

**North Central College
Institutional Planning Document—Draft as of 6/4/2020
COVID-19 Institutional Response Team**

Table of Contents

GUIDING VALUES AND COMMITMENTS	3
GUIDING ASSUMPTIONS ABOUT COVID-19	3
THE HIGHER EDUCATION LANDSCAPE	4
ASPECTS OF THE NC COMMUNITY RELEVANT TO 2020-2021 DECISION-MAKING	4
Student Population.....	4
Faculty and Staff.....	5
LOCAL, STATE, AND FEDERAL GOVERNMENT GUIDANCE.....	6
Restore Illinois Plan	6
Specific Higher Education Guidance	6
Federal Government	6
CURRENTLY AVAILABLE SCIENCE ON COVID-19.....	7
Testing	8
Community Mitigation Strategies	9
ADDITIONAL MITIGATION CONSIDERATIONS FOR 2020-2021	10
Supplies and Personal Protective Equipment	10
Protocol for Cleaning and Disinfecting.....	11
Temperature Monitoring	11
Protocol for Positive Cases.....	11
Classroom Configurations and Social/Physical Distancing Considerations	12
Expectations for the Use of Face Coverings	14
Policy and Protocols for Sick Individuals	15
Return to Campus-Based Work Procedures for Employees.....	15
Athletics and Athletic Facilities	16
Large Gathering Spaces and Other Campus Facilities	17
Facilities and Facilities Use Modifications	18
Events and Activities.....	18
Wellness Center Preparations and Modifications.....	18
Residence Hall and Assignment Considerations	19
Food Service Modifications	20

DRAFT DOCUMENT AS OF 6/4/2020

Preparation to Move Back to Remote Instruction if Situations Warrants 20

Institutional Travel, Study Abroad, and International Student Considerations..... 21

ACADEMIC CALENDAR OPTIONS AND CONSIDERATIONS 21

STUDENT HOUSING OPTIONS AND CONSIDERATIONS 22

DECISION TIMELINE 23

COVID-19 INSTITUTIONAL RESPONSE TEAM MEMBERSHIP 24

**North Central College
Institutional Planning Document—Draft as of 6/4/2020
COVID-19 Institutional Response Team**

This document outlines the challenges presented by COVID-19 and provides data to inform the decisions and preparations that need to be made as North Central College continues to fulfill its mission amidst the unfolding COVID-19 global health pandemic. Because the global pandemic circumstances are rapidly changing, this should be viewed as a working document that can be adapted in line with evolving governmental, public health, community, and institutional factors.

The Institutional Response Team (IRT) has been meeting in some configuration since late January 2020. Initially the team was comprised of a small number of staff from communications and the Wellness Center and the focus was on sharing health information with the campus community. As the concerns around COVID-19 and the impact for North Central College broadened, an expanded group began meeting at the end of February 2020 to coordinate a variety of emergency response functions (e.g., assisting students returning from study abroad, closing the residence halls). In the weeks and months since, membership of the IRT has grown and the focus has shifted to coordinating the variety of planning activities occurring throughout many areas of the College while considering the myriad future scenarios. As the group's direction shifted and membership expanded, Peter Barger joined the IRT as co-chair and a number of smaller planning teams were formed. This document summarizes and builds upon the current work of the IRT. As the College continues through the planning stages, additional input from faculty, staff, and students will be critical.

GUIDING VALUES AND COMMITMENTS

As College leadership evaluates a variety of potential scenarios for Fall 2020, the following values and commitments may serve as a guide for decision-making and direction:

- Remaining steadfast in our commitment to the College's Mission and the Imperatives set forth in our Strategic Plan;
- Delivering the high-quality North Central College education we are known for;
- Prioritizing the health and safety of our campus community;
- Accepting our responsibility to the greater good as it relates to public health;
- Utilizing the available science and data to inform decision-making;
- Ensuring the long-term economic sustainability of North Central College;
- Seeking input and involvement from the campus community in our planning efforts;
- Considering the effects of our decisions on all members of the campus community, including those most vulnerable;
- And employing maximum creativity and adaptability in all future planning.

GUIDING ASSUMPTIONS ABOUT COVID-19

In addition to the above-stated values and commitments, the following assumptions about COVID-19 serve as context for this planning document:

- COVID-19 cases, and even deaths, will, unfortunately, continue for a long time;
- Far more people have likely been infected than have been tested;
- A vaccine is likely a year or more away and any potential benefits of herd immunity are not likely to be realized soon;
- "Stay at Home" has a shelf life—humans will seek a "new normal" in work, school, and play;

DRAFT DOCUMENT AS OF 6/4/2020

- Costs of not finding a “new normal” are high: mental, physical (e.g., hospital avoidance), financial (e.g., economic recession);
- Resumption of activities will be gradual and phased based on local public health conditions and governmental guidelines;
- Additional virus-related disruptions may occur during and after careful resumption of activities;
- And the goal must be to minimize risk, as it is not possible to entirely eliminate it.

THE HIGHER EDUCATION LANDSCAPE

As we moved through April and early May 2020, some colleges and universities began to announce their plans for the Fall 2020 semester. Some have made, and announced, changes to their academic calendars including decisions to start the semester early (e.g., Lake Superior State University) and decisions to change to a module-based or block-style calendar (e.g., Beloit College, Centre College). Others have announced plans to open in-person, on-time, and on their traditional calendar format (e.g., Purdue University), while acknowledging that some changes to operations and individual behaviors will need to be made to address public and community health. And some universities have already indicated plans to conduct their Fall 2020 semester in a remote learning format (e.g., the California State University system). Near the end of April, the Chronicle of Higher Education published an article summarizing many of the plans that had been announced by institutions. That article, updated often, is available here: <https://www.chronicle.com/article/Here-s-a-List-of-Colleges-/248626>

COVID-19 infections will reach their peak in different states at different times and will affect higher education institutions differently. It is clear that each college or university faces its own set of challenges and opportunities in considering plans for the 2020-2021 academic year. While the landscape information provides a broad sense of the range of scenarios worth consideration, North Central College will need to weigh the locally-available public health data, the State of Illinois and City of Naperville guidelines and guidance, and factors about our own institution and student/employee population when making decisions about how to proceed for 2020-2021. Acknowledging how important the in-person experience is to the College’s brand of higher education, President Hammond wrote to the North Central College community on April 28, 2020 indicating the intention to “do everything within our power” to provide our signature North Central College education in-person and on-campus in the Fall.

ASPECTS OF THE NC COMMUNITY RELEVANT TO 2020-2021 DECISION-MAKING

There are many aspects of the North Central College community that should be considered when making the best possible decisions for the institution amidst the COVID-19 crisis. While certainly not a comprehensive list, the following provides some aspects of our student, faculty, and staff population that may provide useful context in making decisions that are informed by the demographics and needs of our community.

Student Population

North Central College enrolls approximately 2,600 undergraduate and 300 graduate students. Roughly 90% of undergraduate students are from within the state of Illinois. Of the undergraduate population about half of those students live in College-owned and operated residence halls. As of June 3, 2020, 901 continuing students and 430 (total 1,331) incoming first-year and transfer students have requested on-campus housing for Fall 2020. Should the College plan to open all residence halls with occupancy unchanged, it is possible that some students (or their families) may be uncomfortable with the idea of living in double or triple occupancy rooms and/or sharing communal bathroom facilities and, therefore, elect to commute for a period of time if the distance between their permanent residence and campus allows. A student population that is mostly local and only 50% residential may also make the process of

transitioning from in-person to remote learning, while certainly not ideal, less disruptive should the public health situation warrant a change of course during the academic year.

We also know that a subset of the student population does not have a stable home to return to and that many of the College's international students would remain in need of housing even if in-person operations were delayed or suspended. Given the rapid move from in-person to remote operations in Spring 2020, College staff in residence life, facilities, and food service are prepared to logistically manage a change, and to accommodate and support students who need to remain in residence, if the situation warrants.

Athletics is also an important part of the undergraduate student experience and is significantly connected to enrollment. Approximately 40% of incoming first-year students and 30% of the overall undergraduate student population participate in athletics. Coordinating closely with the NCAA on Division III guidelines, and with the CCIW on conference-related decisions, will be critical as the College moves toward safely re-engaging with athletic practice and competition.

In addition to athletics, a variety of other activities are fundamental to the North Central College experience. Theater, music, art, forensics, model UN, mock trial, community service, student activities, intramurals, the campus radio station, and much more create the vibrant culture that helps draw students to North Central College and contributes to keeping them here. As we move through a phased process of reopening the campus, maximum creativity will be needed to address the experiential components—curricular and co-curricular—of the North Central College experience, keeping students engaged and moving through their academic programs in new, safe, and creative ways.

North Central College also enrolls 110 international students. At this time, the new incoming first-year, transfer, exchange, and ELI classes include a total of 50 international students. Many of these students, and some of our continuing international students, are in the process of acquiring or renewing their student visas. This process requires official government documents (I-20 or DS-2019). These documents, which are generated and sent by the North Central College Center for Global Education staff, are required before a student can have a meeting with the U.S. embassy or consulate in or near their home country. Any decisions to change the fall semester start date will require the issuance of new documents, which would need to be sent to students before their visa appointments. U.S. embassies and consulates are currently closed in most of the world. However, students are starting to schedule appointments in anticipation of embassies and consulates reopening. In order to minimize concerns for international students and their ability to complete the necessary paperwork, a decision regarding any changes to Fall 2020 start dates would need to be made and communicated by July 1, 2020.

The average age of the North Central College student population puts most of our students in the lower-risk category with regard to severe illness and complications if infected with SARS-CoV-2. That said, there are a number of students with currently registered accommodations through the Office of Student Disability Services (approximately 50) that will have difficulty attending in-person classes and/or living in traditional residence hall dwellings before widespread treatment and/or a vaccine becomes available. It is anticipated that the number of students with registered physical and mental health accommodations may grow when the College resumes in-person operations. In addition to those with documented medical issues, there may be students who have reservations about returning to an on-campus in-person living and learning experience while the global health crisis is ongoing.

Faculty and Staff

As of May 10, 2020 approximately 15 faculty and 20 staff are above the age of 65. The Centers for Disease Control and Prevention (CDC) specifically designates older adults (classified as 65 or older) as

part of the COVID-19 vulnerable population. It is also possible that some faculty and staff will have health-related reasons (for themselves or their families) that will make it challenging for them to return to in-person work until a vaccine is widely available. The Office of Human Resources will need to be prepared to receive and evaluate these requests as appropriate. In the case of faculty who desire not to be present to teach on campus for medically-verified reasons or vulnerability due to age, it will be necessary to employ strategies for appropriate course coverage.

More information regarding vulnerable populations, as defined by the CDC, can be found here: <https://www.cdc.gov/coronavirus/2019-ncov/need-extra-precautions/people-at-higher-risk.html>

LOCAL, STATE, AND FEDERAL GOVERNMENT GUIDANCE

The College has closely monitored the guidance of our local, state and federal governments. In particular, Illinois Governor J.B. Pritzker’s press briefings, accompanied by updated coronavirus data from the IDPH, have provided a foreshadowing of likely actions being considered by the State and have been the forum for such actions to be formally announced.

Restore Illinois Plan

Governor Pritzker used his daily press briefing on Wednesday, May 6 to announce the five-phase plan, “Restore Illinois,” for reopening the State:

<https://coronavirus.illinois.gov/sfc/servlet.shepherd/document/download/069t000000BadS0AAJ?operationContext=S1>. The five phases include Rapid Spread, Flattening, Recovery, Revitalization, and Illinois Restored. The plan provides specific guidance based on health metrics and identifies particular education, business, recreation and other activities that would be allowed in each phase. The Plan uses the IDPH’s 11 Emergency Medical Services Regions to establish four broad health regions, each of which can move through the five phases independently. The four regions include Southern, Central, North-Central, and Northeast Illinois respectively, and the College rests in the 8-county Northeast region. On May 28, 2020 Governor Pritzker announced that all four regions of Illinois could move to Phase 3, which ended Governor Pritzker’s Stay at Home Order that had been in effect since March 20. Phase 4 (Revitalization), allows P-12 schools and higher education to open with IDPH approved safety guidance, and serves as the College’s target benchmark.

Specific Higher Education Guidance

While the State’s plan states there is room for adjustments throughout the evolution of the global pandemic, “This is an initial framework that will likely be updated as research and science develop and as the potential for treatments or vaccines is realized,” there remain many questions within the higher education community regarding exactly what, “with IDPH approved safety guidance” means.

North Central College is one of 60 Federation of Independent Illinois Colleges and Universities (FIICU) member institutions. Recently, the organization wrote to Governor Pritzker requesting that he direct the Illinois Board of Higher Education (IBHE) to form a working group of higher education leaders charged to collaborate with the IBHE and IDPH to develop the necessary safety guidance for colleges and universities to safely reopen in Phase 4. Such guidance will further inform the College’s fall semester preparations.

Federal Government

The President’s 30 Days to Slow the Spread campaign recently ended, and the Federal Government has now shifted toward reopening the country. The White House and the CDC published a document, “Guidelines: Opening Up America Again”, which is a three-phased

approach, based on the advice of public health experts, that provides the overarching framework for how States and/or regions can reopen and generally aligns with the State's Phase 3, 4, and 5: <https://www.whitehouse.gov/openingamerica/>. The document in particular provides guidelines for employers to consider during each of the phases. The employer guidelines that are most closely aligned with the State's Phase 4, for example, include encouraging remote work whenever possible and feasible and closing common areas where personnel are likely to congregate and interact. Such guidance will be helpful to informing the College's plans for reopening.

From the early onset of the health crisis in January, the College has also monitored the CDC website, which has provided valuable guidance across a broad spectrum of coronavirus-related topics including symptoms, how the virus spreads, community mitigation, personal hygiene and protection, quarantine and isolation procedures, cleaning and disinfection protocols, international travel, and more. In its planning, the College will continue to reference the CDC's guidance as we develop and refine our plans for reopening the College and establish protocols and procedures for keeping our campus community safe. The CDC's Considerations for Institutes of Higher Education, updated on May 30, 2020, stops short of providing federal standards for reopening colleges and universities. The CDC has been clear that individual institutions will need to determine for themselves what they will do for Fall 2020 and beyond and how much risk each institution will want to take on when doing so. The CDC Considerations offer the organization's assessment of different approaches to both general operations and on-campus housing and the level of risk (lowest, more, and highest) associated with each. The CDC Considerations for Institutes of Higher Education can be found here: <https://www.cdc.gov/coronavirus/2019-ncov/community/colleges-universities/considerations.html>

CURRENTLY AVAILABLE SCIENCE ON COVID-19

While information available about SARS-CoV-2, the virus that causes COVID-19 is evolving quickly, much still remains unknown regarding the virus and the illness that it causes. According to the CDC, the virus is mostly, but not exclusively, dangerous to those over the age of 65 and those with serious underlying medical conditions, particularly when those medical conditions are not well controlled (e.g., severe asthma, chronic lung disease, diabetes, obesity, liver disease, serious heart conditions, chronic kidney disease, and diseases that cause immunosuppression). While a set of symptoms for COVID-19 have been established, the science suggests that a subset of the infected population may be completely asymptomatic and/or can be pre-symptomatic for a period of time while still spreading the virus to others. The established set of symptoms (e.g., fever or chills, cough, shortness of breath, new loss of taste or smell) do not manifest in the same combination in all cases. A current list of COVID-19 symptoms provided by the CDC can be found here: <https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>. There is speculation that those who have recovered from COVID-19 may have some amount of immunity against re-infection, but there is no scientific evidence yet available to confirm this theory. The available antibody (serologic) tests are not yet deemed reliable and a positive test cannot be assumed to indicate immunity. Similarly, while there is some evidence of promising treatment options, an effective treatment for COVID-19 has not yet been identified and made widely available. There is also not yet a vaccine available and there are conflicting reports about when one might be available, but many experts suggest it could take at least 12-18 months. There is also some speculation, as expressed by the director of the CDC at the end of April, that we could see a devastating second wave of COVID-19 infections next winter.

It is clear that testing, contact tracing, and community mitigation strategies (e.g., handwashing, face coverings, social/physical distancing) are shown to be significantly effective in slowing the transmission

of this virus. As the College prepares to reopen for in-person learning, living, and working, these strategies will be thoughtfully and aggressively deployed in order to mitigate risk to the campus community.

Testing

The CDC, the Illinois Department of Public Health (IDPH), and Governor Pritzker have been unequivocal in their assertion that widespread, accessible, and affordable testing is required in order to slow the spread of COVID-19. Testing in the State of Illinois has been increasing in recent weeks. As of May 8, the 5-day average for number of tests conducted in the State of Illinois was 15,829 (Illinois Department of Public Health). On May 12, 2020 the IDPH reported that laboratories in the state had processed 29,266 specimens in the 24-hours prior.

Up-to-date testing data segmented by region, as well as information about hospital, ICU, and ventilator use and surge capacity for the state of Illinois is available here:

<https://dph.illinois.gov/restore>. For purposes of this reporting, North Central College is a part of the Northeast Region, as further described later in this document.

In early May, President Hammond and the IRT charged a **Testing Team**, made up of faculty and staff, with aggressively exploring testing options for the campus, either through an external partner or by developing a test ourselves. This group will provide recommendations to the IRT and the Cabinet by May 30, 2020. The team is chaired by Dr. Marci J. Swede, Dean of the School of Education and Health Sciences. Additional team members are listed below:

- Dr. Nicholas Boaz, Assistant Professor of Chemistry
- Dr. Chetan Chawla, Assistant Professor of Entrepreneurship
- Brittany James, Head Athletic Trainer
- Alison Lennhardt, Advanced Practice Nurse
- Dr. Gregory Ruthig, Associate Professor of Biology
- Tatiana Sifri, Director of the Dyson Wellness Center

Once testing is made available, additional decisions regarding who will be tested and how often will also need to be made. For reference, the University of California at San Diego has shared an ambitious plan for testing 60% of its 65,000-person campus on a monthly basis. Another example, the University of Miami, is also said to be considering a plan to test everyone on the 35,000-person campus on a weekly basis. More on the plans shared by these campuses can be found in the Chronicle of Higher Education Article from May 7, 2020 available here:

https://www.chronicle.com/article/Its-Eyes-on-the-Fall-One/248734?utm_source=at&utm_medium=en&utm_source=Iterable&utm_medium=email&utm_campaign=campaign_1202284&cid=at&source=ams&sourceId=102153

Contact Tracing

CDC director Robert Redfield and Governor Pritzker, among others, have stated that an “army of contact tracers” need to be in place in order to contain the virus, particularly as Stay at Home orders are loosened or lifted. Governor Pritzker, in his May 1, 2020 press conference, identified contact tracing as a “critical tool” in reducing the spread of COVID-19.

The five-phase “Restore Illinois” plan announced on May 6, 2020, indicates that a move from Phase 2 to Phase 3 requires that contact tracing within 24-hours of diagnosis begin. In addition, a

move from Phase 3 to Phase 4 requires that contact tracing within 24-hours is happening for 90% of cases.

The IDPH has predicted that 3,800 contact tracers will be needed in order to effectively follow up with individuals who test positive and with those who have been exposed. On May 8, 2020, Judy Ways, College Health Nurse in the Dyson Wellness Center, wrote to the DuPage County Health Department (DCHD) to inquire about their strategy, staffing, and current capabilities with regard to contact tracing. This information will help to guide College decision-making and to inform our own efforts to support contact tracing for the safety and wellbeing of the North Central College campus community.

The following CDC information (<https://www.cdc.gov/coronavirus/2019-ncov/php/principles-contact-tracing.html>.) details the principles of contact tracing that must be adhered to:

- Contact tracing is part of the process of supporting patients with suspected or confirmed infection.
- In contact tracing, public health staff work with a patient to help them recall everyone with whom they have had close contact during the timeframe while they may have been infectious.
- Public health staff then warn these exposed individuals (contacts) of their potential exposure as rapidly and sensitively as possible.
- To protect patient privacy, contacts are only informed that they may have been exposed to a patient with the infection. They are not told the identity of the patient who may have exposed them.
- Contacts are provided with education, information, and support to understand their risk, what they should do to separate themselves from others who are not exposed, monitor themselves for illness, and the possibility that they could spread the infection to others even if they themselves do not feel ill.
- Contacts are encouraged to stay home and maintain social distance from others (at least 6 feet) until 14 days after their last exposure, in case they also become ill. They should monitor themselves by checking their temperature twice daily and watching for cough or shortness of breath. To the extent possible, public health staff should check in with contacts to make sure they are self-monitoring and have not developed symptoms. Contacts who develop symptoms should promptly isolate themselves and notify public health staff. They should be promptly evaluated for infection and for the need for medical care.
- Contact tracing is a specialized skill. To be done effectively, it requires people with the training, supervision, and access to social and medical support for patients and contacts.

A variety of digital tools, each with their own purpose and features, are being developed or leveraged to support contact tracing efforts. The CDC provides this one-page outline about the different tools and their potential uses and benefits in support of contact tracing.

<https://www.cdc.gov/coronavirus/2019-ncov/downloads/digital-contact-tracing.pdf>

Community Mitigation Strategies

According to the CDC, there are several actions that people and communities can take to mitigate the spread of SARS-CoV-2. These strategies are critically important until such a time as a vaccine or effective drug treatment becomes widely available. Hygiene measures such as proper handwashing, avoiding touching of the face, and covering coughs and sneezes are important

mitigation measures. Staying home when sick is also critical to slowing the spread of the virus. In addition, social/physical distancing measures (i.e., staying at least six-feet away from other individuals) and face coverings/masks are proven to minimize the spread of the virus. The College's **COVID-19 Health Campaign Team** has been meeting to develop materials and a plan for distribution to include electronic resources as well as signs for bathrooms and elsewhere on campus. The team is chaired by Tatiana Sifri, Director of the Dyson Wellness Center and also includes the individuals listed below:

- Valla Aguilar, Senior Director of Marketing
- Mary Bass, Director of Creative Services
- Kristen DeAngelis, Undergraduate Student
- Gus DeBacco, Assistant Director of Residence Life
- Hope Evans, Undergraduate Student
- Dr. Mary Groll, Program Director, Masters of Science in Physician Assistant Studies, Professor of Health Sciences
- Brittany James, Head Athletic Trainer
- Ashley Klco, Director of Campus Safety
- Pat Hamalis, Advanced Practice Nurse
- Nicole Musni, Director of Counseling
- Sandy Nusko, Senior HRIS Analyst
- Natalie Vivacqua, Director of Operations
- Judy Ways, College Health Nurse
- Mitchel Weiler, Graduate Student

ADDITIONAL MITIGATION CONSIDERATIONS FOR 2020-2021

In addition to testing, contact tracing, and community mitigation strategies (including a COVID-19 campus health campaign), the following considerations will need to be made in order to mitigate the spread of SARS-CoV-2 as the College prepares to return to modified in-person operations for the 2020-2021 academic year.

Supplies and Personal Protective Equipment

As the College prepares to reopen, there will be additional needs for personal protective equipment (e.g. masks) and other supplies (e.g. hand sanitizer), all of which have been in rare supply during the COVID-19 crisis. A group has been meeting and evaluating needs and is prepared to move forward with a centralized purchase of essential supplies. This was done to ensure (1) that the College has the supplies necessary to provide for the safety of our campus community while ensuring continuity of key operations; (2) that procurement could be centralized to control costs, prevent duplication, and manage distribution; (3) that the supplies procured meet all OSHA occupational risk guidelines; (4) that an order could be placed in a timely fashion given supply chain concerns; and (5) that any opportunity to brand any supplies purchased for distribution (e.g. masks, small containers of hand sanitizer) could be maximized where cost-effective. The **Critical Supply Procurement Team** is chaired by Mike Hudson, Vice President for Operations. Other members of this team include:

- Valla Aguilar, Senior Director of Marketing
- Kaitlin Ballard, Assistant Director of Conference Services and Camps; Sustainability Coordinator
- Dr. Amy Grim Buxbaum, Associate Professor of Communication
- Brittany James, Head Athletic Trainer
- Ashley Klco, Director of Campus Safety

DRAFT DOCUMENT AS OF 6/4/2020

- Mikel Mays, Undergraduate Student
- Sharon Merrill, Director of Human Resources
- Alicia Nicolau, Graduate Student
- Tatiana Sifri, Director of the Dyson Wellness Center
- Natalie Vivacqua, Director of Operations
- Judy Ways, College Health Nurse
- Steve Weaver, Assistant Dean of Students

Protocol for Cleaning and Disinfecting

Frequent disinfecting of common and high-traffic areas must become the new norm as the College works to return to in-person operations. Some of that cleaning may be done by the College's contracted cleaning service while other cleaning will need to be supplemented by facilities and operations staff and/or other faculty/staff across the campus. Extra cleaning supplies (i.e., spray bottles of appropriate cleaning product and rolls of paper towels) are being purchased and will be deployed to residence hall restrooms, classrooms, offices, and other locations across campus to help encourage cleaning before and after use of campus facilities. Other tools, like an electrostatic fogging machine, will be useful in sanitizing campus; several of these units have been ordered through recommendation by the **Critical Supply Procurement Team**. The team is also exploring the use of UV-C emitters to assist in sanitation.

The CDC guidance for businesses and employers responding to COVID-19, available here: <https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-business-response.html>, may prove helpful in finalizing any changes to College cleaning and disinfecting protocols. In addition, the CDC's reopening guidance for cleaning and disinfecting workplaces, schools, businesses, homes, and public spaces offers additional direction. That document is available here: <https://www.cdc.gov/coronavirus/2019-ncov/community/reopen-guidance.html>

Temperature Monitoring

While not every person with COVID-19 presents with a fever, it is a symptom in many cases and there are clear ways to screen for this particular symptom. The College could consider distributing thermometers to all students or even a wider segment of the College community to encourage regular self-monitoring for this symptom. In addition, thermal monitoring technology is available and could be deployed in certain venues. This may be particularly useful as we think about returning to larger events/activities. Any technology of this type that would be monitored by College staff would also likely need a set of accompanying protocols (i.e., what to do if someone screened by the technology has a temperature above a predetermined threshold). The **Critical Supply Procurement Team** is taking up this issue and will make recommendations about if/how temperature monitoring should be handled and what supplies will best support those recommendations.

Protocol for Positive Cases

As the College moves toward reopening, it is imperative that clear protocols are in place regarding confirmed positive cases. As mentioned in the section above, working with the DuPage County Health Department (or other county health departments depending on the home county of the person who tests positive) on contact tracing will be a critical piece of this strategy. The College is in a position to provide information to support the work of contact tracing (e.g. course schedules, ID data) and it will be necessary to have protocols in place to do so appropriately.

The College's protocols also need to be clear on what actions the College will or will not take in the event of a positive test result. For example, how will we identify the campus locations that an individual who tested positive has visited and subsequently clean and disinfect those areas? The CDC guidance for

institutions of higher education currently suggests that with a single positive case, the institution should work closely with local public health officials to consider a short class suspension and buildings/facilities closure to properly clean and disinfect. The College's positive test protocol should address how the need to temporarily close an academic facility or facilities will affect continuation of class and lab instruction. Protocols will also need to address how cleaning and disinfecting of a residence hall will occur when the positive case involves a resident student. While addressed separately in the document, Positive Test protocols will also need to operate in tandem with isolation/quarantine protocol when involving resident students. Parameters for communicating to the campus community about positive cases will also need to be addressed in the protocol.

The CDC's guidance referenced above, which has been updated throughout the course of this crisis, will be useful in developing future North Central College protocols. This guidance is available here:

<https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-ihe-response.html>

It may also be useful to consider the benefits of publishing the College's agreed-upon protocols for the campus community and/or external audiences to see in advance of returning to in-person operations, enabling individuals to understand in advance the College's actions in the event of a confirmed positive case.

The following individuals have been named to a team that will develop a draft protocol. The **Positive Test Protocol Team** is chaired by Kevin McCarthy, Assistant Vice President and Dean of Students. Other members of the team include:

- Dr. Mara Berkland, Professor of Communication
- Matt Burden, Vice President for Information and Technology; CIO
- Jeremy Borling, Director of Communication
- Mindy Diaz, Director of Student Disability Services
- Em Hanson, Undergraduate Student
- Kamari Jordan, Graduate Student
- Ashley Klco, Director of Campus Safety
- Mary Spreitzer, Assistant Vice President of Human Resources
- Tatiana Sifri, Director of the Dyson Wellness Center
- Natalie Vivacqua, Director of Operations
- Judy Ways, College Health Nurse

Classroom Configurations and Social/Physical Distancing Considerations

Planning and consideration is required regarding possible mode(s) of classroom delivery. Currently, the vast majority of undergraduate courses are delivered in person, with a small number of courses delivered in a blended format, and an even smaller number delivered online. During the 2019-20 academic year, Student Disability Services worked with approximately 50 students who are immunosuppressed. Given the current context, additional students may choose to disclose underlying health issues or other immunosuppression concerns for consideration in the coming year. Similarly, we will have a number of faculty who are in the high-risk category simply due to their age, or are similarly managing an underlying health concern or some form of immunosuppression. Thus, it is essential to our planning that we broaden the classroom space and instructional mode and delivery methods.

Social/physical distancing guidelines provide one means to mitigate the risks associated with a typical classroom setting. Current public health guidelines recommend the use of facial coverings and at least 6 feet of spacing between individuals who must be in close proximity. Adapting to these restrictions will

require a reduction in the density of our classrooms for the fall, and potential development of modified course meeting schedules. In anticipation of this need, all general-purpose classrooms on campus have been reviewed and new physically-distanced room caps have been assessed. While many classrooms can accommodate half or nearly half of the standard room capacity under physical distancing guidelines, it is important to note that some cannot because of specific space/seating styles in the rooms. Similar assessments will also need to be done for laboratory, studio, and performance spaces in the coming weeks, with the assistance of faculty members familiar with the ways in which specific activities take place within those spaces.

Another means to reduce density within the learning environments would be to convert some courses to fully online instruction, thereby reducing the number of students physically present on campus throughout the day. Converting some courses to online would allow reduced congestion in common spaces during passing periods and would allow courses staying fully or partially face-to-face to utilize our largest classrooms with distancing measures. However, depending on the course design and delivery format, this approach could leave as many as half of the students engaging remotely, for half the course time, without in-person interaction. This approach could be enhanced beyond what students experienced in spring of 2020 by further improving recording and lecture capture capabilities across our classroom environments and by providing additional training for faculty to know how to readily capture lectures and share them either synchronously or asynchronously with students unable to attend their courses in person. Additional faculty, CAFÉ and ITS dialogue and planning will be necessary.

A final option would allow all students and instructors to "attend" or instruct class from the classroom or a remote location. This HyFlex instructional model allows for live-streaming of the class to all students (in-person and remote) synchronously, with the means for all students to engage and ask questions. A HyFlex model would require the largest degree of technology, instructor, and student preparation and support to be successful. ITS, CAFÉ, and Academic Affairs staff met this spring to explore initial considerations and potential barriers to a HyFlex approach. There is more work, facility assessment, and planning to be done in this regard including dialogue and input from faculty.

CAFÉ and Academic Affairs staff are now collaborating to identify the essential functions/technology necessary to help the majority of faculty allow students to effectively engage in coursework from either an in-person or remote location. A proposal outlining key functionality and a plan to expand capacity for remote instruction and learning in the coming year will be provided to the Provost's Council for review and feedback soon.

An **Academics Team**, Chaired by Dr. Diane Anstine, Dean of the School of Business and Entrepreneurship, will provide ongoing analysis and leadership regarding curriculum and curricular design, classroom configurations, and instructional modality and delivery options, including resource implications. This team will also review calendar options and implications (see separate section later in the document). Other members of this team include:

- Kaitlin Ballard, Assistant Director of Conference Services and Camps; Sustainability Coordinator
- Dr. Peter Barger, Assistant Provost; Director of Institutional Effectiveness and Planning
- Gus DeBacco, Assistant Director of Residence Life
- Michael Duy, Graduate Student
- Hale Ekinci, Associate Professor of Art and Design
- Todd Flesher, Director of Technology Infrastructure
- Tracy Hand, Graduate Student
- Sue Kane, Associate Athletic Director; Senior Woman Administrator

DRAFT DOCUMENT AS OF 6/4/2020

- Dr. Karl Kelley, Professor of Psychology
- Dr. Jennifer Keys, Assistant Provost for Teaching & Learning; Director, Center for the Advancement of Faculty Excellence, CAFÉ
- Dr. Doh-Khul Kim, Associate Professor of Economics and Finance
- Kimberly Larsson, Executive Director, Center for Global Education; Assistant Dean Center for Global Education
- Michael Longworth, Undergraduate Student
- Stan Mensah, Instructional Designer
- Elizabeth Nicholson, Instructional Services Librarian
- Donna Richter, Associate Registrar
- Dr. Jennifer Sallee, Associate Professor Biology
- Dr. Michelle Sheperd, Assistant Professor of Masters in Occupational Therapy; Program Director of Masters in Occupational Therapy
- Dr. Caroline St. Clair, Professor of Computer Science
- Martha Stolze, Dean of Admission
- Dr. John Warrick, Professor of Theatre; Chairperson, Department of Theatre
- Dr. Julie Williams, Assistant Provost for Student Success and Dean of Academic Services
- Dr. Mona Wis, Mimi Rolland Professor in the Fine Arts; Professor of Music

Complementing the work being done by the Academics Team, is the **Studio, Performance, and Lab Team** chaired by Dr. Stephen Maynard Caliendo, Dean of the College of Arts and Sciences and Dr. Marci Swede, Dean of the School of Education and Health Sciences. This team is reviewing the pedagogical issues and options relevant to lab and studio classes as the College prepares for a return to in-person instruction. Other members of this team include:

- Dr. Paul Brandt, Professor of Chemistry
- Dr. Margaret Gill, Associate Professor of Neuroscience Frank Harwath
- Dr. Doh-Khul Kim, Associate Professor of Economics and Finance
- Jonathan Kirk, Associate Professor of Music; Chairperson Department of Music
- Dr. Mary Jean Lynch Professor of Psychology; Chairperson Department of Psychology and Neuroscience
- Christine Rabenold, Associate Professor of Art; Student Art Gallery Director; Chairperson Department of Art and Design
- Marilyn Skarbek, Assistant Professor of Exercise Science; Exercise Science Clinical Coordinator
- Jerry Thalman, Associate Professor of Accounting
- Dr. John Warrick, Professor of Theatre; Chairperson Department of Theatre
- Tammy Wynard, Assistant Professor of Health Science; Chairperson Department of Kinesiology

Expectations for the Use of Face Coverings

According to the CDC, cloth face coverings prevent the individual wearing the face covering from spreading respiratory droplets into the environment. Face coverings are effective in preventing the spread of SARS-CoV-2 when all individuals—those with symptoms and those without—wear face coverings in public. This is why the CDC recommends that all individuals wear cloth face coverings when leaving their homes. Guidelines regarding the use of face coverings can be found here:

<https://www.cdc.gov/coronavirus/2019-ncov/downloads/cloth-face-coverings-information.pdf> and here: <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/diy-cloth-face-coverings.html>

The College will need to decide who should be asked (or required) to wear a face covering while on campus at each of the stages of reopening. In addition, the College should be evaluating whether to provide face coverings, and instructions about how to safely use and sanitize them (if reusable), to the campus community. If anyone entering campus or campus buildings is required to wear a face covering, the College will need to consider how to best communicate this expectation through mechanisms like the website and/or signage on campus. It will also be necessary to have a supply of disposable face coverings available for guest use in certain campus locations more regularly frequented by visitors.

Policy and Protocols for Sick Individuals

Clear instructions for all members of the campus community to stay home when sick will need to be reinforced at all levels of the institution including from Human Resources, from individual managers and supervisors, from the Provost and faculty, and as part of a comprehensive health campaign in alignment with CDC and other health agency guidance.

Because the health and safety of our campus is strongly connected to the sick leave policies enacted by the companies with whom we contract for cleaning and food service, it will also be necessary to coordinate with the management of each respective organization to ensure that their employees are also being told to stay home when ill. The **Return to Campus-Based Work Team** is considering current policies and procedures related to illness and absence as they relate to College employees and others who work on campus.

It is possible that instructions to faculty regarding absence policies in syllabi will be helpful in ensuring that students are discouraged from coming to campus and/or attending class when sick. The American College Health Association's COVID-19 considerations encourage attendance and excuse policies that do not require unnecessary visits to health facilities in order to get documentation to support an absence. The **Student Accommodations Team**, chaired by Dr. Rebecca Gordon, Assistant Vice President for Equity, Diversity, and Inclusion, was established to review existing student accommodation protocols to ensure readiness to address accommodation needs for Fall 2020. The team will also make recommendations, informed by American College Health Association guidance, about how student absences related to illness (not formal accommodation) should be handled in the context of COVID-19. Other members of the team include:

- Dr. Leila Azarbad, Associate Professor of Psychology
- Mariah Cathey, Graduate Student
- Mindy Diaz, Director of Student Disability Services
- Mary Frances Koyl, Housing Coordinator and Office Manager
- Dr. Julie Williams, Assistant Provost for Student Success and Dean of Academic Services
- Marie Zaknoun, Undergraduate Student
- Marilyn Zydlo, Executive Assistant to the Vice President for Student Affairs and Strategic Initiatives

Return to Campus-Based Work Procedures for Employees

While some areas of the campus have already developed initial protocols to safely execute in-person, on campus work (e.g., Campus Safety, Facilities, Food Service, and Residence Life), most areas of the College will need guidance on how to plan for a safe return to work. Human Resources will engage in dialogue with employees who may be at higher risk for severe illness from COVID-19, including older adults and people of any age who have serious underlying medical conditions. For individuals who are unable to report to work on campus, specifically faculty teaching classes slated to occur in person,

alternative plans will need to be in place to ensure a high-quality experience for students. These plans will require additional consideration and input from affected faculty.

In some cases, it may be appropriate, either temporarily or permanently, to move all or a portion of a staff member's work to a remote model. Campus-wide guidance from Human Resources on this process will also ensure a transparent and smooth process.

For those returning to work, guidance on adjusting office space set up and traffic flow, as well as cleaning, sanitation, and hygiene procedures to be performed by those working in the office will need to be prepared and shared. Workplace Answers, the College's online faculty/training platform provided by Human Resources, may have particular modules that can assist in preparing employees for a return to work. Additional considerations might be focused on staggering shifts to reduce the number of employees in an office at the same time while continuing to conduct all or some meetings electronically until safe to do otherwise. The **Return to Campus-Based Work Team**, chaired by Mary Spreitzer, Assistant Vice President of Human Resources, will be generating plans to guide the College's safe return to in-person work. Other members of this team include:

- Adrian Aldrich, Executive Director of Development and Alumni Affairs
- Emerald Beston, Campus Store Manager
- Heather Breed, Director of Freshman Admission
- Giuliano Catalano, Undergraduate Student
- Karen Collins, ITS Operations Manager
- Jim Godo, Assistant Vice President for External Affairs and Special Assistant to the President
- Dr. Rebecca Gordon, Assistant Vice President for Equity, Diversity, and Inclusion; Title IX Coordinator; Coordinator of Disability Support Services
- Amber Jasker, Executive Assistant to the Vice President for Finance
- Dr. Steve Johnston, Roger and Nadeane Hruby Professor in the Liberal Arts and Sciences; Professor of Biology
- Brad Metzger, Operations Services Manager
- Jim Miller, Athletic Director
- Kayla Morrissey, Graduate Student
- Nicole Musni, Director of Counseling
- Haydee Nunez, Director of Career Development
- Sue Rickert, Director of Academic Personnel Services & Executive Assistant to the Provost and Vice President for Academic Affairs
- Mike Willison, Assistant Director of Campus Safety for Patrol

Athletics and Athletic Facilities

On March 12, 2020 the NCAA announced the cancellation of all remaining Winter and Spring 2020 athletic competitions and championships. Shortly thereafter the College cancelled all remaining spring 2020 Athletic competitions and practices. In addition, all athletic facilities (indoor and outdoor) were closed indefinitely.

As the College prepares to reopen for academic year 2020-2021, athletic staff are actively engaged with the NCAA, NCAA Healthcare Administration, College Conference of Illinois and Wisconsin (CCIW), and the National Athletic Trainer Association (NATA). The NCAA recently published a document providing the membership with some guidelines regarding the core principles of resocialization of collegiate sport, and the Athletic Department will continue to closely monitor additional information from the NCAA as well as other national, state, and local agencies.

In order to fully open the athletic department for practice and competitions, the **Athletics and Athletic Facilities Response Team** is developing health and safety policies and procedures including sanitation and cleaning of practice and playing facilities, equipment, locker rooms, athletic training facilities, and transportation vehicles. Additionally, the College closed all of its recreational facilities this spring until

further notice. The same health and safety policies will be implemented toward a phased reopening of the College's recreational facilities. The athletic training staff is also developing a robust COVID-19 testing and symptom monitoring plan for student-athletes, staff, and visiting student-athletes/staff. Lastly, the Team is creating plans for event management as well as potentially altered practice and playing season schedules within the context of best practice guidelines forthcoming from the NCAA, as well as state, and local agencies. The **Athletics and Athletic Facilities Response Team** is chaired by Sue Kane, Associate Athletic Director; Senior Woman Administrator. Other members of the team include:

- Kaitlin Ballard, Assistant Director of Conference Services and Camps; Sustainability Coordinator
- Dr. Margaret Gill, Associate Professor of Neuroscience
- Brittany James, Head Athletic Trainer
- James Kluckhohn, Assistant Athletic Director for Athletic Facilities, Events and Recreation
- Jim Miller, Director of Athletics
- Lydia Pond, Director of Campus Recreation
- Frankie Saban, Graduate Student
- Clark Teuscher, Sports Information Director
- Allyson Viederis, Undergraduate Student

Large Gathering Spaces and Other Campus Facilities

In the State's Phase 4 (Revitalization), gatherings of 50 people or fewer would be allowed, with additional health agency guidance. The College's efforts will be focused on reopening in a fashion to create a safe living/learning/working environment. Therefore, utilizing the Federal Government's Employer guidance, the **Campus Facilities Team** will establish health and safety protocols regarding gathering spaces throughout campus. Examples include the dining hall, the fine arts venues, classroom spaces that accommodate more than 50 people, employee lounges or break rooms where maintaining a six-foot social distancing would be difficult, and other spaces throughout campus. It may be necessary for some of these facilities to be limited or closed for a period of time this fall. The Campus Facilities Team is chaired by Natalie Vivacqua, Director of Operations. Other members of the team include:

- Jen Berosek, Coordinator of Fine Arts
- Josh Davis, Senior Director of Dining
- Kimmy Duong, Undergraduate Student
- Ken Hannah, Interim Director of Conference Services and Camps
- Dr. Perry Hamalis, Cecelia Schneller Mueller Professor of Religion; Professor of Religious Studies
- Tiffany Haski, Total Rewards Specialist
- James Kluckhohn, Assistant Athletic Director for Athletic Facilities, Events and Recreation
- Ashley Klco, Director of Campus Safety
- Mary Frances Koyl, Housing Coordinator and Office Manager for Residence Life and Campus Safety
- Brian Lynch, Fine Arts Director
- Brad Metzger, Operations Services Manager
- Elizabeth Nicholson, Instructional Services Librarian
- Rachel Pridgen, Director of Student Involvement and Transition Programs
- Mary Reynolds, Coordinator of Alumni Engagement and Major Campus Events
- Donna Richter, Associate Registrar
- Kimberly Salzbrunn, Executive Assistant to the President
- Alejandra Tantachuco, Graduate Student

A number of individuals throughout campus have scheduling responsibilities for various facilities on campus (examples include Stevenson Hall, Smith Hall, the Fine Arts Venues, and the Athletics facilities).

All facility schedulers will be charged with ensuring that scheduled gatherings do not exceed the College's maximum, and for communicating the health and safety guidelines to facility users.

Building Hours, Card Access Modifications, and Related Policies

The **Campus Facilities Team** will also consider modified policies regarding building hours and access throughout campus with an eye toward the health and safety of our campus community. Considerations might include the extent to which we want buildings with card access to be locked, for other facilities that do not have card access, what policy adjustments are necessary, and what adjustments should be made regarding guests and visitors to campus facilities.

Facilities and Facilities Use Modifications

In preparation for reopening campus, a variety of modifications to facilities and the use of facilities—residential, academic, administrative, fine arts, and athletic/recreational—should be implemented. For example, Plexiglas barriers/sneeze guards may be useful to reduce the spread of droplets in necessary person-to-person interactions and hands-free door openers may be helpful in preventing individuals from transmitting germs by touching door handles. Certain facilities, such as the fine arts venues that might otherwise have limitations, could be utilized in unique and creative ways as part of the ongoing social distancing measures. Other strategies may include limiting elevator use and/or designating some stairwells as “up” only and others as “down” only to reduce close contact for those using the stairs. The **Campus Facilities Team** and the **Critical Supply Procurement Team** are collaboratively addressing the topics related to facilities use and modifications.

Events and Activities

All college events and activities were canceled when the College moved to remote-instruction. In addition, camps and conferences for Summer 2020 were canceled. Summer orientation and registration programs for incoming students were moved to an online format. As we prepare to reopen for academic year 2020-2021, decisions will need to be made about whether to hold and/or how to adapt any events that include larger gatherings of people.

The State's “Restore Illinois” plan allows gatherings of 10 or fewer people to resume at Phase 3, and gatherings of 50 or fewer at stage 4 of the plan. Large gatherings including conventions and festivals are not allowed to resume until stage 5, at which point a vaccine and/or an effective treatment option must be readily available. The Fine Arts and Conference Services teams are shifting all presented performances and large group gathering rentals away from the early fall to maximize the use of all facilities for academic instruction.

Wellness Center Preparations and Modifications

According to the American College Health Association, “surveillance is the cornerstone of effective public health.” The Dyson Wellness Center staff will need to follow the data regarding spread of COVID-19 in the local community and have systems in place to detect the emergence or spread of the virus with the campus population. Wellness Center staff are also engaged in the College's efforts to procure testing and consider testing practices, ensure contact tracing, and develop and execute on quarantine and isolation protocols. As has been the case since the beginning of the outbreak, the Dyson Wellness Center also serves as our primary connection to the DuPage County Health Department (and/or other health departments as appropriate) and as the primary source of case management. The Dyson Wellness Center staff will also be engaged with our local health partners as more information becomes available about a vaccine to ensure proper planning for large-scale delivery on campus.

Given that a potential future wave of COVID-19 is predicted to align with the traditional flu season, the Wellness Center staff are also preparing for flu vaccination delivery now. The Wellness Center will need

to procure seasonal flu vaccines and related supplies in advance of flu season, in order to be prepared to mitigate the potential impact of having both the seasonal flu and a future COVID-19 wave affect our campus community at the same time. Alterations to the College's typical flu clinic model may also need to occur.

Wellness Center staff are also working with local healthcare partners including Edward Hospital and urgent care clinics to ensure a smooth transition when on-campus operations resume. The staff is also carefully engaged in developing protocols for use of the wellness center that minimize foot traffic in the center (except when a person is coming for an in-person appointment), provide for social/physical distancing in waiting areas, and minimize contact both with individuals and equipment/supplies (e.g. computers typically used as part of intake process). The medical and counseling staff will likely continue to deploy a telehealth model to some degree while working through the reopening process. In addition anyone calling with flu-like symptoms will be assisted through telehealth and referred to local resources for flu and/or COVID-19 testing as appropriate.

The National Institute of Mental Health, among other experts and agencies, have warned that the COVID-19 outbreak is causing a historic rise in mental health concerns including anxiety, post-traumatic stress disorder, depression, substance abuse, and suicide. As the College prepares to mitigate the physical health-related risks, attending to mental health and wellbeing will be equally important. Dyson Wellness Center staff are preparing for this reality as well.

Residence Hall and Assignment Considerations

Reopening campus for in-person instruction also requires careful consideration with regard to students living in campus residence halls. Data to help consider a variety of residence hall occupancy scenarios is offered later in this document. In addition, guidance from the CDC on "shared or congregate housing" provides useful considerations as the College prepares to reopen the residence halls. The CDC guidance is available here: <https://www.cdc.gov/coronavirus/2019-ncov/community/shared-congregate-house/guidance-shared-congregate-housing.html>. The American College Health Association's Considerations for Reopening Institutions of Higher Education in the COVID-19 Era has an entire section on campus housing, including information about isolation and quarantine. That document is available here:

https://www.acha.org/documents/resources/guidelines/ACHA_Considerations_for_Reopening_IHEs_in_the_COVID-19_Era_May2020.pdf.

At this time, the Office of Residence Life staff is evaluating data on potential housing scenarios and has, for the time being, postponed sending housing assignments to first-year and transfer students.

The **Residence Hall Considerations Team**, chaired by Steve Weaver, Assistant Dean of Students is actively working on recommendations regarding housing occupancy scenarios, modifications to housing facilities use (e.g., community bathrooms, laundry facilities, stairways and elevators, common areas and lounges), move-in/out procedures, cleaning protocols, community education needs, and policy changes (e.g., guests, events/activities, face coverings). The documents referenced above are guiding these conversations. Other members of the team include:

- Kaitlin Ballard, Assistant Director of Conference Services and Camps; Sustainability Coordinator
- Tanya Covey, Assistant Director of Financial Aid
- Maria Gommel, Admission Operations Specialist
- Kristin Guido, Associate Director of Admissions
- Lu Jin, Financial/Business Analyst

DRAFT DOCUMENT AS OF 6/4/2020

- James Kluckhohn, Assistant Athletic Director for Athletic Facilities
- Lorri Kucharski, Undergraduate Student and Resident Assistant
- Jacob Imm, Communications Specialist
- Josselin Rodriguez, Undergraduate Student
- Tatiana Sifri, Director of the Dyson Wellness Center
- Natalie Vivacqua, Director of Operations
- Jesus Velasco, Assistant Director, Center for Global Education
- Judy Ways, College Health Nurse
- Dr. Gregory Wolf, Dennis and Jean Bauman Professor in the Humanities; Professor of German
- Andrew Zobac, Director of Residence Life

Clear protocol for isolation of a sick individual and quarantine of those who have been exposed will also be necessary when reopening the halls. To accommodate for an increase in occupancy, appropriate campus housing will need to be held for the purpose of isolation or quarantine. The CDC guidance for institutions of higher education currently states, “Residents identified with COVID-19 or identified as contacts of individuals with COVID-19 should not necessarily be sent to their permanent homes off-campus.” The College’s **Resident Student Quarantine and Isolation Protocol Team** is chaired by Steve Weaver, Assistant Dean of Students and is using the College’s isolation/quarantine documents from Spring 2020 and Summer 2020, as well as guidance from the CDC and the American College Health Association, to update institutional protocols. Other members of this team include:

- Daniela Barca, Graduate Student
- Josh Davis, Senior Director of Dining
- Ashley Klco, Director of Campus Safety
- Nayeli Montes, Undergraduate Student
- Tatiana Sifri, Director of the Dyson Wellness Center
- Dr. Donnavieve Smith, Associate Professor of Marketing
- Natalie Vivacqua, Director of Operations
- Judy Ways, College Health Nurse
- Andrew Zobac, Director of Residence Life

Food Service Modifications

Food service will need to be significantly adjusted to accommodate social/physical distancing. Modifications may include adjusting hours of operation, changes to retail operation availability, reconfiguring seating, adjusting how students enter/exit and navigate each facility, and/or moving to more grab-and-go serving options. Self-service, buffet style serving in dining facilities or through catering should likely be suspended for at least Fall 2020.

Preparation to Move Back to Remote Instruction if Situations Warrants

In order to prepare faculty for the possibility of another remote learning situation, CAFÉ and the Engaged Learning Office distributed a resource guide for contingency planning. It contains suggestions for extending the use of classroom technologies, encourages faculty to engage in a self-assessment of their online instruction, provides avenues to motivate the remote student, and discusses engaged learning. It also encourages departments to engage in contingency planning together.

In addition to the self-evaluation and department planning, a student survey has been deployed seeking feedback about the spring 2020 instruction. So far 350 surveys have been returned, and a report will be shared with faculty and others on campus.

CAFÉ will be analyzing data from the student surveys to determine how we can best continue to offer support and training for instructors. Drawing on best practices, we have drafted a set of minimal institutional expectations for Blackboard to be discussed at Provost's Council. CAFÉ is also offering "Elevating Online Pedagogy" in either a self-paced or cohort-based format; 31 faculty have already signed up. Instructional designers will also be available for consultations to help faculty become better prepared for any fall contingency. We also plan to leverage the knowledge of our own instructors by showcasing (in a variety of ways) their successful online teaching strategies.

Institutional Travel, Study Abroad, and International Student Considerations

In March, the College suspended College-related international travel and all College-sponsored, non-essential domestic air travel. In preparation for Fall 2020, the College will need to consider what, if any, changes to these current restrictions should be made and when. The College will likely also want to communicate expectations for ground travel as it relates to local field trips and/or meetings and conferences.

The College may also want to consider a policy related to personal travel, domestic or international, to areas deemed higher risk for COVID-19 spread. For example, the College may require individuals traveling to particular geographic areas to self-quarantine away from campus for a period of time.

The State's "Restore Illinois" plan encourages only essential travel through Phase 2. In Phase 3 and 4, the plan indicates that all travel should follow Illinois Department of Public Health and CDC guidelines with regard to travel. Currently, the CDC "recommends that travelers avoid all nonessential travel to all global destinations. Up to date information on CDC travel recommendations can be found here:

<https://www.cdc.gov/coronavirus/2019-ncov/travelers/map-and-travel-notice.html#travel-1>

As of May 13, 2020, 26 North Central College students are slated to study abroad in Fall 2020. Fall 2020 programs in New Zealand and Australia have been canceled, as well as a program with one partner institution in Japan. The next deadline date for decision on a Fall 2020 study abroad program is June 10 for Chile. Another 33 North Central College students are slated to study abroad in Spring 2021. The Center for Global Education has a plan in place for reviewing and deciding on these programs taking into account public health information, data from our partner institutions and organizations, and relevant financial deadline dates.

As the College prepares to receive international students from around the world for the 2020-2021 academic year, considerations also need be made for any quarantine requirements that must be met upon arrival to the campus. Any decisions regarding required quarantine should be informed by CDC and World Health Organization (WHO) guidance and recommendations.

ACADEMIC CALENDAR OPTIONS AND CONSIDERATIONS

The Fall Semester is scheduled to begin on Monday, August 24, and the academic calendar will require careful evaluation, and potentially some adjustments, to ensure that the College can successfully conduct a full semester. Several scenarios are currently being evaluated, with embedded flexibility to minimize disruptions to the academic progress of our students. An overview of some initial calendar options is provided here with the understanding that additional dialogue, particularly with the faculty, will be essential to finalizing an option that works best for the College.

Calendar Option A: Conduct the Fall Semester as published. Classes begin Monday, August 24 and end Wednesday December 9. The current calendar is based on a weekly schedule of 65-minute MWF and 95-minute TTH class meetings. Final exams end Tuesday December 15. The semester contains one holiday, Labor Day (September 7), and includes a two-day fall break at the end of session 1 (October 15-

16). It also includes a three-day Thanksgiving break, with offices open on the day before Thanksgiving. Upwards of 80 percent of continuing students have already registered for courses for the schedule in this format. Some new transfers have also registered, and new first-year students will soon register.

Calendar Option B: Conduct the Fall Semester in a compressed fashion by ending early. In this option, classes would begin as scheduled on August 24, but adjustments would be made throughout the calendar in order to end in-person coursework by Thanksgiving with students completing final projects and exams remotely during the week after Thanksgiving. This option might best be considered as a way of minimize a COVID-19 winter resurgence disruption.

Calendar Option C: Conduct the Fall Semester in a compressed fashion by starting late and/or ending late. In this option, classes could begin from 1 to 3 weeks later than the scheduled August 24 date, with final projects and exams ending as late as December 23. The latest date the Fall Semester could begin is September 14. This option might best be considered as a way of beginning the Fall Semester once the State of Illinois’ Northeast region reaches the Revitalization phase, allowing higher education institutions to resume in-person coursework. A variation of this option might also best be considered as a way of starting on August 24 with options to extend the semester as late as December 23, adapting to potential COVID-19 disruptions that might occur during the semester. An *Academic Calendar Planning for Fall Semester 2020* document was distributed and discussed in a forum on June 3, 2020. The document can be found here: <https://noctrl.box.com/s/sjecq0fxj2clx6e66h5b2uefv59iv2rm> . Further feedback is being collected through a survey.

Adjustments to any of the calendar options above might include: extending (or reducing) class meeting times; changing the daily class schedule, including the time between classes during the day; eliminating or reducing scheduled off days; changing the individual semester session start and end dates; and adding contingency/makeup days, including Saturdays, to provide flexibility in the event of a mid-semester COVID-19 disruption. All of these calendar options assume an on-campus semester. However, each of the scenarios should account for flexibility in moving between in-person and remote instruction if the public health situation warrants.

STUDENT HOUSING OPTIONS AND CONSIDERATIONS

With currently used configurations, the College can accommodate 1,437 students in on-campus housing in a variety of room configurations ranging from self-contained studio apartments to double occupancy rooms with communal bathrooms. Some rooms with self-contained bedrooms and bathrooms will need to be held aside to be used for quarantine/isolation as needed. The table below provides additional information regarding options to reconfigure student housing to adjust to public health guidance depending on what phase of “reopen” the College is in.

Occupancy scenarios with no rooms held for isolation/quarantine

CONFIGURATION	OCCUPANCY	MAXIMUM # OF STUDENTS SHARING COMMUNITY BATHROOMS	MAXIMUM # OF STUDENTS SHARING A BATHROOM
Current	1437	928	38
No Triple Rooms; All Else Remains Current	1410	925	38
All Single Rooms, plus additional conversions	881	512	21

DRAFT DOCUMENT AS OF 6/4/2020

All Single Rooms	869	504	20
All Single Rooms and One Student/Bathroom and Shower Stall	395	143	4

DECISION TIMELINE

We have learned that some colleges yet to formally announce their plans for fall (and even some that have made external announcements) have indicated an internal deadline of anywhere between mid-June and early July to make and announce a final decision. Fall 2020 classes are slated to begin at North Central College on Monday, August 24, 2020. Welcome Week orientation for new students and families is slated to begin on Wednesday, August 19, 2020, with new international students arriving to campus on Monday, August 17, 2020. Pre-orientation programs, including the Premier Scholars Program and Cardinal Camps are tentatively scheduled to occur the week(s) before Welcome Week.

In addition, all new international/exchange students and any continuing international students who need to renew their student visas, require I-20 or DS-2019 documentation. As previously discussed, these forms require an official program start and end date. The Center for Global Education is currently creating and sending these documents to students using the current 2020-2021 academic calendar. If the College elects to change the academic calendar, revised documents will need to be sent to international students in time for their visa appointments which will begin occurring once the U.S. Embassy/Consulate in their home countries reopen.

Given all of the factors cited above, it seems that decisions regarding academic calendar, intended mode of instruction delivery, and housing should ideally be made and communicated by **Monday, July 1, 2020.**

COVID-19 INSTITUTIONAL RESPONSE TEAM MEMBERSHIP

Co-Chairs: Dr. Peter Barger, assistant provost and director of institutional effectiveness and planning and Dr. Kimberly Sluis, vice president for student affairs and strategic initiatives

Adrian Aldrich, executive director of development and alumni affairs

Dr. Diane Anstine, dean of the school of business and entrepreneurship; professor of economics

Jeremy Borling, director of communications

Matt Burden, vice president for information and technology, CIO

Dr. Stephen Maynard Caliendo, dean of the college of arts and sciences; professor of political science

Joshua Davis, sr. director of dining services, Chartwells

Elizabeth Eckerty, undergraduate student, SGA president

Jim Godo, assistant vice president for external affairs and special assistant to the president

Dr. Abiodun Goke-Pariola, provost and vice president for academic affairs

Mike Hudson, vice president for operations

Brittany James, head athletic trainer

Dr. Steve Johnston, Roger and Nadeane Hruby professor in the liberal arts and sciences; professor of biology

Sue Kane, associate athletic director; senior woman administrator

Ashley Klcio, director of campus safety

Kimberly Larsson, executive director, center for global education; assistant dean

Kevin McCarthy, assistant vice president for student affairs and dean of students

Dorothy Pleas, assistant dean of students and director of multicultural affairs

Marty Sauer, vice president for enrollment management and athletics

Tatiana Sifri, director of the dyson wellness center

Maryellen Skerik, vice president for finance

Mary Spreitzer, assistant vice president of human resources

Dr. Marci J. Swede, dean of the school of education and health sciences

Jesus Velasco, assistant director, center for global education, international student services and engagement

Natalie Vivacqua, director of operations

Judith Ways, college health nurse

Steven Weaver, assistant dean of students

Dr. Julie Williams, assistant provost for student success and dean of academic services

Andrew Zobac, director of residence life