REPORT AND RECOMMENDATIONS FOR REOPENING CAMPUS

Created by the Taskforce for Reopening Campus
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The Taskforce on Reopening Campus (TRC) was constituted to develop a plan for reopening Harford Community College’s campus after the campus was forced to close because of COVID-19. The TRC researched data and state and federal guidelines, consulted with other colleges, and reviewed articles from various higher education and scientific resources. Notably, data and guidance changed rapidly, even during the time the TRC implemented its charge. The TRC also consulted with President’s Cabinet (PC) on issues surrounding testing requirements and Public Safety’s authorities, among other things. The TRC also sought advice from the College’s legal counsel on waiver issues.

The TRC strove to focus on developing recommendations for reopening in a manner that can best promote the physical safety and mental wellness of employees and students while allowing the College to achieve its mission. As such, the TRC is recommending a staged approach to reopening that aligns with federal and state reopening phases.

The TRC describes the state of the College at this moment as Stage 0. Stage 1 would be triggered when the Governor lifts the stay-at-home order and the PC determines that all measures are in place to make the campus as safe as possible given the circumstances. At that time, the College would begin to increase critical operational activities on campus, with significant risk mitigation controls in place. Face-to-face instruction does not occur in Stage 1.

Stage 2 is broken into two sub-stages: 2A and 2B. Stage 2A is triggered when state and local governments issue guidance that they are ready to move into Medium Risk and Phase 2 stages, respectively. Also, the PC must determine that the necessary controls can be implemented so that the benefit of opening at this stage outweighs the risk. During Stage 2A, essential activities and limited face-to-face instruction may occur for essential courses. Essential courses and activities will be determined by the Vice President of each division. If there is no evidence of campus-based spread of COVID-19 and the PC believes that sufficient controls can be implemented to expand activities on campus, the College would move to Stage 2B, which allows for the expansion of activities and face-to-face instruction to other courses that cannot be effectively delivered fully online.

It is not until the state and local government indicates that it is safe to move to Stage 3 that operations may resume in a manner similar to before March 12, 2020. This will likely be when there is a vaccine or effective therapeutic treatment of COVID-19.

Throughout all stages up to 2B, per the Centers for Disease Control (CDC), risk mitigation controls are essential, including physical distancing and wearing of a face mask by all persons on campus. COVID-19 screening, including temperature checks, will also be necessary. Also, the College must develop additional guidelines to ensure that those students and employees who are sick stay home, and those whose health and family circumstances make it untenable to come to campus have the flexibility to continue to work and learn from home.

Because the College must implement extraordinary measures to reduce risk of COVID-19 on campus, purchasing of resources, establishment of detailed guidelines, establishment of detailed implementation plans, and creation and dissemination of campus education tools are conditions precedent to reopening under each stage. It is important to note that, although the College will follow best practices to mitigate risk, low risk does not equal no risk.
Background Information

Harford Community College canceled classes on Thursday, March 12 and Friday, March 13 in response to the federally-declared COVID-19 pandemic. Following spring break, the week of March 23 began a totally online learning and working environment for students and employees. Simultaneously, Governor Hogan declared a State of Emergency, followed by a Stay-at-Home Executive Order; Harford County Executive Barry Glassman also declared a State of Emergency. Accordingly, the President’s Cabinet extended the online learning and working environment to at least May 16, 2020, with the hope that the College would reopen the physical campus on May 18.

On April 30, 2020, the President’s Cabinet determined that it was necessary to extend the online learning and working environment through summer. A decision related to operation for the Fall 2020 semester has not yet been made.

In preparation for this eventual reopening, the College must determine and implement the necessary action items to ensure the health and safety of the entire campus community and the community at large. As such, the President’s Cabinet established the HCC Taskforce for Reopening Campus (TRC) with the following charge.

CHARGE

The TRC was charged with making recommendations to the President’s Cabinet and the College’s operational leaders (e.g., academic deans, associate vice presidents, directors/managers, etc.) on the steps necessary to reopen an educational institution. The TRC was specifically asked “to conduct the following as part of its effort to develop recommendations for reopening campus (it is understood that the taskforce will need to anticipate directives from federal, state, and local officials that may not arrive until the end of April or early May, and adjust its recommendations accordingly)”:  

- Utilize existing guidelines and/or directives issued by the federal, state, and local governments. This includes health and safety issues and necessary protective equipment required by employers to issue to their employees.
- Review and analyze practices adopted by other community colleges and four-year institutions in reopening their respective campuses and discern which practices may be adopted or amended for HCC.
- Review and analyze practices currently adopted by higher education institutions in other countries for their reopening; also consider reopening approaches adopted by business and industry.
- Consider the feasibility of a gradual reopening and provide a description as to how the College may initiate this. Review summer enrollment and determine to the group’s best ability what staff and resources are needed to help guide the framework for a gradual reopening.
- Identify potential legal implications of recommendations for the College reopening; confer with legal counsel for guidance where appropriate or needed.
- Identify a timeline and critical milestones related to reopening.
- Identify a communication plan to communicate the reopening process to the campus community and Harford County.

TASKFORCE MEMBERSHIP

The TRC was comprised of the following:

- **Kelly Koermer**  
  Dean for Community Education, Business, and Applied Technology  
  (Taskforce Chair)
- **Tom Alcide**  
  Chief Information Officer  
  (Taskforce Co-Chair)
- **Ed Augustitus**  
  Assistant Professor of Health and Physical Education
- **Matt Curio**  
  Coordinator for Events, Sales, and Scheduling
- **Nancy Dysard**  
  Director for Communications
- **Courtney Mitchell**  
  College Registrar
- **Laura Cianelli Preston**  
  Dean for Nursing and Allied Health Professions
- **Ron Ruark**  
  Director for Public Safety
- **Dawn Volkart**  
  Case Manager, Disability and Student Intervention Services
Methodology

With the help of other HCC colleagues, the TRC reviewed information gathered from the following sources:

- A bibliography compiled by research librarians on resources related to reopening campuses and businesses
- Information from the College and University Professional Association for Human Resources (CUPA-HR)
- Input from Maryland Association of Community College (MACC) affinity groups, including the MACC presidents, the Maryland Community College Association for Continuing Education and Training, etc.
- Articles from the Chronicle of Higher Education and Inside Higher Education
- Governor Hogan’s Maryland Strong: Roadmap to Recovery
- The Johns Hopkins University Bloomberg School of Public Health Center for Health Security’s Public Health Principles for a Phased Reopening During COVID-19: Guidance for Governors
- White House and CDC publication, Opening Up America Again
- CDC guidelines

The TRC members also solicited feedback from their respective divisions.

In addition to this research, the TRC brainstormed challenges and issues related to reopening HCC, the categories of individuals impacted by those challenges, and possible solutions.

Following Governor Hogan’s release of the Maryland Strong: Roadmap to Recovery, the TRC began to contemplate key assumptions and various “what if?” scenarios and outline a recommended plan for reopening HCC to align with the Governor’s plan.

Key Assumptions

- HCC values the physical and mental health and safety of its students, employees, and community.
- The College should use the Employee Assistance Program (EAP) and other programs to help students and employees with mental health.
- HCC values respect.
  - We act in the best interests of our students.
  - We consider the perspectives, feelings, wishes, rights, and traditions of others.
  - We are kind and courteous in our interactions and engage in courageous conversations for the betterment of our students, our College, and ourselves.
  - Our expertise and contributions are valued and as such we are happy and productive.
  - Many gaps in scientific understanding about COVID-19 still exist.
- Data and information related to the transmission and treatment of COVID-19 will continuously evolve.
- Federal, state, and local government guidance will change based upon data, including number of hospitalizations, number of ICU patients, number of deaths, and testing, tracing, and healthcare system capacities.
• Politics may impact government response to COVID-19 and public health issues.
• Human behavior will impact public health and safety measures.
• Students, employees, and the public will hold varied personal beliefs related to COVID-19 and how it affects their personal safety and mental well-being.
• There is great anticipation of the possibility of returning to a sense of normalcy.
• Understanding that employees may be apprehensive to return to work, the level of autonomy the institution gives employees in that decision may impact staffing and may limit the College’s ability to reopen.
• Reopening should follow best practices for physical distancing and other risk mitigation measures.
• Until there is a vaccine and/or effective therapeutic treatment for COVID-19, the College will not be able to operate as it did prior to March 12, 2020 and special health and safety precautions will be necessary for anyone present on campus.
• The COVID-19 crisis will forever impact higher education and pedagogy.
• Low risk does not mean no risk. HCC cannot 100% guarantee the health or safety of its students, employees, or visitors to campus; however, it can follow known best practices to mitigate risk. These best practices are likely to evolve as more is learned about COVID-19.
• There is no one-size-fits-all approach to reopening. Reopening plans must be based upon federal, state, and local government guidance; available capacities; risk assessments; and weighing risks and benefits of campus activities.
• Reintroduction of stricter controls may be necessary should there be an increase in COVID-19 cases.
• Communication must address concerns from HCC stakeholders; without clear communication, there is a risk of distrust, misinformation, and lack of compliance.
• The institution will develop College-wide guidelines that address as many anticipated issues as possible with implementing the plan before implementation. In addition, the College should be prepared to act quickly and decisively with a College-wide guideline addressing any unanticipated issue that arises.
HCC Reopening Plan Recommendations

Because of the changing nature of this pandemic and evolving knowledge about COVID-19, these recommendations are subject to change and should be refined as necessary. Each stage of this plan is linked to both the federal and state reopening guidelines.

CONDITIONS PRECEDENT TO REOPENING CAMPUS

This report includes recommendations that require new guidelines and processes and/or modifications to existing procedures, along with education related to such, and require procurement of certain resources. Several new and modified procedures and attenuate education are conditions precedent to moving beyond Stage 0. The following are conditions precedent:

• An Academic Affairs course rollout plan that identifies as best as possible which courses are to be offered face-to-face in each stage. Plan designers will work with operational and support divisions to ensure adequate resources are available to support the plan given the risk mitigation factors that will be necessary to implement the plan effectively.

• Human Resources guidelines that consider employees’ health and family circumstances to allow employee flexibility to work remotely without need for formal medical documentation.

• Human Resources guidelines to ensure that employees who are sick or who have been in contact with individuals diagnosed with COVID-19 should stay at home and follow CDC guidelines.
  • Documentation should not be required.

• Academic and attendance guidelines that consider students’ health and family circumstances to allow students flexibility to complete academic requirements.

• Academic and attendance guidelines that promote the ability for students who are sick or who have been in contact with individuals diagnosed with COVID-19 to stay at home and follow CDC guidelines.
  • Documentation should not be required.

• Employee screening plan and resources to implement the plan. Those resources may include, but not be limited to:
  • Personnel to screen
  • Protective equipment for screeners (depending on thermometers purchased)
  • Thermometers
  • Screening questionnaire
  • Decision tree based on screening results

• Student/visitor screening plan and resources to implement the plan. Those resources may include, but not be limited to:
  • Personnel to screen
  • Protective equipment for screeners
  • Thermometers
  • Screening questionnaire
  • Decision tree based on screening results

• Public Safety and Code of Conduct plan detailing enforcement of these guidelines and identifying applicable student and Human Resources guidelines and practices for handling non-compliance with campus safety controls.

• Engineering controls—such as furniture restructuring, ingress and egress plans that allow for health screening, and signage—need to be identified and implemented for each building prior to students accessing buildings.

• Sanitation supplies and personnel to be able to clean areas in accordance with CDC guidelines.

• Sufficient lead time to implement engineering controls and prepare for sanitation before opening access to buildings for students.

• Contact tracing plan (HCC will work closely with the Harford County Health Department for contact tracking).

• In addition to a communications plan, roll out of education related to proper hygiene, campus regulations, screening, and risk mitigation. This would include education of those responsible for screening, contact tracing, and sanitation.
ALL STAGES

To be able to implement effective controls and to enable students and employees sufficient planning time, it is recommended that a minimum of two-weeks’ lead time be allowed from the time of announcing readiness to move to the next stage and actual reopening under that stage.

Also, reopening stages identify various activities that may occur. These recommendations do not mandate that these activities occur. The lists are not exhaustive. Considering risk, benefits, and capacity, each Vice President will work with her/his leadership teams to identify activities that will occur during each Stage.

Throughout all stages, except Stage 3, the following policies should be implemented:

• Employees should telework whenever possible. Supervisors should support teleworking whenever practical.

• Employees on campus should, to the extent possible, avoid contact with others. To this end, employees on campus should consider staggering times and locations in buildings and areas with other individuals.

• Classes that can be delivered online effectively should be delivered online only.

• To be able to effectively implement the Actions/Controls detailed below, the minimum number of buildings should be opened in each stage to support essential activities and face-to-face course offerings.

• People who have symptoms (i.e., fever, cough, or shortness of breath) or who have recently been in close contact with someone reasonably suspected to have been sick with COVID-19 should stay at home.

  • Flexible sick leave policies should be adopted so that those who feel sick or who have been in contact with someone diagnosed with COVID-19, or someone reasonably suspected to have been sick with COVID-19, do not come to work.

  • Human Resources should create guidelines that enable such flexibility and eliminate medical clearance requirements before allowing sick individuals or those recently in contact with an individual reasonably suspected to be sick with COVID-19 to return to work.

• Flexible academic guidelines should be adopted so that students who feel sick or who have been in contact with someone diagnosed with COVID-19 do not come to class.

  • The Academic and SAIE Divisions should work together to adopt flexible academic and attendance guidelines to this effect.

• Arrangements should be made for students and employees who are vulnerable individuals or those who live with or care for vulnerable individuals without the requirement for documentation and in a manner that protects privacy.

  • Academic Affairs and Student Affairs should work together to provide guidance to students to enable students to continue their education and earn credentials remotely to the extent possible.

  • Human Resources should develop guidelines to enable remote work for employees, including job realignment when necessary.

• A person who has been diagnosed with COVID-19 and has been to campus within 14 days prior to diagnosis should report such via email to COVID@harford.edu.

• Common areas should be closed to prevent congregation.

• All persons on campus shall wear protective face coverings in accordance with CDC guidelines, unless there is an approved accommodation otherwise. Hoods are not acceptable face coverings. Please see the “Use of Acceptable Face Covering” section below for details.

• Public Safety shall have the authority to enforce published standards and guidelines included in and resulting from these recommendations.

• A student failing to follow published standards and guidelines included in and resulting from these recommendations may be subject to discipline under the Student Code of Conduct, including but not limited to removal from campus.

• An employee or visitor who does not follow published standards and guidelines may be prohibited from remaining on campus.

• When on campus, all persons shall practice physical distancing, which includes:

  • Staying at least six (6) feet away from others
• Eliminating physical contact with others, such as handshakes or embraces
• Avoiding touching surfaces touched by others to the extent feasible
• All persons on campus should practice good hygiene as defined by the CDC.
• Business travel outside the State of Maryland must be approved by a Vice President.
• Education of all employees and students related to proper hygiene, campus regulations, screening, and risk mitigation must take place before Stage 1 and during all ensuing stages.
• Student and employee ID requirements should be relaxed as all students and employees will not be able to get IDs.
• Students participating in clinical instruction in a healthcare setting must sign a COVID-19 waiver.

STAGE 0

Triggers
• A Stay-at-Home Order issued by a federal, state, or local government is in effect.
• Incidents of COVID-19 increase in student and/or employee populations which require President’s Cabinet to deem it unsafe to keep campus open.
• Given the latest guidance from health officials concerning the risk of infections balances against the College’s ability to fulfill its mission in an online and remote environment, the President’s Cabinet deems it prudent to operate in this stage.

Actions/Controls
1. Physical Distancing
   • All persons on campus must practice physical distancing consistent with CDC recommendations.
2. Administrative Controls
   • Campus remains closed to all but critical activities; the College continues to operate remotely. The list of critical activities may expand due to the time of year and what needs to get done for operations to continue.
   • Special campus access periods may be implemented to allow employees to have coordinated and controlled access.
   • Essential business travel can only take place if approved by a Vice President.

3. Engineering Controls
   • Disinfection/sanitation of high-touch common areas such as door handles and railings will occur routinely in areas accessed by employees. Employees should disinfect shared areas (preferable) or request disinfection by Campus Operations.

4. PPE
   • All persons on campus will wear a face mask in accordance with CDC guidelines.

STAGE 1

Triggers
• Stay-at-Home Orders rescinded by all relevant government agencies.
• State and local governments issue guidance that they are ready to move into Phase 1 of the Opening Up America guidelines and Low Risk stages of Maryland Strong guidelines.
• Given the latest guidance from health officials concerning the risk of infections balances against the College’s ability to fulfill its mission in an online and remote environment, the President’s Cabinet deems it prudent to operate in this stage.

Possible Activities
Essential activities that do not involve groups of people can commence if the below Actions/Controls can be effectively implemented. Vice Presidents will identify essential activities that can occur during this stage and supervisors within the division will work to ensure implementation of such activities within the Actions/Controls detailed below. Examples of such activities may include:
• Transcript printing
• Diploma printing
• Distribution of technology and ADA accommodation resources to students
• Financial Aid and payment functions
• Employees may come to campus to prepare and address time sensitive activities
• The College Store may need to open with limitations since students will not have access to the Student Center
Actions/Controls

1. Physical Distancing
   • All persons on campus must practice physical distancing consistent with CDC recommendations.
   • Limited number of people will be allowed on campus at one time.

2. Administrative Controls
   • Only online instruction delivered.
   • Campus remains closed to all but critical activities; the College continues to operate remotely.
     • The list of critical activities may expand due to the time of year and what needs to get done for operations to continue.
   • All individuals entering campus will undergo screening at a centralized location upon arrival to campus.
   • Non-critical individuals will require special permission from a Vice President and coordination through Public Safety to enter campus, with specific location access only.
     • Limited routine critical functions may be preapproved for limited ongoing access.
   • When possible, access to accommodate continued online and remote activities will be scheduled based on need for individual employees during limited and specific dates and times and controlled by Public Safety.
     • Employees must make every effort to consolidate their access to campus.
   • Depending on demand, schedules should be made to ensure minimal physical interaction between employees.
     • During this stage, employees on campus for an essential function should distance themselves as far as practical from others. When possible, employees should work alone in a building or area. Employees should always avoid coming within six (6) feet of another person.
   • Shipping/Receiving should be used as a central location to pick up items from campus.
   • All business travel must be approved by a Vice President.

3. Engineering Controls
   • Workspaces altered for those departments coming to campus for essential tasks.
   • Disinfection/sanitation of high-touch common areas such as door handles and railings will occur routinely in areas accessed by employees. Employees should disinfect shared areas (preferable) or request disinfection by Campus Operations. Refer to the “Resources Required to Implement Plan” section for details on materials

4. PPE
   • All persons on campus will wear a face mask in accordance with CDC guidelines.

STAGE 2A

Triggers
   • State and local governments issue guidance that they are ready to move into Phase 2 of the Opening Up America guidelines and Medium Risk stages of Maryland Strong guidelines.
   • Given the latest guidance from health officials concerning the risk of infections balances against the College's ability to fulfill its mission in an online and remote environment, the President’s Cabinet deems it prudent to operate in this stage.

Possible Activities
   Essential activities can commence if the below Actions/Controls can be effectively implemented. Vice Presidents will identify specific essential activities that can occur during this stage and supervisors within the division will work to ensure implementation of such activities within the Actions/Controls detailed below. Examples of such activities may include:
   • Delivery of essential face-to-face lab classes (refer to the “Conditions Precedent to Reopening Campus” section).
   • Off-site delivery of essential classes only if site partner is implementing a risk mitigation plan with controls that provides for student and employee safety in a manner equivalent to or greater than HCC’s plan at this stage.
   • College Store may open with limitations.
   • Library may open with limitations.
   • Test Center may open with limitations.
• Limited opening of Early Learning Center, in compliance with the laws of the State of Maryland, may occur.
• Business travel in furtherance of essential activities may take place if approved by supervisor.
• Outdoor facilities open for physically distanced recreation.

Actions/Controls

1. Physical Distancing

• All persons on campus must practice physical distancing consistent with CDC recommendations.

2. Administrative Controls

• All classes that can be delivered effectively online shall be delivered online only.
• Face-to-face classes will be held only for classes that cannot be delivered effectively online and which are essential for students. When a portion of a class can be effectively delivered online while another portion must be delivered face-to-face, the course shall be hybrid, with face-to-face delivery for only the portions of the course that cannot be effectively delivered online. Academic Affairs shall determine which courses or portions of courses cannot be effectively delivered online and which classes are essential.
• All individuals entering campus buildings are screened upon building entry.
• For any class that meets face-to-face, a maximum of 10 people may be present in the classroom (Example A: 9 students and 1 professor; Example B: 8 students, 1 professor, and 1 laboratory assistant).

Factors to consider:
• Time and space to screen individuals should be accounted for with class times.
• Class times should be staggered to avoid students in hallways and common areas.
• Sufficient time between classes must be allowed for cleaning.

To the extent possible, the number of buildings in which classes occur should be limited to allow greater monitoring.
• Limit the number of buildings the College opens based on essential tasks/activities.
• Congregation inside and outside is not allowed.
• The Globe Café remains closed.
• The Fitness Center, gymnasiums, and athletic fields shall only be used for face-to-face instruction as determined by Academic Affairs per guidelines above.
• Campus remains closed to all but critical activities; the College continues to operate remotely.
  • The list of critical activities may expand due to the time of year and what needs to get done for operations to continue.

3. Engineering Controls

• Workspaces altered for those departments providing limited student services.
• Laboratories/classrooms altered for face-to-face classes to facilitate physical distancing. (Examples: Protective barriers installed on desks, furniture rearranged, etc.)
• Disinfection/sanitation of high-touch common areas such as door handles and railings will occur routinely in areas accessed by employees in accordance with CDC guidelines. Employees should disinfect shared areas (preferable) or request disinfection by Campus Operations.
  • Refer to the “Resources Required to Implement Plan” section for details on materials
• Signage posted to ensure students and employees are aware of controls and procedures. (Examples: building ingress and egress signs, and floor emblems for distancing in lines)

4. PPE

• All persons on campus will wear a face mask in accordance with CDC guidelines.
STAGE 2B

Triggers

• No evidence of cases of COVID-19 being spread within the institution.
• Given the latest guidance from health officials concerning the risk of infections balances against the College's ability to fulfill its mission in an online and remote environment, the President's Cabinet deems it prudent to operate in this stage.

Possible Activities/Controls

Key activities can commence if the below Actions/Controls can be effectively implemented. Vice Presidents will identify specific activities that can occur during this stage and supervisors within the division will work to ensure implementation of such activities within the Actions/Controls detailed below. Expanded activities under 2B should be reviewed and approved by a Vice President.

As the College determines classes, services, and activities, etc. will resume, it is the expectation that all employees who are needed to return to work on campus, either on a regular schedule or on an as-needed basis, will do so. If employees decline to return or express concerns about returning, their supervisor should immediately contact Michelle Fredenrich.

Example of such activities may include continuation of prior activities with the addition of the following:

• Additional classes that are more effectively delivered face-to-face that the College is not offering in prior stages. When a portion of a class can be effectively delivered online while another portion is more effectively delivered face-to-face, the course should be hybrid, with face-to-face delivery for only the portions of the course not well-suited to online delivery. Academic Affairs shall determine which courses or portions of courses can be most effectively delivered online. These decisions should be made on a course by course basis not a section by section basis.
• Off-site delivery of essential classes only if the site partner is implementing a risk mitigation plan with controls that provide for student and employee safety in a manner equivalent to or greater than HCC's plan at this stage.
• Healthcare clinical sites may operate if risk mitigation controls are consistent with industry standards.
• Employees not assigned to regularly scheduled essential campus activities should primarily continue to work remotely. Those not assigned to regularly scheduled essential activities may enter campus to perform an essential task with the approval of a direct supervisor.
• The College may consider larger events and rentals in accordance with all state and federal regulations and guidance.
• The fitness center and pool may reopen for classes and rentals with appropriate controls.
• Business travel may take place within the State of Maryland. Business travel outside the State of Maryland must be approved by a Vice President.
• College Store may reopen to enable students to purchase textbooks with appropriate controls.
• Student Center services may reopen with appropriate controls.
• Globe Café may reopen with appropriate controls.
• Early Learning Center may continue to operate in compliance with the laws of the State of Maryland.
• College athletics and recruitment activities may operate based on guidelines from NJCAA.
• Employee and student ID Cards may be distributed.

Actions/Controls

The controls detailed below will only be effective if everyone fully complies and remains vigilant of safety protocols.

1. Physical Distancing

• All persons on campus (students, employees, and visitors) must practice physical distancing consistent with CDC recommendations. Physical distancing is defined as staying at least 6 feet from other people in both indoor and outdoor spaces.

2. Personal Protective Equipment (PPE)

• All persons on campus (students, staff and visitors) will wear a face mask at a minimum in accordance with CDC guidelines as of the date of this publication, including but not limited to:
  • Wear masks with two or more layers to stop the spread of COVID-19.
• Wear the mask over your nose and mouth and secure it under your chin.
• Masks should be worn by people two years and older.
• Masks are available from Central Services upon request.

3. Administrative Controls
• All classes that can be delivered effectively online should still be delivered online only.
• Face-to-face classes will be held only for classes that cannot be delivered effectively online. When a portion of a class can be effectively delivered online while another portion must be delivered face-to-face, the course should be hybrid, with face-to-face delivery for only the portions of the course that cannot be effectively delivered online. Academic Affairs shall determine which courses or portions of courses cannot be effectively delivered online. These decisions should be made on a course by course not section by section basis.
• For any class that meets face-to-face, the number of people in the room must comply with physical distancing providing for a minimum of 6 feet between individuals during the educational experience up to capacities identified under state and federal guidelines.
• Direct supervisors must grant permission for an employee to enter campus in advance of the employee working on campus. Supervisors are responsible for building and room coordination to ensure compliance with administrative controls. Access shall only be granted within defined screening hours unless there is an emergency. Vice Presidential approval is no longer required.
• Prior to entering campus employees must identify exact buildings and room numbers that will be accessed via the online screening form. This information is critical to ensuring proper sanitation takes place.
• All individuals will be screened before entry into buildings. Everyone must display a valid screening wristband upon building entry.
• Hours of access for faculty and staff shall be identified based upon screening and sanitation resources. Any access after-hours requires the approval of the director of public safety.

4. Engineering Controls
• Workspaces will be altered for areas where employees and students are working or learning to facilitate physical distancing. (Examples: Protective barriers installed on desks, furniture rearranged, etc.)
• Disinfection/sanitation of high-touch common areas such as door handles and railings will occur routinely in areas accessed by employees and students in accordance with CDC guidelines. Employees should disinfect shared areas (preferable) or request disinfection by Campus Operations.
• Refer to the “Resources Required to Implement Plan” section for details on materials.
• All entering buildings should use stairways instead of elevators when possible.
• Signage will be posted to ensure students and employees are aware of controls and procedures (Examples: building ingress and egress signs, and floor emblems for distancing in lines.)


Any student or employee who tests positive for, or believes they may have been exposed to COVID-19, should email covid@harford.edu. The information provided will be kept private and confidential and be used only by the College’s trained contact tracers, in consultation with the Harford County Health Department, for contact tracing purposes. Affected campus buildings will be sanitized in accordance with CDC guidelines before reopening.
• The employee or student should await further direction from the COVID Response Team prior to returning to campus.
• Supervisors who have been notified that an employee or student has tested positive for, or may have been exposed to COVID-19, should contact the COVID Response Team by emailing covid@harford.edu for guidance and next steps regarding the student or employee returning to campus and any additional remediation that may be necessary.
**STAGE 3**

**Trigger**

- State and local governments issue guidance that they are ready to move into Phase 3 of the *Opening Up America* guidelines and High-Risk stages of *Maryland Strong* guidelines.
- Guidance from state and local authorities that normal conditions can resume. This will likely be based upon existence of an FDA-approved vaccine or safe and effective therapeutics that can rescue patients with significant disease or prevent serious illness in those most at risk.

**Activities**

- Campus resumes normal operations better and stronger.
- Debrief on lessons learned.
- Plan for the future.
- Continue implementation of things that worked.
- Student athletes, coaches, and College personnel can resume in-person interactions but should practice physical distancing and Action/Controls detailed below.

**Actions/Controls**

- Some physical distancing and risk mitigation controls may need to be implemented on a case-by-case basis based on CDC guidelines.

---

**Resources Needed to Implement Plan**

Who is responsible for delivering, administering, and enforcing this stuff?

**REQUIRED TO OPEN:**

- PPE: Face masks, gloves
  - Including clear masks for anyone who interacts with students or staff with hearing impairments ([https://www.theclearmask.com/faq](https://www.theclearmask.com/faq))
- Barriers using Plexiglass
- Thermometers (ideally IR models that can work from six feet from individual)
- Signage to inform/direct people of building instructions
  - Marking floors (arrows, distancing marks in certain areas)
- Cleaning supplies (alcohol wipes, disinfectant wipes)
- Hand sanitizer

**ADDITIONAL CONSIDERATIONS:**

- Fumigation equipment
- School nurse
- Hands-free devices for bathrooms, sinks, and fountains
- Foot opening devices on bathroom doors

**Use of Acceptable Face Coverings**

A cloth face covering should be worn whenever people are in a community setting, especially in situations where you may be near people, including at all times while present on the College campus. An exception to this requirement would be an employee who is alone in her/his office.

Face coverings should cover the face in the manner prescribed in the CDC guidance below. Hoods are not acceptable face coverings.

These face coverings are not a substitute for social distancing. Cloth face coverings are especially important to wear in public in areas of widespread COVID-19 illness.

The following is CDC Guidance on how to safely wear and take off a face covering.
How to Safely Wear and Take Off a Cloth Face Covering

**WEAR YOUR FACE COVERING CORRECTLY**
- Wash your hands before putting on your face covering
- Put it over your nose and mouth and secure it under your chin
- Try to fit it snugly against the sides of your face
- Make sure you can breathe easily
- Do not place a mask on a child younger than 2

**USE THE FACE COVERING TO PROTECT OTHERS**
- Wear a face covering to protect others in case you’re infected but don’t have symptoms
- Keep the covering on your face the entire time you’re in public
- Don’t put the covering around your neck or up on your forehead
- Don’t touch the face covering, and, if you do, clean your hands

**FOLLOW EVERYDAY HEALTH HABITS**
- Stay at least 6 feet away from others
- Avoid contact with people who are sick
- Wash your hands often, with soap and water, for at least 20 seconds each time
- Use hand sanitizer if soap and water are not available

**TAKE OFF YOUR CLOTH FACE COVERING CAREFULLY, WHEN YOU’RE HOME**
- Untie the strings behind your head or stretch the ear loops
- Handle only by the ear loops or ties
- Fold outside corners together
- Place covering in the washing machine
- Wash your hands with soap and water

Cloth face coverings are not surgical masks or N-95 respirators, both of which should be saved for health care workers and other medical first responders.

For instructions on making a cloth face covering, see: [cdc.gov/coronavirus](http://cdc.gov/coronavirus)
Use of Cloth Face Coverings to Help Slow the Spread of COVID-19

How to Wear Cloth Face Coverings

Cloth face coverings should—

• fit snugly but comfortably against the side of the face
• be secured with ties or ear loops
• include multiple layers of fabric
• allow for breathing without restriction
• be able to be laundered and machine dried without damage or change to shape

CDC on Homemade Cloth Face Coverings

CDC recommends wearing cloth face coverings in public settings where other social distancing measures are difficult to maintain (e.g., grocery stores and pharmacies), especially in areas of significant community-based transmission.

CDC also advises the use of simple cloth face coverings to slow the spread of the virus and help people who may have the virus and do not know it from transmitting it to others. Cloth face coverings fashioned from household items or made at home from common materials at low cost can be used as an additional, voluntary public health measure.

Cloth face coverings should not be placed on young children under age 2, anyone who has trouble breathing, or is unconscious, incapacitated or otherwise unable to remove the cloth face covering without assistance.

The cloth face coverings recommended are not surgical masks or N-95 respirators. Those are critical supplies that must continue to be reserved for healthcare workers and other medical first responders, as recommended by current CDC guidance.

Should cloth face coverings be washed or otherwise cleaned regularly? How regularly?

Yes. They should be routinely washed depending on the frequency of use.

How does one safely sterilize/clean a cloth face covering?

A washing machine should suffice in properly washing a cloth face covering.

How does one safely remove a used cloth face covering?

Individuals should be careful not to touch their eyes, nose, and mouth when removing their cloth face covering and wash hands immediately after removing.

cdc.gov/coronavirus
Key Points of Recent Government Announcements

The federal government and State of Maryland have published documents to guide individuals and employers in reopening. The State of Maryland Roadmap is more ambiguous and promises more details on sub-phasing in the future. Nomenclature of phasing differs significantly between the state and federal guidelines.

FEDERAL GUIDELINES

The CDC and White House published Guidelines for Opening Up America Again. Within that publication, there are guidelines for individuals and employers in various phases of reopening.

Federal guidelines for all individuals in all phases are that people should:

• Continue to practice good hygiene.
  • Wash your hands with soap and water or use hand sanitizer, especially after touching frequently used items or surfaces.
  • Avoid touching your face.
  • Sneeze or cough into a tissue, or the inside of your elbow.
  • Disinfect frequently-used items and surfaces as much as possible.
  • Strongly consider using face coverings while in public, and particularly when using mass transit.

• People who feel sick should stay at home.
• Do not go to work or school.
• Contact and follow the advice of your medical provider.

Federal guidelines for employers in all phases are:

• Develop and implement appropriate policies, in accordance with Federal, State, and local regulations and guidance, and informed by industry best practices, regarding:
  • Social distancing and protective equipment
  • Temperature checks
  • Sanitation
    - Use and disinfection of common and high-traffic areas
  • Business travel
• Monitor workforce for indicative symptoms. Do not allow symptomatic people to physically return to work until cleared by a medical provider. (Note: This is not supported by the literature https://phpa.health.maryland.gov/Documents/coronavirus_testing_FAQ.pdf).

The following table represents the Federal phased approach to reopening.
# Guidelines for Opening Up America Again

**CDC | White House**

<table>
<thead>
<tr>
<th>Phase</th>
<th>Individuals</th>
<th>Employers</th>
<th>Specific Types of Employers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Phase 1</strong></td>
<td><strong>ALL VULNERABLE INDIVIDUALS</strong> should continue to shelter in place. Members of households with vulnerable residents should be aware that by returning to work or other environments where distancing is not practical, they could carry the virus back home. Precautions should be taken to isolate from vulnerable residents.</td>
<td>Continue to <strong>ENCOURAGE TELEWORK</strong>, whenever possible and feasible with business operations.</td>
<td><strong>SCHOOLS AND ORGANIZED YOUTH ACTIVITIES</strong> (e.g., daycare, camp) that are currently closed should remain closed.</td>
</tr>
<tr>
<td></td>
<td><strong>All individuals, WHEN IN PUBLIC</strong> (e.g., parks, outdoor recreation areas, shopping areas), should maximize physical distance from others. Social settings of more than 10 people, where appropriate distancing may not be practical, should be avoided unless precautionary measures are observed.</td>
<td>If possible, <strong>RETURN TO WORK IN PHASES.</strong></td>
<td><strong>VISITS TO SENIOR LIVING FACILITIES AND HOSPITALS</strong> should be prohibited. Those who do interact with residents and patients must adhere to strict protocols regarding hygiene.</td>
</tr>
<tr>
<td></td>
<td><strong>Avoid SOCIALIZING</strong> in groups of more than 10 people in circumstances that do not readily allow for appropriate physical distancing (e.g., receptions, trade shows)</td>
<td>Close <strong>COMMON AREAS</strong> where personnel are likely to congregate and interact or enforce strict social distancing protocols.</td>
<td><strong>LARGE VENUES</strong> (e.g., sit-down dining, movie theaters, sporting venues, places of worship) can operate under strict physical distancing protocols.</td>
</tr>
<tr>
<td></td>
<td><strong>MINIMIZE NON-ESSENTIAL TRAVEL</strong> and adhere to CDC guidelines regarding isolation following travel.</td>
<td>Minimize <strong>NON-ESSENTIAL TRAVEL</strong> and adhere to CDC guidelines regarding isolation following travel.</td>
<td><strong>ELECTIVE SURGERIES</strong> can resume, as clinically appropriate, on an outpatient basis at facilities that adhere to CMS guidelines.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strongly consider <strong>SPECIAL ACCOMMODATIONS</strong> for personnel who are members of a <strong>VULNERABLE POPULATION.</strong></td>
<td><strong>GYMS</strong> can open if they adhere to strict physical distancing and sanitation protocols.</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>BARS</strong> should remain closed.</td>
<td></td>
</tr>
<tr>
<td>Phase 2</td>
<td><strong>ALL VULNERABLE INDIVIDUALS</strong> should continue to shelter in place. Members of households with vulnerable residents should be aware that by returning to work or other environments where distancing is not practical, they could carry the virus back home. Precautions should be taken to isolate from vulnerable residents.</td>
<td>Continue to <strong>ENCOURAGE TELEWORK</strong>, whenever possible and feasible with business operations.</td>
<td><strong>SCHOOLS AND ORGANIZED YOUTH ACTIVITIES</strong> (e.g., daycare, camp) can reopen.</td>
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<tr>
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</tr>
<tr>
<td></td>
<td>All individuals, <strong>WHEN IN PUBLIC</strong> (e.g., parks, outdoor recreation areas, shopping areas), should maximize physical distance from others. Social settings of more than 10 people, where appropriate distancing may not be practical, should be avoided unless precaution are taken.</td>
<td>Close <strong>COMMON AREAS</strong> where personnel are likely to congregate and interact or enforce moderate social distancing protocols.</td>
<td><strong>VISITS TO SENIOR CARE FACILITIES AND HOSPITALS</strong> should be prohibited. Those who do interact with residents and patients must adhere to strict protocols regarding hygiene.</td>
</tr>
<tr>
<td></td>
<td><strong>NON-ESSENTIAL TRAVEL</strong> can resume.</td>
<td>Strongly consider <strong>SPECIAL ACCOMMODATIONS</strong> for personnel who are members of a <strong>VULNERABLE POPULATION</strong>.</td>
<td><strong>LARGE VENUES</strong> (e.g., sit-down dining, movie theaters, sporting venues, places of worship) can operate under moderate physical distancing protocols.</td>
</tr>
<tr>
<td><strong>Phase 3</strong></td>
<td><strong>VULNERABLE INDIVIDUALS</strong> can resume public interactions, but should practice physical distancing, minimizing exposure to social settings where distancing may not be practical, unless precautionary measures are observed.</td>
<td>Resume <strong>UNRESTRICTED STAFFING</strong> of worksites.</td>
<td><strong>VISITS TO SENIOR CARE FACILITIES AND HOSPITALS</strong> can resume. Those who interact with residents and patients must be diligent regarding hygiene.</td>
</tr>
<tr>
<td></td>
<td><strong>LOW-RISK POPULATIONS</strong> should consider minimizing time spent in crowded environments.</td>
<td></td>
<td><strong>LARGE VENUES</strong> (e.g., sit-down dining, movie theaters, sporting venues, places of worship) can operate under limited physical distancing protocols.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>GYMS</strong> can remain open if they adhere to strict physical distancing and sanitation protocols.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>BARS</strong> may operate with diminished standing-room occupancy, where applicable.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>GYMS</strong> can remain open if they adhere to standard sanitation protocols.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>BARS</strong> may operate with increased standing room occupancy, where applicable.</td>
</tr>
</tbody>
</table>
The State of Maryland published guidelines to reopening in the *Maryland Strong: Roadmap to Recovery*. Through all phases and for the foreseeable future, the State recommends that Marylanders continue to telework, wear face coverings, and practice physical distancing. Employers should continue telework plans whenever possible. Flexible sick leave policies should be adopted to encourage workers to stay home when sick or when known exposure has occurred. Marylanders should continue to wear face coverings in indoor public places and continue physical distancing.

The *Roadmap* is divided into 3 stages. These stages are broad, and it is expected that as data is gathered sub-phases will be announced.

### State of Maryland Guideline

In its publication *Public Health Principles for a Phased Reopening During COVID-19: Guidance for Governors*, the Johns Hopkins University (JHU) Bloomberg School of Public Health Center for Health Security assessed risk of various activities based upon contact intensity, number of contacts, and modification potential.

**The following chart addresses educational settings:**

Notably, HCC not only needs to be attentive to the “Institutions of Higher Education” category, but also needs to consider the “Childcare Facilities” section as the Early Learning Center operates on campus, along with summer camps (while camps will not be held this summer, camp activities are planned for winter break and for summer 2021), contact sports, and non-contact sports.

**Individuals**

Per the CDC, high-risk or vulnerable individuals are:

- Elderly individuals.
- Individuals with serious underlying health conditions, including high blood pressure, chronic lung disease, diabetes, obesity, asthma, and those whose immune system is compromised such as by chemotherapy for cancer and other conditions requiring such therapy.

<table>
<thead>
<tr>
<th>STAGE</th>
<th>GUIDELINES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Low Risk</strong></td>
<td>Low risk activities can resume. “Low risk” activities have not been fully defined.</td>
</tr>
<tr>
<td>Stay-Home order lifted</td>
<td></td>
</tr>
<tr>
<td>Examples of possible changes that could be implemented:</td>
<td></td>
</tr>
<tr>
<td>• Small shops and certain small businesses</td>
<td></td>
</tr>
<tr>
<td>• Curbside pickup and drop-off for businesses</td>
<td></td>
</tr>
<tr>
<td>• Elective medical and dental procedures at ambulatory, outpatient, and medical offices</td>
<td></td>
</tr>
<tr>
<td>• Limited-attendance outdoor religious gatherings</td>
<td></td>
</tr>
<tr>
<td>• Recreational boating, fishing, golf, tennis, hiking, and hunting</td>
<td></td>
</tr>
<tr>
<td>• Car washes</td>
<td></td>
</tr>
<tr>
<td>• Limited outdoor gym and fitness classes</td>
<td></td>
</tr>
<tr>
<td>• Outdoor work with appropriate distancing measures</td>
<td></td>
</tr>
<tr>
<td>• Some personal services</td>
<td></td>
</tr>
<tr>
<td><strong>Medium Risk</strong></td>
<td>Any business can reopen</td>
</tr>
<tr>
<td>Examples of possible changes at this stage:</td>
<td></td>
</tr>
<tr>
<td>• Raising the cap on social gatherings</td>
<td></td>
</tr>
<tr>
<td>• Indoor gyms and fitness classes</td>
<td></td>
</tr>
<tr>
<td>• Childcare centers</td>
<td></td>
</tr>
<tr>
<td>• Transit schedules begin returning to normal</td>
<td></td>
</tr>
<tr>
<td>• Indoor religious gatherings</td>
<td></td>
</tr>
<tr>
<td>• Restaurants and bars with restrictions</td>
<td></td>
</tr>
<tr>
<td>• Elective and outpatient procedures at hospitals</td>
<td></td>
</tr>
<tr>
<td><strong>High Risk</strong></td>
<td>No realistic timeline for when high risk activities can occur</td>
</tr>
<tr>
<td>Examples of changes that could be implemented in this stage:</td>
<td></td>
</tr>
<tr>
<td>• Larger social gatherings</td>
<td></td>
</tr>
<tr>
<td>• High-capacity bars and restaurants</td>
<td></td>
</tr>
<tr>
<td>• Lessened restrictions on visits to nursing homes and hospitals</td>
<td></td>
</tr>
<tr>
<td>• Entertainment venues</td>
<td></td>
</tr>
<tr>
<td>• Larger religious gatherings</td>
<td></td>
</tr>
</tbody>
</table>
### CATEGORY CONTECT INTENSITY NUMBER OF CONTACTS MODIFICATION POTENTIAL MITIGATION RESOURCES

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>INTENSITY</th>
<th>NUMBER OF CONTACTS</th>
<th>MODIFICATION POTENTIAL</th>
<th>MITIGATION RESOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Childcare facilities (daycare, preschools)</td>
<td>High</td>
<td>Medium/High</td>
<td>Low/Medium</td>
<td>CDC,WHO</td>
</tr>
<tr>
<td>Schools (elementary, middle and high)</td>
<td>High</td>
<td>High</td>
<td>Low</td>
<td>CDC, WHO</td>
</tr>
<tr>
<td>Contact school sports</td>
<td>HIGH</td>
<td>Medium/High</td>
<td>Low</td>
<td>NCAA, CDC</td>
</tr>
<tr>
<td>Noncontact school sports</td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
<td>NCAA, CDC</td>
</tr>
<tr>
<td>Summer Camps</td>
<td>High</td>
<td>High</td>
<td>Low</td>
<td>American Camp Association, Association of Camp Nursing</td>
</tr>
<tr>
<td>Institutions of higher education</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>CDC, American College Health Association</td>
</tr>
<tr>
<td>Residence halls and other overnight programs</td>
<td>High</td>
<td>Medium</td>
<td>Low</td>
<td>NYC guidance for congregate settings and residential buildings</td>
</tr>
</tbody>
</table>

### MITIGATING CONTROLS FROM JHU

JHU references the National Institute for Occupational Safety and Health (NIOSH) as a framework for identifying controls for potentially harmful workplace hazards, and has modified such to identify COVID-19 mitigation measures. JHU explains that the mitigation measures can include:

- **Physical Distancing**
  - Working from home whenever possible
  - Restructuring responsibilities to minimize number of workers that need to be physically present

- **Engineering Controls**
  - Physical barriers
  - Reconfiguring workspace

- **Administrative controls**
  - Using technology to facilitate work and communication
  - Redistributing responsibilities among individuals

- **PPE**
  - Non-medical face masks
**Schools/childcare**

“What childcare facilities, K-12 schools, and colleges and universities can do to prepare for COVID-19, if the school or facility has cases of COVID-19, or if the community is experiencing spread of COVID-19”

- Know where to find local information on COVID-19 and local trends of COVID-19 cases.
- Know the signs and symptoms of COVID-19 and what to do if students or staff become symptomatic at school/childcare site.
- Review and update emergency operations plan (including implementation of social distancing measures, distance learning if feasible) or develop plan if one is not available.
- Evaluate whether there are students or staff who are at increased risk of severe illness and develop plans for them to continue to work or receive educational services if there is moderate levels of COVID-19 transmission or impact.
  - Parents of children at increased risk for severe illness should discuss with their health care provider whether those students should stay home in case of school or community spread.
  - Staff at increased risk for severe illness should have a plan to stay home if there are school-based cases or community spread.
- Encourage staff and students to stay home when sick and notify school administrators of illness (schools should provide non-punitive sick leave options to allow staff to stay home when ill).
- Encourage personal protective measures among staff/students e.g., stay home when sick, handwashing, respiratory etiquette.
- Clean and disinfect frequently touched surfaces daily.
- Ensure hand hygiene supplies are readily available in building.

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**CDC IMPLEMENTATION OF MITIGATION STRATEGIES**

The CDC issued guidance for Implementation of Mitigation Strategies for Communities with Local COVID-19 Transmission. It recommends mitigation strategies based upon setting and level of community transmission. The chart below details strategies for colleges and universities.

<table>
<thead>
<tr>
<th>FACTOR</th>
<th>NONE TO MINIMAL</th>
<th>MINIMAL TO MODERATE</th>
<th>SUBSTANTIAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Schools/childcare</strong></td>
<td>• Know where to find local information on COVID-19 and local trends of COVID-19 cases.</td>
<td>• Implement social distancing measure:</td>
<td>• Broader and/or longer-term school dismissals, either as a preventive measure or because of staff and/or student absenteeism.</td>
</tr>
<tr>
<td></td>
<td>• Know the signs and symptoms of COVID-19 and what to do if students or staff become symptomatic at school/childcare site.</td>
<td>- Reduce the frequency of large gatherings (e.g., assemblies), and limit the number of attendees per gathering.</td>
<td>• Cancellation of school-associated congregations, particularly those with participation of high-risk individuals.</td>
</tr>
<tr>
<td></td>
<td>• Review and update emergency operations plan (including implementation of social distancing measures, distance learning if feasible) or develop plan if one is not available.</td>
<td>- Alter schedules to reduce mixing (e.g., stagger recess, entry/dismissal times)</td>
<td>• Implement distance learning if feasible.</td>
</tr>
<tr>
<td></td>
<td>• Evaluate whether there are students or staff who are at increased risk of severe illness and develop plans for them to continue to work or receive educational services if there is moderate levels of COVID-19 transmission or impact.</td>
<td>- Limit inter-school interactions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Parents of children at increased risk for severe illness should discuss with their health care provider whether those students should stay home in case of school or community spread.</td>
<td>- Consider distance or e-learning in some settings</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Staff at increased risk for severe illness should have a plan to stay home if there are school-based cases or community spread.</td>
<td>- Consider regular health checks (e.g., temperature and respiratory symptom screening) of students, staff, and visitors (if feasible).</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Encourage staff and students to stay home when sick and notify school administrators of illness (schools should provide non-punitive sick leave options to allow staff to stay home when ill).</td>
<td>• Short-term dismissals for school and extracurricular activities as needed (e.g., if cases in staff/students) for cleaning and contact tracing.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Encourage personal protective measures among staff/students e.g., stay home when sick, handwashing, respiratory etiquette.</td>
<td>• Students at increased risk of severe illness should consider implementing individual plans for distance learning, e-learning.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Clean and disinfect frequently touched surfaces daily.</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>• Ensure hand hygiene supplies are readily available in building.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


Lapovsky, L. (2020, April 15). In the shadow of the virus, how will colleges operate this fall? Retrieved April 23, 2020, from https://www.forbes.com/sites/lucielapovsky/2020/04/15/in-the-shadow-of-the-virus-how-will-colleges-operate-this-fall/#1de2c4743a98


Thomason, A. (2020, April 22). Here's a thread of all the statements I've seen from colleges about what they're planning for the pandemic's fall semester [Tweet]. Retrieved from https://twitter.com/arthomason/status/1253007206519275520

