



# PLANNING FOR REOPENING

June 8, 2020



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## Section I: Message from President David Finegold

Chatham alumna Rachel Carson '29 showed wisdom and foresight in raising our understanding of the interconnectedness of all living things on our planet, as displayed most acutely today with the worldwide COVID-19 pandemic. The popular rallying cry during these times – “We’re all in this together” – underscores Carson’s thesis.

If anyone still doubts that “we’re all in this together,” who among us has not been impacted by the coronavirus? Who among us does not know of someone who contracted the coronavirus or lost their job, either permanently or temporarily? Who among us doesn’t know what it’s like to not be able to do things we once took for granted?

In the wake of the pandemic, I believe even more strongly that “we are all in this together.” I also believe more strongly than ever in the vital importance of the following:

- Chatham’s Mission, with its focus on building a healthy planet and healthy people, and its commitment to preparing leaders who will solve the big problems and challenges of today and tomorrow (and a pandemic certainly qualifies as one);
- Chatham’s work in our surrounding communities and the continued importance – indeed, urgency - of helping improve the quality of life in them, and
- The value of being physically present on campus.

Although Chatham’s campuses are second to none in beauty and uniqueness, my yearning to be back on campus is not simply a case of absence making the heart grow fonder. Great value comes from being physically on campus – interacting and exchanging ideas with other people in the classroom, residence hall, dining hall, and athletic field; bouncing ideas off other people in the lab or in the library; or just hanging out on the quad with friends on a beautiful spring afternoon. These experiences are what most of us remember most fondly from our own experience as undergraduate or graduate students – even more than brick and mortar and idyllic campus settings. And for good reason: these are some of the time-tested ways that students learn and grow intellectually and personally.

We’ve also learned a great deal more about COVID-19 since we were required to shut down our campuses in March. We now know that the data is showing that the coronavirus poses lower risk to individuals 25 and under, but that we all need to do our part to help protect those most at risk (the elderly and those with weakened immune systems, preexisting conditions or respiratory issues). We’ve also learned much more about mitigation strategies that all of us can use to help reduce the spread of the virus.

All of these factors are why Chatham is committed to joining the vast majority of our national and local peers who are planning to reopen their campuses in the Fall, now that the Commonwealth of Pennsylvania and our local governmental authorities have given us all the “green light” and guidance on how to reopen. That said, we will only reopen if we can do so

while mitigating risk to the extent humanly possible to ensure the health and safety of the entire Chatham community – students, faculty, staff and alumni.

The purpose of this “Planning for Reopening Chatham” document and [website](#) is to describe our strategies for being back on campus, safely. It is not a task for anyone of us to shoulder alone, but each of us – student, faculty member, administrator and staff member - will need to do our part if it is to succeed. After all, we are all in this together.

I look forward to welcoming you all back to campus in the Fall. Until then, wishing you and your families the very best for the Summer.

David Finegold  
President

## Section II: Introduction

### **Planning Process**

Thinking about Chatham’s eventual reopening began informally shortly after Pennsylvania Governor Tom Wolf issued the Shelter at Home order for Allegheny County on March 23. Governor Wolf’s order, and similar guidance from the County and the City of Pittsburgh, necessitated the rapid transition of Chatham’s face-to-face (“f2f”), or in-person, delivery of education to virtual education, and the vacating of Chatham’s residence halls by all but those students who could demonstrate a compelling need to stay (*e.g.*, international students, and students who would otherwise have to return to homes with family members who are vulnerable to the coronavirus).

President Finegold initiated a formal planning process for reopening on April 22 by empaneling a COVID-19 Taskforce consisting of 13 Work Groups whose members were drawn from across Chatham’s campuses, programs, and departments.

| <b>FALL 2020 WORKING GROUPS</b> |                                  |
|---------------------------------|----------------------------------|
| Academics                       | Facilities & Housekeeping        |
| Athletics                       | Housing & Dining                 |
| Budget & Finance                | Internships & Student Employment |
| Clinical Placements             | Information Technology           |
| Eden Hall Campus                | Student and Employee Health      |
| Enrollment & Communications     | Tuition, Aid & Student Accounts  |
| Events                          |                                  |

Each Work Group was charged with considering the implications of and considerations for three scenarios for Fall 2020:

- 1) Chatham reopens f2f if permitted by the Commonwealth of Pennsylvania.
- 2) Chatham reopens f2f, but something happens afterwards that is beyond Chatham’s control (*e.g.*, a COVID-19 surge) that leads the Commonwealth of Pennsylvania to shut down the state’s colleges and universities again;
- 3) Chatham reopens virtually in the Fall because there is a surge in COVID-19 over the summer and the Commonwealth will not let higher education institutions reopen f2f.

From the beginning it was clear that planning for Scenario 1 would consume the bulk of the Taskforce’s efforts, given the number of unknown factors the Work Groups were dealing with and the complexities involved. We are not venturing as much into uncharted waters with Scenarios 2 and 3 given all that we learned from having to transition from f2f to virtual in March.

The Work Groups have worked hard since April, providing weekly updates at regularly scheduled President’s Council (PC, the Vice Presidents and Dean of Students) and Cabinet (PC,

Deans, and other senior administrators) meetings throughout the Spring. An important focus of these meetings has been identifying questions and issues that cut across the Work Groups.

Throughout the planning process, PC and Cabinet members have consulted with outside groups and resources in healthcare and public health, including evidence-based, recommended best practices from Pennsylvania’s Department of Health, the U.S. Centers for Disease Control (CDC), Chatham’s healthcare provider, UPMC, Allegheny Health Network, and other healthcare organizations in the region. PC members learned a great deal from the following healthcare professionals who so generously gave their time and expertise:

- Deborah Brodine, President of UPMC Senior Services and UPMC Western Psychiatric Hospital and Behavioral Health Services of UPMC
- Graham Snyder, M.D. (Medical Director, Infection Prevention and Hospital Epidemiology, UPMC; Associate Professor, Division of Infectious Diseases, University of Pittsburgh Medical School)

PC and Cabinet members also consulted with professional associations and legal counsel to gain insight into the complex and rapidly evolving COVID-19 landscape. For instance, President Finegold has participated in discussions with the other PCHE (Pittsburgh Council on Higher Education) Presidents, with AICUP (the Association of Independent Colleges and Universities of Pennsylvania), and with AICUP’s ongoing conversations with Noe Ortega, Pennsylvania’s Deputy Secretary for the Office of Postsecondary and Higher Education. Other PC members have been working steadily through their own professional organizations and channels to keep abreast of changes and share what they’ve learned with PC and the Work Groups. (Over the past three months, we have all had enough Zoom and virtual meetings, webinars, seminars, and information sessions to last a lifetime.)

Earlier versions of this Planning document were aligned with the elements of the Report of the Higher Education Subcommittee, Reopen Connecticut (the “Connecticut Guidelines”), a widely respected framework for reopening that state’s higher education institutions in the wake of the pandemic. The Connecticut Guidelines has been a model for the PA Path Forward Working Group that has been advising Governor Wolf’s team in drafting Pennsylvania’s guidance for reopening its education institutions.

### Preliminary Guidance

Crediting “Pennsylvania’s decisive action to respond aggressively to COVID-19 [for] reducing the spread of the virus and positioning Pennsylvania to launch a measured and strategic approach to resuming in-person instruction and other routine operations on campus,” on June 3 the Pennsylvania Department of Education (PA DoE) issued Preliminary Guidance for Resuming In-Person Instruction at Postsecondary Education Institutions and Adult Education Programs (“Preliminary Guidance”).

The Preliminary Guidance requires that postsecondary institutions create and publish a health and safety plan or its equivalent (e.g., Chatham’s Planning Document) which must address, at a minimum, the following **strategies**:

- on how the institution will coordinate with local public health officials, or the equivalent of;
- to safely resume in-person instruction;
- to monitor health conditions on its campus community;
- to mitigate and contain the spread of the virus on campus, and to inform the DoH in the event that transmission occurs at the at the institution; and
- to communicate accurate and timely information to students, faculty, staff and the communities it serves.

and **safety measures**:

- Reinforce practices related to hygiene, sanitation, and face coverings on campus;
- Implement social distancing interventions and make the necessary modifications to facilities that may create an environment conducive to healthy, safe and inclusive learning;
- Review and adjust attendance requirements, absentee policies, and non-essential travel for students, individuals at high risk of COVID-19, and personnel; and
- Modify course modalities, schedules, and academic calendars to adapt to changing transmission levels and community spread of the virus.

Following the issuance of the Preliminary Guidelines, Chatham’s COVID-19 Taskforce cross-checked the Planning document with Pennsylvania Department of Health, CDC, and the Pennsylvania Department of Education guidance to ensure compliance with all requirements to reopen during the Green Phase.

### **Next Steps**

Throughout the planning process, we have recognized that any planning for reopening Chatham will need to be flexible to evolve as we and the rest of the world learn more about COVID-19 and as other guidelines and/or guidance are issued in the future by federal, State and local authorities. That is one reason we call this planning document “*Planning for Reopening*” instead of “*The Plan for Reopening.*” We do not expect that what we share with the Chatham community in early June will remain a static document throughout the rest of the summer. Indeed, even the PA DoE’s Preliminary Guidance is called “Preliminary” in recognition of the fact that it “may change as new information becomes available.”

Therefore, Chatham’s Work Groups will continue meeting throughout the summer and our Planning document will also be posted on a Planning for Fall Reopening web site where we can keep the Chatham community apprised of our evolving thinking on and planning for a Fall reopening. We pledge to re-examine the Planning document at least every two weeks throughout the summer and adjust and revise the Planning for Fall Reopening web site as necessary.

## Section III: Scenarios for Reopening in Fall 2020

### Part A. Planning for in-person campus reopening (f2f)

#### Focus Area: Repopulating the Campus

##### Mitigation Strategies - Health and Safety

Let us state upfront that no one – no university, business, organization, or person - can 100% guarantee anyone's health and safety from COVID-19. The coronavirus is highly transmissible, people who have the virus can be asymptomatic, and there is no vaccine yet. Chatham cannot guarantee that the people who work, study, live, or eat on its campuses will not contract COVID-19.

That said, there are ways that have proven to be effective in mitigating the contraction of COVID-19. By now, most of us are familiar with them: washing our hands, wearing masks, observing social distance, testing and screening. None of these strategies is foolproof by itself but done together - as part of a coordinated, thoughtful and purposeful strategy - they have proven to be effective. For Fall 2020, therefore, Chatham will implement a mitigation strategy combining the following elements.

##### Testing, Screening and Personal Protective Equipment (PPE)

The biggest challenges to implementing COVID-19 testing of students, faculty, and staff are availability of testing (not widely available yet in Pennsylvania), cost (prohibitively expensive now) and invasiveness at the present time. We are developing student, employee, and faculty COVID-19 testing policies that will allow us to quickly test those who may be experiencing symptoms or have been exposed.

##### Symptom Check and Temperature Screening

Unless and until testing for those without COVID-19 symptoms becomes much more accessible, we will rely on daily Infrared Temperature Screening as a COVID-19 mitigation strategy. All students and employees will be asked a short set of questions and have their temperature checked each morning at a designated location (options will be available on all 3 campuses, along with program/department-specific sites).

Temperature checks and surveys will be conducted by trained staff members. Employees and students will be issued a wristband, badge, or card for the day to indicate that they are cleared to proceed to campus spaces. A checklist has been developed to guide the process, along with steps the student and employee must take if they are running a fever.

### Personal Protective Equipment (PPE)

All students, faculty, and staff/administrators will be required to wear a mask while in public places on campus. Students living in residence halls will be able to remove the mask in their rooms. A 90-day supply of disposable masks will be maintained; however, a reusable, washable mask will be purchased for each student/faculty/staff. This will supplement the mask(s) most people have already procured for their personal use.

### Protocols for Campus Visitors

All visitors to campus buildings will be required to wear a mask, practice social distancing and follow all campus and health guidelines. Additional protocols for campus visitors are being finalized.

### Focus Area: De-Densifying and Social-Distancing

#### Student Housing

Challenges around housing primarily relate to the density of the residence halls, particularly the traditional-style residence halls with shared bathrooms. The large community bathrooms shared by students on a floor present challenges for disinfecting and management if a member of the residence community tests positive for COVID-19. Other challenges include common rooms, self-isolation spaces and protocols, social distancing enforcement, guest policies, testing and temperature checks, move-in, and creating a sense of community.

Steps that will be taken before the Fall include:

- Residence halls will be de-densified by temporarily converting doubles without semi-private restrooms to singles and triples/quads without semi-private restrooms to doubles.
- Residency requirement for all First Year and Second Year and new students will be lifted to help voluntarily reduce the numbers on campus.
- Residents who have fulfilled their residency requirement and live within the Pittsburgh area may be reassigned to Eden Hall. Information will be communicated in late June to those impacted.
- All guest privileges for on-campus residents will be suspended until further notice. This includes not allowing residents to have visitors in their rooms or apartment unless the guest also lives in on-campus housing.
- Community lounge spaces in residence halls will be closed where possible.
- A housing contract addendum will be created that requires student residents to adhere to Chatham COVID-19 policy updates (social distancing, guest policy, laundry, etc.), rules and protocols, including triggers for self-isolation, and requires students to submit a safety plan in the event of campus closure or need to self-isolate. Failure to abide by

the housing addendum with respect to COVID-19 will constitute Prohibited Conduct and will be actionable under the Student Honor Code.

### Classrooms

- The classrooms and the lab spaces at Shadyside, Eastside, and Eden Hall sites have been evaluated to determine maximum capacity for compliance with social distancing protocol, and course sizes and configurations are being adjusted appropriately.
- Additional spaces for potential classroom sites are being considered (*e.g.*, Eddy, Welker, Mellon Board Room).
- Building traffic patterns and “holding areas” while waiting for class changes are being identified. Where possible, hallways will be deemed one-way to avoid counterflow.

### Athletic Facilities

- Locker rooms will be available to Chatham community and visiting teams only.
- The Athletic Training Room will be limited to appointment only. Team preparation will be done onsite or in the gymnasium.
- Occupancy in the weight/cardio area will be limited to provide maximum spacing, and everyone using it will be required to sign in and out with time stamps.
- Workout classes will be available by Zoom and in-class/person participants will be limited.
- Some equipment will be removed from the Champ weight/cardio area to create more spacing, and no floor work will be allowed there.
- The back entrance of the Athletic & Fitness Center (AFC) will be closed and card access turned off. All entry will be through the front doors.

### Dining Facilities

Steps that will be taken at all Dining Facilities:

- Eating and servery areas will be reconfigured to support line/flow management.
- Prime dining times will be revised to ensure we can adequately serve all students, while adhering to social distancing.
- Social distancing strategies will be employed, including line spacing, adding plexiglass barriers at points of service, and staffing model to monitor and ensure protocols are being followed.

Steps that will be taken at Specific Dining Facilities:

*Anderson Dining Hall*

- Seating in the dining room will be reduced to at least 50% of capacity (to 130 seats capacity).
- Seating will be rearranged with seats all facing the same direction on the same side of tables, with 3 ft. of space side-to-side between seats. This would drop capacity to about 100 seats.
- In order to accommodate this, we will move to scheduled dining times of 30-minute slots.
- Priority will be given to students eating in Anderson, with faculty and staff encouraged to use pick-up or eat in rooms on the first floor of the Mellon Center or in a tent by the Pond (Chatham has purchased a large tent like the ones usually set up by the Pond for Reunion).
- In the food Serving Area, all self-service such as the salad bar will be discontinued in favor of served stations or “grab and go.” Beverages will all be in cans.
- Tables, chairs, servery areas, and other high touch areas will be disinfected on a continual basis throughout the day.
- Grocery and meals-to-go service will be offered, with ordering online/pre-order with pick-up areas; possibilities include Anderson, Café Rachel & Carriage House.

#### *Café Rachel (Woodland Hall)*

- Traffic flow of Café Rachel will be changed to enter through the Woodland Art Gallery, the downstairs lounge, and up the stairs to pay. The only offerings will be espresso beverages, various “grab-and-go” items, and pre-ordered meal pick-up.

#### *Chatham Eastside*

- At Eastside, seating capacity in the dining area will be reduced by 50% and self-service discontinued. On-line ordering and pick up will also be available.

#### *Eden Hall Campus*

- The cafeteria in the Esther Barazzone Center will run similarly to the Shadyside Campus – at 50% capacity and with service modifications.

## Events

Holding larger events with public attendance on campus is inconsistent with social-distancing and our other COVID-19 mitigation strategies. Therefore, we have determined that Chatham will not allow on-campus events with public (non-Chatham community) attendance from June 2020 through March of 2021, although we will reconsider the Spring academic semester later in this year. The only exception to this will be for Admission-related events that will operate under social distancing requirements and event attendance limits (attendance limit will be

determined based on Chatham and public/government health directives at the time). Any non-athletic or sports events that have a public-facing component will be held virtually.

Student and academic on-campus events with no outside public attendance will be permitted so long as they follow social-distancing requirements and group attendance limits and record attendance (e.g., via an App). Wherever possible, recorded or real-time virtual attendance options should also be provided for those who cannot attend in-person.

### Parking

Parking is a potential problem area if commuter numbers increase. The current valeting process (through an outside vendor) on the Woodland Road Campus would be discontinued in favor of having Chatham provide this service.

### Transportation on and between Campuses

De-densifying the Chatham shuttles and vans to 50% capacity will result in less ability to service all of Chatham's transportation needs. Providing adequate coverage for the final shuttle of the day to Eden Hall Campus (currently requiring one shuttle) will be critical as reduction in shuttle capacity will require at least two shuttles.

Two mini-vans have been equipped with plexiglass dividers between the driver and passenger areas to allow safe transportation of any COVID-19-infected community members to Urgent Care or to a hospital.

### Focus Area: Cleaning and Sanitation

#### Facilities

Despite the de-densifying strategies described above, we anticipate that all spaces (except for offline isolation spaces) will continue to be used and that we will house up to 710 students. Protocols for cleaning common shower/restroom areas multiple times per day are being developed with more intensive daily cleaning probably requiring additional housekeeping staff. Protocols have been prepared for cleaning in the case of an active COVID-19 case, including reserving some housing for quarantine.

Cleaning and sanitation stations are being set up in each classroom, on the floors of the residence halls, and in high impact spaces to promote self-cleaning. Students and employees will be instructed to clean a space as they enter it. For example, signage and materials in classroom will direct a student to take a Clorox wipe and disinfect their desk or workstation at the start of each class. These same behaviors will be used in other spaces across campus.

Additional equipment and supplies will be necessary in the Fall, particularly disinfectants, wipes, disinfectant foggers, infrared thermometers, etc. One hundred dispensing containers for wipes are currently being placed in each programming space around campus. Three disinfectant fogger backpacks and 30 infrared thermometers have been purchased. By the end of summer, the goal is to have accumulated a 90-day supply of consumable supplies (wipes, disinfectants, etc.).

High Efficiency Particulate Air (HEPA) filters (used in many medical and healthcare settings) are being installed in all campus air handlers.

Air volumes will be increased throughout all major buildings to maximize the air circulation turnover and efficiency.

Plexiglass barriers are being installed at over 70 high-traffic or priority areas on campus. Additional barriers can be installed in locations by request.

Steps that will be taken before the Fall:

- Initiate specialized cleaning and disinfecting protocols for all buildings including disinfecting high touch surfaces daily as the CDC recommends.
- Develop a process to educate all community members to assist with daily sanitizing efforts. An example includes encouraging students, faculty and staff to utilize newly installed wipe dispensers in all classrooms and residence halls when entering new locations.
- Residential students with a semi-private bathroom will be issued initial cleaning supplies along with recommended supplies for future use.
- Secure appropriate amounts of PPE and COVID-19 approved cleaning disinfectants and other related supplies.

### Shuttles and Vans

Shuttles will be disinfected by the drivers between each run.

### Classrooms and Classroom Buildings

Classroom high-touch surfaces will be disinfected by Housekeeping staff daily. In addition, students and faculty will be responsible for wiping high touch surfaces themselves throughout the day when entering a new space, with disinfectant and wipes available in each room.

### Athletics Facilities

- Locker rooms will be sanitized daily.
- Individual sanitation equipment will be available in all Athletic Facilities.

- Agreements with the Softball, Baseball, and Ice Hockey (external) facilities will be arranged for regular sanitation.
- The Champ weight/cardio room will be closed for an hour each day for sanitation.
- Plexiglass will be installed at the reception desk of the AFC.

## Focus Area: Student Health

### Student Physical Health

Students will be required to follow all campus social distancing guidelines, personal cleaning protocols, and always utilize a mask in community spaces. Residential students do not have to wear a mask in their private room; however, they must wear a mask at all other times including while in community spaces such as the hallways and laundry rooms.

Students will have full access to a Nurse Practitioner. Students who may not feel well will be assessed using normal standards of care, including infrared thermography and CDC guidelines. If an Urgent Care visit is warranted, the Nurse Practitioner will make the necessary arrangements for referral and transport. If a student tests positive for COVID-19, then the Self-Isolation Protocol will be activated. Commuter students who fall ill and are seen and tested by any outside agency will need to self-report to Health Services for follow-up and necessary contact tracing protocols.

Education and training on COVID-19 for students is a key mitigation strategy. Initially and throughout the academic year, students will be trained in the following areas: social distancing, proper hand-washing techniques, signs and symptoms of COVID-19, use of PPE including face masks, and personal hygiene (laundry, cleaning living spaces, computers, cell phones, etc.). Training will be provided in a variety of ways, including poster campaigns, residence hall meetings, online videos, and Chatham web pages.

Students who do not feel comfortable returning to campus in the Fall because of a medical or other reason or who are forced to isolate during the term due to exposure to COVID-19 should contact OAAR who will work with their faculty members and others to do as much as we can to develop an individualized plan to meet their needs.

### Student Mental Health

Steps that will be taken before the Fall:

- Continue to offer TalkCampus through a paid contract: This platform offers 24/7 peer-to-peer support for students which is monitored by TalkCampus staff so that any student in crisis is responded to individually and connected to campus and local resources.

- Support continued teletherapy and online access to Counseling Services: Technology to offer teletherapy (hardware, software and accounts) should be extended to trainees in the Fall. HIPAA-compliant Zoom accounts may be needed to offer virtual support groups. Adding the Web Module to our Titanium contract will allow us to offer online scheduling, secure e-forms, and secure online assessments.
- Monitor student mental health needs in real time. Secure, online assessments would also provide real-time data about student mental health needs, allowing us to develop appropriate programming and attend to whether current staffing levels are sufficient to meet student mental health needs.
- Build upon the successful wellness programming (including hiring a part-time Wellness Program Coordinator) and outreach to faculty and staff implemented last year by Dr. Jen Morse, Executive Director of Counseling & Wellness.

### Restructure Student Health Services Model and UPMC Contract

Steps that will be taken before the Fall:

- A Nurse Practitioner will be hired. The Nurse Practitioner will maintain the Health Services Office Monday – Friday through clinical support; aid with testing (if available), temperature screenings, and help to triage needs of students; and facilitate and communicate with the physicians at UPMC Urgent Care as needed.
- Telemedicine will be added to the UPMC Contract while continuing our contract with UPMC Urgent Care and expanding to offer Telemedicine to our students. This will allow students to access healthcare quickly and efficiently.
- Student Health Services space will be updated. The Health Services space has not been used in a clinical model in several years. To prepare for this change, the bathroom and all spaces will need to be updated. One entrance for both Counseling and Health Services will be created.

### Building a Sense of Community and Engagement Among Students

Fostering a sense of community and belonging for students is critical to their success at Chatham. Physical distancing and the measures in place will present challenges to traditional ways student organizations, events, and outside-the-classroom engagement occurs. To promote student connection, the following actions are being taken:

- Student Affairs is working closely with Chatham Undergraduate Student Government leaders to gather student ideas for events and engagement opportunities in the fall, including offering a brainstorming session for student organization leaders in June.
- Academic Affairs and Student Affairs are developing a summer working group to focus on the first-year experience and how we can best promote student success in this new environment.

- New Student Orientation will feature a cohort model where students will participate in activities through their SDE 101 class to develop strong connections.
- Residence Life is reviewing the community development model to leverage small group and one-on-one connections with Resident Assistants.

## Focus Area: Academics

### Fall Schedule Implications

The health mitigation strategies can be effective when students are mostly on campus, but they become less so when students leave campus for extended periods of time, especially travel out-of-state.

For that reason, we are cancelling Long Weekend and moving the majority of instruction to virtual the week of Thanksgiving. Students would not have to return to campus for the remaining two weeks of the semester and will finish in the virtual format.

Students completing internships and other requirements may apply to stay, as may graduate students in identified programs. International students will be able to remain on campus. Student-athletes may also need to remain on campus, depending on what Chatham's league decides about the sports schedule (see below).

### Classrooms

All teaching and classroom spaces have been measured and will be set up for reduced occupancy and to maintain social distancing requirements. Some classes may be held in larger locations to meet these requirements.

A number of planning options are being developed to adhere to social distancing requirements while continuing to deliver excellent classroom experiences for students.

Students and faculty will be asked to wipe down all equipment and workspaces at the end of each occupancy session (along with daily cleaning by facilities).

### Undergraduate Courses

In some cases, large classes may assume a "flipped classroom" approach where lectures are provided in a recorded, asynchronous format with smaller discussion sessions held in-person.

Labs for undergraduate students may implement 3-to-4-week rotating cycles of students attending lab to learn the most important lab skills with supplemental virtual, asynchronous instruction during off weeks.

Class materials and assessment of student learning will be completed electronically when at all possible.

Classes will be prepared to shift to a virtual delivery format for a short or extended period if necessary.

### Graduate Courses

In some cases, large classes may assume a "flipped classroom" approach where lectures are provided in a recorded, asynchronous format with smaller discussion sessions held in-person.

Class materials and assessment of student learning will be completed electronically when at all possible.

Classes will be prepared to shift to a virtual delivery format for a short or extended period if necessary.

### Accommodations and Accessibility Resources

Reasonable accommodations will be made for students unable to attend in-person classes due to sickness or quarantine.

Students who have questions or concerns about returning to campus should speak with their admission counselor, academic advisor, program director or department chair.

For all modifications for fall 2020, whether to our physical spaces or how we work, teach and learn, plans are being made to ensure spaces, materials and platforms are accessible. Contact OAAR with any disability accommodation needs.

### Teaching & Technology Support

To better support faculty development in teaching and technology, we are creating the Office for Teaching and Technology Development (OTTD), a joint endeavor with Academic Affairs and Information Technology. OTTD will provide support for advancing effective teaching and engaged learning.

### Study Abroad and International Students

All spring, summer, and fall study abroad programming has been canceled for calendar year 2020.

The decision regarding spring term study abroad programming will be communicated on or before August 31, 2020.

Any changes to the instructional environment at Chatham will NOT affect international students' current standing as enrolled students. All academic and immigration-related questions should be directed to the Office of International Affairs.

## Focus Area: Clinical Placements

The following statement about students returning to on-site clinical and field placements has been developed to provide consistency in messaging and manage student expectations:

Our educational leadership team has been closely monitoring all information to determine best when students can be reintroduced into healthcare and educational settings.

As COVID-19 situations stabilize, there will be a strategic, multipronged approach on determining re-entry to on-ground clinical rotations and field placements with each student on a case-by-case basis, determined by physical location and site selections as follows:

1. State Government, State Department of Health and Human Services, State Department of Education
2. Local Government, Local Department of Health and Human Services, e.g., cities/municipalities
3. Accrediting Bodies, Licensing Boards of Healthcare Programming, Board of Education
4. Healthcare Organizations Hosting Students (Sites), Educational Organizations Hosting Students

Based on the opportunities for students to return to clinical and field placements, the appropriate decision will then be taken. For example, if a state opens but a city does not, the student remains on hold until the city opens. If an accrediting agency continues to hold its students, regardless of geographic locations, then the stay continues until the accrediting agency updates its stance.

Finally, the individual sites in which students plan on conducting their clinical and field placements must be willing to accept students in such a role.

*\*In cases of continued shutdowns, site and field placements may be altered or delayed.*

## Clinical Waiver Process

Chatham anticipates that larger healthcare and other systems will have established protocols and processes for student safety and liability in on-site clinical and field placements. For students whose clinical sites look to Chatham for policy, documentation, and mandatory training (*i.e.*, smaller private practices), we will offer and proceed with the process of using the newly developed, internal waiver document and include use of the following selected videos to prepare students.

- 1) CDC infection control guidance related to COVID-19:  
<https://www.cdc.gov/coronavirus/2019-ncov/hcp/infection-control.html>
- 2) Donning and doffing PPE:  
[https://www.youtube.com/watch?time\\_continue=2&v=of73FN086E8&feature=emb\\_logo](https://www.youtube.com/watch?time_continue=2&v=of73FN086E8&feature=emb_logo)

## Degree Conferral

Delays in clinical and field placements will create delays in degree conferral for some students. These delays can impact the student's ability to sit for a licensing exam. Chatham is gathering data by program to determine if there is a sufficient number of impacted students to provide the necessary justification for adding one or two additional degree conferral dates during this academic year. Once all programs have reported, the Office of Academic Affairs will review to determine possible options.

## Focus Area: Internships & Student Employment

Internships are a central part of the academic experience at Chatham. Every undergraduate student is required to complete at least 3-credits (120 hours) of internship prior to graduation.

With the recent social distancing changes and many off-campus internships sites terminating internships early or cancelling them altogether, we had already begun to set "alternate" guidelines for student internships, such as conducting a career-focused research project, writing a reflective paper on the internship experience, or completing several "career preparation" steps, to allow students to complete their internship requirement. While these projects don't replace the internship experience entirely, they are intended to supplement requirements that are unmet because of the impacts of COVID-19. Formalizing those alternative opportunities is a key step as we know that the coming year will certainly pose challenges for student internships that are outside of Chatham's control.

An opportunity that has arisen in the current crisis is an increase in companies offering virtual and micro internships. These internships allow students to get involved in opportunities that they may not experience if they were to stay in the greater Pittsburgh area. There is also opportunity to think about how Career Development might make the internship requirements more accessible to all our students. This includes working with students from their home locations that may be located outside of Pittsburgh.

Regardless of which scenario is in place in the Fall, Chatham is preparing for the certainty that this disruption will affect the number of on-the-ground internships available. There likely will be fewer internship opportunities with companies in our local area if organizations are also practicing social distancing measures. As companies transition back from the quarantine, their own decisions regarding furloughs and work-from-home may also impact our employer

contacts, who interact with the campus by tabling, posting on Handshake, and supplying lunch and learns.

Chatham's Office of Career Development, in collaboration with Academic Affairs, will work with students whose internships have been cancelled or halted to make alternate arrangements that will meet the experiential learning outcomes of the intended internships. We are also actively working to identify new opportunities – virtual, on-campus, and micro – for our students.

### Focus Area: Athletics

Most of the important decisions to be made about athletics in Fall 2020 (e.g., dates for starting practice and games) are being made collaboratively with the other members of the Presidents' Athletic Conference. Discussions are underway to reduce season schedules and/or push back return (to practice and competition) dates. There seems to be a growing consensus that restricting schedules to conference games only would assist in limiting travel and minimizing the risk of exposing student-athletes. Decisions on schedules and dates for return to practice will be finalized by early July.

A significant open issue is the transportation of athletes. State and NCAA protocols are unclear; however, if shuttles can only be run at 50% capacity, Chatham will not have the equipment or drivers to serve all athletics transportation needs, forcing more transportation to be performed by outside firms.

A recommendation for travel to games would be for all away games to be by charter bus. With all games being league games this year, almost all games will be 2 hours or less away. Using charter buses would increase the cost of travel but reduce the burden on Chatham van and shuttle drivers at a time when de-densification will increase demands on their time.

### PPE for Staff

- Masks and sanitation equipment to be available at all sites for practice and games.
- Coaches and staff to wear masks for practices and games.
- Athletic Trainers to have PPE equipment at all athletics sites.

### Social Distance Requirements for Athletics Events

For games, spectators will be limited to 50. Spectators will have to register prior to the event and maintain appropriate social distance between them.

### Focus Area: University Travel

With the exception of Athletic and Admission-related travel, Chatham-paid or -related travel for employees will be suspended at least through the Fall 2020 semester, except by permission of the President or departmental Vice President.

### Focus Area: Campus Culture Change

The mitigation strategies described above, even when done together, will only be as effective as the commitment of Chatham community members to follow them on a daily basis. We are all in this together! Employees and students must hold one another accountable to follow Chatham's policies around social distancing, PPE, temperature checks, self-isolation, and staying home when sick.

A sick policy for students and employees will be in place that encourages people to stay in their residence hall room or at home if they are feeling ill, to reduce the likelihood of spreading an illness within the Chatham community. Students will be supported by faculty to enable them to keep up with their work remotely.

Ideally, the members of the Chatham community will embrace responsibility for ensuring that the post-COVID-19 health policies are adhered to on campus, in much the same way that members of the Chatham community who have been trained in Green Dot bystander intervention strategies feel empowered to intervene to help prevent power-based sexual violence in our campus community.

Nevertheless, and as Green Dot teaches us, we recognize that everyone has their own personal obstacles to intervening when they observe campus norms and values being violated. People may not feel comfortable "calling someone out" who is not wearing a mask or standing closer than 6' to someone else. In those cases, complaints may be made to either the Dean of Students (if a student is involved) or the Assistant Vice President of Human Resources (if an employee is involved), for adjudication under the Student Honor Code or the Employee Manual, respectively.

### Focus Area: Monitoring

Students, faculty and staff will have a quick health survey and their temperature monitored daily throughout at least the Fall 2020 semester.

Should an effective and cost-efficient test be developed, and the ease and cost of testing improve considerably, Chatham will seek to test all members of the community before they return to campus, and then conduct periodic random sampling of the population to determine the presence of any individuals with COVID-19.

### Focus Area: Containment

#### Isolation and Quarantine

Chatham is preparing isolation and quarantine policies and has designated a number of residential spaces on Shadyside and Eden Hall campuses.

Isolation and quarantine policies will be shared when completed. These policies include plans to monitor, provide medical care, and deliver food to infected students who test positive and are isolated.

### Contact Tracing

We are exploring the possibility of setting up a rapid-response contact-tracing database and protocol for internal Chatham activity, and using the Apple/Google mobile contact tracing app.

We can do simple tracing inside the campus physical boundaries, using mostly existing data sources. The database would give us the information we need to quickly contact potentially affected members of the community, start quarantines, deploy sanitization teams to specific locations, and help us provide quick support to the Allegheny County Health Department contact tracing teams.

When we identify any ill student, faculty or staff member, we can quickly analyze who they were in contact with in the course of their Chatham day, whether that is roommates, residence hall neighbors, professors and classmates, or people who were also at a specific location. This would not allow us to trace any off-campus or casual encounters, but the Apple/Google app would connect that with public health authorities for follow-up.

### Focus Area: Shutdown

- Chatham is considering in advance the circumstances that might warrant closing the campus (for a short-time or longer) and developing a plan for an orderly shutdown.
- Shutdown may come from a statewide order or result from an outbreak on campus. If there is an outbreak on campus and not in the surrounding region or state, Chatham will consult with public health experts to determine whether it is advisable for other students to return home. Different treatment of local students and those who need to travel to other states or countries may be warranted.
- Faculty are working this summer to ensure that all of their courses will be able to start or quickly move virtual needed.

### Focus Area: Other Considerations

Many areas of focus of the Work Groups have been incorporated in sections 1-4 above; others include:

### Events

Already Completed or Well Underway:

- A master calendar of all planned or potential events from June through January was created. From the calendar, we identified events which could be held virtually, those which could be postponed, and those which would have to be cancelled (if public events were not allowed).
- An audio/visual equipment and software audit was conducted for all Chatham event spaces to ascertain whether they currently have and/or would be needed to have virtual events, Zoom and/or streaming from the different rooms.
- The Facilities team is working on an overview of room capacity and social distancing setup options for various event rooms/spaces.
- A Continuous Improvement process mapping for event requests and scheduling is occurring with the group to ensure the process for scheduling events is as efficient as possible.

Steps that will be taken before the Fall:

- Complete audit and list of audio/visual hardware and software needs for holding virtual public-facing events and virtual attendance (or recording) options when possible for student and academic campus events.
  - Secure software and equipment as needed and able.
- Complete documentation on virtual event setup and tools.
- Complete audit and list of locations available for on-campus academic and student events (complete with space capacity limitations and social distancing setup options).
- Finalize policies for on-campus attendance and event registration requirements (for contact tracing needs).
- Finalize policies for on-campus event social-distancing and attendance limits for academic and student events (community-only) and admission events (with public component).
- Complete Continuous Improvement event scheduling and management process mapping and process enhancement recommendations.
- Schedule all events and ensure event calendars, ChathamU app, etc. are updated with latest event details.

Eden Hall Campus

Social distancing and sanitation protocols will be posted and adhered to in:

- Farm work and work in the Agroecology Demonstration Garden (ADG)
- the teaching kitchen
- Ecological field work in the woods and streams
- the aquaponics lab

### Limited public access

- The public can continue to access the campus to walk/run the paths and exercise dogs. We will be increasing signage to encourage people to act responsibly when on campus and not to approach the buildings.
- All buildings will be card access only (no public use of restrooms, dining facilities).
- All public events, like retreats, weddings, and concerts have been put on hold.

### Enrollment & Communications

Over the spring, changes have been made to various enrollment requirements and considerations to ease application to the University, including:

- Frequent virtual New Student Registration days held throughout May (attendance is capped at 25 vs on-campus events that have 100+) and possibly into June.
- New Student Registration day(s) have been developed for graduate education.
- Streamlining of admission requirements, such as changes to observation hours in Physical and Occupational Therapy, and the waiver of essays and letters of recommendation for entering class 2020.
- Removal of the registration hold for transcripts on file (as they are delayed from closed schools) has been extended from drop add to November 1.
- Transfer processes and support to ease transfer have been streamlined.

### Facilities and Housekeeping

Additional equipment and supplies will be necessary in the Fall, particularly disinfectants, wipes, disinfectant foggers, infrared thermometers, etc. One hundred dispensing containers for wipes are currently being placed in each programming space around campus. Three disinfectant fogger backpacks and 30 infrared thermometers have been purchased. By the end of the summer, our goal is to have accumulated a 90-day supply of consumable supplies (wipes, disinfectants, etc.). A significant supply of disposable masks will be maintained; however, a reusable, washable mask will be purchased for each student/faculty/staff.

### Development of Educational Signage and Media

A priority for the summer will be: developing training media for members of the Chatham community on safe behavioral strategies including wearing of masks, self and area disinfection, hand washing, social distancing, etc.; and installing prescriptive signage around the campuses reminding community members of social distancing protocols, disinfecting responsibilities, and one-way pedestrian traffic patterns.

## Housing and Dining

Move-in times for resident students will be assigned and new and returning student move-in will be stretched out over the course of several days.

The Cougar Carrier program (where students, faculty and staff help move new students into their residence halls) will be adjusted. We are not planning to have anyone assist families with carrying students' belongings, but we are developing a plan to still support the process.

## IT and Intranet

IT needs for the Fall are highly dependent on course delivery modalities and scheduling which are still under development. The Work Group will revisit its preliminary planning in detail immediately after course delivery is determined. There are a number of preparatory actions that can be taken in the meantime which are described below.

## Employee Health

During the months following the Governor's "shelter at home" order, most Chatham employees worked virtually from home. Once the Governor gives Allegheny County the "green light", and as we draw closer to a Fall reopening, Chatham is going to need employees to resume working on campus.

Some employees, though, may not be able to return to work on campus because of their own health issues (e.g., being immune compromised that would increase their risk of COVID-19 exposure), or because someone in their home (a spouse, child, parent, or grandparent) has secondary health issues. We are developing a tele-work policy to govern these situations and provide an avenue when employees cannot return to campus to work for valid medical reasons.

If an individual is sick, it is very important that they stay home and notify HR to minimize the risk of exposing others. If an employee tests positive for COVID and/or must isolate due to exposure to someone with COVID, they will receive *10 additional sick days* to cover their isolation and recovery period.

## Part B. Planning for in-person campus reopening, but preparing for transition to virtual

Planning for Scenario 2 requires adding a new wrinkle – the possibility that federal or State authorities might shut Chatham back down because of a surge in COVID-19 infections in the State or nation – on top of the already challenging tasks associated with reopening f2f. Fortunately, we have experience with this from having to transition from f2f to virtual last March – in short order. Faculty are also working this summer to ensure that all of their courses will be able to start or quickly move virtual needed.

Another thing that should help us if we need to transition from f2f to virtual again, or if we need to reopen virtually (Scenario 3), is our new partnership with Higher Learning Partners (HLP) - a leading provider of resources, expertise, and innovative learning solution to higher education institutions. If we do have to transition to fully or partially virtual in the Fall, HLP can assist with course conversion, course development, conversion of their courses to Chatham-branded courses.

Students need to understand, though, that even if Chatham is given approval to reopen f2f in the Fall we cannot guarantee that there won't be another surge of the coronavirus at the global, national, or State level that leads authorities to shut higher education institutions like Chatham back down again, as happened in March. Unlike our campus, where we can at least take steps to mitigate the chance of campus community members contracting COVID-19, we have no control over what happens elsewhere with respect to COVID-19. That is why, even while we hope it does not happen, we still need to plan for the possibility.

Students, too, should consider that possibility and plan and adjust their expectations accordingly. If the Fall semester does get underway f2f, students should be cognizant of the dates for withdrawal and refund. Add/drop and withdrawal dates can be found here:

<https://www.chatham.edu/academics/academic-calendar/index.html>

General information on return of federal financial aid can be found here:

<https://www.chatham.edu/about-us/financial-aid-disclosures.html>

### Part C. Planning to reopen virtually

Planning for reopening virtually has not advanced as far as planning for Scenario 1 (reopening f2f) for a number of reasons: many of the Work Groups are just now starting to turn their attention to planning for Scenario 3 because planning for reopening f2f has consumed so much of their time, as expected; and several of the Work Groups must wait for another Work Group or Work Groups to make some critical decisions before they can take their planning further (e.g., IT needs for Fall are highly dependent on course delivery modalities and scheduling, which are still under development). Some Work Groups have essentially completed their Scenario 3 planning because their considerations are relatively the same for each of the Scenarios.

Nevertheless, some considerations that have arisen under Scenario 3 include:

#### Athletics

If we reopen virtually in the Fall, the most important thing will be keeping current students engaged and a primary focus for Spring.

The biggest question will be the timeline for sports reengagement. At this time, we have no definitive information, but several possibilities exist:

- Athletes are engaged during the Fall semester with the concept being that bringing the student-athletes back during the semester with less density in the residential halls will create a safer environment.
- Athletes are engaged for December or early January and student-athletes return to campus after Thanksgiving.
- Only Winter and Spring sports are engaged.

Athletics Facilities rules would be the same as under Scenario 1.

### Eden Hall Campus

Summer procedures for required on-campus activities to maintain the farm and the livestock will need to be continued.

### Teaching and office spaces

All rooms on campus not regularly in use will be locked down to reduce the need for cleaning. Faculty and students can access these spaces, if really needed, by calling the Facilities Manager.

### Farm and Livestock Crew

- The farm will continue working, with students who live in Orchard Hall or close to campus forming the farm crew. Full social distancing protocols will be practiced.
- Similarly, the student crew attending to the livestock will continue their work with appropriate protocols.

### Limited Public Access

- We are allowing the public to continue to access the campus to walk/run the paths and exercise dogs. We will be increasing signage to encourage people to act responsibly when on campus and not to approach buildings and facilities.
- All buildings will be card access only (no public use of restrooms, dining facilities).
- All public events, like retreats, weddings and concerts, have been put on hold.

### Orchard Hall

Occupancy of Orchard Hall will be reduced, and a cleaning protocol has been established that keeps both students and cleaning staff safe.

## Dining

The Esther Barazzone Center will run a limited service.

## Facilities Staff

Facilities staff will continue to wear facemasks while at work and will also practice social distancing.

## Events

All on-campus events will shift to virtual formats (for Scenario 2 as well).

## Facilities and Housekeeping

Many of the protocols under Scenario 1 would still be necessary under a virtual Fall reopening but implementing Scenario 3 would indicate a much deeper program of furloughing of Facilities employees than has been undertaken to this point.

High touch/high traffic areas would continue to be disinfected at least daily and access protocols for labs will be determined based on faculty requirements.

## Housing and Dining

Under either Scenario 2 or 3, we will need to consider limited housing and dining services, and review staffing for all areas.

Limited housing will still need to be provided for a variety of circumstances. We anticipate this would be around 35 students between the two campuses and would suggest moving all students to one apartment building in the Shadyside neighborhood to help shut down campus residence halls not in use (for cost savings).

In addition, we would expand grocery service while maintaining lunch hours with limited entry for the small residential population.

Staffing structure for all areas – housing, dining, and facilities – would need to be reviewed and possibly restructured if we are truly virtual.

## Student and Employee Health

The work outlined in Scenario 1 will be needed when Chatham returns to f2f whether that is our normal Fall start or later. If we would not return f2f until the Spring semester, we would use the time to continue to prepare protocols and adjust accordingly. The only major change would be the delay in start of the Nurse Practitioner, who should start approximately three to

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four weeks before students return to campus to ensure Health Services is prepared to support student needs.