between all seats.
	Prohibit sharing of resources between classes.	Remove or replace high-touch communal resources (eg, whiteboard markers, staplers).	
	Students and instructors must wear masks at all times when not presenting. Visually mark separation 6 ft. apart for areas where people would group (eg, queues to enter classroom, elevator).		

1. These guidelines should complement and be in accordance with CDC/public health guidance.

4A: Classroom and faculty (2/3)¹

NOT EXHAUSTIVE

	Less conservative		More conservative
	"Eased" scenario	"Graduated" scenario	"Restricted" scenario
Scheduling	No change to class scheduling.	Create staggered schedule for students to attend school on different days (eg, alternating) or different parts of the day (morning/afternoon) to stagger start/end times, avoid contact, and reduce large group gatherings.	
	No change to student cohorts/grouping.		Develop learning schedule in cohorts to minimize contact with broader group of students.
	Deep clean classrooms at least once per day; if necessary, reduce hours to allow for additional cleaning.		Deep clean classrooms after each class.
	Provide wipes to all students to clean their own workspaces after class.		
Delivery method	All courses that can be delivered remotely should be delivered remotely.		All courses must be delivered remotely; exceptions for in-person delivery made on case-by-case basis, eg, small labs/discussion sections.
	Convert all lectures with >100 students to remote or flipped (with discussion groups capped at 10 students).	Convert all lectures with >50 students to remote or flipped (with discussion groups capped at 10 students).	Convert all lectures and discussions to remote delivery.
	Ensure remote substitute available for quarantined or high-risk students.		

1. These guidelines should complement and be in accordance with CDC/public health guidance.

4A: Classroom and faculty (3/3)¹

NOT EXHAUSTIVE

	Less conservative		More conservative
	"Eased" scenario	"Graduated" scenario	"Restricted" scenario
Other academic facility changes	Leave vending machines, water fountains, and communal equipment, but with visual signage to use gloves/sanitize.	Remove or block off all vending machines, water fountains, and other communal equipment.	
	No change to ventilation.	Upgrade ventilation per OSHA guidance to remove aerial antigens.	
	Limit elevator occupancy to promote physical distancing. Have adequate supplies to support healthy hygiene behaviors, including soap, hand sanitizer with at least 60 percent alcohol, and tissues. Add plexiglass barriers between instructors and students where possible and provide PPE for instructors (eg, masks, gloves).		

1. These guidelines should complement and be in accordance with CDC/public health guidance.

4B: Research and student laboratory (1/2)¹

NOT EXHAUSTIVE

	Less conservative		More conservative
	"Eased" scenario	"Graduated" scenario	"Restricted" scenario
Entry and exit to building and labs	No physical change to entry/exit.	Establish single point of entry to building with separate entry/exits; consider testing people at the door and/or using an infrared video camera to test for temperature for high-risk labs.	
	Consider turnstile to enter lab to ensure individuals are adhering to shift policy. Place sanitization wipes or automatic sanitization dispensers near doors and stairwell handles with visual cues and reminders. Require a mask to enter building. Check temperature upon building entry (optional). Suspend any finger-print entry keypads and use badges or install no-touch doors where possible.		
Scheduling	Shift all labs that can be done remotely to remote; for research that must be done in the lab, phase in both dry labs and wet labs.	Shift all labs that can be done remotely to remote; for research that must be done in the lab, phase in dry labs.	Shift all nonessential labs to remote or delay until 2021.
	Consider scheduling research shifts at different times of day, different days of the week, and/or for longer blocks of time. For research that must be done in-person, ensure researchers follow appropriate PPE and sanitization protocol. Deep clean labs at least once per day; if necessary, reduce hours to allow for additional cleaning.		

1. These guidelines should complement and be in accordance with CDC/public health guidance.

4B: Research and student laboratory (2/2)¹

NOT EXHAUSTIVE

	Less conservative		More conservative
	"Eased" scenario	"Graduated" scenario	"Restricted" scenario
Lab size and spacing	For in-person research labs, create groups or shifts capped at <10 people to minimize number of people in shared lab at one time.	For in-person research labs, create groups or shifts capped at <5 people to minimize number of people in shared lab at one time.	For in-person research labs, create groups or shifts capped at <3 people to minimize number of people in shared lab at one time.
	Reorganize lab facilities to enable physical distancing (eg, move chairs, spread out work space, cover every other computer).		
	Utilize air-gap connected workspaces with a “clean room” to allow researchers to sanitize.		
	Researchers should wear PPE at all times and wash hands after using new piece of equipment.		
	Limit sharing of equipment and resources between labs; remove communal resources except large equipment (eg, pens, whiteboard markers).		
	Encourage researchers to sanitize equipment after each use or designate one person per shift whose sole job is to clean surfaces.		
	Consider using UV light lamps to sanitize work area and equipment and apply copper tape onto high-touch surfaces that can’t be avoided.		
	Frequent, highly visible cleaning of high-touch surfaces and equipment (eg, door handles, washbasin handles, drawer handles) before and after use.		
Visually mark separation 6 ft. apart for areas where people would gather (eg, restroom).			
Other research and lab facility changes	Leave vending machines, water fountains, and communal equipment, but with visual signage to use gloves/sanitize.	Remove or block off all vending machines, water fountains, and other communal equipment.	
	No change to ventilation.	Upgrade ventilation per OSHA guidance to remove aerial antigens.	
	Have adequate supplies to support healthy hygiene behaviors, including soap, hand sanitizer with at least 60 percent alcohol, and tissues.		

1. These guidelines should complement and be in accordance with CDC/public health guidance.

4C: Residential occupancy (1/3)¹

NOT EXHAUSTIVE

	<div> <div>Less conservative</div> <div></div> <div>More conservative</div> </div>		
	"Eased" scenario	"Graduated" scenario	"Restricted" scenario
Move-in day	Stagger move-in dates in the fall based on location on campus and room location within residence hall.		Postpone moving into residence halls until spring 2021.
Entry/exit to building and bedrooms and stairwells	No physical change to residence hall entrance door, bedroom entrance, or stairwells.	Install automatic doors to enter/exit residence halls; no physical change to bedroom doors or stairwells.	Install automatic doors to enter/exit residence halls and stairwells; no physical change to bedroom doors.
	Consider turnstile inside building entrance to ensure individuals have to badge in/out and to limit influx of visitors. Place sanitization wipes or automatic sanitization dispensers near doors and stairwell handles with visual cues and reminders. Require mask to enter building. Option to check temperature upon building entry. Suspend any finger-print entry keypads and use badges or install no-touch doors where possible.		
Spacing and roommates	Reconfigure rooms to allow for physical distancing in residence halls and convert as many rooms as possible to single bedrooms.		Reconfigure rooms to allow for physical distancing in residence halls and convert all rooms to single bedrooms; convert additional facilities to residence halls as needed (eg, hotels, off-campus housing).

1. These guidelines should complement and be in accordance with CDC/public health guidance.

4C: Residential occupancy (2/3)¹

NOT EXHAUSTIVE

	Less conservative		More conservative
	"Eased" scenario	"Graduated" scenario	"Restricted" scenario
Shared areas	<p>Move chairs, couches, and other furniture to ensure that social distancing can be maintained in shared rooms, such as television, game, or exercise rooms; disinfect rooms at least once per day.</p>		<p>Consider closing or restricting access to shared rooms, such as television, game, or exercise rooms, and provide strict protocols for when they reopen.</p>
	<p>Visually mark separation 6 ft. apart for areas where people would group (eg, elevator).</p>		
Shared bathrooms	<p>No physical change to bathrooms with visual signage to maintain 6 ft+ distance.</p>	<p>Cover every other sink to encourage 6 ft+ separation at all times; use visual signage to maintain 6 ft+ distance.</p>	
	<p>Custodial staff to deep clean once a day.</p>	<p>Custodial staff to deep clean twice per day.</p>	
	<p>No separate bathroom for residents with COVID-19 symptoms.</p>		<p>Designate a separate bathroom for residents with COVID-19 symptoms.</p>
	<p>Maintain access and adequate supplies to shared bathrooms to help prevent spread of COVID-19 (cleaned regularly using EPA-registered disinfectants at least twice per day (eg, in the morning and evening or after times of heavy use), make sure bathrooms are continuously stocked with soap and paper towels or automated hand dryers.</p> <p>Offer hand sanitizer, and make sure trash cans are emptied regularly.</p> <p>Frequent, highly visible cleaning of high-touch surfaces (eg, doors, stairwell handles, light switch, elevator switch, etc).</p> <p>Residents are instructed that sinks could be an infection source and to avoid placing toothbrushes directly on counter surfaces. Residents use totes for personal items to limit their contact with other surfaces in the bathroom; recommend everyone sanitize sink/shower after use.</p>		

1. These guidelines should complement and be in accordance with CDC/public health guidance.

4C: Residential occupancy (3/3)¹

NOT EXHAUSTIVE

	Less conservative		More conservative
	"Eased" scenario	"Graduated" scenario	"Restricted" scenario
Visitors	Visitors (eg, students from other residence halls and parents) allowed in residence hall if they fill out online health questionnaire and download contact tracing technology (if applicable) prior to entering.	Visitors (eg, students from other residence halls and parents) allowed in residence hall only with appropriate approval (eg, RA) and if they fill out online health questionnaire and download contact-tracing technology (if applicable) prior to entering; limited visiting hours.	Visitors (eg, students from other residence halls and parents) prohibited from entering residence hall; ensure controlled measures in place to restrict access (eg, turnstiles).
Other residential facility changes	Leave vending machines, water fountains, and communal equipment, but with visual signage to use gloves or sanitize.	Remove or block off all vending machines, water fountains, and other communal equipment.	
	No change to ventilation.	Upgrade ventilation per OSHA guidance to remove aerial antigens.	
	Limit elevator occupancy to promote physical distancing.		
	Have adequate supplies to support healthy hygiene behaviors, including soap, hand sanitizer with at least 60 percent alcohol, and tissues.		
	Maintain access and adequate supplies to laundry facilities to help prevent spread of COVID-19 (provide disposable gloves, soap for washing hands, household cleaners, and EPA-registered disinfectants for residents and staff to clean and disinfect buttons, knobs, and handles of laundry machines; laundry baskets; and shared laundry items).		

1. These guidelines should complement and be in accordance with CDC/public health guidance.

4D: Dining (1/3)¹

NOT EXHAUSTIVE

	Less conservative		More conservative
	"Eased" scenario	"Graduated" scenario	"Restricted" scenario
Entry/exit to building	Place sanitization wipes or automatic sanitization dispensers near doors and stairwell handles with visual cues/reminders Mask required to enter building Option to check temperature upon building entry Suspend any finger-print entry keypads and use badges or install no-touch doors where possible		
Customers	Ensure customers stay more than 6 feet apart from each other and employees (use floor markings to help with implementation) Customers required to wear cloth or surgical masks at all times (except when eating) Post signs to inform customers of food pickup protocols		
	Group size <4 for dine-in; party must sign-in; stagger meal times for students to manage capacity	Dine in option limited to individuals; individual must sign in; stagger meal times for students to manage capacity	Only takeaway and delivery options (eg "grab and go" plans for meal services, group orders delivered to site, lunchboxes for pickup)

1. These guidelines should complement and be in accordance with CDC/public health guidance

4D: Dining (2/3)¹

NOT EXHAUSTIVE

	Less conservative		More conservative
	"Eased" scenario	"Graduated" scenario	"Restricted" scenario
Employees	No change to employee shifts.	Design work shifts to minimize contacts between employees and ensure easier tracking and tracing, if possible.	
	No transportation requirements.	Employees allowed to use only university-sponsored public transit or personal transport.	Employees allowed to use only personal transport.
	Restrict number of employees allowed in kitchen area to allow for 6 ft+ distancing. Employees must be wearing cloth or surgical masks and gloves at all times. Employees must comply with DOH sanitation requirements, use gloves when removing garbage bags and handling and disposing of trash, and handle nondisposable food service items with gloves and wash with dish soap and hot water or in a dishwasher. They must also take additional care to wash hands regularly. Limit sharing of equipment (eg, bowls, cups, utensils) within a shift including personal devices (eg, cell phone). Ensure deep clean and sanitization between shifts.		
	Employees have health screening required for each shift; regular handwashing and sanitization.		Establish mandatory handwashing and sanitization every 2 hours.
	In case of positive test, conduct thorough cleaning in line with DOH guidelines, discard any contaminated food; quarantine only employees who worked in close proximity.	In case of positive test, conduct thorough cleaning in line with DOH guidelines, discard any contaminated food; quarantine all employees on shared shift.	In case of positive test, close restaurant for 2 days; conduct thorough cleaning in line with DOH guidelines, discard any contaminated food; quarantine all employees on shared shift.

1. These guidelines should complement and be in accordance with CDC/public health guidance.

4D: Dining (3/3)¹

NOT EXHAUSTIVE

	Less conservative		More conservative
	"Eased" scenario	"Graduated" scenario	"Restricted" scenario
Physical spacing/ payment contact	Cafeteria operates at normal capacity, with cleaning after each seating.	Tables are spaced 6 ft apart, with cleaning after each seating. Maximum 50% capacity.	Tables are spaced 10 ft apart, with cleaning after each seating. Maximum 33% capacity.
	Eliminate self-service/buffet; ensure all food items are disposable and fully boxed, and no food can be directly touched by students.		Eliminate self-service/buffet; ensure all food items are disposable and fully boxed, and no food can be directly touched by students. Enforce "take what you touch."
	Payment is not restricted.	Replace cash payments with electronic payments only (eg, credit card).	Pay only via contactless methods (eg, Apple Pay, online payment).
	Consider alternative food-service methods (eg, contactless delivery, partnerships with food delivery services).		
Other dining facility changes	Leave vending machines, water fountains, and communal equipment, but with visual signage to use gloves or sanitize.	Remove or block off all vending machines, water fountains, and other communal equipment.	
	Limit elevator occupancy to promote physical distancing.		
	Have adequate supplies to support healthy-hygiene behaviors, including soap, hand sanitizer with at least 60 percent alcohol, and tissues.		
	No change to ventilation.	Upgrade ventilation per OSHA guidance to remove aerial antigens.	

1. These guidelines should complement and be in accordance with CDC/public health guidance.

4E: Student activities (1/2)¹

NOT EXHAUSTIVE

	Less conservative		More conservative
	"Eased" scenario	"Graduated" scenario	"Restricted" scenario
Club and activity scheduling	<p>Where possible, postpone scheduling of events until spring 2021 (eg, recruitment, training and practice, conferences and performances); allow small gatherings based on size (eg, 1:1 interviews).</p> <p>For events that cannot be delayed (eg, orientation), utilize hybrid models when possible (eg, virtual keynote + in-person breakouts with <10 people).</p> <p>Stagger scheduling in shared facilities; require masks to be worn at all times; ensure wipes are available and instruct students to sanitize workspace after use.</p> <p>Deep clean student activity centers/meeting areas once per day.</p>		<p>Mandate all scheduled events to be remote.</p>
Common areas	<p>No physical change to bathrooms, but install visual signage encouraging 6 ft+ distance.</p> <p>Leave vending machines, water fountains, and communal equipment, but with visual signage to use gloves/sanitize.</p> <p>Rearrange any seating or standing areas in libraries, computer rooms, etc to ensure 6 ft+ spacing.</p> <p>Have adequate supplies to support healthy hygiene behaviors, including soap, hand sanitizer with at least 60 percent alcohol, and tissues.</p> <p>Visually mark separation 6 ft. apart for areas where people would gather (eg, printer, restroom, elevator).</p> <p>Enact a "virtual quad" for connectivity.</p>	<p>Cover every other sink to encourage 6 ft+ separation at all times; use visual signage to maintain 6 ft+ distance.</p> <p>Remove or block off all vending machines, water fountains, and other communal equipment.</p>	

1. These guidelines should complement and be in accordance with CDC/public health guidance.

4E: Student activities (2/2)¹

NOT EXHAUSTIVE

	Less conservative		More conservative
	"Eased" scenario	"Graduated" scenario	"Restricted" scenario
On-campus parties and gatherings	Prohibit any gatherings in line with CDC guidance on size and space constraints (eg, no more than 10 people, everybody must be 6 ft+ apart).	Prohibit any gatherings in line with CDC guidance on size and space constraints (eg, no more than 10 people, everybody must be 6 ft+ apart); partner with RAs and local law enforcement to monitor compliance.	Prohibit any gatherings in line with CDC guidance on size and space constraints (eg, no more than 10 people, everybody must be 6 ft+ apart); partner with RAs and local law enforcement to monitor compliance and enforce disciplinary action when appropriate (eg, fine, suspension/expulsion).
Gyms	Limit gym occupancy or class capacity to 50%; allow individuals to book workout times to guarantee entry. Require staff to wear masks and gloves at all times and students to wear masks when not exercising. Require health questionnaire to enter gym and offer no-touch or scanless check-ins through app to minimize contact with staff. Space out lockers and stagger cardio and strength machines to accommodate 6 ft+ physical distance. Place EPA-registered disinfectants throughout gym to avoid individuals congregating to access cleaning supplies; require that individuals wipe down machines before and after use; sanitize weights and equipment daily and deep clean gym twice per week. Consider contactless temperature checks.		
	Limit gym occupancy or class capacity to 25%; allow individuals to book workout times to guarantee entry.		

1. These guidelines should complement and be in accordance with CDC/public health guidance.

4F: Offices (1/4)¹

NOT EXHAUSTIVE

	Less conservative		More conservative
	"Eased" scenario	"Graduated" scenario	"Restricted" scenario
Entries/exits and stairwells	<p>No physical change to entry/exit or stairwells.</p>	<p>Establish single point of entry to building with separate entry/exits; no physical change to stairwells.</p>	<p>Establish single point of entry to building with separate entry/exits; automatic doors, one-direction stairwells.</p>
	<p>Consider turnstile inside building entrance to ensure individuals have to badge in/out and limit influx of visitors.</p> <p>Place sanitization wipes or automatic sanitization dispensers near doors and stairwell handles with visual cues and reminders.</p> <p>Require mask to enter building.</p> <p>Check temperature upon building entry (optional).</p> <p>Suspend any finger-print entry keypads and use badges or install no-touch doors where possible.</p>		
Visitors/contractors	<p>Visitors and contractors allowed in office building if they fill out online health questionnaire and download contact tracing technology (if applicable) prior to entering.</p>	<p>Visitors and contractors allowed in office building only with appropriate approval (eg, site director) and if they fill out online health questionnaire and download contact tracing technology (if applicable) prior to entering; limited visiting hours.</p>	<p>Visitors and contractors prohibited from entering office building; ensure controlled measures in place to restrict access (eg, turnstiles).</p>
	<p>Require that employees come to the lobby to pick up food, parcel, and courier deliveries.</p>		

1. These guidelines should complement and be in accordance with CDC/public health guidance.

4F: Offices (2/4)¹

NOT EXHAUSTIVE

	Less conservative		More conservative	
	"Eased" scenario		"Restricted" scenario	
Layout and spacing	Offices with cubicles or open-space designs must establish the minimum 6 feet of social distancing required; individuals must wear a mask at all times except when working individually 6 ft+ apart.		Install physical barriers between work stations (eg, plexiglass partitions) to ensure distancing; potential to redesign employee assignment to workplaces based on risk profile (eg, age profile, previous medical history, etc).	
	Set maximum capacity to 50% of fire code in all rooms.	Set maximum capacity to 25% of fire code in all rooms.	Evaluate density requirements of each room and set maximum capacity to enable 6 feet of space between all seats.	
	Remove or replace high-touch communal resources (eg, whiteboard markers, staplers). Visually mark separation 6 ft. apart for areas where people would gather (eg, elevator, escalator, restroom, break room).			
Remote work	Allow all employees to work in the office.	Opt-in model for remote work.	Require certain personnel to work from home; divide critical function teams with groups alternating work in-office or using satellite sites.	
	Clear resources, procedures, and expectations for remote work. Develop contingency plans for continuity and cross-train employees to cover for business-essential positions. Consider creating work groups or shifts allowing different groups of people to come into the office on different days of the week.			

1. These guidelines should complement and be in accordance with CDC/public health guidance.

4F: Offices (3/4)¹

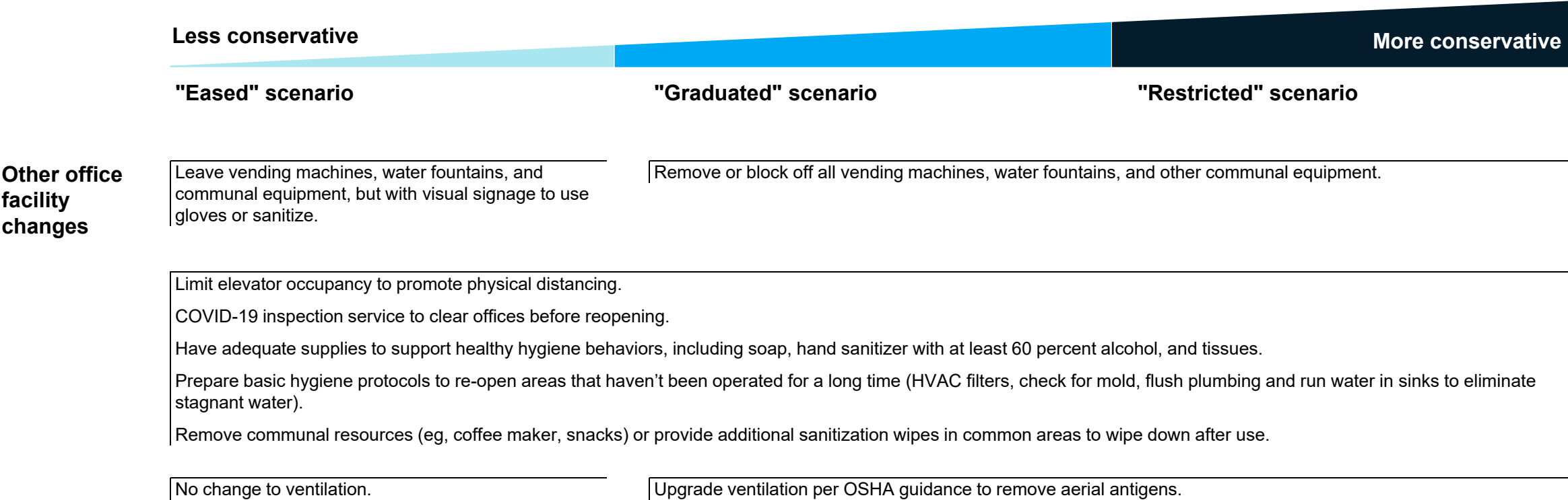
NOT EXHAUSTIVE

	Less conservative		More conservative
	"Eased" scenario	"Graduated" scenario	"Restricted" scenario
Meetings and trainings	Limit gatherings and meetings of employees to a certain size (eg, <10 people); move in-person meetings to digital where possible; provide wipes for individuals to sanitize meeting rooms after use.	Limit gatherings and meetings of employees to a certain size (eg, <5 people); move in-person meetings to digital where possible; provide wipes for individuals to sanitize meeting rooms after use.	Prohibit in-person meetings; move all meetings to virtual.
	Set up room-booking software to require reason for not being able to hold virtual meeting when booking room.		Close meeting rooms for booking.
Travel to work	Increase number of bus routes to reduce occupancy on each bus and provide dedicated transportation for all employees with social distancing (50% capacity), mandated use of PPE and sanitize vehicle after use.	Subsidize parking and sponsor carpools. Create safe bike/walking routes to encourage use of private transport.	Shift to commuter campus model and mandate use of private transportation.
	Consider partnerships with rideshare, taxi, or transit companies that are also verified to be "clean" and do similar number of checks.	Discourage using taxi or ride-sharing providers.	Do not allow taxis or rideshare cars to drive on campus.

1. These guidelines should complement and be in accordance with CDC/public health guidance.

4F: Offices (4/4)¹

NOT EXHAUSTIVE



1. These guidelines should complement and be in accordance with CDC/public health guidance.

4G: Athletics (1/3)¹

	Less conservative		More conservative
	"Eased" scenario	"Graduated" scenario	"Restricted" scenario
Fans	<p>Allow fans to enter stadium by taking health questionnaire.</p> <p>Restrict number of fans in stadium to allow for 6 ft+ distance between each individual or group.</p> <p>Stagger arrival times and assign entrance and exit to different fans.</p> <p>Strictly prohibit gathering inside or outside venue.</p> <p>Mandate 6 ft+ distance between seats.</p>	<p>Take temperature of all fans before entering stadium.</p>	<p>Do not allow fans in stadium.</p>
Athletes	<p>Mandate daily health screens for all athletes (eg, temperature checks).</p> <p>Players are prohibited from using nonteam facilities such as public health clubs, fitness centers, or gyms.</p> <p>Players will wear face masks inside facilities except when working out.</p> <p>All equipment used by players will have to be disinfected after use.</p> <p>Players will not be allowed to share towels, and teams cannot use steam rooms, saunas, cold tubs, oxygen chambers or cryotherapy chambers at the facilities.</p> <p>All cell phones, keys, and other often-touched items must be cleaned and disinfected upon entry to the facility.</p>	<p>Mandate daily health screens for all athletes (eg, temperature checks) and weekly active infection testing.</p>	<p>Mandate daily active infection testing for all athletes.</p>

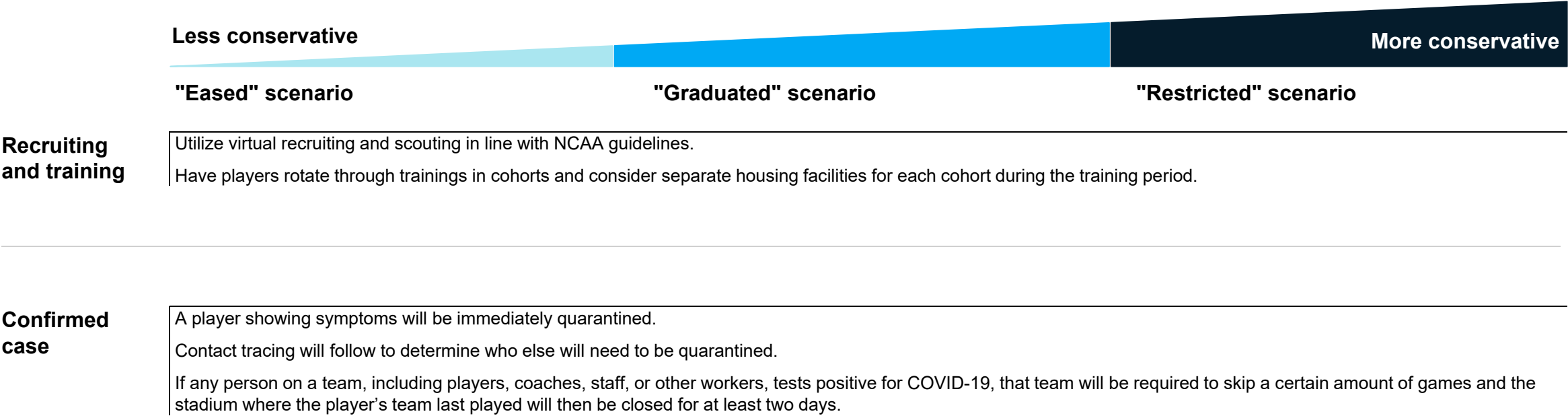
1. These guidelines should complement and be in accordance with CDC/public health guidance.

4G: Athletics (2/3)¹

	Less conservative		More conservative
	"Eased" scenario	"Graduated" scenario	"Restricted" scenario
Scheduling	<p>Do not alter athletic calendar for any sports.</p> <p>Phase in practices for sports where physical distancing is not achievable (eg, wrestling), and ensure every player receives symptom check or active infection test prior to practice.</p> <p>Run controlled practices that severely limit the number of players on a field or court (eg, no more than four players at any given time); sanitize facilities after use.</p> <p>Have adequate supplies to support healthy hygiene behaviors, including soap, hand sanitizer with at least 60 percent alcohol, and tissues.</p>	<p>Condense or delay fall sport seasons; allow sports to resume as scheduled on case-by-case basis (eg, men's football).</p> <p>Phase in practices for sports where physical distancing is achievable (eg, tennis), stagger practice schedule for varsity, club, and intramural sports to allow for distancing in shared facilities; use precautionary health checks (eg, symptom check or active infection test).</p>	<p>Cancel or modify calendar of all fall sport seasons.</p>
Staff	<p>Any staff members present will have to wear face masks and gloves and take an active infection test before any practices or games.</p> <p>Minimum distance of 12 feet will be required as a buffer between players and staff members working with them (exception for medical or athletic training personnel who must be in contact with the players).</p> <p>Teams can designate a staff member as a "facility hygiene officer" to oversee all new policies.</p> <p>Monitor absenteeism and have a roster of trained back-up staff.</p>		

1. These guidelines should complement and be in accordance with CDC/public health guidance

4G: Athletics (3/3)¹



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