CECU | Career Education Colleges and Universities

Guide for the Re-Opening of your School

May 12, 2020

> *"The goal is not just to re-open the school, but to re-open the school successfully!"*
> *"Students and their families will be looking to college leaders to exude both confidence and compassion, as well as an understanding that students will come back changed. Some will be coming back with new or exacerbated mental-health challenges. Some will be coming back with new financial hardships at home."*
> *-David Rosowsky, "How to Ensure a Successful Reopening," Chronicle of Higher Education, May 1, 2020*

For most of you, classes have continued and now, you are just "Re-Opening the School Facility." But everyone will be back together – in some form soon. Here are some guides for doing so safely.

First, Take Care of the People!

1. First, determine which faculty and staff will return and when. You must begin with full communications to those who are the bridge between you, the students and the community. If they don't know what is happening and when, they can't communicate properly to everyone involved.

2. Give students clear communications regarding when buildings will be re-opening; and specific instructions for each student related to their class schedule.

3. Maintain flexibility for all students, faculty, staff and institution scheduling as much as possible. Scheduling conflicts due to continued child-care, economic, or health related concerns will be more prevalent. Additionally, modified operational days and hours may be needed more frequently to reduce the volume of individuals on campus.

4. Determine how your school will handle liability issues related to acquiring COVID-19 BEFORE you open the school doors!

   As of today, there is no consensus on a school's liability should faculty, staff or students acquire COVID-19 while at the school. There is obviously a higher level of liability/risk for adults over 60 years of age than exists for younger individuals.

   We do not recommend schools opening without permission of the state. In some cases, for urgent need professionals, states have authorized schools to continue operating (nurses; truck drivers; etc.). But without a state authorization, do not re-open.
   For states that have re-opened schools, your most important defense is following the CDC's COVID-19 standards. Gross negligence or willful disregard of such rules will enhance a school's liability. See Attachment A.

   Some schools have asked everyone returning to sign a waiver acknowledging limited risk. Some have authorized risk capped at a specific dollar amount. Some have asked

everyone to sign documents waiving the school of any liability or risk. This is an issue for the school leadership in consultation with your insurance experts and legal counsel. <u>Our advice is to insist you resolve this before opening your doors!</u>

5. Each day will begin (and end) with transportation!

   For many faculty, staff and students mass transit is neither as available as before; nor is it considered as safe. The most important first step is working with everyone to make sure they have appropriate and safe means of getting to and from the school each day.

6. Think of it as New Students at a New School!

   We assume you've made many adjustments to comply with COVID-19 policies issued by the CDC. Ideally, it would be great to introduce your students to any new school arrangements via video before they arrive. This can both alleviate concerns and hesitations while also decreasing the amount of time needed for these introductions while onsite and in person. Prepare students and staff with as much information ahead of their arrival on campus as possible to minimize bottlenecking and delays due to these changes.

   For example, If Medical Assisting 101 has now been divided into two sessions, share the "what, when and where" with all your students before they arrive too early or too late for their newly assigned class.

7. Increase Engagement with Students!

   Again, many students may be facing a new schedule, a new classroom, and even a new instructor. Just as it is key to work with new students, provide appropriate engagement and support to those struggling with either the new environment in class, or the new environment in their family life.

8. Simplify and Streamline Student Options!

   Do what you can to make it simpler and easier for the student. For some, leaving home and returning to school brings a new sense of exposure and vulnerability – with concerns about the pandemic, and for many concerns about their home finances. Help them get through the day, the week, and their current classes. You can focus on their next academic instruction period at a later date.

9. Prepare the Workforce (Faculty and Staff)!

   - New Roles & Responsibilities:
     New tasks may redefine roles and responsibilities. New Roles may include:
     ➢ COVID-19 Block Captains, responsible for specific areas of the school.
     ➢ PPE and Training Experts need to know what to use; when to use it; and where to find it!
     ➢ Quarantine Marshals: If someone in the community exhibits symptoms, they need to be ready to provide notifications; call medical support; provide transportation; and then disinfect the area.
     ➢ Shipping clerks should receive all shipments, disinfect all packages.

- Recognize the anxiety, for some, of returning to close quarters in the midst of a pandemic. Communications to all faculty and staff – before and during – the return are essential. Recognize your leadership's role in a change management planning and implementation process.
- Emphasize the benefits of returning to work together. They include access to work tools and resources; productivity from proximity; and even the amenities of the school building.
- Recognize that for some, continued working from home may be best.
- Prepare and post all the signs to continue social distancing; Washing your hands constantly; and even staying home if you feel sick.

Second, Take Care of the Learning!

1. Every Academic Director must determine the best mode of academic delivery when back in the school. Will you return to onsite delivery similar to pre-COVID-19? Will you stick with the online delivery? Will you create a new, third option – of a blended delivery?

2. Every instructor must create a plan to complete the academic period. For many, this means a focus on labs, clinicals and other experiential learning. When students walk into the classroom, they need a roadmap from here to the end of the current academic period.

3. To meet CDC's COVID-19 standards, most classes need to be reduced to no more than 10 people. Labs need to be re-designed to ensure social distancing capabilities. All of this will require new schedules; and in some cases it will require additional faculty/staff to cover additional labs/clinicals.

4. To the extent possible, we encourage school leaders to "do what it takes" to complete this academic period; and then design the next academic period around new budget realities. But in some cases, you need to manage your budget now. If so, school leaders and faculty must develop the academic budgets to complete this academic period.

5. As campuses start to reopen, we should not stop the progress made in establishing a robust online delivery system. Our schools should continue to consider ways to bring lab work, clinicals and hands on training into virtual learning. While we hope to move forward from this pandemic and back to in person learning, we have seen firsthand how quickly access to our in person training can happen. Career education relies on tactical training to prepare graduates for real jobs. In order to ensure that continues, we must continue to be innovative in thinking and learning.

Third, Take Care of your School!

1. Prepare the building!
   - Cleaning is the first order. All surfaces should be cleaned! Inspect the building before anyone returns! Make sure all mechanical operations – from toilets to technology – are working.
   - Adjustments to limit crowding to commonly trafficked areas should be made. To include entranceways, hallways and common areas. Consider establishing a directional flow to avoid crowding.
   - Consider installing contactless enhancements where applicable including on door handles and buttons.

2. Prepare the individuals!
   - Appropriate Personal Protection Equipment (PPE) such as gloves, masks, and eye protection should be provided to any individual in need.
   - Assign someone to handle training in fitting, wearing and using PPE, as well as safe disposal.
   - Establish any post campus requirements for handwashing and social distancing.

3. Control Access!
   - You should establish clear protocols for access. To the extent possible, limit visitors – especially beyond organized, controlled tours for prospective students.
   - Establish protocols – perhaps different doors for deliveries and students.
   - Provide sanitizers at each entry.
   - Safety and health checks at the front door may be necessary to include but not limited to temperature checks and non-invasive health screenings for common symptoms.
   - Establish clear procedures for shipping, receiving, use of elevators and faculty/student social areas.
   - Opening and encouraging use of open outdoor areas where applicable to reduce volume of individuals indoors/on-campus.

4. Create a Social Distancing Compliant Space!
   - Space markers should exist in every classroom, hallway or common area to promote and monitor social distancing.
   - Space planning is one of the most important tools in reducing transmission. But, public safety codes, building codes and security requirements should not be compromised in creating the new designs.
     - Cushman & Wakefield have developed "the 6-feet office:"[1]
       - Analyze each room and space for appropriate 6-feet spaces and be sure to clearly label them in plain sight.
       - Develop and communicate common rules of conduct.
       - Create 6-feet Routing - visual displays of office/classroom travel flows which are safe.
       - Create 6-feet workstations, that minimize one's need to enter into another person's work zone.
       - Designate the 6-feet Safety Director who has final say on creating safe spaces/safe distance throughout the entire school.

5. Food Service Changes!
   - Reduce/eliminate self-service access to foods, drinks, snacks, etc. The constant touch on such machines makes them a primary source for transmission.
   - Re-arrange seating in classrooms and common areas to promote social distancing.
   - If you have a food service in-school, consider acrylic dividers between service providers and users. Consider offering only pre-packaged foods.

6. Elevators are just "too close for comfort!"
   - Start with signage for elevator protocols.

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[1] See http://ir.cushmanwakefield.com/news/press-release-details/2020/Cushman--Wakefield-Releases-How-to-Guide-for-Reopening-Workplaces/default.aspx Attachment B

- Social Distancing while waiting for an elevator is the first step.
- Limiting the number of riders is essential. You might consider limiting elevator use to those needing such service between floors.
- If over-flow and crowding are ignored, consider an elevator operator.
- Elevators demand regular cleaning.

7. Constant Cleaning and Disinfecting is the new normal!
    - Establish procedures where doors, desks, common areas, and rest rooms are cleaned constantly.
    - Make sure every room and place have access to disinfectants (and the garbage can for proper/immediate disposal).

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Attachment A

A BLUEPRINT FOR BACK TO SCHOOL

Figure 1. Centers for Disease Control and Prevention Recommendations for School Closure Decisions

All Schools Regardless of Community Spread
- Confirmed person with COVID-19 in building?
- Assess risk
- Short (potentially two to five days) building dismissal to clean, disinfect, and contact trace in consultation with local health officials

No Community Spread
- Prepare
- Teach and reinforce healthy hygiene
- Develop information sharing systems
- Intensify cleaning and disinfection
- Monitor for absenteeism
- Assess group gatherings and events
- Consider postponing noncritical gatherings and events
- Require sick students and staff to stay at home
- Establish procedures for someone becoming sick at school

Minimal to Moderate Community Spread
- Coordinate with local health officials
- Implement multiple social distancing strategies for gatherings, classrooms, and movement through the building
- Consider ways to accommodate needs of children and families at high risk

Substantial Community Spread
- Coordinate with local health officials
- Implement multiple social distancing strategies for gatherings, classrooms, and movement through the building **with extended school dismissals**
- Consider ways to accommodate needs of children and families at high risk

Source: Centers for Disease Control and Prevention, "Considerations for School Closures," March 2020, https://www.cdc.gov/coronavirus/2019-ncov/downloads/considerations-for-school-closure.pdf.

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Attachment B

THE SAFE SIX:
WORKPLACE READINESS ESSENTIALS

CUSHMAN & WAKEFIELD | C&W SERVICES

The migration from furloughed and Work From Home (WFH) workforce back to places of business will look different for every organization. How can real estate owners most effectively prepare their assets for the return of building occupants? And how can employers make sure they are prepared to receive their workforce—and make sure their employees are prepared? Faced with many of the same challenges, owners and occupiers have a unique opportunity to come together, following a handful of operational guiding principles to help navigate the return to the workplace:

#1 PREPARE THE BUILDING
Cleaning plans, pre-return inspections, HVAC & mechanicals checks

- Ensure safety of all workers
- Ready Mechanical, HVAC, Fire/Life Safety systems
- Clean with products from approved lists from governing authorities
- Ensure compliance with owner/ Landlord requirements policies
- Engage vendors in back-to-work plan
- Review and prepare plans regarding changes to cleaning scope or any additional services
- Ensure all inspections, remediations, repairs and communications are complete before reopening

#2 PREPARE THE WORKFORCE
Policies for deciding who returns and when; employee communications

- Mitigate anxiety of returning to the workplace through change management planning and communications
- Consider why people can benefit from returning to work
  - Productivity from proximity to colleagues; socialization; amenities; and work tools & resources
- Consider why people can benefit from continued WFH
  - Health and family priorities; reduced commute time; technology enables WFH without loss of productivity
- Develop and execute detailed plan on how to return to work
- Advise on alternate means of safe commuting
- Prepare and post reminders of social distancing and cleaning protocols

#3 CONTROL ACCESS
Protocols for safety and health checks, building reception, shipping/receiving, elevators, visitor policies

- Control the entry points including deliveries
- Reconfigure gathering and lobby areas for social distancing
- Install plexiglass shields as appropriate
- Clearly communicate building protocols through signage and floor markings
- Consider temperature screening
- Provide sanitizer, wipes, PPE as appropriate
- Disable touchscreens

#4 CREATE A SOCIAL DISTANCING PLAN
Decreasing density, schedule management, office traffic patterns

- Consider phasing based on roles and priorities, including temp workers if needed
  - Alternating work weeks in the office and WFH
  - Staggered arrival/departure times
  - Enable teams to negotiate their own 'in-office' schedules
- Introduce planning to support social distancing/ 6 Feet Office Protocols
- Monitor space usage
- Specify seating assignments for employees to ensure staff adheres to minimum work distances
- Redesign spaces, alternate desk/chair use, etc., for social distancing
- Add panels between desks including height adjustable panels for sit/stand desks
- Enforce stringent cleaning protocols for shared spaces
- Reduce capacity of spaces—e.g., remove some chairs from large conference rooms
- Prohibit shared use of small rooms and convert them to single-occupant use only
- Designate and signpost the direction of foot-traffic in main circulation paths

#5 REDUCE TOUCH POINTS & INCREASE CLEANING
Touchless ingress/egress, clean desk policy, food plan, cleaning common areas

- Maintain enhanced cleaning and disinfecting practices
- Supply disinfectants near or on each desk or work area, particularly those that are shared
- Remove food/beverages – consider restocking with single-serving items
- Enable DIY cleaning through hand sanitizer, disinfectant wipes, and other such products
- Sanitize all workspace areas, including office, conference room, breakroom, cafeteria, restroom, and other areas prior to opening. Ensure appliances/ equipment are in working order
- Limit in person meetings
- Consider low-touch or no-touch switches, doors, drawers and other fittings
- Remove high-touch shared tools such as whiteboard markers, remote controls, etc.
- Institute a clean desk policy
- Create secured, designated storage areas for personal items
- Designate a specific enclosed room to isolate any person identifying themselves with symptoms

#6 COMMUNICATE FOR CONFIDENCE
Recognize the fear in returning, communicate transparently, listen/ survey regularly

- Ensure leadership alignment on re-entry
- Establish two-way communication
- Ensure a trusting and transparent culture
- Clearly set employee expectations, with an emphasis on making them feel secure
  - Return to work/WFH policies and incentives
  - Guest and visitor policies
  - Employee travel policies
  - HR policies regarding illness, support for caregivers, etc.

MOST IMPORTANTLY Constantly reinforce hand washing, social distancing and staying home when ill