

Bond

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Issues To Consider When Developing A Plan For Partial Or Full Closure

August 25, 2020



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Agenda

- Tabletop Exercise – Let's Look Back Before
- Discussion
- Operational and Shutdown Checklist – Things to Think About
- Managing the Crisis (When it Hits)
- Questions & Bonus Session



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Overview of ABC University

ABC University is located in Central New York and the main campus is on 200 acres of land. It is a residential college with about 75% of undergraduate students living on campus. It has an enrollment of approximately 7,000 undergraduate students and approximately 650 graduate students. About 5% of the undergraduate students are international students. The University has 320 full time professors and 300 part time professors with an average student to faculty ratio of about 16:1.



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Summarized Reopening Plan for ABC University

- Each dorm room can have only one visitor at a time from the same hall
- Move-in timeframe extended to one week and staggered by student type, hall and floor
- Large gatherings prohibited
- Face coverings and physical distancing required in common areas
- Enhanced cleaning based on CDC and NYSDOH guidelines implemented by custodial services
- Residence Life and Housing will communicate with students via email and social media channels
- Prohibition against non-essential guests/visitors from accessing campus buildings



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Summarized Reopening Plan for ABC University

(continued)

- Students will not be permitted to visit halls in which they do not reside
- Failure to adhere to requirements could result in student conduct charges being filed
- Disability Resources Office will work with students who are immunocompromised or who have an underlying health condition to ensure required accommodations are provided
- Campus departments, academic programs and student groups encouraged to host programs remotely
- Priority for approval will be given to events that are not possible or effective to host virtually, involve quick and/or outdoor interactions with minimal contact; directly support higher learning



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Summarized Reopening Plan for ABC University

(continued)

- Face coverings and physical distancing (6 feet apart) required for all events
- No communal food (buffets) or outside guests permitted at events
- Events must be no longer than 90 minutes in length from arrival to departure
- Students must follow all physical distancing rules and wear face coverings according to guidelines while on campus and follow all state and municipal Executive Orders and guidelines regarding face coverings and non-essential gatherings while in the community
- All policies and procedures implemented as part of the campus response to COVID-19 fall under the jurisdiction of the Code of Student Conduct and will be enforced through the standard conduct process. Violations may be submitted through an electronic Incident Reporting Form



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Reopening Scenario (continued)

On Tuesday, September 8, ABC University permitted 50% of undergraduate students to return for in-person instruction and on-campus housing. A copy of the Summarized Reopening Plan for ABC University was emailed to all students prior to their arrival on campus.

On Saturday, September 12, a group of ABC University seniors living in off-campus housing decided to throw a “Welcome Back” house party. Within two hours of the party starting, more than two hundred ABC University students swarmed the party. Social media videos showed that almost all of these students were not wearing masks, not practicing physical distancing, and many students were drinking and visibly intoxicated,



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Reopening Scenario (continued)

By Sunday, September 13 at 2 a.m., after numerous calls from angry neighbors, the local police department shut down the party and told everyone to go home. Most of the students lived on campus and went back to their dorms after the party was shut down

By Sunday, September 13 at noon, both local and national media were following the story and ABC University administrators were flooded with phone calls and emails from students and parents worried about the possible spread of COVID-19. ABC University’s administrators and Communications Department assured the media and parents that the party was an off-campus event, the party was not sanctioned by the university, and the university currently had no confirmed cases of COVID-19.



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Reopening Scenario (continued)

Less than two weeks after the party, by September 21, there were 375 confirmed cases of COVID-19 at the university. Administrators decided to pivot to a completely remote instruction model and directed all students to leave on-campus housing after their isolation/quarantine periods had ended.

On September 23, the University President is meeting with the Director of Campus Security, Director of Residential Life, and the Director of Communications to analyze the events of the past weeks.



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Lessons Learned

- Make sure rules are clear (“large gatherings”; apply to off-campus; spell out key requirements of laws and policies)
- Get input from Res Life, Student Affairs, and students
- Plan events for and with students
- Consider curfew
- Public safety and others reach out in advance of semester (and regularly) to clear lines of communication, set expectations
- Collaborate with your local health department and include a public health approach to safety (analogy to condoms, Narcan, needles)



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Reopening Review – Things to Evaluate



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Communication

Who is responsible for notifying of the pivot from F2F instruction to hybrid or remote?

- To the Board of Trustees
- To students
- To families
- To faculty
- To staff
- To the media
- To alumni and donors
- To government agencies
- To local community leaders



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What Threshold Will be Used to Trigger the Decision to Move to Remote Instruction?

- Number of positive tests?
- Number of confirmed cases?
- Identity of affected individuals (Staff? Students? Faculty?)
- Likelihood of community spread—what are the facts of each case?



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Protecting Students, Staff and Faculty

- Do we have a sufficient supply of masks and cleaning products to address a sudden increase in the infection rate?



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Status of Libraries

- Open for computer use/studying?
- Will stacks be open?
- Open only for access to materials delivered by staff?
- Closed but staff are available online and virtually?



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Which Classes Will / Must Continue F2F?

- Science labs?
- Special rules for social distancing, personal protective equipment
- Dance, music, visual arts?
- Courses that use special equipment (engineering, MRI, etc.)



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Will Dining Halls Close?

- Grab and go only?
- Limited food service for on-campus students?
- Partitions?
- Placement of tables and chairs
- Social distancing?



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Residence Halls

- Will any students be housed?
 - International
 - Out of state
 - Housing insecure students
- What is the *maximum* number of students we can house safely (single rooms, reserved rooms for quarantine)
- Residence hall programming? Role of resident assistants?



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Delivery of Instruction

- Faculty teach from empty classrooms or classrooms with very small number of students
- Stagger F2F class sessions so 1/3 or 1/2 of class is present on any particular day?
- Is technology and IT support sufficient to support large percentage of online students and faculty?
- Are instructional designers or other support staff available to work with faculty?



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Delivery of Instruction (continued)

- How will the college respond to students who do not have access, or adequate access, to hardware or internet
- Status of off-campus internships or other clinical activities
- Treat graduate courses differently from undergraduate courses?
 - Criteria to be used to decide?



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Academic Support for Students

- Academic advising
- Tutoring
- Faculty office hours
- Extend support hours to evenings and weekends?



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Faculty with Labs

- Safety compliance
- Social distancing
- Prioritizing which labs may include students and why
 - Undergraduates?
 - Graduate students?



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Safety Concerns

- How will we enforce mask wearing and social distancing?
 - Students
 - Staff
 - Faculty
- Temperature checks? COVID testing of on-campus students on regular basis?
 - Hand sanitizer stations at building entrances?
 - Restrooms—capacity limits? Enhanced cleaning?
 - Elevators—capacity limits? Limited to “up” only, use the stairs for “down”?



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Student and Employee Mental Health Services

- Who will provide?
- Will campus services be available virtually? (telehealth?)
- Extend hours to evenings and weekends?



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How to Respond When Students / Parents Demand Refunds

- Tuition (full or partial)
- Housing (pro-rated)
- Dining (pro-rated)
- Parking (pro-rated)



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Student Employees

- How will students be given work assignments?
- How will students be supervised?
- How can work-study students continue to be paid?



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Student Engagement

- Shift to virtual via social media?
- Involvement of students in planning, execution of activities
- On campus recreation facilities—how to use them safely



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Career Development Center

- Virtual services
- Linking students with prospective employers
- Resume assistance and other job search services



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Maintenance

- Need to do additional cleaning?
- Additional PPE for cleaning staff?
- Prioritize certain buildings, temporarily close others?



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Security

- Building checks to ensure social distancing and limited group size
- Swipe card access to buildings?
- Keeping “outsiders” off campus



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Can Student Services be Delivered Remotely?

- Financial aid?
- Registrar?
- Student accounts/bill paying?



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Status of Activities for Non-College Constituencies

- Programs for children?
- Daycare?
- High school student involvement in academic or enrichment programs?



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Our Plans are in Place – What Can We Do Before a Crisis Hits?

- Gather the President and the critical team for a two-hour tabletop exercise and learn what you can add or improve
- Ensure that you have a list with full contact information for every person responsible for a part of the Reopening Plan (and their assistants) and that every member of the team has everyone else's contact information in their phones
- Assemble a list of critical external contacts and their full information and provide to the right people. Can the right person quickly reach your local Department of Health contacts? Your go-to person at your PPE provider? Contacts at the local, county and state level? External medical/mental health resources?



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Our Plans are in Place – What Can We Do Before a Crisis Hits? (continued)

- Triple check that your institution and your platform (Zoom, Webex, Skype) have sufficient capacity to handle the upcoming usage
- Encourage new and returning students, employees, parents/guardians, community members to sign up for emergency alert messages
- Consider whether you have omitted any groups that you should be communicating with, such as community leaders and members; funders and donors; alums
- Check that all needed training is complete or being done: training employees in putting on, removing and disposing of PPE; training cleaning staff on keeping logs of date, time, and scope of cleaning



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Our Plans are in Place – What Can We Do Before a Crisis Hits? (continued)

- Ensure that reopening plans are posted in locations around campus, especially where employees do not have assigned computers (buildings and grounds and public safety areas)
- Ensure that protocols for real-time review, reporting, and documenting are being followed, such as reviewing and documenting health screening responses



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Questions?

- Ask us now!
- Ask us later!
 - Call Us
 - Email us
- Bond Website: www.bsk.com



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Virtual Student Engagement Considerations

August 25, 2020



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Planning for Virtual Student Engagement

- What student activities is your college particularly
 - Proud of
 - Known for
 - Historically committed to



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Planning for Virtual Student Engagement

- Are there one or a few student activities that are unique to your college that play an important role in attracting students?
- Is there a way to mimic those activities virtually?
 - Example: Dance Marathon done virtually (raises funds for children's charity)



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Planning for Virtual Student Engagement

- Keeping in close touch with student government leaders to seek their advice and help
 - Zoom meetings
 - Conference calls
 - Socially distant in-person meetings (if safe and practicable)



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Planning for Virtual Student Engagement

- Social media blasts
 - Seek student feedback on which activities to plan and how to implement
 - Seek student involvement in planning activities
 - Notify students of virtual activities



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Planning for Virtual Student Engagement

- How to engage those students remaining on campus?
 - Can they safely use recreation facilities?
 - Cleaning
 - Social distancing
 - Masks
 - Dining facilities?
 - Grab and go or sit-down with distancing?
 - Performing arts opportunities?



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Planning for Virtual Student Engagement

- Career and professional development opportunities
 - Off campus internships
 - Virtual career development advice, workshops, career days
 - Webinars by potential employers



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Planning for Virtual Student Engagement

- Remote academic support
 - Academic advising
 - Tutoring
 - Faculty office hours
 - Extend support hours to evenings and weekends?



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Planning for Virtual Student Engagement

- Consider offering opportunities for students to work with a faculty member on a research project that doesn't require presence on campus
- Involve the library in outreach to students by major or other identified interest
- Create discussion groups on academic or nonacademic topics facilitated by a faculty member, graduate student or staff member to allow students to interact with each other virtually



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