

Plans for a Phased Return to Full Operations

**A Compilation of 9 Working
Group Reports**

**May 22, 2020
Updated June 9, 2020**



**UNIVERSITY OF
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TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
REPORT OF THE INSTRUCTION WORKING GROUP.....	3
PRINCIPLES	3
RECOMMENDATIONS	4
OTHER OBSERVATIONS.....	7
IMPACT ON MOMENTUM APPROACH PLANS.....	7
TERMINOLOGY/DEFINITIONS.....	8
APPENDIX A: MEMBERS OF THE INSTRUCTION WORKING GROUP	9
REPORT OF THE RESEARCH WORKING GROUP	10
BACKGROUND.....	10
OBJECTIVE.....	10
SCOPE.....	10
REQUIREMENTS.....	10
APPENDIX A: UGA RESEARCH RESUMPTION PLAN	14
APPENDIX B: RESEARCH WORKING GROUP MEMBERS.....	23
REPORT OF THE PUBLIC SERVICE, OUTREACH, CONTINUING EDUCATION, AND COOPERATIVE EXTENSION WORKING GROUP	24
INTRODUCTION.....	24
OUR APPROACH.....	24
RECOMMENDATIONS	24
APPENDIX A: TIPS FOR PREPARATION FOR A TRAINING EVENT	28
APPENDIX B: EXAMPLE OF TRAVEL MODIFICATION.....	29
APPENDIX C: DEFINITIONS, CONSIDERATIONS AND USER GROUPS FOR PROGRAMS.....	30
APPENDIX D: GUIDANCE FOR COUNTY EXTENSION OFFICE REOPENING	32
APPENDIX E: COUNTY EXTENSION OFFICE SAFETY RENOVATIONS	34
APPENDIX F: COMMUNICATION EXAMPLE.....	35
APPENDIX G: SAMPLE ROOM SETS FOR SOCIAL DISTANCING FROM UGA CENTER FOR CONTINUING EDUCATION & HOTEL.....	36
APPENDIX H: MEMBERS OF THE PUBLIC SERVICE, OUTREACH, CONTINUING EDUCATION, AND COOPERATIVE EXTENSION WORKING GROUP	38
REPORT OF THE STUDENT LIFE WORKING GROUP	39
INTRODUCTION.....	39
RETURN TO CAMPUS—A PHASED APPROACH	39
ENFORCEMENT	48
APPENDIX A: MEMBERS OF THE STUDENT LIFE WORKING GROUP	49
APPENDIX B: INFORMATION FOR INDIVIDUAL DINING FACILITIES.....	50
REPORT OF THE ENROLLMENT MANAGEMENT GROUP	51
GOALS	51
COMMUNICATIONS	51
FISCAL IMPACT	51

UNIVERSITY OF GEORGIA

CONTINGENCY PLAN 1..... 52

CONTINGENCY PLAN 2 52

APPENDIX A: MEMBERS OF THE ENROLLMENT MANAGEMENT GROUP..... 58

REPORT OF THE ATHLETICS WORKING GROUP 59

GENERAL MEASURES APPLICABLE TO ALL PHASES 59

RECOMMENDATIONS FOR CONTINGENCY PLAN 2: RECOMMENDATIONS FOR STARTING FULLY ONLINE 63

RECOMMENDATIONS FOR CONTINGENCY PLAN 3: TEMPORARY MOVE ONLINE AFTER CLASSES BEGIN 63

APPENDIX A: INFECTIOUS DISEASE EDUCATION FOR STUDENT-ATHLETES AND DEPARTMENT STAFF..... 64

APPENDIX B: RETURN TO SPORT CONSIDERATIONS FOR PROPOSED VOLUNTARY WORKOUTS 65

APPENDIX C: RETURN TO SPORT FOLLOWING COVID-19 – PERSPECTIVE AND RECOMMENDATIONS 68

APPENDIX D: DETAILS FOR PHASE I EMPLOYEE RETURN 71

APPENDIX E: DETAILS FOR PHASE II EMPLOYEE RETURN72

APPENDIX F: MODIFIED BUSINESS POLICIES.....73

APPENDIX G: PRELIMINARY PLAN FOR LARGE-SCALE EVENT MANAGEMENT 74

APPENDIX H: SQUARE FOOTAGE OF UGA ATHELETIC FACILITIES77

APPENDIX I: MEMBERS OF ATHLETICS WORKING GROUP..... 80

REPORT OF THE COMMUNICATIONS WORKING GROUP81

BACKGROUND AND OBJECTIVE81

GUIDING PRINCIPLES..... 81

AUDIENCES..... 82

KEY MESSAGES..... 82

CHANNELS..... 84

TIMELINE OF COMMUNICATIONS (CONTINGENCY PLAN 1) 85

COMMUNICATIONS TIMELINE INCLUDING CONTINGENCY PLANS 1, 2 AND 3.....91

APPENDIX A: MEMBERS OF THE COMMUNICATIONS WORKING GROUP 92

APPENDIX B: USG COMMUNICATIONS TABLE 93

REPORT OF THE FISCAL IMPACT WORKING GROUP 121

FINANCIAL FRAMEWORK 121

FINANCIAL MITIGATION STRATEGIES122

FINANCIAL IMPACT122

RESEARCH WORKING GROUP124

PUBLIC SERVICE AND OUTREACH WORKING GROUP125

APPENDIX A: MEMBERS OF THE FISCAL IMPACT WORKING GROUP129

REPORT OF THE WORKPLACE AND HEALTH SAFETY WORKGROUP130

EXECUTIVE SUMMARY 130

UGA EMPLOYEE RETURN TO CAMPUS: A PHASED APPROACH.....132

PREVENTATIVE PRACTICES138

SANITATION PRACTICES142

TRAVEL.....144

ENFORCEMENT PRACTICES145

COMMUNICATIONS147

UNIVERSITY OF GEORGIA

APPENDIX A: MEMBERS OF THE WORKPLACE AND HEALTH SAFETY WORKING GROUP 148

APPENDIX B: MEMBERS OF THE WORKPLACE AND HEALTH SAFETY WORKING GROUP SUBGROUPS149

APPENDIX C: GUIDELINES FOR RISK ASSESSMENT, CONTROL POINT IDENTIFICATION, AND RISK MANAGEMENT150

APPENDIX D: MITIGATION AND MONITORING STRATEGIES162

APPENDIX E: FMD SERVICES COVID-19 REOPENING PROCEDURES.....176

APPENDIX F: COVID-19 SANITATION/CLEANING PRACTICES – RELATED REFERENCE RESOURCES183

APPENDIX G: LIST OF EQUIPMENT/PRODUCTS NEEDED TO REOPEN CAMPUS 184

APPENDIX H: RESPONSES TO USG WORKPLACE AND HEALTH SAFETY GUIDANCE CHART..... 188

APPENDIX I: TRAINING MODULES FOR REOPENING 191

APPENDIX J: PREVENTATIVE MEASURES ADVISORY BOARD194

APPENDIX K: CAMPUS TRANSIT PLAN196

APPENDIX L: COVID-19 RELATED WORKPLACE ACCOMMODATIONS PLAN 198

APPENDIX M: EXPECTATIONS FOR CONTRACTORS, VENDORS AND SUPPLIERS IN RESPONSE TO COVID-19..... 202

APPENDIX N: EXPECTATIONS FOR TESTING, SCREENING, SURVEILLANCE, CONTACT TRACING, ISOLATION AND NOTIFICATION 203

APPENDIX O: RETURN TO CAMPUS GUIDELINES FOR FACULTY AND STAFF 211

EXECUTIVE SUMMARY

I am pleased to submit this compilation of reports comprised of carefully devised plans for the phased and gradual return to normal operations for the Fall Semester at the University of Georgia (UGA), health conditions and state regulations permitting. Our top priority in developing these plans has been, and will remain, the safety of our faculty, staff, and students. We must ensure that our plans promote a healthy and safe environment, comply with Executive Orders and directives from the Governor's Office, and reflect guidance from the Georgia Department of Public Health (GDPH), the Centers for Disease Control and Prevention (CDC), and the University System of Georgia (USG).

The USG directed on April 22, 2020, that all 26 USG institutions charge working groups to develop such plans. The UGA report of the first group, Workplace and Health Safety, was submitted separately on May 15, with the other working group reports due by May 26.

I am grateful to the chairs of the working groups for the outstanding leadership they provided and to the members of their teams for their commitment. The working groups and their chairs were as follows:

- Workplace and Health Safety – Mr. Ryan Nesbit, Vice President for Finance and Administration
- Instruction – Dr. Rahul Shrivastav, Vice President for Instruction
- Research – Dr. David Lee, Vice President for Research
- Public Service and Outreach – Dr. Jennifer Frum, Vice President for Public Service and Outreach
- Student Life – Mr. Victor Wilson, Vice President for Student Affairs
- Enrollment Management – Dr. Marisa Pagnattaro, Vice Provost for Academic Affairs
- Athletics – Mr. Greg McGarity, J. Reid Parker Director of Athletics
- Communications – Ms. Karri Hobson-Pape, Vice President for Marketing and Communications
- Fiscal Impact – Mr. James Shore, Senior Associate Vice President for Finance and Administration and Budget Director

The groups included approximately 140 members of our faculty and staff, although considerably more were engaged in consulting roles to the working groups. I want to express particular appreciation to the health and medical experts involved in these efforts, as their expertise has been fundamental to the development of our recommendations. In particular, Dr. Marsha Davis, Dean of the College of Public Health; Dr. Lisa Nolan, Dean of the College of Veterinary Medicine; Dr. Shelley Nuss, Campus Dean of the AU/UGA Medical Partnership; and Dr. Garth Russo, Executive Director of the University Health Center, will continue to play leading roles as we refine protocols for notification and isolation; coordinate plans for contact tracing with GDPH; and explore options for widespread COVID-19 testing.

Individual responsibility to abide by health guidelines will be key to the success of our institutional efforts, as the controls we put in place will only be as effective as the willingness of individuals to carry them out. We are already developing training modules to cover a range of information, including guidelines, responsibilities, and resources to help our faculty, staff, and students promote health and safety as they return.

Another critical element to our success will be the availability of required supplies and equipment that currently are available in only limited supply—e.g., hand sanitizer, disinfectant wipes, PPEs for certain workplace settings, etc. We appreciate the assistance of the USG and State of Georgia in helping to obtain these essential materials.

UNIVERSITY OF GEORGIA

The members of our nine working groups have worked diligently to conduct research and develop plans for the safe return of our faculty, staff, and students to our campus in a gradual and phased approach over the coming weeks. I am deeply appreciative of their efforts and honored to present the excellent reports they have provided. However, we must all recognize that these plans will remain fluid, as health conditions and guidelines will surely change over time. For that reason, we have planned for several contingencies, and our working groups will continue to provide guidance over the summer. The University community will need to remain flexible, patient, and empathetic as we move forward.

Respectfully submitted,

Jere W. Morehead

President

REPORT OF THE INSTRUCTION WORKING GROUP

The Instruction Working Group developed the Fall 2020 reopening plans by first developing a set of guiding principles followed by recommendations for each of the three contingency plans identified by the University System of Georgia. In developing these recommendations, this working group stresses that time is of the essence when making key decisions about fall reopening. The May-August period will be critically important to ensure adequate preparation for the Fall Semester, and early decisions on key recommendations will allow faculty and staff to prepare with a clear set of goals. Delays will lead to a high level of uncertainty, poor preparation, and additional costs.

The membership of the Instruction Working Group as well as definitions of specific terms used in this document are provided at the end of this document.

PRINCIPLES

The working group agreed to the following broad principles to guide fall semester instructional reopening. These principles shaped the recommendations that follow.

HEALTH AND SAFETY: The safety of students, staff, and faculty, regardless of the location and format of instruction, should be the dominant principle. This needs to be done in conjunction with ensuring the necessary accommodations to ensure equity for all students, faculty, and staff.

FOCUS ON STUDENT SUCCESS: Ensure a superior quality of instruction, maintain the integrity of the academic mission and focus on student success, including the residential college experience. Ensuring that students continue making good progress in their academic pursuits is paramount, even if it requires adoption of alternative instructional approaches.

MAXIMIZE EFFORTS TO SUPPORT STUDENTS MATRICULATING TO UGA: Ensure that all students who are matriculating to UGA, including freshmen, transfer, professional and graduate students, have the necessary support and experiences that set them on a path to success and ensure they are welcomed to the UGA family.

PRIORITIZE SUPPORT FOR STUDENTS AT CRITICAL JUNCTURES IN THEIR EDUCATION: Ensure that students at critical junctures of their education, including those who are close to graduating or at another time-sensitive stage of the academic programs, have the necessary classes, programs, or other support that allows them to graduate in a timely manner.

FLEXIBILITY: Provide flexibility to allow school- and college-level considerations, such as those required by external accreditors or those necessary for learning objectives critical for a particular program of study, without sacrificing health/safety or other priorities.

TRANSPARENCY AND SIMPLICITY: Decisions should be transparent, data-driven and made in consultation and collaboration with staff and faculty through well-settled governance processes. Plans should be clearly articulated to all faculty, staff, and students to ensure these are easily digestible and allow a high level of compliance. These will also ensure that students can make informed choices about enrolling in instructional activities.

RECOMMENDATIONS

As recommended by the USG framework for fall 2020 reopening, the instructional working group discussed three contingency plans. It also evaluated impact on UGA's Momentum Year Approach. It is assumed that all contingency plans will require considerable flexibility as faculty, staff and students are likely to continue facing challenges related to their health and safety, travel, or technology needs, which will impact their ability to teach or learn.

Recommendations for Contingency Plan 1: Fall with Social Distancing

- Take **inventory of all spaces** available for fall instruction, including laboratories, studios, and non-instructional spaces that could be used for instruction and develop floorplans/arrangements that ensure adequate social distancing. Identify spaces that may be temporarily reassigned for classes, for example, when a classroom may need extensive closure for sanitation. *Complete by June 15.*
- Complete **inventory of technology needs** to enable teaching with social distancing. This includes identifying spaces that have the necessary lecture capture and broadcast systems, equipment to support faculty and staff who teach or support students remotely, and for students to learn remotely for some period of time. Where possible, expand the number of classrooms and other spaces that can support lecture capture and broadcast. *Complete inventory by June 15; add new capacity as early as possible.*
- Develop **training for alternative teaching modalities** that enable social distancing while maximizing interaction between faculty and students despite the need for lower student density. These approaches must have the flexibility to ensure that students and faculty impacted by COVID-19 can continue to learn and teach even if they are temporarily unable to attend classes in person. These approaches include "**HyFlex**" teaching (face-to-face and remote instruction is provided simultaneously; students rotate between live and remote instruction) and **hybrid** (mix of online and face-to-face) approaches. Develop ways to adapt hands-on learning activities, such as laboratory exercises, while enabling social-distancing, and develop programs to help faculty design alternate assessment strategies that do not necessarily require traditional exams. *Initiate in May, continue through the summer and likely into the Fall Semester.*
- Using CDC definition for higher-risk for severe illness with COVID-19, **allow faculty to seek accommodations to teach their classes in an online-only format** and (i) provide training to help implement best practices for online instruction, including steps to maximize interaction between faculty and students, (ii) capture pre-assigned classrooms and re-assign these for other face-to-face classes, and (iii) develop plans for face-to-face discussions when possible, e.g., small groups meeting with graduate teaching assistants. *Faculty requests for accommodations should be submitted by mid-June; other steps to be completed in July.*
- For courses that have multiple sections, **designate specific online section(s)** to accommodate faculty and students who cannot attend class in person due to health risks. All courses scheduled to be offered online will need UCC approval and tracking in Athena. *Identify courses/sections by July; implement when contingency plan is activated.*
- **Identify critical programs**, courses, laboratories, etc., that need to be prioritized for particular instructional modalities (e.g., face-to-face vs. remote/online) as well as ones that could be canceled/delayed because these cannot be completed virtually or when social distancing is necessary. Determine triggers that would require cancellation, delays, or significant modification to these programs, including curricular mapping to see if the program of study needs to be altered. *Develop lists by July 1; implement all necessary changes as early as possible and no later than the drop/add week for the Fall semester.*

- Due to the diversity in the nature and location of **internships, clinical practicums, teaching placements, study abroad, field study programs** and the like, these will need to be evaluated and modified on a case-by-case basis. Study abroad and field study course recommendations or cancellations will be based on objective, authoritative risk assessments (USG, CDC, and State Department travel advisories). Domestic field study, internships and other such program decisions will be made on a case by case basis accounting for health and safety warnings issued by appropriate local authorities, including local ordinances, decrees, and restrictions at the host location. *Review to continue throughout the summer and Fall Semester.*
- Develop programs to **scale up peer-mentoring programs**, particularly those focused on students matriculating into UGA and those at “critical junctures” in their academic programs, to allow a deeper level of support and engagement for students. *Develop program in June; roll out program in June or July.*
- Consider **altering the academic calendar and class schedules** to maximize student’s ability to maintain social distancing and minimize health risks to students, faculty, and staff. In particular, evaluate the impact of increasing the time between class periods to encourage walking across campus while lowering traffic on campus buses. In addition, evaluate possible changes to the academic calendar that would move classes and final exams online after the Thanksgiving Break. *Evaluate viability of these changes by July 1; implement as early as possible and no later than mid-July.*

If this contingency plan is activated:

- Most faculty will be expected to teach using strategies for teaching face-to-face to a smaller number of students at once while allowing others to learn remotely. Most students would rotate between face-to-face and remote class sessions to allow every student the opportunity to engage directly with faculty and their peers.
- Faculty deemed high-risk will be allowed to teach online or remotely while maximizing direct interaction for students with faculty and peers in both online and face-to-face formats.
- Laboratories and other hands-on learning activities that must be limited for social distancing will be prioritized for matriculating students and others at “critical” junctures (e.g., when this is essential for timely graduation).
- The beginning and ending times for class periods might be altered; the academic calendar, including the Fall Break and/or final exam schedule could be modified to allow the semester to be completed by Thanksgiving break.
- Programs such as internships, clinical or teaching placements, study abroad or field study will be evaluated on a case-by-case basis to ensure health and safety while maximizing progression in academic programs.
- To allow individual academic programs flexibility to meet their unique needs, faculty may seek approval to alter the teaching and learning space, format, or time while still ensuring required social distancing. These requests will be reviewed by the Provost [or delegate] to ensure that these meet the broad principles identified above.

Recommendations for Contingency Plan 2: Recommendations for Starting Fully Online

- Complete **review of necessary UGA policies** that might impact student progression if instruction needs to start (and possibly finish) online. These include policies related to degree requirements (e.g., PE requirement), syllabus policies, online course designation and e-suffix course policy, and others. *Complete review by June 1; develop necessary proposals by July 15; secure necessary approvals as soon as possible once this contingency plan is activated.*

- **Identify all laboratory, clinic, practicum, or other activities that cannot be completed with a remote- or online-only approach** and develop alternate plans to deliver this instruction. When alternatives are not possible, consider redesigning curriculum to enable students to continue making progress in their degree programs. For programs or activities that must be completed in a face-to-face manner, identify a process for review and approval of such activities on a case-by-case basis using Spring/Summer 2020 as a model. *Complete by July 15.*
- Complete **technology inventory**. Ensure that faculty, staff, and students, especially those in rural or technologically underserved areas, have the necessary resources to teach and learn in an online environment. Special attention is necessary to ensure that students matriculating to UGA have the necessary information and support to succeed in this environment.
- Implement **faculty training to ensure high-quality online instruction**. Such training should also focus on implementing strategies to maximize interaction between faculty and students, as well as peer interaction, and best practices for assessment in the online environment informed by discipline-specific after-action review of Spring 2020 term. *Begin immediately, continue through summer and, if necessary, into fall.*
- Establish **disciplinary communities of practice** for online learning to engage groups of faculty members who can develop and implement discipline-specific tools and practices. *Begin in May, continue through August.*
- Implement **training programs for Teaching Assistant Instructional Development**. While some TA development programs exist, these will need to be modified to provide necessary support and services in the online environment. Develop program in July; implement upon activation of this contingency plan.
- Update and reintroduce optional **training program for students** on how they can learn effectively in an online environment. These eLC modules, first developed in Spring 2020, will need to be revised with a particular focus for students matriculating to UGA in the Fall Semester. *Complete development by August; launch when contingency plan is activated.*
- **Add a component to New Faculty and New Student Orientation** to reinforce UGA's expectations and better prepare the newest members of the UGA community for beginning the fall term online, including communication expectations, resources for success, and what to include/review in course-related documents. Add a peer-mentoring program to support new faculty and staff as they begin their careers at UGA.

If this contingency plan is activated:

- All related policy changes will be reviewed, modified as appropriate and implemented.
- Students will be invited to complete eLC modules on learning effectively in the online environment.
- All classes will begin online with the possibility of returning face-to-face later.
- Faculty, staff, and students who need technology support will be provided necessary tools and training to the extent possible.
- Laboratories and other hands-on learning activities will need to be completed virtually or delayed for a later time in the program of study.
- Programs such as internships, clinical or teaching placements, study abroad or field study will be evaluated on a case-by-case basis to ensure health and safety while maximizing progression in academic programs.
- All exceptions will be reviewed by the Provost [or delegate] to ensure these meet the principles described above.

Recommendations for Contingency Plan 3: Temporary Move Online After Classes Begin

It is recognized that efforts to prepare for Contingency Plan 1 and Contingency Plan 2 will contribute significantly to Contingency Plan 3. With appropriate planning, pedagogies such as HyFlex and hybrid teaching allow faculty to switch from face-to-face to the remote or online environment quickly. The technology tools, policy updates, or other support programs for the first two scenarios also apply to this plan. The operational details of Contingency Plan 3 are necessarily situation-specific and will depend on, among other things, the timing and duration of the temporary move online. Elements that are unique to this contingency plan are:

- Where possible, recommend that **instructors identify or develop a small number of online modules before classes** begin that can be used while faculty pivot to remote or online instruction. These modules could be pooled with faculty within a discipline or across disciplines.
- Depending on the nature of the temporary move, consider, consistent with USG guidance, a system-level, institution-level, or course-level **gap week to permit transition** for students, faculty, and staff provided that the requisite number of contact hours is accounted for.
- Instructors should use the procedures outlined for classes beginning online, particularly pertaining to student assessment.
- Postpone drop/add and withdrawal deadlines if appropriate.
- Encourage **expanded faculty office hours** to ensure students continue to get the necessary support to ensure overall success.

If this contingency plan is activated:

- Classes will move remote or online for a limited period of time.
- Programs such as internships, clinical or teaching placements, study abroad or field study will be evaluated on a case-by-case basis to ensure health and safety while maximizing progression in academic programs.
- All exceptions will be reviewed by the Provost [or delegate] to ensure these meet the principles described above.

OTHER OBSERVATIONS

The working group considered several other options for each scenario, such as altering the semester into two or more blocks, altering semester start and end dates, altering class periods, staggering class start and end times, limiting the number of classes scheduled in a specific format, and others. While each of these offer certain advantages in case of disruptions, these also created other challenges or problems when applied at scale. For such reasons, these alternatives are not being recommended as the preferred approach for universal adoption. However, the group recognizes that the course of the pandemic over the next few months may require UGA to revisit these or other options.

IMPACT ON MOMENTUM APPROACH PLANS

UGA's goals for the Momentum Approach included several steps to increase purposeful choice and encourage a growth mindset among students. This requires changes to several programs, from orientation and advising to student support services and experiential learning. The pandemic and possible changes to the fall semester will impact our Momentum plans. These are summarized below:

Momentum Approach Initiatives that need to be delayed/adjusted:

- Experiential Learning transcripts (final outcome is critically dependent on budget constraints)
- Development of Meta-major maps
- Reconfiguration of space for student programming
- Development of essential skill inventory and programming
- Faculty development programs focused on teaching mindset

Alternate strategies and schedules to enable continued progress on each of these goals are currently being investigated.

TERMINOLOGY/DEFINITIONS

Remote Instruction – Instructor and students are separated by time and/or distance and cannot meet together in a traditional classroom setting. In emergency remote instruction, content that was designed for face-to-face, blended, or hybrid instruction is moved to the online space for a limited portion of the course.

Definition references: University of California, Davis. [Remote Instruction vs Online Learning](#). EDUCAUSE. [The Difference Between Emergency Remote Teaching and Online Learning](#). Training Industry. [Glossary: Remote Learning](#).

Online Instruction – Instruction designed for delivery primarily over the internet and includes purposeful interaction between students and their instructors, students and other students, and students and the content relevant to the course. Online instruction also includes support, administration, and assessment principally over the internet.

Definition references: University of California, Davis. [Remote Instruction vs Online Learning](#). EDUCAUSE. [The Difference Between Emergency Remote Teaching and Online Learning](#). Singh, V. & Thurman, A. (2019) [How Many Ways Can We Define Online Learning? A Systematic Literature Review of Definitions of Online Learning \(1988-2018\)](#), American Journal of Distance Education, 33:4, 289-306.

Face-to-face Instruction – The primary component of teaching occurs in a physical setting with students and faculty meeting together at the same time. In face-to-face instruction, support, administration, and assessment are often accessible in physical spaces.

Hybrid Learning – This course design model combines components of face-to-face and online instruction to enhance learning. Some experts use “blended learning” and “hybrid learning” interchangeably while others draw distinctions based on how purposefully face-to-face and online components are designed to take advantage of their strengths in a learning environment. For this document we chose the term “hybrid” as for most the terms are interchangeable.

Definition references: U.S. Department of Education, Office of Planning, Evaluation, and Policy Development. [Evaluation of Evidence-Based Practices in Online Learning: A Meta-Analysis and Review of Online Learning Studies](#). EDUCASE. [Topic: Blended Learning](#)

HyFlex - A course design model that presents the components of hybrid learning in a flexible course structure that gives students the option of attending sessions in the classroom, participating online, or doing both. While the exact implementation varies, as used in this document, HyFlex is used to describe a course design model in which instructors divide their students into alternating groups assigned to attend face-to-face instruction on a subset of class dates, such that only a portion of the class is present on any single day.

Definition reference: EDUCASE. [7 Things You Should Know About the HyFlex Course Model](#).

APPENDIX A: MEMBERS OF THE INSTRUCTION WORKING GROUP

- Dr. Rahul Shrivastav, Vice President for Instruction, Chair
- Dr. Meg Amstutz, Associate Provost for Academic Programs and Chief of Staff, Office of the Provost
- Dr. Steve Balfour, Director, Office of Online Learning
- Dr. Paul Brooks, Associate Vice President, Public Service and Outreach
- Dr. Beate Brunow, Director of Academic Partnerships and Initiatives, Division of Student Affairs
- Dr. Laura Crawley, Assistant VP and Director of UGA-Gwinnett Campus
- Ms. Krista Coleman-Silvers, Assistant VP and Director of Space Planning and Management, Finance and Administration
- Mr. David Crouch, Director of Web and Mobile Services, Enterprise IT Services
- Ms. Janyce Dawkins, Director, Equal Opportunity Office
- Dr. Alan Dorsey, Dean, Franklin College of Arts and Sciences
- Dr. Magdi El-Shahawy, Deputy Athletics Director, UGA Athletics
- Ms. M. Kathleen Kern, Director, Miller Learning Center
- Ms. Fiona Liken, Associate Vice President for Instruction and University Registrar
- Dr. John Maerz, Josiah Meigs Distinguished Professor, Chair of University Curriculum Committee
- Ms. Lisa McCleary, Senior Director, Bursar and Treasury Services
- Dr. Meg Mittelstadt, Director, Center for Teaching and Learning
- Dr. Henry Munneke, Associate Dean, Terry College of Business
- Mr. Peter B. “Bo” Rutledge, Dean, School of Law
- Dr. Kelly M. Smith, Dean, College of Pharmacy
- Dr. William Vencill, Associate Vice President, Office of Instruction
- Dr. Ronald R. Walcott, Interim Dean, Graduate School
- Mr. Brian Watkins, Director of International Initiatives, Office of Global Engagement
- Dr. David S. Williams, Associate Provost and Director of Honors Program

Ms. Natalie Cox served as the legal advisor to the Instruction Working Group.

REPORT OF THE RESEARCH WORKING GROUP

BACKGROUND

Effective March 21, 2020, UGA researchers were instructed to work remotely. Limited exceptions were made for onsite research activities deemed essential by the Vice President for Research. Essential activities during this “Phase 0” included preserving animals, plants, and other irreplaceable materials and protecting major investments of time and resources. Additionally, COVID-19 research activities directly related to vaccines, drugs, tests, and other immediate needs were approved.

OBJECTIVE

The objective of the Research Working Group was to develop recommendations for a phased plan that follows CDC and Georgia Department of Public Health safety guidelines and allows for a ramping up of research activities beginning over the summer with full research activity restored by about August 1. To that end, the Research Working Group sets out its recommended Research Resumption Requirements below, while recognizing that specific research activities may have unique requirements that could require exceptions to these guidelines.

SCOPE

These Research Resumption Requirements apply to all onsite research activities including those across all UGA facilities, whether located on the main Athens campus or other UGA campuses, as well as research activities in the field and at community sites (*e.g.*, schools, healthcare facilities, camps, and participant homes).

REQUIREMENTS

Phase 1 Research Resumption Requirements

Beginning June 15 as directed by UGA and USG, Phase 1 represents a partial restoration of research activities. All essential research previously approved during Phase 0 may continue subject to meeting these Phase 1 requirements, with additional research also permitted as described below. On-campus presence should continue to be limited, and research activities that can be conducted remotely should still continue via telework. For additional guidance, please refer to the UGA Return to Campus Guidelines for Faculty and Staff (**Report of the Workplace and Health Safety Workgroup: Appendix O**).

- Before engaging in onsite research activities, each research faculty member/principal investigator must develop a Research Resumption Plan (RRP). This includes investigators who will be working alone in their UGA offices or other onsite space, as well as those who have been performing essential of COVID-19 related research on campus during the lockdown. Each RRP must be approved by the faculty member’s/principal investigator’s immediate supervisor (*e.g.*, department head, center director, school chair, associate dean for research, dean, or vice president, depending on the unit). Research service facilities (*e.g.*, core facilities, animal facilities) are not required to use the RRP form but must develop their own guidelines approved by the unit to which they report.
- Except for those operating in research service facilities with their own guidelines as above, research personnel may not engage in onsite research activities until an RRP for those activities is approved.

UNIVERSITY OF GEORGIA

Prior to returning to work, all such personnel must review the RRP for each physical area in which they will be working and must also complete applicable USG and UGA COVID-19 safety modules as directed by UGA policy.

- Each RRP will establish a protocol for the resumption of research activities that follows all health and safety requirements/guidelines from UGA and USG and meets all of these Phase 1 requirements. RRP's should identify steps to maintain required social distancing (e.g., as of May 1, 2020, required social distancing is set at 6 ft.) and to sanitize equipment and space with particular emphasis on frequently touched items and surfaces and any transitions from one shift of researchers to another. RRP's should include strategies to ensure the overall safety of individuals who must work alone, particularly those working outside of routine hours or in remote or isolated locations, or with potential hazards. RRP's should also identify appropriate COVID-19 related safety measures for small laboratory and other spaces that require two individuals for safety in operating machinery or conducting research procedures that require more than one person.
- Faculty/principal investigators will determine which of their research activities to prioritize for inclusion in their RRP given these requirements. In deciding which research to prioritize, research group leaders should carefully consider the needs of next-generation scientists, especially graduate students who are within six months of graduating and postdocs who expect to go on the job market within the next six months. Research group leaders should also be mindful that research core facilities, research compliance committees (e.g., the Institutional Review Board (IRB) and Institutional Animal Care & Use Committee (IACUC)), and other research support units may experience delays due to backlogs.
- In each RRP, occupancy in indoor onsite locations must be limited to one individual for spaces of less than 500 sq. ft., and for larger spaces, to no more than one individual (including human subjects, if applicable) per 250 sq. ft. at any one time. Personal/individual offices are also included in this requirement. Personnel may work in shifts to meet requirements. Personnel working outside of office/laboratory space, including outdoors, or traveling to remote sites, must adhere to applicable social distancing requirements for those locations.
- Travel should only be considered if essential to the research program. UGA vehicles are limited to two simultaneous occupants for Phases 1 and 2 of reopening. If two occupants are in a vehicle, both are strongly encouraged to wear a face covering or mask.
- RRP's that include work with human subject participants should address the specific safety and sanitation concerns that arise from this work, including screening to help eliminate participants who may be COVID-19-positive (unless a study requirement). Additionally, reassessment and IRB approval of changes to research protocols will be required to account for COVID-19 risks to participants and researchers.
- Undergraduate students may not perform onsite research for credit during Phase 1 or 2. Full- or part-time employees who are also undergraduates do not need special permission to engage in their employment duties.
- Requests for exceptions to these requirements must be approved by the immediate supervisor (plan approver). Any elements of an RRP that deviate from these guidelines should be specifically noted for special approval. Any conflicts between faculty, staff, or students that cannot be resolved by the immediate supervisor may be escalated to the Vice President for Research.
- The immediate supervisor (plan approver) or the Vice President for Research may terminate an RRP, or require changes, in the event any plan is not followed.
- Research activities may revert to Phase 0 guidelines (only research approved as essential) in the event of a COVID-19 resurgence and USG or UGA directives to do so.

Phase 2 Research Resumption Requirements

Beginning in July as directed by UGA and USG, Phase 2 will see the continuation of Phase 1 requirements with modifications permitted as described below. As in Phase 1, onsite research activities may only be conducted under an approved Research Resumption Plan (RRP). Faculty/principal investigators who begin onsite research in Phase 1 may continue to work under an approved Phase 1 RRP so long as it addresses all research activities, personnel, and onsite spaces, as well as applicable Research Resumption Requirements. However, faculty/principal investigators wishing to add personnel or make other adjustments in Phase 1 should revise their previously approved RRP and submit it for approval as in Phase 1. The goal is for onsite research to continue, and increase where possible, while continuing to comply with all applicable social distancing and health and safety guidance. Faculty/principal investigators must continue to meet all Phase 1 requirements except as indicated below.

- Research personnel must limit occupancy in indoor onsite locations to one individual for spaces of less than 400 sq. ft., and for larger spaces, to no more than one individual (including human subjects, if applicable) per 200 sq. ft. at any one time. Personnel working outside of office/laboratory space, including outdoors, or traveling to remote sites, must adhere to applicable social distancing requirements for those locations.
- Travel, including to remote research sites, may be included in the RRP. UGA vehicles are limited to two simultaneous occupants for Phase 1 and 2 of reopening. If two occupants are in a vehicle, then both are strongly encouraged to wear a face covering or mask.

Phase 3 Research Resumption Requirements

Beginning in August as directed by UGA and USG, Phase 3 represents a full restoration of onsite research to the extent possible while complying with applicable social distancing and other health directives from UGA and USG. However, research personnel may continue to work remotely or in shifts as necessary to meet safety requirements and to accommodate individuals who belong to vulnerable populations.

- Each faculty member/principal investigator must have an RRP, approved by the immediate supervisor as per Phases 1 and 2, for all onsite research activities to be conducted in Phase 3. This plan must address how an increased number of team members can work together safely in the contiguous areas used for research and align with any health directives including social distancing that may be applicable at the time. If an approved Phase 1 or Phase 2 RRP meets all Phase 3 requirements for all intended research activities, personnel, and onsite spaces, it need not be modified. Otherwise, faculty/principal investigators wishing to add personnel or make other adjustments in Phase 3 should revise their previously approved RRP and submit it for approval as in Phases 1 and 2.
- Research personnel should continue to use remote technology where possible when distancing requirements cannot be met. The Phase 3 RRP should carefully address the safety of areas that could become congested as well as equipment or other assets that are likely to be used by multiple individuals in the same or subsequent shifts. This includes equipment in research spaces and interactions with research participants.
- Faculty/principal investigators should carefully consider the need for travel while public health concerns due to COVID-19 continue, and any travel should be included in an RRP for approval.
- If on-campus instruction has resumed, undergraduates will no longer need individual approval in an RRP to participate in onsite research for credit.
- Requests for exceptions to these requirements must be approved by the immediate supervisor (plan approver). Any elements of an RRP that deviate from these guidelines should be specifically noted for special approval. Any conflicts between faculty, staff, or students that cannot be resolved by the immediate supervisor may be escalated to the Vice President for Research.

UNIVERSITY OF GEORGIA

- The immediate supervisor (plan approver) or the Vice President for Research may terminate an RRP, or require changes, in the event any plan is not followed.
- Research activities may revert to Phase 0, 1, or 2 guidelines in the event of a COVID-19 resurgence and directives to do so.

APPENDIX A: UGA RESEARCH RESUMPTION PLAN

Instructions

Using the template provided on the following pages, research faculty and all other principal investigators (PIs) must develop and have approved a **Research Resumption Plan (RRP)** for their research activities at all onsite research locations. Prior to completing the RRP, please read the [Research Resumption Requirements](#). Your RRP must follow all applicable **Research Resumption Requirements** in response to the questions specific to your space and research needs, while including appropriate measures to protect the health and safety of your research personnel.

Who approves my RRP? Each RRP must be approved by the individual who has authority over the space in which the PI is operating. Typically, this is the PI's department head or center director, but it may also be an associate dean for research, dean, or vice president, depending on the unit.

What onsite locations are included? Onsite locations include all UGA facilities at any location and all third-party locations, field sites, agricultural farms, and other outdoor spaces utilized for research activities. You can [find the dimensions of your UGA indoor space](#) by building number by selecting "PDF Drawings" and logging into the Facilities Management Division (FMD) Facilities Inventory Access website. [A list of building numbers](#) is available on the Office of University Architects for Facilities Planning website.

What onsite locations are not included? An RRP is not required for common building areas, such as conference rooms, restrooms, or corridors, unless they are part of assigned research space.

Who must develop an RRP? The PI who supervises the use of an onsite location for research activities (through formal assignment or customary practice) is responsible for developing the associated RRP. PIs who share research space (e.g. open plan labs) should ensure that their respective RRP's are complementary. For common research spaces (e.g. environmental chambers, equipment rooms, thoroughfares in open labs, and conference rooms), the RRP approver (department head, center director, etc.) must ensure that an RRP is prepared.

Who is not required to develop an RRP? Research service facilities (e.g. core facilities, animal facilities, plant growth facilities, etc.) are not required to use this RRP form but must develop their own guidelines approved by the unit to which they report.

Is PPE required? PPE requirements issued by the State of Georgia, USG, or UGA must be followed at all times, and all personnel are strongly encouraged to wear face masks in their research activities where practical.

What are the safety requirements for traveling in a UGA vehicle? UGA vehicles are limited to two simultaneous occupants for Phases 1 and 2 of reopening. If two occupants are in a vehicle, then both are strongly encouraged to wear a face covering or mask.

Research personnel may not engage in onsite research activities until an applicable RRP for those locations and activities is approved.

When should I modify an approved RRP? PIs may continue to work under an approved RRP from a previous phase so long as it continues to address your activities and applicable Research Resumption Requirements. PIs wishing to add additional personnel or make other adjustments in later phases should revise their previously approved RRP and submit it for approval.

Our aim is to keep all research personnel as safe as possible in their workplace research environments. By the RRP process, we are asking PIs, in partnership with their research personnel, to work together to conduct research safely. In addition to following approved RRP's, all research personnel must stay up-to-

UNIVERSITY OF GEORGIA

date on all required training modules, including new modules related to COVID-19 as they become available. Timely communications will alert PIs to new safety or training materials.

Once approved, a copy of this RRP should be shared with all research personnel operating under it. PIs should discuss RRP with their team members. A copy of the approved RRP should be placed in a notebook at each onsite location to which it applies (where possible) and personnel are encouraged to review it.

The RRP template and associated guidance will be adjusted as circumstances change and new information becomes available, and we will share updates through the Office of Research website, email, and newsletters. We appreciate your patience and dedication to the health and safety of our research personnel.

Please direct any questions to your RRP approver.

For additional guidance, please refer to the [UGA Return to Campus Guidelines for Faculty and Staff](#).

Your RRP must follow all of the **Research Resumption Requirements** and answer all of the following questions specific to your space and research needs, while including appropriate measures to protect the health of your research personnel. Use the Continuation Pages at the end of this form as needed to give complete responses to any questions.

Faculty Member/Principal Investigator.

Name

Department/Unit College/School/VP Office

Date Submitted Submitted for: Phase 1 Phase 2 Phase 3

- Space.** List each contiguous space to be utilized by your research group (including all office, lab, off-campus, outside, and shared/department/common spaces), along with the square footage and maximum number of individuals allowed in such space.

Phase 1: Occupancy in indoor onsite locations must be limited to one individual for spaces of less than 500 sq. ft, and for larger spaces, to no more than one individual (including human subjects, if applicable) per 250 sq. ft at any one time. Personnel working outside of office/laboratory space, including outdoors, or traveling to remote sites, must adhere to applicable social distancing requirements for those locations.

Phase 2: Occupancy in indoor onsite locations must be limited to one individual for spaces of less than 400 sq. ft, and for larger spaces, to no more than one individual (including human subjects, if applicable) per 200 sq. ft at any one time. Personnel working outside of office/laboratory space, including outdoors, or traveling to remote sites, must adhere to applicable social distancing requirements for those locations.

Phase 3: All or most research personnel are anticipated to return to onsite work. Occupancy must meet applicable social distancing and other health directives announced by the State of Georgia, USG, or UGA.

UGA Indoor Spaces

UGA Campus Location	Building Name & Room No.	Type of Space (office; lab; etc.)	Contiguous Square Footage	Maximum No. of Individuals Allowed

Non-UGA Indoor Spaces

UGA Campus Location	Building Name & Room No.	Type of Space (office; school; human subject participant homes; etc.)	Contiguous Square Footage	Maximum No. of Individuals Allowed

Outdoor Spaces

Location	Name of space	Type of Space (open field; forested area; parking lot; etc.)	Maximum No. of Individuals Allowed

2. **Space Utilization Safety Measures.** Please answer all of the following questions for each space identified in #2 above. Please address requirements for operating safely in the context of COVID-19. *You may include either separate responses for each question or a narrative as long as all questions are addressed for each space. Use Continuation Pages as needed.*
- a. How will you schedule occupancy for each space (e.g. shifts) while adhering to applicable COVID-19 related measures?

- b. Are there any special circumstances in which it will be challenging to maintain social distancing requirements (e.g. new personnel training, hood use)? If so, how will you manage them?

- c. How will you manage high-traffic and high-touch areas in your research space, such as frequently used workstations and equipment, in order to help assure physical social distance, proper sanitization, and other safety compliance?

3. **Research Personnel.** Name all individuals on your research team who will be assigned onsite activities.

All group members must meet (virtually, by telephone, or otherwise as necessary to maintain applicable social distancing and other health and safety requirements) to review the approved RRP prior to coming on campus. Each individual **MUST** complete applicable and available UGA COVID-19 Safety Modules before returning to onsite work per this RRP and **MUST** also complete additional safety modules promptly as they may become available after onsite work has begun.

a. Name	<input type="text"/>	Position	<input type="text"/>
b. Name	<input type="text"/>	Position	<input type="text"/>
c. Name	<input type="text"/>	Position	<input type="text"/>
d. Name	<input type="text"/>	Position	<input type="text"/>
e. Name	<input type="text"/>	Position	<input type="text"/>
f. Name	<input type="text"/>	Position	<input type="text"/>
g. Name	<input type="text"/>	Position	<input type="text"/>

4. **Protecting Undergraduates (Phase 3 only; no undergraduate onsite research for credit is permitted during Phases 1 & 2).** The specific participation of undergraduates in for-credit work must be approved. List the names of any such undergraduate students. Note that undergraduate students must be familiar with this Research Resumption Plan and how to carry out all safety protocols within it. For each, indicate if this is a new or continuing student in your group. If a new student, please pay special attention to safety training.

a. Name	<input type="text"/>	<input type="checkbox"/> New	<input type="checkbox"/> Continuing
b. Name	<input type="text"/>	<input type="checkbox"/> New	<input type="checkbox"/> Continuing
c. Name	<input type="text"/>	<input type="checkbox"/> New	<input type="checkbox"/> Continuing
d. Name	<input type="text"/>	<input type="checkbox"/> New	<input type="checkbox"/> Continuing
e. Name	<input type="text"/>	<input type="checkbox"/> New	<input type="checkbox"/> Continuing

5. **Protecting Undergraduates (Phase 3 only; no undergraduate onsite research for credit is permitted during Phases 1 & 2).** The specific participation of undergraduates in for-credit work must be approved. List the names of any such undergraduate students. Note that undergraduate students must be familiar with this Research Resumption Plan and how to carry out all safety protocols within it. For each, indicate if this is a new or continuing student in your group. If a new student, please pay special attention to safety training.

a. Name	<input type="text"/>	<input type="checkbox"/> New	<input type="checkbox"/> Continuing
b. Name	<input type="text"/>	<input type="checkbox"/> New	<input type="checkbox"/> Continuing
c. Name	<input type="text"/>	<input type="checkbox"/> New	<input type="checkbox"/> Continuing
d. Name	<input type="text"/>	<input type="checkbox"/> New	<input type="checkbox"/> Continuing
e. Name	<input type="text"/>	<input type="checkbox"/> New	<input type="checkbox"/> Continuing

6. **Travel.** If travel is essential to access research spaces or locations, include the travel destination, why it is essential, and indicate what measures are in place to assure applicable social distance and other safety requirements during travel.

7. **Protecting Human Research Participants.** If onsite activities include work under an IRB-approved protocol involving human subject research, refer to guidance from the [UGA Human Subjects Office](#). Describe strategies that will be employed to ensure that study participants are not COVID-19-positive (unless a study requirement) and that appropriate safety and sanitation protocols are followed. If applicable, how will the safety of research personnel be maintained if studies include COVID-19-positive patients?

Submitted by Faculty Member/Principal Investigator

Name

Signature

Date

Approved by Immediate Supervisor

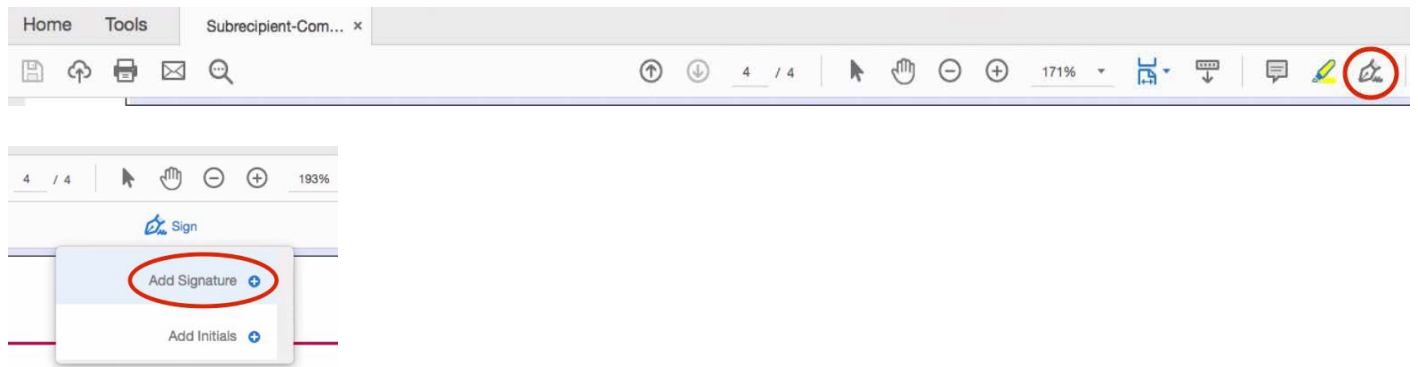
Name

Title

Signature

Date

To sign the document using Adobe Acrobat, click in the signature box or on the pen icon in the top menu. Click "Add Signature," type in your name and save.



Print

Reset

Continuation Pages. Please use this space as needed to continue answers to any questions.

A large, empty rectangular box with a thin black border, occupying most of the page. It is intended for students to write their answers to questions that continue from the previous page.

APPENDIX B: RESEARCH WORKING GROUP MEMBERS

Name	Title	Department
Dr. G. David Buntin	Interim Assistant Provost and Campus Director	Entomology Griffin Campus
Mr. Kevin Burt	Director, Research Business & HR	Office of Research
Dr. Al Darvill	Co-Director; Regents Professor	Complex Carbohydrate Research Center; Biochemistry & Molecular Biology
Dr. Jennifer Gay	Associate Professor	Health Promotion & Behavior, Institute of Gerontology, College of Public Health
Ms. Janis D. Gleason	Executive Director for Strategic Marketing	Marketing & Communications
Dr. Shelley Hooks	Associate Vice President for Research & Director, Office of Internal Grants and Awards; Professor, Pharmaceutical & Biomedical Sciences	Office of Research; College of Pharmacy
Dr. Larry Hornak	Associate Vice President for Research, Integrative Team Initiatives; Professor, College of Engineering	Office of Research; College of Engineering
Dr. David Lee (Chair)	Vice President for Research	Office of Research
Ms. Carly McCallie	Director of Federal Relations	VP for Government Relations
Dr. Michelle Momany (Co-chair)	Associate Dean, Franklin College of Arts & Sciences; Professor of Plant Biology	Franklin College of Arts & Sciences and Department of Plant Biology
Dr. Thomas Mote	Associate Dean, Franklin College of Arts & Sciences; Distinguished Research Professor	Franklin College of Arts & Sciences and Department of Geography
Dr. Peggy Ozias-Akins	D.W. Brooks Professor	Department of Horticulture
Dr. Steve Stice	D.W. Brooks Professor & GRA Eminent Scholar Chair in Animal Reproductive Physiology	Animal & Dairy Science
Dr. Mike Tiemeyer	Co-Director; Professor	Complex Carbohydrate Research Center; Biochemistry & Molecular Biology
Dr. Kyle Tschepikow	Special Assistant to the President and Director of Strategy Innovation	Office of the President
Dr. Chris West	Department Head & Professor	Biochemistry & Molecular Biology
Dr. Joe West	Interim Dean and Director	College of Agricultural & Environmental Sciences
Dr. Henry Young	Associate Professor, Kroger Professor, Director, Pharmaceutical Health Services, Outcomes and Policy (PHSOP)	College of Pharmacy

Advisory Representative: Ms. Jessica Orbock, Senior Legal Advisory, Office of Research

REPORT OF THE PUBLIC SERVICE, OUTREACH, CONTINUING EDUCATION, AND COOPERATIVE EXTENSION WORKING GROUP

INTRODUCTION

The Public Service, Outreach, Continuing Education, and Cooperative Extension Working Group was asked to provide recommendations for the reopening of facilities and activities related to these groups that extend throughout UGA campuses and across the state.

OUR APPROACH

We provide recommendations relating to the three contingency plan scenarios described in the University System of Georgia's (USG) Fall 2020 Return to Campus Planning document. Our recommendations provide for a phased approach that will allow faculty and staff to make appropriate preparations for reopening. All of our recommendations include adhering to UGA guidelines, policies, and procedures.

The work of Public Service, Outreach, Continuing Education, and Cooperative Extension is broad, varied, and includes facilities and programs across the state. In this report, the Working Group is making recommendations for the operation of facilities for public and University community engagement on UGA's campus in Athens, on extended campuses, and locations such as 4-H camps and education centers. Programs covered by the recommendations include continuing education, training, student programs, services for the public, applied and engaged research, technical assistance, and consulting. Although many recommendations apply across the board to Public Service, Outreach, Continuing Education, and Cooperative Extension activities, some recommendations apply to specific programs or only to the operation of facilities and are so noted.

The Working Group recognizes that due to the varying nature of the services provided by Public Service, Outreach, Continuing Education, and Cooperative Extension, individual units may have needs arise based on external and internal circumstances. These issues shall be submitted for a case-by-case review to the Office of the Vice President for Public Service and Outreach. The Working Group also acknowledges that the guidance provided herein is subject to change based on counsel from the State of Georgia, the University System of Georgia, and public health officials.

RECOMMENDATIONS

These 7 principles apply to facilities and programs across all phases:

- Follow UGA-approved guidelines on health and hygiene, including use of appropriate PPE.
- Follow UGA-approved guidelines for food service.
- Follow UGA-approved guidelines for cleaning and disinfecting.
- Communicate UGA-approved messaging and guidelines to faculty, staff, students, and external stakeholders in preparation for phased reopening, with assistance from the Division of Marketing and Communications as needed.
- Revise contracts and agreements to reflect UGA-approved guidelines and to protect UGA if events are canceled based on UGA-approved guidelines, as necessary.

UNIVERSITY OF GEORGIA

- Follow UGA-approved guidelines for travel.
- Follow UGA-approved guidelines for public restrooms.

Phase 1 – Preliminary Preparations

Facilities

- Adhere to maximum group sizes per UGA-approved guidelines.
- Post signage to indicate maximum number of occupants, frequency of cleaning and reminders on hygiene in rooms, common areas, high-touch surfaces, and restrooms.
- Examine spacing and identify areas to reduce opportunities for groups to cluster in common areas.
- Offices or clinics with limited waiting rooms and lobby areas should establish procedures for client entrance and exit based upon UGA guidelines.
- Operations and housing for youth groups at camps and conference facilities should be set at the capacity allowed by guidelines from UGA, the Governor’s Office, the Department of Public Health, and the Centers for Disease Control (CDC).
- Hotel operations and ancillary services, including shuttle service and dining, will be limited as approved by the Office of the Vice President for Public Service and Outreach in conjunction with UGA administration. Mitigation actions will be considered by the facility. Procedures for shuttle usage, including disinfection between uses, dining options, and sanitation will be established according to UGA guidelines.
- Units which have continued operations during the shelter in place period may continue providing services but will immediately begin implementing UGA guidelines on Workplace Health and Safety.

Programs (Includes continuing education, training, student programs, services for the public, applied and engaged research, technical assistance, and consulting)

- Instructors are strongly encouraged to teach virtually, using technology to accommodate vulnerable populations. For approved in-person instruction all UGA guidelines must be followed, including but not limited to:
 - Only advance registration (no on-site collection of cash or paper).
 - Limited shared materials on tables.
- Student programs continue virtually.
- Telework continues for most personnel/student employees/interns.
- Minimize the size of the program and research personnel necessary for tasks.
- Museums, cultural spaces, visitor centers, science centers, and aquariums limit entry via ticketed timed entry or personnel at entrance to only allow for recommended group size and allow for social distancing.
- Limit in-person, face-to-face research and technical assistance involving vulnerable populations and non-UGA personnel.

Phase 2 – Preparation for Return to Regular Operations

Facilities

- Continue to apply all details in Phase 1 and make the following adjustments/additions:
 - Adhere to maximum group sizes per UGA-approved guidelines.
 - Operations and housing for youth groups at camps and conference facilities should be set at the capacity allowed by guidelines from UGA, the Governor’s Office, the Department of Public Health, and the CDC.
- Requests to fully reopen all or parts of Public Service, Outreach, Continuing Education, or Cooperative Extension facilities shall be submitted to the Office of the Vice President for Public Service and Outreach for consideration on a case-by-case basis.

Programs

- Programs continue virtually as needed.
- Flexibility for face-to-face continuing education, training, student programs, services for the public, applied and engaged research, technical assistance, and consulting following UGA-approved guidelines.
- Some telework continues for vulnerable personnel/student employees/interns
- Program managers should develop plans and alternative learning experiences for contingencies and be prepared to adapt programming as needed.
- Museums, cultural spaces, visitor centers, science centers, and aquariums limit entry via ticketed timed entry or personnel at entrances to only allow for groups sizes that meet capacity provided for in UGA guidelines for spaces.
- Requests for initiating programs and activities that fall outside of these guidelines shall be submitted for case-by-case review to the Office of the Vice President for Public Service and Outreach.

Phase 3 – Coincides with the Start of the Fall Semester/Fall Classes Begin with Limited Social Distancing

Facilities

- Continue to apply all details in Phase 1 and 2 and make the following adjustments/additions:
 - Adhere to maximum group sizes per UGA-approved guidelines.
 - Outdoor spaces and interior common areas, public spaces, shuttle services, waiting rooms, lobby areas and mingling areas should adhere to UGA-approved social distancing guidelines.
- Operations and housing for youth groups at camps and conference facilities should be set at full capacity as allowed by UGA-approved guidelines, the Governor’s Office, the Georgia Department of Public Health, and the CDC.

Programs

- Discretion to conduct virtual, face-to-face, or blended continuing education, training, student programs, services for the public, applied and engaged research, technical assistance, and consulting with group sizes as allowed by UGA-approved guidelines.
- Program coordinators and supervisors keep an attendance record for all student group activities for public health contact tracing.

Contingency Plan 1: Fall classes begin with social distancing expectations

- Discretion given for facilities or programs to operate under recommendations above for Phase 3 taking into account state and local conditions and following UGA-approved guidelines.

Contingency Plan 2: Fall classes begin fully online

Facilities and Programs

- Due to our varied locations around the state, discretion will be given for facilities or programs to operate under Phase 1 or 2 if needed or based on state and local conditions and following UGA-approved guidelines.

Contingency Plan 3: Classes and operations must go to an online format for a period of time during the semester

Facilities and Programs

3A: Assumes shelter in place order

UNIVERSITY OF GEORGIA

- Adhere to guidelines from the Governor’s Office, USG, and UGA for shelter in place order.
- Follow business continuity plans developed in Spring 2020 for essential services.
- Make reasonable accommodations where necessary as long as applicable learning objectives and program goals can be reasonably accomplished.
- As shelter in place order is lifted, discretion will be given for facilities or programs to operate under recommendations for Phase 1 or 2 taking into account state and local conditions and following UGA-approved guidelines.

3B: Assumes classes move online for a period of time, UGA remains open

- Due to our varied locations around the state, discretion given for facilities or programs to operate under Phase 1, 2, or 3 if needed or based on state and local conditions and following UGA-approved guidelines.

Appendices

Appendix A: Tips for preparation for a training event

Appendix B: Example of travel modification

Appendix C: Definitions, considerations, and user groups for programs

Appendix D: Guidance for County Extension office reopening

Appendix E: County Extension office safety renovations

Appendix F: Communication example

Appendix G: Sample room sets for social distancing from UGA Center for Continuing Education and Hotel

Appendix H: Public Service, Outreach, Continuing Education, and Cooperative Extension Working Group

APPENDIX A: TIPS FOR PREPARATION FOR A TRAINING EVENT

- Provide Health and Hygiene kits for instructors (hand sanitizer, wipes, masks)
- Evaluate and prepare training room before arrival based on current guidelines
- No physical contact – no handshakes, modifications to walking around instruction room
- Reduce sharing of computer or devices; when required, controlled management of any shared devices – clean presentation clickers and presentation computers between users
- Allow only advanced registration
- Limit shared materials on tables

APPENDIX B: EXAMPLE OF TRAVEL MODIFICATION

To: Extension Agricultural & Natural Resource Agents and Specialists

From: Laura Perry Johnson, Associate Dean for Extension

Re: COVID-19 Response to Agriculture

As of March 24, 2020, Governor Brian Kemp has issued an Executive Order urging us to limit travel and group gatherings of more than 10 people. Under the Homeland Security Act, agriculture and food production are considered critical and necessary activities. Therefore, it is essential that UGA Extension continue to provide the necessary services, diagnoses and advice even during this emergency. However, the health and wellbeing of our employees are paramount.

Following is guidance on responding to agricultural related calls:

- Anything that can be handled via phone, distance diagnostics, email or any other virtual method is the first and preferred response.
- For critical and time sensitive diagnoses and troubleshooting that requires farm or field visits, please follow this guidance:
 - drive to the site in your vehicle alone
 - make the observation, take the sample and look at what you need to while maintaining social distance of at least 6 feet
 - utilize phone, Zoom, Skype or other distance technology to share your diagnosis or recommendations
- If you feel sick at all, stay home and of course, practice good hygiene and handwashing or hand sanitizing recommendations.

Those of us who work in Agriculture know how vital the spring season is to the later food supply. Your expertise is needed now more than ever by the ag community – we just have to be creative and innovative as to how we deliver that expertise.

I am always proud and honored to be a part of the University of Georgia and Cooperative Extension, but the last few weeks have deepened my respect and gratitude for this organization even more. Your selfless dedication and commitment to what you do is what makes Extension invaluable. Thank you from the bottom of my heart.

I urge you to continue to respond to needs and issues as you always do – just do it safely and follow these guidelines. As I always say; our people are our greatest resource!

Department of Ag Press Release:

<http://www.agr.georgia.gov/agriculture-recognized-as-critical-infrastructure-during-covid-19-response.aspx>

The Cybersecurity and Infrastructure Security Agency memo can be found at <https://www.cisa.gov/sites/default/files/publications/CISA-Guidance-on-Essential-Critical-Infrastructure-Workers-1-20-508c.pdf>.

APPENDIX C: DEFINITIONS, CONSIDERATIONS AND USER GROUPS FOR PROGRAMS

The work of Public Service, Outreach, Continuing Education, and Cooperative Extension is extensive, broad, and varied. Accordingly, while some recommendations may apply to such work as a whole, many recommendations apply to specific activities or to the operation of facilities. Therefore, the recommendations within each phase and contingency plan were developed for the following categories: (a) those that apply across Public Service, Outreach, Continuing Education, and Cooperative Extension; (b) those that apply to facilities; and (c) those that apply to programs, including training, student programs, services for the public, applied and engaged research, and technical assistance and consulting.

Under each program category definitions, considerations and user groups were defined in developing the recommendations for Public Service, Outreach, Continuing Education and Cooperative Extension. These are included in this document for reference.

Full Committee Considerations for Recommendations

- USG, Georgia Department of Public Health, Governor's office guidance and directives
- Extramural Funding source (USDA, NIH, Private Industry, Commodity Commissions, State) guidelines
- CDC Guidelines
- Time Sensitivity

Training Programs General Considerations – Components

- A learner or group of learners
- An instructor or group of instructors
- A reason/objective/purpose
- Mechanism for registration & fees
- Contractual arrangements
- Time Sensitivity
- Training space

Student Programs General Considerations

In keeping with UGA's public service mission, the university remains committed to providing learning and research experiences for students that engage them with community and partner needs throughout the state. Units will be as flexible and adaptable as possible to ensure continued student engagement in public service activities.

- UGA/USG student employment and graduate assistantship policies may affect student programming and opportunities
- Recommendations are not intended for outreach-oriented student programs hosted by academic units
- Student programs, including those that provide academic credit/EL credit, should be conducted face-to-face as much as possible, taking into account university health and safety policies and any academic or college/school related restrictions

Student Programs Definitions

- **Student Employees** – e.g., Federal Work Study, Paid and unpaid Internships (on campuses and across state), student hourly employees
- **Group Programs and Activities** – e.g., PSO Student Scholars, Student Tour of Georgia, Experience UGA Ambassadors

UNIVERSITY OF GEORGIA

- **Graduate Assistants** – e.g., PSO Graduate Assistantship Program, grant and MOU funded assistantship

Services for the Public Definitions

- Programs that engage the public and university community on UGA campus in Athens, on extended campuses and at facilities such as 4-H camps and education centers
- Programming in common areas where the public can circulate indoors and outdoors
- Meetings, both formal and informal
- Training and classes
- Rental events
- Museums, cultural spaces, visitor centers, science centers, aquariums, botanical gardens
- Residential and overnight programs
- Hotel services
- Day camps, environmental education, and daytime tours
- Student organized activities and events
- Large public gatherings, such as concerts and donor events

Applied and Engaged Research Programs

Definition of Applied and Engaged Research

- Research conducted outside of a controlled laboratory environment
- Research that has a demonstration component
- Research that applies interventions to impact specific outcomes
- Research that engages the general public in various settings

Groups involved in Applied and Engaged Research

- Public Service Faculty
- Tenure-track Faculty
- Graduate Students
- Technical Staff
- Student Workers

APPENDIX D: GUIDANCE FOR COUNTY EXTENSION OFFICE REOPENING

Understanding that the nature of Extension work is relational and often requires personal contact with the public, UGA Extension Administration is conscious of the need to be cautious when providing guidance for employees to return to work in the wake of COVID-19. UGA Extension also has a history of strong partnership with county governments and desires to be community minded as decisions are made to re-open county offices. The health and welfare of our employees is of paramount importance as this transition is made. County Extension Offices are located in county- owned facilities and on county-owned property, and Extension employees do not have control over opening and closing of the facilities where offices are located. Therefore, the following guidance is being provided to help with a smooth transition to reopening Extension offices.

Actively encourage sick employees to stay home!

When offices are staffed but not open to the public, please utilize the following practices:

1. Rotational staffing so that at least one employee is in the office Monday-Friday for the full operational hours of the office is recommended. All other employees continue to telework.
2. Employees should not be coerced or required to cover the office where there are health-related concerns.
3. Continue to provide services through a contactless method wherever practical. Examples of this include:
 - a. Drop-off boxes for samples
 - b. Call-ahead of visit
 - c. Conduct business via Email or phone where possible
 - d. Make appointments where possible (field visits)
 - e. One person per vehicle when traveling
4. Conduct educational programming via distance methods such as Zoom, Microsoft Teams, Facebook Live, or other available tools.
5. County offices will provide a drawing of their office layout to their District Director illustrating how it has been modified to address social distancing and public safety.

When offices are staffed and open to the public please utilize the following practices:

1. Provide signage on doors and at counter for customers with guidance on social distancing.
2. Place notices that encourage hand hygiene at the entrance to the workplace and in other workplace areas where they are likely to be seen.
3. Place markers on the floor in 6ft intervals to encourage social distancing of clients waiting for counter service.
4. Limit the number of people in the office to what the space can accommodate based on the plan submitted and the number that can be in the space utilizing CDC, GPH, and UGA guidelines. Larger spaces may accommodate more people. Take proper consideration for small spaces to maintain 6 ft. distancing, which may limit the number to fewer individuals.
5. Wear Personal Protection Equipment (PPE) including masks (and gloves, when advisable), and use hand sanitizer as necessary when interacting with clientele. Check with local government to see if they will provide this equipment. Extension Administration will order some supplies centrally to provide to employees as needed.
6. Prohibit handshaking and other unnecessary contact in the workplace.
7. When exchanging paper and coin money:
 - a. Do not touch your face afterward.
 - b. Ask customers to place cash on the counter rather than directly in your hand.
 - c. Place money directly on the counter when providing change or receipts back to the customer.
 - d. Wipe counter with disinfectant or sanitizing wipes between each customer's transactions.

8. Continue to provide services through a contactless method wherever practical. Examples of this include:
 - a. Drop-off boxes for samples
 - b. Call-ahead of visit
 - c. Conduct business via Email or phone where possible
 - d. Make appointments where possible (field visits)
 - e. One person per vehicle when traveling
9. Conduct educational programming via distance methods such as Zoom, Microsoft Teams, Facebook Live, or other available tools.

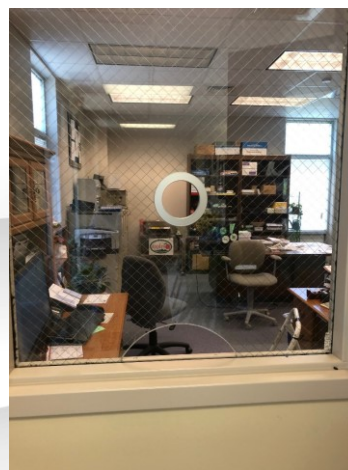
For personal protection and personal hygiene please utilize the following practices:

1. Discourage workers from using other workers' phones, desks, offices, or other work tools and equipment.
2. Clean/Disinfect common equipment after use (copiers, telephones, door handles, table tops, keyboards, computer mouse) See the following link for guidelines on proper techniques for disinfecting: https://extension.uga.edu/content/dam/extension/topic-areas/timely-topics/emergencies-and-disasters/UGA%20Clean%20and%20Disinfect_Mar18.pdf
3. Wash hands thoroughly with soap and warm water for 20 seconds and particularly:
 - a. Before and after work
 - b. Before and after work breaks
 - c. Before and after using the restroom
 - d. After touching money or objects that have been handled by customers
 - e. Before putting on and after taking off disposable gloves
4. Avoid touching eyes, nose, or mouth.

Other:

- UGA Extension will assess connectivity of employees and the need to provide supplemental equipment or technology where access is limited to ensure continuity of services.
- When advertising programs, events, and activities, employees will include the contingency plan that will be used in case of cancellation. Options could be to reschedule, cancel completely, use a hybrid, or offer on-line delivery.

APPENDIX E: COUNTY EXTENSION OFFICE SAFETY RENOVATIONS



APPENDIX F: COMMUNICATION EXAMPLE

UGA Extension is Open for Business – Just in a Different Way!

The University of Georgia Cooperative Extension continues to do what we have been doing for over 100 years – helping farmers, families and communities find research-based solutions to their most pressing problems. Our purpose is to translate the science of everyday living for farmers, families, and communities to foster a healthy and prosperous Georgia and we are committed to carrying out that purpose.

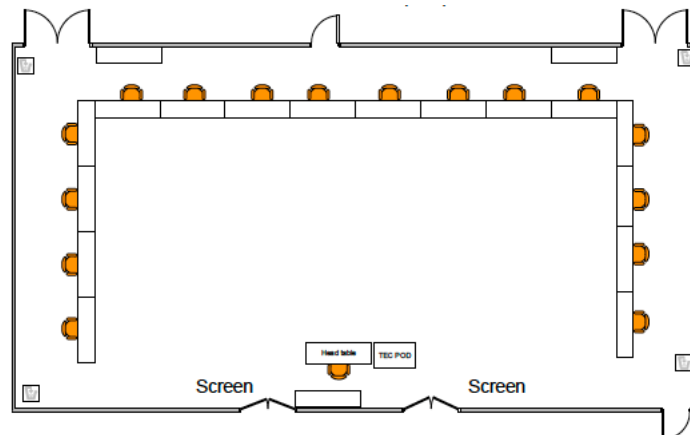
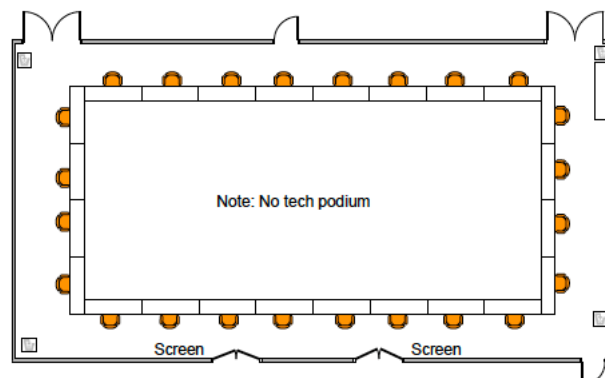
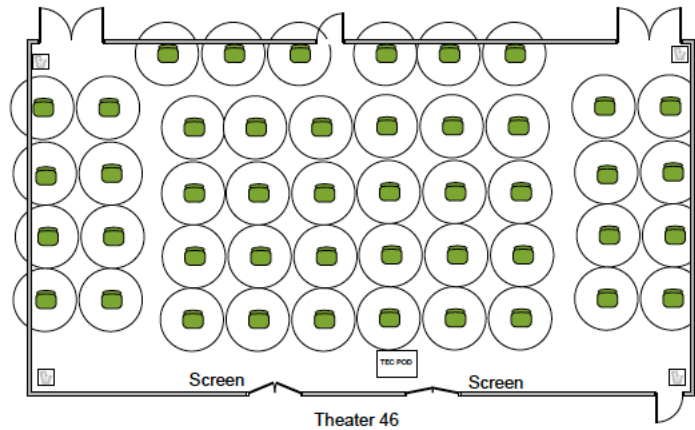
With the ongoing COVID-19 crisis, we are having to be very creative and innovative with our programming, while continuing to serve the public. Our primary concern is for the health and well-being of our employees, our partners, and our clients. Therefore, all face-to-face programming and events, including 4-H activities, have been canceled or postponed through at least April 24. For now, our local County Extension Offices are closed, and all employees are teleworking. You can check your local county Extension web site for specific details and contact information. <https://extension.uga.edu/county-offices.html>

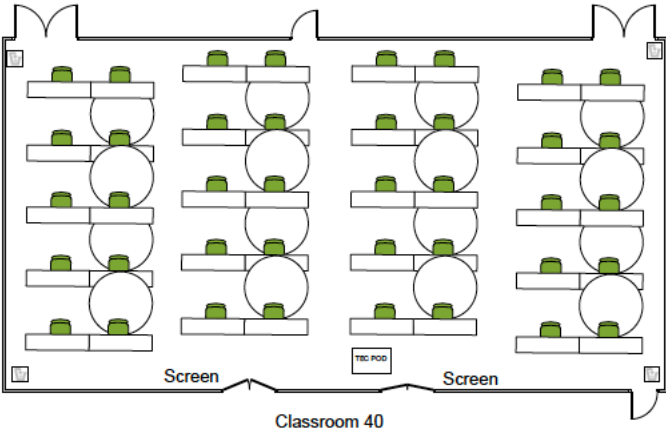
Our Extension web site <https://extension.uga.edu/> has information about hundreds of topics. If you do not find what you need, you can contact us, and we will follow up with you. We also have a toll-free line 1-800-ASK-UGA1 (1-800-275-8421). We have added many timely resources and fact sheets on staying safe and healthy during the COVID-19 outbreak as well as related topics. <https://extension.uga.edu/topic-areas/timely-topics/emergencies.html>

All of our 4-H and Family & Consumer Science programming has already transitioned to on-line and virtual and much of our Agricultural & Natural Resources (ANR) has as well. However, rest assured if you have an urgent need for an on-site visit to diagnose a disease or pest or troubleshoot a problem, we are here to help. Our ANR Agents and Extension Specialists will work out a safe way to look at the issue and get an answer for you. Many of our clients are already very accustomed to contacting your agents directly, and we encourage you to continue doing this. We are also continuing limited soil and water testing. Your local County Extension personnel can assist you with this.

While it is not at all “business as usual,” we want to assure you UGA Extension is committed to doing all we can to be a part of the solution in this unique situation.

APPENDIX G: SAMPLE ROOM SETS FOR SOCIAL DISTANCING FROM UGA CENTER FOR CONTINUING EDUCATION & HOTEL





APPENDIX H: MEMBERS OF THE PUBLIC SERVICE, OUTREACH, CONTINUING EDUCATION, AND COOPERATIVE EXTENSION WORKING GROUP

- Dr. Jennifer Frum – Vice President for Public Service and Outreach, Chair
- Dr. Matthew Bishop – Director of the Fanning Institute for Leadership Development
- Dr. Shannon Brooks – Director of Service Learning
- Dr. Jennifer Cruse-Sanders – Director of the State Botanical Garden
- Dr. Linda K. Fox – Dean of the College of Family and Consumer Sciences
- Mr. Robert Gordon – Director of the Archway Partnership
- Ms. Michele Horn – Director of Digital Strategy, Marketing and Communications
- Dr. Kris Irwin – Associate Dean for Outreach, Warnell School of Forestry and Natural Resources
- Dr. Laura Perry Johnson – Associate Dean for Extension, College of Agricultural and Environmental Sciences
- Dr. Stacy Jones – Director of the Georgia Center for Continuing Education and Hotel
- Dr. Roswell Lawrence – Assistant to the Vice President for Finance and Administration and Director of Client Relations
- Dr. Laura Meadows – Director of the Carl Vinson Institute of Government
- Ms. Gwen Moss – Assistant Vice President for Fiscal Affairs, Public Service and Outreach
- Dr. Mark Risse – Director of Marine Extension and Georgia Sea Grant
- Mr. Alton Standifer – Assistant to the President
- Mr. Grant Thomas – Director of State Relations
- Dr. Joe West – Interim Dean of the College of Agricultural and Environmental Sciences
- Dr. Henry Young – Associate Professor, College of Pharmacy
- Ms. Brooke Savage – Legal Advisor to the Working Group

REPORT OF THE STUDENT LIFE WORKING GROUP

INTRODUCTION

Per parameters of the Fall 2020 Return to Campus Planning request from the University System of Georgia, the Student Life Working Group at the University of Georgia makes the following recommendations related to Fall 2020 return to campus based on the information available at this time.

With the health, safety, and well-being of students, faculty, and staff as the top priority, student life planning includes a number of contingencies described below to address potential impacts on instruction or student engagement and success during the fall term or beyond. Recommendations presented here may need to be adjusted based on both the fluid nature of the COVID-19 situation as well as the operational needs or increased service levels of specific campus operations or services.

RETURN TO CAMPUS—A PHASED APPROACH

As across the University of Georgia, all student life areas are currently planning to begin the Fall Semester with a return to the traditional mix of online and in-person classes, with full academic and student life services, support, facilities, and co-curricular experiences. If UGA opens with limited social distancing expectations, student life will return to full pre-COVID-19 scope and operations, with enhancements made in the interim.

Following UGA's phased approach for the return to campus, in **Phase 1** (preliminary preparation), student life operations will continue in the current interim state, providing student services, support, and co-curricular experiences primarily online. Limited campus housing and dining will be provided for the few students previously approved to continue living on campus. The University Health Center will continue all current services and operations in-person and online. Student life facilities, such as the Tate Student Center, will be limited to personnel working in the facility. Student life leaders and supervisors will begin returning to campus on rotating schedules.

In **Phase 2** (preparation for return to regular operations), primary student services, support, and co-curricular experiences will remain online. On-campus operations will be focused on mission-critical services with limited openings to support those functions. Most student life facilities will continue to be limited to personnel working in the facility. The University Health Center will continue all current services and operations. Student life teams will continue to prepare campus operations for a full return to in-person service. Additional staff supporting the reopening will return to campus on rotating schedules.

For **Phase 3** (coincides with the start of the Fall Semester), student services, support, facilities and co-curricular experiences will return to a more traditional mix of online and in-person offerings, with any modifications in place at that time to ensure health and safety. As students return to campus, residence halls and dining operations will resume with any necessary modifications. Student life facilities, including the Tate Student Center and the Ramsey Student Center, will reopen. The University Health Center will continue all current services and operations and expand in-person offerings as practicable. Full staff will return to campus, except as defined.

Contingency Plan 1—Fall classes begin with social distancing expectations

While social distancing will change the nature of many services and experiences, UGA will offer a robust student experience, with continued student life services, support, facilities, and co-curricular experiences to the fullest extent possible.

Residence Life

Residential life is a core component of the on-campus student experience and will be preserved as practicable.

Available residential spaces will be assigned and filled as in other academic terms. University Housing will communicate with returning residential students who have already been assigned living spaces, as well as incoming first-year students still awaiting placement, to confirm arrangements.

As UGA will not be able to fully guarantee the safety from COVID-19 for residential students, staff will offer incoming students more latitude in requesting exemptions to the University's first-year live-on requirement. Students granted exemptions will be free either to stay in family settings or pursue other living accommodations in the area. Currently contracted returning students will also be provided a window of opportunity to opt-out of the executed housing contract without fees for fall 2020. Should additional beds become available as students opt out of living in the residence halls, University Housing will welcome applications from other returning students. The established fee structure for housing will remain intact for AY2020-21.

Students who are considered to be at a higher risk for severe illness as defined by GDPH will be asked to carefully consider whether moving into a residence hall is the appropriate option.

Residence hall rooms will be viewed as a shared residence within each room or suite, similar to a family's shared residence in that social distancing practices are not expected within the room or suite.

Both as an addendum to the housing contract and, additionally, in person prior to move-in, students will be asked to sign a form acknowledging their understanding of current residential policies and the best health and safety practices in the residential setting as known at that time.

University Housing will stage fall move-in over four days (instead of the traditional two) to support additional social distancing. Strategies will include scheduling defined move-in time slots, limiting the number of students moving in to each building at a time, reducing the number of guests a student may bring to assist with move-in, and controlling elevator access to one family at a time.

In partnership with University Marketing and Communications and Student Affairs, University Housing will proactively educate and remind residents of best practices in prevention both on and off campus through a series of emails, posters and signs, online and social media, and direct educational sessions. Students will be actively encouraged to monitor their personal health and notify the University Health Center if they have flu-like or other concerning symptoms. Students in residence who become sick will be asked to eat or be fed in their room, or request a quarantine room, as available.

University Housing will ensure increased cleaning and disinfection of common areas of the residence halls, including frequent touchpoints, such as elevator buttons, door handles, and front desk surfaces. COVID-19 prevention supplies, such as soap, alcohol-based hand sanitizers, tissues, and trash baskets, will also be provided in common areas, with students actively encouraged to utilize.

Furniture in common areas will be reconfigured to support social distancing.

With more than 2,300 rooms in buildings with community bathrooms, including shared sinks, toilets, and showers, Housing will encourage residents to ensure regular self-cleaning, providing cleaning supplies as necessary. Students will be asked to avoid placing toothbrushes or other personal items directly on shared

UNIVERSITY OF GEORGIA

surfaces and to utilize totes for personal items. Residents will also be educated to identify needs for additional cleaning and take precautions in the event of use by a sick student. University Housing has protocols currently in place to provide specialized cleaning when notified of a triggering incident or circumstance.

Non-essential volunteers and visitors in shared areas in the residence halls will be allowed only under highly limited circumstances. Housing will ask students to limit guests in their individual rooms as well, so that all guests can stay at least six feet apart from each another, as well as residents.

Residence hall staff will limit face-to-face visits to individual resident rooms, except as necessary for operations. Staff will actively use virtual engagement opportunities, communications, and check-ins as possible. Shared residential learning experiences will be staged to support social distancing, utilizing larger spaces, and offering multiple sessions as needed.

University Housing will provide all residents with guidelines for doing laundry, including washing instructions and handling of dirty laundry, and post similar notices in laundry facilities. Students will be asked not to share dishes, drinking glasses, cups, or eating utensils, nor to eat or drink from shared containers. They will also be advised that non-disposable food service items used be handled with gloves and washed with dish soap and hot water or in a dishwasher.

Should a full or partial move-out process be necessary at any point, Housing would implement existing plans from the highly successful move-out completed in spring 2020. Current residents would be given the opportunity to petition to remain in residence based on extenuating circumstances.

Dining

With the diverse dietary needs and preferences of students and campus audiences, UGA provides an extensive range of dining facilities and operations.

To allow social distancing practices and discourage students and others gathering in groups, while meeting the dining needs of the community, a series of flexible modifications will be implemented.

Online ordering and to-go pickup and delivery options will be extended and maximized, including online orders through campus residential and retail dining locations. Many additional to-go options will be provided, including in the residential dining program.

Within dining facilities, all food stations will be fully served. Self-service will be eliminated. Dining staff will wear personal protective equipment and follow best practices in food preparation and delivery.

Furniture and other seating throughout dining facilities will be redistributed and spaced out. Facility capacities will be reduced. The range of food options may be limited within certain facilities. Required reservations in some locations may be implemented to further de-densify and spread out dining traffic. Entry points at some locations may be converted to take-out only.

Common areas will receive increased cleaning and disinfection, including frequent touchpoints, such as door handles, tables, and other shared surfaces. COVID-19 prevention supplies, such as soap, alcohol-based hand sanitizers, tissues, and trash baskets, will also be provided in common areas, with all actively encouraged to utilize.

Media in each facility will proactively educate and remind students and others of best practices in prevention and direct guests to availability of cleaning supplies.

Additional composting facilities will be implemented. Composting and food waste receptacles will be added in numerous areas of campus, including residence halls. Additional reusable containers, sanitizable in dishwashers, will be utilized to further prevent excess waste. Media will proactively educate and remind students and others of best practices in sanitation and minimizing food waste.

UNIVERSITY OF GEORGIA

Dining contracts for new signups have been modified to reflect updated selections in the dining program. While the residential dining program will remain intact, additional flexibility within the plan will be provided.

Specific information for each individual dining facility for fall 2020 related to social distancing practices can be found in **Appendix B**.

Counseling Services

Counseling services at UGA are prepared to operate at full capacity in both online and in-person settings as possible with social distancing practices.

Currently, available staffing in Counseling and Psychological Services, part of the University Health Center, consists of the following:

Full-time active counselors (16 FTE)

- Seven psychologists with three vacant positions
- Seven licensed clinical social workers (LCSW) or licensed professional counselors (LPC) all of whom serve as counselors
- Two post doc positions

Additional counseling staff (4 FTE)

- Three behavioral health care managers (LCSW) (in primary care)
- Four clinical leadership team members (Clinical Director, Outreach Director, Training Director; unfilled Director of Counseling (previously CAPS Director), collectively supplying 1 FTE for direct service

Part time (.75 FTE)

- One licensed clinical social worker (LCSW)
- One licensed professional counselor (LPC)

The current ratio of (20.75) full-time equivalent counseling staff using enrollment of 38,920 is 1:1875 assuming the full complement of professional counseling roles are filled. The Health Center's benchmark ratio of counsellors to students is 1:1500 or less.

Two active full-time counselors have offices that will not allow for proper distancing and will need alternative office space. Six counselors are considered immune compromised and are vulnerable for COVID-19, requiring either different physical space and/or engagement in tele-behavioral health. Five counselors have childcare constraints due to lack of services under current conditions depending on how vulnerable is defined.

The remaining counseling staff will be able to serve students in the current physical space.

Currently, all counselors have approval to deliver tele-counseling, with 20 licenses that will be able to perform tele-behavioral health as needs warrant.

Counseling includes embedded services based in the UGA School of Law and College of Veterinary Medicine, which may result in need for alternate physical spaces for those locations.

As currently, via online scheduling and available tele-behavioral health, students may receive counseling fully online. While some patients may request in-person service, there is no professional or ethical obligation for face-to-face delivery. Counseling staff will consider the following factors in determining whether telehealth is a good option for the patient:

- Does the patient have access to a telehealth platform, and is he or she able to use it?
- If this is ongoing treatment, is the patient making progress? Is there decline?

- Is the next phase in treatment feasible for continuing remotely, or does it require face-to-face contact?

If the counselor recommends face-to-face interaction, a number of precautions will be implemented, including physical distancing of seating in waiting areas, signage reminding of distancing and affirmative health practices, increased ventilation, wearing of protective masks, scheduling of appointments at wider intervals to minimize traffic, available hand sanitizers, avoiding personal contact such as handshaking, and workflow that does not require sharing of documents, like credit or ID cards.

Additional student counseling resources are available through campus-affiliated training clinics, including the ASPIRE Clinic, a collaborative unit of the College of Family and Consumer Sciences, and the Center for Counseling and Personal Evaluation, through the College of Education.

Health Centers

As currently, via online scheduling and available tele-health, students may receive many services fully online. For necessary face-to-face interactions through the Health Center, a number of precautions will be implemented, including screening and triage on presentation, physical distancing of seating in waiting areas, signage reminding of distancing and affirmative health practices, increased ventilation, wearing of protective masks, scheduling of appointments at wider intervals to minimize traffic, available hand sanitizers, avoiding personal contact such as handshaking, and workflow that does not require sharing of documents, like credit or ID cards.

Related to implementing telemedicine, the Health Center has the necessary infrastructure through a virtual platform and licensed staff and is currently offering tele-health in several service areas. Additional training and support in the campus environment related to testing, tracing, and isolation support will be necessary to ensure tele-services are as robust and sustainable as possible. Additional identified private space for providers to offer telehealth at the Health Center, where they have the support resources, rather than from home, may be necessary as well.

To ensure the Health Center has the resources and equipment for full fall operations, potential needs may include:

- Personal protective equipment for all who will be working more closely and as density of presence on campus increases
- Sanitation stations across campus
- Available point of service, rapid results, diagnostic tests for use at the UHC and in the community
- Surveillance level tests and testing implementation
- Thermometers for faculty and staff who do not have them, or devices for staff to use to screen
- Automated technology system for tracking and contacts, including infrastructure relative to a virtual platform, licenses, etc.
- Additional identified private space for providers to offer telehealth at the Health Center, where they have the support resources, rather than from home, may be necessary as well
- Space in which to effectively isolate and/or quarantine
- A platform for results reporting across public (screening) to therapeutic environments
- Non-testing based routine screening measures of faculty, staff, and students
- Robust contact tracing
- Resources to minimize exposure opportunities, such as hands-free water, toilets, and doors, and no-touch sensors for admissions to spaces
- Available public health resources to perform contact tracing for the campus community at large
- Additional training related to cleaning, identification of risk areas, stratifying risk, understanding contact tracing, diagnostic versus surveillance testing, mitigation strategies and the metrics that

might trigger them, and vulnerable populations and how they will be managed. Training will need to specifically delineate the different health care resources available to faculty, staff, and students

More detailed information on mitigation and monitoring practices and resources is included in the Workplace and Health Safety Group report.

Academic Support and Co-Curricular Experiences and Services

Robust student learning experiences, services, and support outside the classroom are vital to student success and holistic student development.

For fall, campus providers will tailor experiences and services to accommodate social distancing practices. Strategies include using larger venues and open-air spaces that allow spatial flexibility; offering the same activities multiple times to enable smaller groups, supplementing or alternatively delivering experiences online, implementing reservation processes, and configuring available spaces and furnishings in new ways. Several services, including peer tutoring, academic coaching, and accessibility accommodations, will continue online, along with in-person services in physical spaces throughout campus.

Students with technology and online connection needs will continue to be reviewed as needed on a case-by-case basis.

Online modules for student orientation and working in the online environment will continue to be available to incoming students.

As possible, services will leverage online technologies and digital workflows (ordering, customization, payments, etc.) to minimize necessary close interpersonal contact.

Large events scheduled for the Fall 2020 semester will follow the institutional plan for large events.

Student Organizations

Student organizations and the opportunities they provide students are critical components of the student experience.

Prior to the return to campus, all registered student organizations will be provided with updated guidance and education on measures in place at UGA to promote social distancing related to organization activities and operations. The University's interest is to allow each group to continue its work to the extent possible, while promoting the health and safety of group members and the larger community.

All registered student organizations will be encouraged to hold group meetings online as possible. For necessary or smaller in-person meetings, a defined group of reservable meeting spaces and buildings will be made available through Campus Reservations. Setup in these rooms will either meet social distancing requirements or provide space for students to maintain appropriate distance between attendees.

For small and medium-sized student organization events and activities, including tabling and use of outdoor locations, such as Tate Plaza, organizations will be asked on registration to acknowledge compliance with institutional guidelines to ensure social distancing. For off-campus events and activities, groups will be asked to follow current guidance in place from state and local officials and health leaders. Large events scheduled for the Fall 2020 semester will follow the institutional plan for large events.

All student organization recruitment activities will adhere to the current social distancing requirement in place. If an organization cannot ensure social distancing in recruitment, the organization will be asked to defer recruitment to the spring semester or a future date.

At all meetings, events, and common group activities, students will be discouraged from having common food and drink distribution sources, favoring individually portioned and pre-packaged containers. Student fundraising activities that involve food, unless it is pre-packaged, will not be approved. Students will be

UNIVERSITY OF GEORGIA

actively encouraged to self-clean following all organization meetings, events, and activities. Cleaning supplies will be provided as necessary.

For student organization activities involving off-campus travel or service to the community and community partners, all students and organizations will be asked to follow current guidance in place from state and local officials and health leaders.

Advising for student organizations will take place online or in larger spaces that accommodate social distancing.

Vendors and external service providers contracted by student organizations will be asked to confirm adherence to institutional guidelines as part of the contracting process.

Bands and Choral Groups

Decisions related to band and choral groups will be made with the most up-to-date social distancing guidelines.

Campus Recreation

Recreational Sports will make a number of modifications to available facility hours, allowed density, staffing, and recreational offerings to accommodate social distancing measures.

In the Ramsey Student Center and Pound Hall, open facility hours of operation will be reduced by up to 20 hours weekly. The current plan for open facility hours of operation are:

- Ramsey Student Center – Monday-Friday, 6am-9pm; and Saturday-Sunday, Noon-6pm
- Pound Hall – Monday-Friday, 11am-2pm and 4-7pm

Recreational Sports will reduce the number of patrons allowed at a given time in each facility, both in the buildings as a whole, and within functional areas with recreational offerings. This effort will include multiple (non-touch) check stations, including at the point of entry, climbing wall, pools, gyms, indoor track, weight training spaces, fitness rooms, and other areas. (These limitations will not apply to faculty, students, and other guests utilizing UGA Athletics venues and College of Education classrooms and offices within the Ramsey Student Center.)

Some recreational spaces will be reconfigured, and equipment spaced out to enable social distancing. Time usage limits for equipment may also be utilized in specified areas to allow maximum patron availability. Portions of shared locker rooms will be closed, including lockers and showers. Use of restrooms and sinks will require social distancing measures.

For reservable outdoor spaces, including the rec fields and the Club Sports complex, patrons or affiliated organizations will be asked on registration to acknowledge compliance with institutional guidelines to ensure social distancing.

Recreational Sports will implement distributed work schedules for full-time staff to cover operations across each day and meet social distancing expectations. Student staff will be reduced by more than 50% and provide supplemental support.

Media available at each facility will proactively educate and remind students and others of best practices in prevention and direct guests to availability of cleaning supplies. Patrons will be actively encouraged to wipe down equipment, machines, and weights before and after use. Staff, including campus Facilities Management, will also regularly clean common spaces and frequent touchpoints, along with exercise equipment, mats, floors, and restrooms.

Group and individual fitness and training opportunities will continue both online and in-person, with modifications on class size and spacing for social distancing.

UNIVERSITY OF GEORGIA

Availability of team club sports and intramurals will be determined in conjunction with decisions made for varsity sports and health recommendations at the time.

Activities involving off-campus travel, including outdoor recreation trips and other off-site activities, will follow current guidance in place from state and local officials and health leaders.

Co-curricular Requirements

Students still needing to fulfill co-curricular requirements for degree attainment in fall 2020 will be provided direct guidance from academic affairs staff.

Student Unions and Other Community Gathering Locations

Primary student and community gathering locations across campus, like the Tate Student Center, will adapt furnishings and practices to accommodate social distancing.

Furniture and other seating throughout buildings will be redistributed and spaced out. Preset furnishings in individual rooms will be reconfigured to allow additional space. Room capacities will be reduced.

Common areas will receive increased cleaning and disinfection, including frequent touchpoints, such as door handles, tables, and other shared surfaces. COVID-19 prevention supplies, such as soap, alcohol-based hand sanitizers, tissues, and trash baskets, will also be provided in common areas, with all actively encouraged to utilize.

Media throughout the building will proactively educate and remind students and others of best practices in prevention and direct guests to availability of cleaning supplies.

Campus and community audiences hosting meetings and events in these locations, including outdoor venues, like Tate Plaza, will be asked on registration to acknowledge compliance with institutional guidelines to ensure social distancing. Large events scheduled for the Fall 2020 semester will follow the institutional plan for large events.

Contingency Plan 2—Fall classes begin fully online

Were instruction to continue from summer into fall fully online, student life operations will continue in the current state from late spring and summer, providing student services, support, and co-curricular experiences primarily online.

Limited campus housing and dining will be provided for the few students previously or newly approved to live on campus. The University Health Center will continue all current services and operations in-person and online. Student life facilities, such as the Tate Student Center, will be limited to personnel working in the facility.

Contingency Plan 3—Classes and operations must go to an online format for a period of time during the semester

Should classes and operations need to transition to an online environment after beginning face-to-face, either temporarily or for the remainder of the term, student life providers will move as many efforts as possible online to ensure continuity of student services, support, and co-curricular experiences to the fullest extent available. Student life facilities will follow current guidance in place from state and local officials and health leaders, closing to external guests as recommended.

Residence Life

In a temporary move to online instruction, where all residents remain in the halls, residents will be advised of additional measures in place at the time, whether to shelter-in-place, more restrictive social distancing, or other necessary limitations to ensure community safety.

Should a full or partial move-out process be necessary at any point, Housing would implement existing plans from the highly successful move-out completed in spring 2020. Current residents would be given the opportunity to petition to remain in residence based on extenuating circumstances.

Dining

In a situation with the full student population remaining on campus but studying online, dining facilities will operate in a decreased manner to allow for students with meal plans to access dining services with the strict enforcement of social distancing measures. To-go and delivery services would be further accentuated.

Following a residential move-out, limited campus dining will be provided for the few students approved to continue living on campus.

Counseling Services

As currently, via online scheduling and available tele-behavioral health, students may receive counseling fully online.

Health Centers

As currently, the Health Center will continue to offer a balance of online and in-person operations, as circumstances dictate.

Academic Support and Co-Curricular Experiences and Services

Student services, support, and co-curricular experiences will move primarily online. On-campus operations will be focused on mission-critical services with limited openings to support those functions.

Student Organizations

With a move to fully online delivery of academic courses, all student organization activity will be required to take place in an online environment or in congruence with guidance from state and local officials and health leaders.

Bands and Choral Groups

With a move to fully online delivery of academic courses, all band and choral group activities will be required to take place in an online environment or in congruence with guidance from state and local officials and health leaders.

Campus Recreation

With a move to fully online delivery of academic courses, recreational facilities would follow current guidance in place from state and local officials and health leaders, closing to external guests as recommended.

Co-curricular Requirements

As circumstances indicate, students still needing to fulfill co-curricular requirements for degree attainment in fall 2020 will be provided direct guidance from academic affairs staff.

Student Unions, Centers and Other Community Gathering Locations

With a move to fully online delivery of academic courses, student life facilities would follow current guidance in place from state and local officials and health leaders, closing to patrons and external guests as recommended. Activities in outdoor locations will require strict social distancing measures.

ENFORCEMENT

With all scenarios, the policies, practices, and guidelines applicable to students and student groups at that time will be enforced primarily through ongoing education, communication, and voluntary compliance. Voluntary compliance is critical.

For registered and other affiliated student groups, campus residents, and others, campus providers will provide additional educational and communications support as needed. As circumstances warrant, existing student enforcement mechanisms remain available.

APPENDIX A: MEMBERS OF THE STUDENT LIFE WORKING GROUP

- Mr. Victor K. Wilson, Vice President for Student Affairs - Chair
- Dr. Eric Atkinson, Associate Vice President for Student Affairs
- Mr. Larry Cloud, Director of New Student Orientation
- Dr. Chase Hagood, Director, Division of Academic Enhancement
- Mr. Robert Holden, Associate Vice President of Auxiliary Services
- Ms. Linda Kasper, Executive Director of University Housing
- Ms. Shannon Marable, Director of Academic Services and Client Support, EITS
- Dr. Garth Russo, Executive Director of the University Health Center
- Mr. Alton Standifer, Assistant to the President – President’s Office Liaison
- Mr. Matt Waller, Chief of Staff, Student Affairs
- Mr. Marshall Chalmers, Associate General Counsel – Legal Advisor to the Working Group

APPENDIX B: INFORMATION FOR INDIVIDUAL DINING FACILITIES

Bolton Dining Commons

Built for 1,000 seats with multiple platforms. All self-service platforms will be moved to served platforms. The current Bulldawg box program will be extended to this facility (to-go program). The current online ordering program will be extended. CDC and GDPH guidelines for sanitation and seating will be followed (when seating is allowed). Proper social distancing practices will be recommended to students along with signage supporting social distancing and sanitation practices. Additional hand wash stations and hand sanitizer stations will be implemented. Tables and chairs will be spaced to provide social distancing, removing additional seating from the facility. Reservation systems are being looked at for seating times to reduce lines.

Oglethorpe House

Built for 560 seats with multiple platforms. All self-service platforms will be moved to served platforms. The current Bulldawg box program will be extended to this facility (to-go program). The current online ordering program will be extended. CDC and GDPH guidelines for sanitation and seating will be followed (when seating is allowed). Proper social distancing practices will be recommended to the students along with signage supporting social distancing and sanitation practices. Additional hand wash stations and hand sanitizer stations will be implemented. Tables and chairs will be spaced to provide social distancing, removing additional seating from the facility. Reservation systems are being looked at for seating times to reduce lines.

Snelling Dining Commons

Built for 460 seats with multiple platforms. All self-service platforms will be moved to served platforms. The current Bulldawg box program will be extended to this facility (to-go program). The current online ordering program will be extended. CDC and GDPH guidelines for sanitation and seating will be followed (when seating is allowed). Proper social distancing practices will be recommended to the students along with signage supporting social distancing and sanitation practices. Additional hand wash stations and hand sanitizer stations will be implemented. Tables and chairs will be spaced to provide social distancing, removing additional seating from the facility. Reservation systems are being looked at for seating times to reduce lines.

Village Summit

Built for 760 seats with multiple platforms. All self-service platforms will be moved to served platforms. The current Bulldawg box program will be extended to this facility (to-go program). The current online ordering program will be extended. CDC and GDPH guidelines for sanitation and seating will be followed (when seating is allowed). Proper social distancing practices will be recommended to the students along with signage supporting social distancing and sanitation practices. Additional hand wash stations and hand sanitizer stations will be implemented. Tables and chairs will be spaced to provide social distancing, removing additional seating from the facility. Reservation systems are being looked at for seating times to reduce lines.

The Niche

Built for 150 seats with multiple platforms. All self-service platforms will be moved to served platforms. The current Bulldawg box program will be extended to this facility (to-go program). The current online ordering program will be extended. CDC and GDPH guidelines for sanitation and seating will be followed (when seating is allowed). Proper social distancing practices will be recommended to the students along with signage supporting social distancing and sanitation practices. Additional hand wash stations and hand sanitizer stations will be implemented. Tables and chairs will be spaced to provide social distancing, removing additional seating from the facility. Reservation systems are being looked at for seating times to reduce lines.

REPORT OF THE ENROLLMENT MANAGEMENT GROUP

The Enrollment Management Working Group focused on implementing best practices related to recruitment, admissions, and retention.

GOALS

- Maximizing the yield of the freshman class, transfer, and new graduate and professional students;
- Minimizing the number of students who commit by paying a deposit, but decide not to attend;
- Maximizing the return of current UGA students;
- Maximizing the number of credit hours taken by all students; and
- Ensuring diversity of the student body by providing additional resources to those who may not have access to technology needed for orientation, advisement, and registration.

The chart below details modifications to strategic enrollment plans to address anticipated potential changes in recruitment, admissions, and retention. Contingency Plan 1 coincides with Phases 1 and 2 of UGA's phased approach to return to campus prior to the start of Fall Semester. Because of the immediate need for action related to recruitment and admissions, summer orientation sessions, advising, and access to technology, this plan sets forth steps that are currently underway during the preparation for return to regular operations.

Contingency Plan 2 coincides with UGA's Phase 3, the start of Fall Semester. As requested by USG, this plan details additional recommendations for Fall Semester, including if the term is online at any point.

For each category, markers/indicators are specified that are being used to monitor outcomes. Although there are substantial unknowns making it difficult to predict outcomes, enrollment information from 2019-2020 serves as a benchmark. That data is being carefully monitored.

To provide input about issues specifically related to international students, an *ad hoc* group with representatives from across campus was assembled to advise the working group.

COMMUNICATIONS

A communications representative worked with the Enrollment Management Working Group to develop a plan for communicating necessary information. That plan is set forth in the *Communications Working Group Report*. We want to underscore the importance of consistent, steady communications to students to address any concerns about health and safety associated with their decision to matriculate at UGA or return to campus. To meet our enrollment goals, it is paramount to communicate the plans being implemented regarding the well-being of students, faculty, and staff.

FISCAL IMPACT

In addition to having a fiscal impact representative as a member of this working group, the chair coordinated with the chair of the Fiscal Impact Working Group about the financial implications of enrollment fluctuations. Scenarios related to the fiscal impact of enrollment declines are detailed in the *Fiscal Impact Working Group Report*.

	<p align="center">CONTINGENCY PLAN 1 UGA Phases 1 and 2 Preliminary & Next Preparation Prior to Return to Regular Operations</p>	<p align="center">CONTINGENCY PLAN 2 Phase 3 Fall Semester/ Plans if Online</p>
<p>I. Recruitment & Admissions</p> <p><i>A. First-Year Undergraduate</i></p>	<ul style="list-style-type: none"> Admitting more students than usual to allow for melt (students who pay a deposit, but ultimately do not enroll) Students from waiting list can be admitted if melt occurs. Students in contiguous counties originally offered admission for Spring 2021 term could be offered admission for Fall 2020 if melt on deposited students is higher than anticipated. Gap year requests allowed for international students on a broader basis <p>Markers/Indicators</p> <ul style="list-style-type: none"> Daily review of number of first-year students who have paid deposit, students who have signed up for orientation, students who have signed up for housing, and composition of first-year and transfer classes. Reports are run in real-time from Slate CRM with more complex reports including housing and financial aid data run ad hoc from Banner. 	<ul style="list-style-type: none"> Plan 1 continued UGA continues to maintain a wait list of FY students in anticipation of the attrition of non-enrolling deposited students. A group of students offered enrollment for Spring 2021 could be given the opportunity to enroll in Fall 2020. Increase number of first-year students and transfer students who enroll in January. Recruiting and Admissions for Fall 2021: if on-campus programming (with appropriate social distancing consistent with campus plans) is not possible, online options, such as the Virtual Campus Visit Experience and Zoom webinars, will continue.
<p><i>B. Transfer Students</i></p>	<ul style="list-style-type: none"> Extended transfer student application deadline <p>Markers/Indicators</p> <ul style="list-style-type: none"> Number of transfer students accepted who have registered for orientation, registered for classes Number of students who pay tuition deposits (due June 1) 	
<p><i>C. First-year Graduate and Professional Students</i></p>	<ul style="list-style-type: none"> Extend application deadlines and target domestic/local students. Promote non-degree seeking and transient options. Promote fully online graduate programs. Recruit UGA and non-UGA international students (undergraduates/masters-level) who are in the U.S. Promote programs that may be high demand because of COVID-19 (e.g., Master of Public Health). Allow students who were offered graduate assistantships to receive tuition waivers if they are unable to travel to the U.S. but can start the Fall Semester in online courses. Flexible start dates for students admitted for Fall Semester (allow early or delayed starts) to facilitate matriculation 	<ul style="list-style-type: none"> Encourage graduate programs that have low yield to make a push for spring recruitment. Recruit more students for fully online graduate programs. Graduate and professional programs will continue to use virtual and online resources to recruit students for Fall 2021.

	<p align="center">CONTINGENCY PLAN 1 UGA Phases 1 and 2 Preliminary & Next Preparation Prior to Return to Regular Operations</p>	<p align="center">CONTINGENCY PLAN 2 Phase 3 Fall Semester/ Plans if Online</p>
	<ul style="list-style-type: none"> • Develop online graduate courses to facilitate the matriculation of students who cannot travel to campus. • Maintain funding commitments (assistantships) for students who must defer to the Spring Semester. • Allow graduate programs to waive entrance exams (GRE, GMAT, or MAT) as appropriate for otherwise qualified applicants. • Allow the submission of final official transcripts after the start of classes. • Allow matriculation deferment options for Spring 2021 or fall 2021, depending on program, or allow applicants to submit exam scores before the 2nd semester of registration. • Assess availability of housing for graduate students in Athens (inventory, capacity, etc.). • Allow digital signatures for documents. <p>Markers/Indicators</p> <ul style="list-style-type: none"> • Number of applications • Number of students with completed FAFSA • Documentation issued for visa applications • Students who have accepted assistantship offers • Applications for housing, parking, etc. • Number of students who register for online courses in the Fall Semester (not applicable to all programs) • Requests for matriculation deferments 	
<p><i>D. International Students</i></p>	<p>All International Students</p> <ul style="list-style-type: none"> • Immigration advisors available for remote and virtual advising • Processing immigration documents quickly, and sending electronic versions of documents when needed • Communicating with current and new students about immigration options and updates on Consular closures and travel restrictions • Immigration Services is monitoring the number of international students who have completed the immigration sponsorship request process and following up with forms to facilitate visa applications. • Verification of Lawful Presence (VLP) holds will be cleared for all admitted students immediately, and the effective date will be the semester start date to facilitate registration. 	

	<p align="center">CONTINGENCY PLAN 1 UGA Phases 1 and 2 Preliminary & Next Preparation Prior to Return to Regular Operations</p>	<p align="center">CONTINGENCY PLAN 2 Phase 3 Fall Semester/ Plans if Online</p>
	<p><i>International Graduate Students</i></p> <ul style="list-style-type: none"> • Test score requirements <ul style="list-style-type: none"> ○ Added option of Duolingo as an exam for English Proficiency ○ Online option of the Intensive English Program in June or July for applicants needing it • Flexibility with application deadlines • Deferment options available for Spring 2021 or Fall 2021, depending on program • Online Fall 2020 options available depending on academic program <ul style="list-style-type: none"> ○ Option 1: start online while trying to obtain a visa for Fall 2020. If the student obtains a visa in time to join in fall, the student may do so ○ Option 2 online enrollment for Fall 2020 semester; arrival Spring 2021 	
<p>II. Orientation</p>	<ul style="list-style-type: none"> • Online orientation for first-year students (including placement tests), transfer students, first-year graduate students, and international students • First-year student Orientation will take place online throughout June and July. • First-year students will participate in small group sessions with an Orientation Leader prior to completing the online modules for Orientation to develop a connection with a current student. • Separate sessions will be created to engage with parents in a similar format. • Incoming Transfer Students will have the opportunity to receive individual virtual advising appointments in May to facilitate smoother registration and not compete with incoming first-year students for course sections in higher demand. • International Student Orientation will shift to an online delivery method, with both synchronous and asynchronous aspects. Some light in-person sessions/experiences will be developed to compliment the online orientation program. • International Student Orientation will be free for students this year • Virtual options for department/program orientations for students not yet in Athens <p><i>Markers/Indicators</i></p> <ul style="list-style-type: none"> • Track student completion of orientation modules • Number of students registered for orientation • Number of students participating in virtual orientation 	<ul style="list-style-type: none"> • Plan 1 continued if necessary, for spring admissions • Expanding Spring 2021 orientation given the possibility of more international students physically arriving in January
<p>III. Welcome Week</p>	<p>Planning related to Dawg Camps Summer Orientation and Welcome Week underway for possible variable formats.</p>	<ul style="list-style-type: none"> • Dawg Camps Summer Orientation will be

	<p align="center">CONTINGENCY PLAN 1 UGA Phases 1 and 2 Preliminary & Next Preparation Prior to Return to Regular Operations</p>	<p align="center">CONTINGENCY PLAN 2 Phase 3 Fall Semester/ Plans if Online</p>
<p>Activities for New and Returning Students</p>	<p>Markers/Indicators</p> <ul style="list-style-type: none"> • Compare participation and satisfaction rates to previous years • Compare first-year student and transfer withdrawal rates with previous years 	<p>delayed or converted to a virtual format in compliance with public health conditions.</p> <ul style="list-style-type: none"> • Welcome Week events are scheduled for face-to-face format mid-August through September. If conditions warrant social distancing and/or online instruction, these events will occur virtually, remotely, and/or be rescheduled for a later date.
<p>IV. Co-curricular Retention Strategies (Beyond the classroom, advising, Momentum)</p>	<ul style="list-style-type: none"> • Continue the option of virtual academic advising for all students. • Advisors and orientation staff collaborating on advising-adjacent activities such as experiential learning, recurring registration support Zoom sessions, First-Year Odyssey Seminars • Offer expanded support for international students (e.g., International Student Life staff and Immigration Services advisors available for virtual advising through fall term and after; Language Labs available for longer period of time; repeating transition programs and assistance throughout the entire Fall Semester to help students establish bank accounts, cell phone service, etc.). • Holistic retention plan development continues with cross-campus partnerships and training. See Instruction report for details. • Ensure funding and employment opportunities for graduate students (teaching and research assistantships). • Advocate for an exemption to lower the cost of attendance allowance for 100% online courses for financial aid purposes. • Assess the feasibility of out-of-state tuition waivers to adjust for loss of assistantship funding for non-resident graduate students. • Assess availability of housing for graduate students in Athens (e.g., inventory, capacity etc.). Assist with alternative housing options for students (especially those whose arrival on campus is delayed). • Encourage students who lose assistantship funding to apply for federal work study (requires FAFSA). 	<ul style="list-style-type: none"> • Plan 1 continued

	<p align="center">CONTINGENCY PLAN 1 UGA Phases 1 and 2 Preliminary & Next Preparation Prior to Return to Regular Operations</p>	<p align="center">CONTINGENCY PLAN 2 Phase 3 Fall Semester/ Plans if Online</p>
	<ul style="list-style-type: none"> • Adding summer courses to replace canceled study abroad experiences. Will consider for fall if additional study abroad experiences canceled. • Adjusting course offerings to meet student needs based on spring/summer grades in gateway and high-demand courses. • Consider allowing transient students during the academic year if enrollment numbers are low. <p>Markers/Indicators</p> <ul style="list-style-type: none"> • Number of students with FAFSA applications • Number of graduate students supported on assistantships • Rates of participation in retention-related programs relative to previous years • Daily monitoring of head count and credit hours registered for summer and fall with day-to-day and year-to-year comparisons by college and level (undergraduate, professional, graduate) • Daily monitoring of head count of in-state, out-of-state, and international students with day to day and year-to-year comparisons by level (undergraduate, graduate, professional) • Daily monitoring of head count of undergraduate and graduate students by Georgia county of residence • Daily review of Fall 2019 vs. Fall 2020 undergraduate profile—number registered, how many hours they are registered for, their student level, residency status, and number of students who have not registered but did not graduate • Weekly review of number of Spring 2020 students who have not registered for fall • Weekly review of number of students registered for fewer than 6 hours and 6-11 hours • Conducting survey and focus groups of rising second-year students (~5600). Survey assesses satisfaction with first-year experience with invitation to participate in follow-up focus group about shifting to remote instruction (through the Council on the First-Year Experience). Survey data will be available in late May; focus groups will be conducted in June and July. 	
<p>V. Use of Technology</p>	<ul style="list-style-type: none"> • Communicate personal computing requirements for students, especially as it relates to online instruction. • Availability of Eduroam – Allows students to authenticate with UGA credentials to the network of participating institutions (US and International); this would offer a good higher speed internet connectivity option for online learning <i>See</i>, https://www.eduroam.org/where/ 	<ul style="list-style-type: none"> • Plan 1 continued • Enhance the Campus Visit Virtual Experience with 360-degree video of campus, interactive web content, and virtual reality content.

	<p align="center">CONTINGENCY PLAN 1 UGA Phases 1 and 2 Preliminary & Next Preparation Prior to Return to Regular Operations</p>	<p align="center">CONTINGENCY PLAN 2 Phase 3 Fall Semester/ Plans if Online</p>
	<ul style="list-style-type: none"> • Partner with other USG institutions in providing space, remote access, and internet connectivity to UGA students who reside in close proximity and decide to stay home. • Partner with other USG institutions and high schools to allow students to complete online orientation, advisement, and registration over the summer. • Local business (i.e. Starbucks, Panera, and others with WiFi options) may also be good partnering options. • Adopt DocuSign for digital signatures on enrollment documentation (Graduate School). • Mobile plans and potentially cell signal boosters for administrative personnel (i.e., advisors) who need to use mobile technology as a hot spot for better connectivity • Zoom, eLC and other tools available to students and faculty for face-to-face and online learning. Useful links from: • Office of the Vice President for Instruction links to resources • EITS resources, see, https://eits.uga.edu/continuity/ • Generate reports and predictive analytics to support UGA’s response and planning. <p>Markers/Indicators</p> <ul style="list-style-type: none"> • Reports of technology use • Reports to EITS or OVPI regarding issues with available technology • Technology issues resolved, including additional enhancements and solutions 	

APPENDIX A: MEMBERS OF THE ENROLLMENT MANAGEMENT GROUP

- Dr. Marisa Pagnattaro, Vice Provost for Academic Affairs, Chair
- Ms. Cheri Bliss, Senior Director, Graduate Student Services
- Dr. Julia Butler-Mayes, Director Academic Advising Services
- Ms. Robin Catmur-Smith, Director of Immigration Services, Office of Global Engagement
- Dr. Michelle Garfield Cook, Vice Provost for Diversity and Inclusion
- Ms. Sheila Davis, Assistant to the President, President's Office
- Mr. Ilir Hasko, Associate CIO for Student Information Services, EITS
- Ms. Therese Hodges, Bursar, Bursar & Treasury Services
- Mr. Eric Johnson, Visitors Center Director
- Dr. Anthony Jones, Director of Student Financial Aid, Office of Instruction
- Mr. Paul Klute, Director, Office of Institutional Research
- Mr. Ken McCollum, Senior Director, University Budget Office
- Dr. Bill McDonald, Dean of Students, Student Affairs
- Dr. Naomi Norman, Associate Vice President of Instruction
- Ms. Elizabeth Prince, Director, Financial Accounting, UGA Foundation
- Dr. Denise Spangler, Dean College of Education
- Ms. Rosemary Segreti, Senior Associate Registrar
- Dr. Lance Wells, ILS Admissions Portal, Graduate School
- Dr. Ron Walcott, Interim Dean, Graduate School
- Mr. Patrick Winter, Associate Vice President for Admissions and Enrollment Management

Communications Liaison: Dr. Amanda Sale, Senior Associate Director of Admissions for Marketing & Recruitment

Advisory Representatives on International Issues: Dr. Karen Braxley, Intensive English Program Director; Ms. Chenelle Goyen, Associate Director of Admissions; Dr. Justin Jeffrey, Director of International Student Life; and Dr. Chase Hagood, Director Division of Academic Enhancement

REPORT OF THE ATHLETICS WORKING GROUP

All decisions of the University and the Athletic Association regarding the resumption of athletic activities will be informed and guided at all times by the health and safety of our student-athletes, staff, and community as our highest priority. To promote a healthy and safe environment, our plans will comply with Executive Orders and directives from the Governor's Office; reflect guidance from the Georgia Department of Public Health (GDPH), the Centers for Disease Control and Prevention (CDC), and the University System of Georgia (USG); comply with applicable policies and directives of the NCAA and Southeastern Conference; and reflect guidance and best practices from medical experts, including the National Athletic Trainers Association and the American College Health Association.¹

SEC and NCAA rules currently limit student-athlete access to campus, permissible athletics benefits, training, competition, and hosting competitive events. Once permitted by the NCAA and SEC, Athletics plans for some student-athletes to return to the campus community at allowable and varying dates during the summer months (Phase I and Phase II) and to resume the full range of our activities, including hosting sports events during the fall (Phase III), health conditions and USG permitting. Athletics is preparing for various scenarios for hosting fall sports, including hosting events without fans in attendance, limited attendance, and venues being at full capacity – safely and with mitigation measures. In all situations, the planning will align with USG, institutional, CDC, federal, and state guidelines. The recommendations below align with the University's current proposed plan for a phased reopening of campus, consisting of three phases, ultimately leading to a resumption of in-person instruction for the Fall Semester beginning in August 2020.

GENERAL MEASURES APPLICABLE TO ALL PHASES

Athletics and the sports medicine program ensure department policies, procedures, and communications regarding COVID-19 align with institutional, CDC, federal, state, local public health guidelines, and SEC/NCAA guidance and direction for safe return to campus activities. For summer and fall, return to intercollegiate athletics activities, including training/practice and competition, Athletics will implement and continue development of the following matters:

- Athletics to create an Athletics COVID-19 Action Team with members from various units on campus. Possible team members include the Athletic Director (or designee), Head athletic trainer, Head team physician, coaching representative, Strength and conditioning representative, Student health services representative, Counseling services representative, student-athlete, University emergency preparedness representative, and Local health care system representative.
- Athletics to implement “shared responsibility” infection prevention education program, including:
 - Emphasis on individual personal conduct
 - Curated messaging campaign (i.e., signage, electronic correspondence, prevention education, and training program) (See **Appendix A** for sample signage and educational materials)
 - Operational considerations per campus workplace and health safety guidance
- Athletics will implement physical distancing principles in athletics facilities, including Athletics training rooms, sports medicine health care facilities, locker rooms, strength and conditioning

¹ See NATA Intercollegiate Council for Sports Medicine (NATA) and ACHA Guidelines *Considerations for Reopening Institutions of Higher Education in the COVID-19 Era*

facilities, team meeting rooms, academic areas, dining areas, and other high volume communal areas, including spectator areas.

- The Athletic Association will utilize state and local guidelines pertaining to the current Return to Work phase to establish maximum capacities for buildings and rooms that can accommodate large gatherings. As of this writing, Athletics is using a six-foot radius for each person, an approximate 113 square feet will be the benchmark for how many individuals can occupy one space. The capacities are suggestions and will be reviewed with the Director of Sports Medicine based on updated guidelines.
- Attached is a listing of areas that can accommodate groups of people and the maximum capacity for each space (**Appendix H**).
- **Staff return:** Athletics will follow all campus reopening policies and practices, including workplace and health safety guidelines.
- **Sports Medicine:** Each student-athlete, before the resumption of physical activity, will undergo a pre-participation physical exam by medical staff at the University Health Center sports medicine clinic
 - With the unprecedented time off from athletic activity, the pre-participation examination will be performed on every student-athlete prior to returning to sports activities to determine both readiness and risk assessment. The examination will be expanded to include COVID-19 testing, as well as more detailed fitness assessments and musculoskeletal screenings. This information will help stratify the student-athletes into low-risk, moderate-risk, and high-risk categories so that training programs can be individualized, aiding in risk reduction and injury-illness prevention. The current plan for Return to Sport Considerations for Voluntary Workouts in Phase I may be found in **Appendix B**. The preliminary plan for *General Considerations for Return to Sport Following COVID-19* may be found in **Appendix C**.

If a student is diagnosed or exposed to COVID

- Immediately take steps to isolate diagnosed student-athlete
- Immediately take steps to quarantine other student-athletes and staff who are known to be a close contact
- Notify University and Georgia DPH per institution guidelines
- Follow University and Georgia DPH recommendations
- Immediately notify Residence Halls, if student-athlete resides on-campus.
- Daily monitor s/s of those in isolation and quarantine and provide appropriate medical care for COVID-19 cases. Example:
 - Consult with Infectious Disease Physician
 - Consult with Cardiology Physician
 - Further lab work / medical testing

Upon clearance of a physician, return to activity under guidance of the Sports Medicine staff

PHASE I: Preliminary Preparation

Staff Return

Reduced operations continue. Personnel including administrators, coaches, and staff with mission-critical/time-sensitive preparation work for student-athlete and staff return to activities may return to office utilizing modified and staggered/rotating weekly schedules as determined by the Director of Athletics. Fall sports programs will be considered in Phase I - see **Appendix D** for Phase I employee return details.

- Nonessential professional travel of any kind is strictly prohibited for Athletics Staff.

Student-Athlete Return

The current ban on all on-campus athletic activities expires Sunday, May 31. Guidance for athletic activities from the SEC and NCAA is expected in the next 7-10 days. It is expected that the SEC and NCAA may lift the prohibition on voluntary athletic activities and allow each institution to determine the extent of access to athletics facilities at some point during June.

If permissible under NCAA, SEC, USG, and campus mandates, football student-athletes will return to campus during Phase One to engage in permissible athletic activities

- **Sports Medicine:** Sports Medicine personnel to resume office operations for extensive preparations and on-campus services focused on safe student-athlete and staff returns.
- For more detailed information, refer to general measures and **Appendix B**.
- **Facilities:** Permissible facility use will be limited to the Butts-Mehre Heritage Hall and the William Porter Payne and Porter Otis Payne Indoor Athletic Facility for use by football student-athletes only for voluntary activities. **Appendix B** details measures for safely accessing and utilizing the facility.
- **Housing:** Athletics is exploring access to campus residence halls or the Georgia Center to house football student-athletes in Phase I.
- **Meals:** Current rules prohibit Athletics from providing student-athlete meals during this time period. Athletics would provide snacks to student-athletes for fueling purposes during the voluntary training period.
- **Support Services:** Most operations will continue in their current interim state, providing student services, support, and co-curricular experiences primarily virtually.

PHASE II: Preparation for Return to Regular Operations

Staff Return

Reduced operations continue. Personnel including administrators, coaches, and staff with mission-critical/time-sensitive preparation work for student-athlete and staff return to activities may return to campus utilizing modified and staggered/rotating weekly schedules as determined by the Director of Athletics, designee, or supervisor. Coaches of winter and spring sports programs will be considered for return to office operations in Phase II - see **Appendix E** for Phase II employee return details.

- Nonessential professional travel of any kind is strictly prohibited for Athletics Staff during Phase II.

Student-Athlete Return

If permissible under NCAA, SEC, USG, and campus mandates, any remaining football student-athletes will return to campus during Phase II to engage in permissible athletic activities. Athletics will also determine whether the remaining fall sports of soccer, volleyball, cross country, and basketball may return during Phase II. This determination will rely heavily on NCAA and SEC mandates and guidance, and a decision will be made at least two weeks prior to a designated return date.

- **Sports Medicine:** For more detailed information, refer to general measures and **Appendix C**.
- **Facilities:** Permissible athletics physical activities will be allowed in sport-specific facilities (for example, if Women's Soccer resumes activities, The Jack Turner Complex will be open).
- **Housing:** Athletics will continue to work with both the Residence Halls and the Georgia Center to meet needs for summer access and/or preseason camp needs.
- **Meals:** Athletics has the ability to offer dining services within its internal operations.
- **Support Services:** Primary student services, support, and co-curricular experiences will remain virtual; all support service units will continue to prepare Athletics operations for a full return to in-person service.

- On-campus services will be focused on mission-critical operations and services to support our fall sports programs in preseason activities.

PHASE III: Coincides with the Start of the Fall Semester

Staff Return

Personnel, including administrators and support staff, who did not return in Phase 1 or Phase II may begin normal, in-person operations.

- Athletics will implement more restrictive business policies for administration of operations and risk mitigation measures for safely and reasonably conducting home competitions, away competitions, recruiting travel, and hosting prospective student-athlete visits. When determining proposed travel, input will be requested from multiple areas, including sports medicine, local health departments, public health authorities, and relevant travel companies (e.g. airlines, charter bus companies) (**See Appendix F** for modified Finance and Administration parameters.)

Student-Athlete Return

All student-athletes return to a mix of virtual and in-person support and offerings, with modifications required by the USG and GDPH.

Sports Medicine

Athletics will continue to adhere to NCAA governing body and sports medicine consensus recommendations for transition and acclimatization to activity following the extended inactivity periods.

Return to Competition and Hosting Events

The resumption of sporting events in the fall will be informed by SEC/NCAA direction, as well as campus, system office, and state guidance.

In collaboration with all relevant university partners (OEP, UGAPD, Auxiliary Services, ESD, and FMD), Athletics will make public health informed decisions for the resumption of athletic competitions.

Athletics will continually meet to review and discuss public health guidance and risk mitigation measures necessary for hosting large scale athletics competition events, targeting a date of July 17 for a decision about resumption of competition.

Athletics has preliminary plans for event management measures considering the following scenarios (an initial plan for large scale event management risk mitigation measures for Sanford Stadium may be found in **Appendix G**):

- **Option I:**
In this scenario, patrons will not be allowed to be in attendance at any of our athletic events. Events would take place with only essential staffing (game officials, management, etc.).
- **Option II:**
In this scenario, there will be limited attendance with mandatory social distancing. Our policies would align with state guidelines for live performance venues. We have designated seating throughout all our athletic facilities to mandate where patrons can sit while still maintaining their 6' distance. We will install decals on flooring to ensure 6' spacing in all lines (ingress, concessions, restrooms, etc.). We will also attempt to eliminate potential congregation elements such as misting tents and water refill stations. We will move to cashless operations in all areas while additionally removing touchpoints where possible (parking, ticketing, concessions, etc.). Our concession workers will be mandated to wear gloves and masks.

- **Option III:**

In this scenario, social distancing practices are relaxed and there are no restrictions on attendance. This eliminates the need for reduced seating configurations and maintaining social distancing in all lines. Our focus will shift to other best practices for mitigation. We will eliminate potential congregation elements. We will still move to cashless operations and reducing touchpoints where possible.

RECOMMENDATIONS FOR CONTINGENCY PLAN 2: RECOMMENDATIONS FOR STARTING FULLY ONLINE

Should SEC/NCAA guidance permit intercollegiate athletics while instruction is being delivered online, Athletics will work closely with campus leadership to evaluate the return of student-athletes. If student-athletes are permitted to resume athletic activities, Athletics will implement appropriate transition and acclimatization plans.

Staffing levels will be contingent upon approvals for resuming and continuing athletics activities.

RECOMMENDATIONS FOR CONTINGENCY PLAN 3: TEMPORARY MOVE ONLINE AFTER CLASSES BEGIN

The operational details of Contingency Plan 3 are necessarily situation-specific and will depend on, among other things, the timing and duration of the temporary move online.

Should SEC/NCAA guidance permit intercollegiate athletics to continue during such a temporary move to online education, Athletics will work closely with campus leadership to evaluate continuing athletics activities such as training and competition.

Staffing levels will be contingent upon the scope of continuing athletics activities and campus mandates.

APPENDIX A: INFECTIOUS DISEASE EDUCATION FOR STUDENT-ATHLETES AND DEPARTMENT STAFF

- Guidelines for infection prevention and transmission control
- Proper communication methods for reporting symptoms
- Individual personal conduct and hygiene
- Facilities signage



[Darrice\2019-2020\COVID 19\Campus Working Groups\Appendix A UGA RETURN TO WORK.pdf](#)

APPENDIX B: RETURN TO SPORT CONSIDERATIONS FOR PROPOSED VOLUNTARY WORKOUTS

The COVID 19 pandemic is an unprecedented event which has significantly altered normal athletic operations. With Governor Kemp's State of Georgia Executive Order allowing gyms to reopen on April 24, 2020, it has been proposed to consider allowing student-athletes (S-As) to return to training using the on-campus athletic strength and conditioning facilities beginning June 1, 2020 (there are currently SEC restrictions on any on-campus workouts extending through May 31, 2020). Below is a plan to implement such workouts, if approved, recognizing a number of variables involved, including public health concerns, student athlete health and safety, guidelines outlined in the State of Georgia executive order, medical issues, roles of strength and conditioning, sports medicine, and other support staff who would be involved, infection control, and NCAA compliance.

Alignment of Policies

UGAAA will align department policies with campus policies and communication of public healthcare guidelines. Reporting, monitoring, and resolution of symptoms of illness should align with institutional guidelines.

Public Health

UGAAA will follow all social distancing and safety guidelines as outlined by the Georgia Department of Public Health (GDPH) and the Centers for Disease Control (CDC).

NCAA and SEC Compliance

UGAAA will comply with all NCAA and SEC rules and guidelines related to voluntary workouts. Workouts will be voluntary where S-As will be presented a designated time where they have the option to work out. Strength and conditioning staff will be available for safety purposes only. No coaching will occur, and no reporting will be communicated to sport coaching staff. Compliance staff will be available on site to monitor workouts.

Student-Athlete Health and Safety

In recognition of the unprecedented amount of time off from training, it is important that we ensure a safe transition to athletic activity. Each S-A, prior to resumption of physical activity, would undergo a pre-participation physical exam by medical staff at the University Health Center sports medicine clinic. This examination would include a COVID 19 test which must be read as negative prior to the student-athlete being cleared. No workouts would be conducted without UGAAA sports medicine staff on-site. Recognizing the voluntary nature, each day would have a recommended work-out designed by strength and conditioning staff and posted for the S-A to follow. The sports medicine staff would work in conjunction with the strength and conditioning staff to ensure that all work-out activities are safe. Initial workouts would avoid high-volume maximal exercises to fatigue and be performed within a limited time frame. Sports medicine and strength and conditioning staffs will communicate regularly regarding any at-risk S-As, including cardiac abnormalities, history of exertional or non-exertional collapse, asthma, sickle cell trait, or diabetes. Workouts will be adjusted to match environmental factors, especially in cases of high heat and humidity, and sports medicine staff will regularly monitor the environment. The strength and conditioning staff will utilize the 50/30/20/10 rule with S-As, as outlined in the Collegiate Strength and Conditioning Coaches Association (CSCCa) and The National Strength and Conditioning Association (NSCA) Joint Consensus Guidelines for Transition Periods: Safe Return to Training Following Inactivity". Frequency of sessions per movement or muscle group would be adapted as well as intensity of exercise and work-rest time intervals. For programming purposes, consideration will be given to grouping S-As based on conditioning status. Sports medicine staff will follow guidelines as outlined by GDPH, CDC, NCAA, SEC, and NATA Intercollegiate Council for Sports Medicine.

Staff Health and Safety

Athletic staff involved in return to sport, from strength and conditioning and sports medicine to support staff, will be in-serviced in social distancing and safety guidelines and provided appropriate personal protective equipment (PPE). Staff members will be provided the option to have a COVID 19 test performed prior to return to work. Efforts will be made to keep support staff at a minimal level to decrease exposure (e.g., only utilize essential staff necessary to conduct workouts, use of prepackaged shakes and bars post work-out to eliminate need for nutritional staff to be present, etc.).

Infectious Disease Education

Education will be provided for both S-As and staff including guidelines for infection prevention and transmission control, proper communication for reporting symptoms, and individual personal conduct and hygiene. Instruction will be provided prior to the first work-out and continued with regular communication through signage, daily reminders at check-in, and throughout the work-out by staff.

State of Georgia Executive Order

UGAAA will adhere to the guidelines for non-critical infrastructure as well as the additional industry-specific guidelines set forth for gyms and fitness centers.

Personal Protective Equipment

With the volume of student-athletes encountered over the course of a work-out day, strength and conditioning and sports medicine staff will wear masks and gloves while working. While not required by the State of Georgia Executive Order, S-As will have the option of wearing masks and gloves as well and be given PPE upon request.

Medical Screenings

Prior to each work-out, each S-A will be screened at the entrance by sports medicine staff. Anyone exhibiting a temperature greater than 100.4 degrees Fahrenheit, cough, shortness of breath, or other respiratory symptoms shall not be permitted to enter and will be referred for appropriate medical management. S-As will be instructed that if they feel that they are ill, to contact the sports medicine staff by telephone BEFORE coming in to avoid inadvertently exposing others. A telephone medical screening per CDC guidelines will be performed with appropriate medical management to follow based upon the screening.

Locker Room Use

Locker room use will be limited. The player lounge will be closed and S-As will be instructed to shower, dress and leave the facility upon conclusion of work-out.

Infection Control, Cleaning and Disinfection

All strength and conditioning facility surfaces will be cleaned with germicidal disinfectant. S-As will be required to wash their hands before and after the work-out with an alcohol-based hand sanitizer. Handless sanitizer dispensers and sanitation wipes will be available at locations throughout the facility. S-As will use personal water bottles rather than community water fountains.

Sample Work-out Schedule

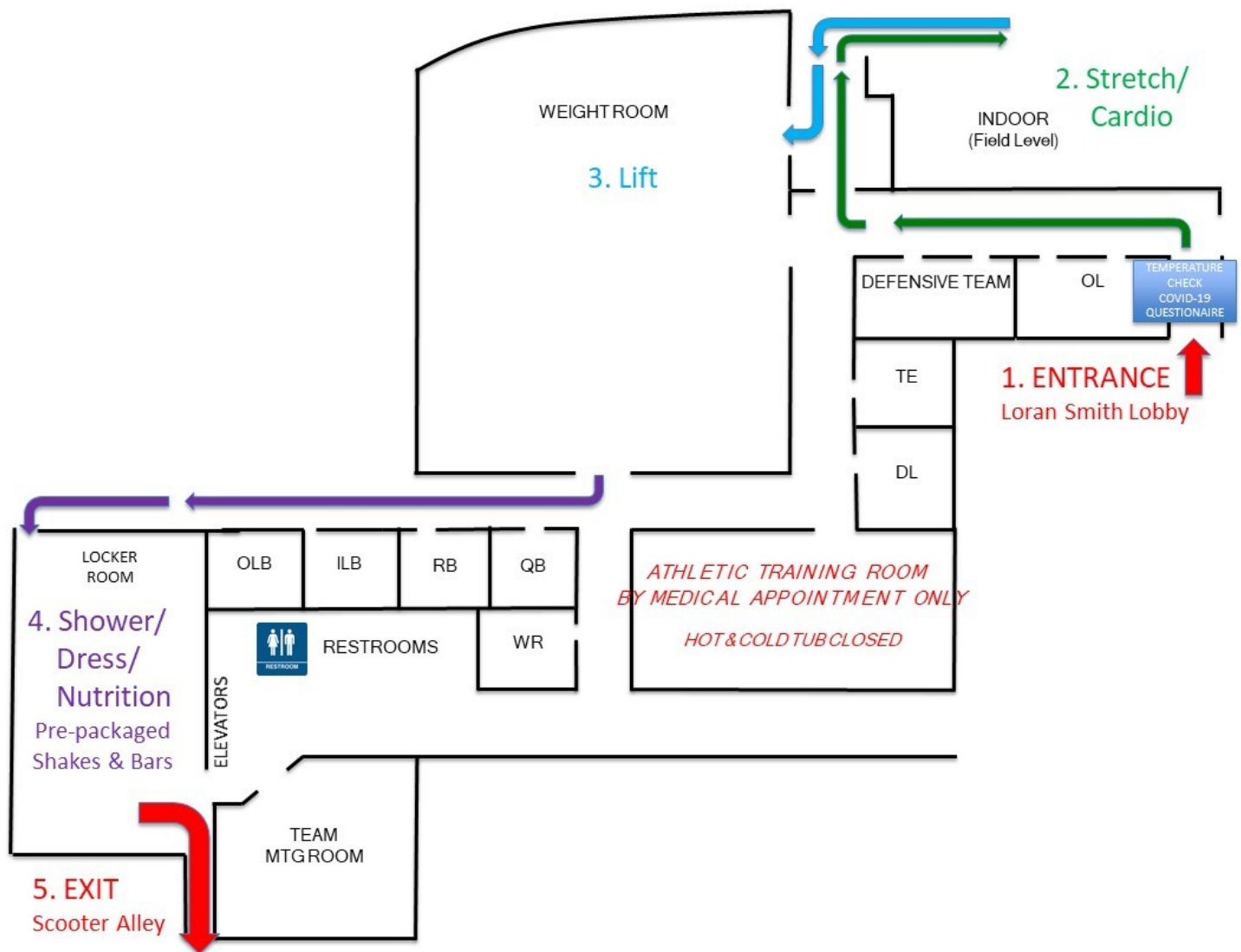
Each 45-minute work-out will consist of a dynamic warm-up, cardiovascular conditioning, and strength training. Strength and conditioning staff will be on-site for safety purposes and sports medicine staff will be on site for medical purposes. S-As in small groups (following established guidelines) will be assigned specific times where they will have the opportunity to work out. This will ensure appropriate work-out group sizes as well as assist with contact tracing in the event of a positive COVID test. A one-way entry/exit flow for the facility will be utilized to minimize interaction with others (Addendum 4).

8:00 – 8:45 am	Work-out	11:45 am – 1:00 pm	Facility deep clean
8:45 – 9: 00 am	Facility disinfection	1:00 – 1:45 pm	Work-out
9:00 – 9:45 am	Work-out	1:45 – 2:00 pm	Facility disinfection
9:45 – 10:00 am	Facility disinfection	2:00 – 2:45 pm	Work-out
10:00 – 10: 45 am	Work-out	2:45 – 3:00 pm	Facility disinfection
10:45 – 11: 00 am	Facility disinfection	3:00 – 3:45 pm	Work-out
11:00 – 11:45 am	Work-out	3:45 – 5: 00 pm	Facility deep clean

Quarantine/Isolation Unit Planning and Infectious Disease Response Plan

UGAAA has a plan in alignment with public health agencies and institutional guidelines.

Proposed Voluntary Workouts (June) Facility Flow Diagram



APPENDIX C: RETURN TO SPORT FOLLOWING COVID-19 – PERSPECTIVE AND RECOMMENDATIONS

The concept of “transition periods” is a critical aspect for return to sport activity following the cessation of sports with the COVID-19 pandemic. A transition period is a specified amount of time necessary for the student-athlete to gradually adapt to full training and sport activity following a period of inactivity. It is essential that transition periods are utilized to protect the health and safety of the student-athlete and prevent significant health issues such as exertional rhabdomyolysis and exertional heat illness.

A collaborative approach that involves sport coaches, athletic medicine staff, sports performance personnel and student-athletes is essential to make certain each student-athlete has a transparent plan for return.

In February 2018, the NCAA Chief Medical Officer, Brian Hainline, MD, issued a set of guidelines recognizing that periods where student-athletes have undergone significant detraining increase the likelihood of injury resulting from training. The guidelines recommend that during this time as student-athletes transition back into training, workouts should have lower work-to-rest ratios and progress gradually up to full intensity. The NSCA and the CSCCa formed a Joint Committee to develop guidelines and published in 2019 the paper “CSCA and NSCA Joint Consensus Guidelines for Transition Periods: Safe Return to Training Following Inactivity”. The Joint Committee recommends that prescription of conditioning drills after the period of inactivity follows a schedule of reduced volume or workload adhering to the “50/30/20/10 rule”:

CSCA and NSCA Joint Consensus Guidelines for Transition Periods: Safe Return to Training Following Inactivity

- 50/30/20/10 rule
- FIT rule (frequency, intensity volume, time of interval rest)
- Work: Rest ratio (1:4 or greater 1st week; 1:3 or greater 2nd week)

Sample Program (*assuming that COVID-19 modeling curve has flattened appropriately and GDPH rules permit return*):

July 1: student-athletes return to campus

July 2-3: medical/administrative days

- pre-participation physical exams for new-student-athletes (include cardiac testing with echocardiogram/EKG, laboratory testing with sickle cell trait test)
- interval physical exams for returning student-athletes (normally conducted in April)
- COVID-19 testing for all student-athletes, student-workers, and staff
- COVID-19 anti-body testing for all student-athletes, student-workers, and staff
- compliance, academic, behavioral medicine meeting

July 4: off for holiday

July 5: health and wellness educational in-servicing; sport specific meetings

July 6: start training

- would have all pre-participation physical exam and laboratory testing back pre-activity
- no fitness testing (timed run, etc..) permissible during first week to allow for acclimation to both exercise and environment and minimize risk for catastrophic injury and/or death (Maryland scenario)

Week 1: reduce strength & conditioning volume by **50%** of normal workload

Week 2: reduce strength & conditioning volume by **30%** of normal workload

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Week 3: reduce strength & conditioning volume by **20%** of normal workload

Week 4: reduce strength & conditioning volume by **10%** of normal workload

Week 5: resume normal workload

Sport Training Considerations:

- New student-athletes: questions regarding fitness level; have not trained with our staff at this intensity before; need pre-participation physical exams (when can be performed? sickle cell trait test requires 2 days to obtain result)
- How many student-athletes would be allowed to return for fall camp: entire roster, 110, or somewhere in between? Allowing entire roster would help to minimize occurrence of soft tissue/overuse injuries by reducing repetitions.
- Acclimatization to environment (heat/humidity)
- Strength training progression
- Cardiovascular conditioning progression
- Flexibility emphasis to minimize soft tissue injury: mandatory yoga?: change NCAA CARA from 8 to 20 hrs. /week to allow for safe training during transition period ?
- Progressive return to sport specific training: i.e. football: individual drill work to 7 on 7 pass skel to NFL OTA concept (non-contact vs. limited contact?) to fall camp

Other Considerations:

- Environmental disinfection; strategies for preparing training facilities, stadium facilities, and locker rooms for resumption of activities; utilize Duke Infection Control Network (DICON) as resource: <https://dicon.medicine.duke.edu>
- Determine essential personnel (who is needed to safely return student-athletes to activity?); minimizing number of personnel initially reduces risk
- Where to house student-athletes: hotel vs. normal living arrangements in dormitories and off-campus housing
- Where to feed student-athletes
- Where to conduct pre-participation physical examinations and COVID 19 testing:
 - test as many staff members and student-athletes who are in Athens during the month of June to reduce testing volume in July
 - increased volume of physical examinations will require significantly more medical personnel: may use multiple sites: University Health Center, Butts-Mehre Hall, Piedmont Athens Regional Medical Center, Piedmont Oconee Campus

References

CSCA and NSCA Joint Consensus Guidelines for Transition Periods: Safe Return to Training Following Inactivity

https://journals.lww.com/nsca-scj/Fulltext/2019/06000/CSCCa_and_NSCA_Joint_Consensus_Guidelines_for.1.aspx

NCAA Sports Science Institute Inter-Association Recommendations: Preventing Catastrophic Injury and Death in Collegiate Athletes

https://ncaaorg.s3.amazonaws.com/ssi/injury_prev/SSI_PreventingCatastrophicInjuryBooklet.pdf

U.S. Council for Athletes Health: Return to Sport Following COVID 19: Perspective and Recommendations:

<https://www.uscah.com/blog/return-to-sport-following-covid-19--perspective-and-recommendations/>

Example of NFL Off-Season Workout Organization

As per Article 21 of the Collective Bargaining Agreement, each club's official, voluntary nine-week offseason program is conducted in three phases:

- Phase One consists of the first two weeks of the program with activities limited to strength and conditioning and physical rehabilitation only.
- Phase Two consists of the next three weeks of the program. On-field workouts may include individual player instruction and drills as well as team practice conducted on a "separates" basis. No live contact or team offense vs. team defense drills are permitted.
- Phase Three consists of the next four weeks of the program. Teams may conduct a total of 10 days of organized team practice activity, or "OTAs". No live contact is permitted, but 7-on-7, 9-on-7, and 11-on-11 drills are permitted.

Article 22 of the Collective Bargaining Agreement stipulates that clubs may hold one mandatory minicamp for veteran players. This minicamp, noted below, must occur during Phase Three of the offseason program. New head coaches are entitled to conduct an additional voluntary veteran minicamp. Any voluntary minicamp for veteran players must be conducted prior to the NFL draft (April 25-27), but no earlier than week three of the club's offseason workout program and after at least one week of the two weeks of Phase One activities that the clubs may hold pursuant to Article 21. This year, eight clubs will hold voluntary veteran minicamps, as noted below.

Each club may hold a rookie football development program for a period of seven weeks, which in 2019 may begin on May 13. During this period, no activities may be held on weekends, with the exception of one post-[NFL Draft](#) rookie minicamp, which may be conducted on either the first or second weekend following the draft.

Atlanta Falcons (2019)

First day: April 15

Rookie minicamp: May 10-12

OTA offseason workouts: May 20-21, May 23, May 29-31, June 3-4, June 6

Mandatory minicamp: June 11-13

APPENDIX D: DETAILS FOR PHASE I EMPLOYEE RETURN

The details below are projections of a phased reentry for athletic sports and departments. The proposed details provide the following assignments: essential personnel reporting on a regular basis, limited office visits and continued telework.

Based on pending decisions of the Southeastern Conference, fall sports are planning for two scenarios of students-athletes potentially returning June 1 to mid-June or July 1. If fall sports are able to resume on a limited basis in June, an increase of reporting personnel will be reflected.

Return personnel for Phase 1 include 26% of the full-time population reporting as essential and 24% reporting on a limited basis.

	Essential Personnel <i>reporting on a regular basis due to mission-critical/time-sensitive needs</i>	Limited Office Visits <i>reporting on a limited basis to assist with mission-critical/time-sensitive needs</i>	Telework	
	<i>must be on a rotating schedule to avoid overcrowding workspaces and allow social distancing</i>	<i>must be on a rotating schedule to avoid overcrowding workspaces and allow social distancing</i>		
Sport/Department	PHASE 1			
Baseball			5 Full-Time	
Men's Basketball		8 Full-Time	3 GA's / 2 Student Managers	
Women's Basketball		4 Coaches	4 Full-Time Admin	
Equestrian	4 Full-Time Facilities Staff / Students (Barn)	3 Coaches / 1 Admin		
Football (5/26 - 5/31)	19 Full-Time / 4 GA's / 3 Interns	10 Full-Time	21 Full-Time	If Student Athletes
Football (6/1 - 6/21)	29 Full-Time / 4 GA's / 3 Interns	7 Full-Time	14 Full-Time	Return June 1
Football (6/1 - 6/20)	19 Full-Time / 4 GA's / 3 Interns	10 Full-Time	21 Full-Time	If Student Athletes
Football (6/21 - 6/30)	29 Full-Time / 4 GA's / 3 Interns	7 Full-Time	14 Full-Time	Return July 1
Men's Golf			2 Coaches	
Women's Golf			2 Coaches / 1 Admin	
Gymnastics			3 Coaches / 2 Support Staff	
Soccer			3 Coaches / 1 Admin / 1 Volunteer Coach	
Softball			3 Coaches / 1 Admin	
Swim/Dive			7 Coaches / 1 Admin	
Men's Tennis			2 Coaches / 1 Admin	
Women's Tennis			2 Coaches / 1 Admin	
Track/Field/XC			6 Coaches / 2 Support Staff	
Volleyball		3 Coaches / 1 Admin		
Athletic Training	5 Full-Time	8 Full-Time	10 Full-Time & 4 Interns	
Building Services	19 Full-Time (continued existing)			
Business Office			8 Full-Time	
Compliance		2 Full-Time	6 Full-Time & 3 Interns	
Development	1 Full-Time (M/W/F)	3 Full-Time	12 Full-Time / 1 Intern / 1 Retiree	
Event Management			4 Full-Time / 2 Interns	
External Operations		8 Full-Time	3 Full-Time / 2 Interns	
Facilities	5 Full-Time	3 Interns	2 Full-Time	
Grounds	9 Full-Time (continued existing)	Some part-time/students (continued existing)		
Human Resources			3 Full-Time	
IT		2 Full-Time	3 Full-Time	
Olympic Equipment	3 Full-Time / 1 Intern			
Olympic Nutrition			3 Full-Time / 1 Intern	
Olympic S&C		1 Full-Time	4 Full-Time / 1 GA / 1 Intern	
Sports Communication	4 Full-Time	4 Full-Time / 2 Interns	4 Full-Time / 2 Intern	
Student Services (if FB returns)		12 Full-Time / Learning Specialist by appt only	12 Full-Time Staff	If FB returns
Student Services (no FB return)		Learning Specialist - By Appointment Only	24 Full-Time Staff	No returns
Ticket Office		4 Full-Time	2 Full-Time / 5 Part-Time	

APPENDIX E: DETAILS FOR PHASE II EMPLOYEE RETURN

The details below are projections of a phased reentry for athletic sports and departments. The proposed details provide the following assignments: essential personnel reporting on a regular basis, limited office visits and continued telework.

Return personnel for Phase 2 include 36% of the full-time population reporting as essential and 41% reporting on a limited basis.

	Essential Personnel <i>reporting on a <u>regular basis</u> due to mission-critical/time-sensitive needs</i>	Limited Office Visits <i>reporting on a <u>limited basis</u> to assist with mission-critical/time-sensitive needs</i>	Telework
	<i>must be on a rotating schedule to avoid overcrowding workspaces and allow social distancing</i>	<i>must be on a rotating schedule to avoid overcrowding workspaces and allow social distancing</i>	
Sport/Department	PHASE 2		
Baseball		5 Full-Time	
Men's Basketball	8 Full-Time		3 GA's / 2 Student Managers
Women's Basketball	4 Coaches	4 Full-Time Admin	
Equestrian	4 Full-Time Facilities Staff / Students (Barn)	3 Coaches / 1 Admin	
Football	29 Full-Time / 4 GA's / 3 Interns	7 Full-Time	14 Full-Time
Men's Golf		2 Coaches	
Women's Golf		2 Coaches / 1 Admin	
Gymnastics		3 Coaches / 2 Support Staff	
Soccer		3 Coaches / 1 Admin / 1 Volunteer Coach	
Softball		3 Coaches / 1 Admin	
Swim/Dive		7 Coaches / 1 Admin	
Men's Tennis		2 Coaches / 1 Admin	
Women's Tennis		2 Coaches / 1 Admin	
Track/Field/XC		6 Coaches / 2 Support Staff	
Volleyball	3 Coaches / 1 Admin		
Athletic Training	6 Full-Time	8 Full-Time / 1 Massage Therapist	10 Full-Time & 4 Interns
Building Services	19 Full-Time (<i>continued existing</i>)		
Business Office		3 Full-Time	5 Full-Time
Compliance		6 Full-Time	2 Full-Time / 3 Interns
Development	5 Full-Time	9 Full-Time / 1 Intern	1 Full-Time / 1 Retiree
Event Management			4 Full-Time / 2 Interns
External Operations	6 Full-Time	4 Full-Time	1 Full-Time / 5 Interns
Facilities	6 Full-Time	3 Interns	1 Full-Time
Grounds	9 Full-Time (<i>continued existing</i>)	Some part-time/students (<i>continued existing</i>)	
Human Resources			3 Full-Time
IT		2 Full-Time	3 Full-Time
Olympic Equipment	3 Full-Time / 1 Intern		
Olympic Nutrition		3 Full-Time / 1 Intern	
Olympic S&C	2 Full-Time / 1 GA	3 Full-Time / 2 Interns	
Sports Communication	8 Full-Time	4 Full-Time / 4 Interns / 1 Student	
Student Services		15 Full-Time - Rotating Schedules/ Appt Only	9 Full-Time Staff
Ticket Office		6 Full-Time	5 Part-Time

APPENDIX F: MODIFIED BUSINESS POLICIES

Athletics continues work on modified policies

APPENDIX G: PRELIMINARY PLAN FOR LARGE-SCALE EVENT MANAGEMENT

SANFORD STADIUM LOGISTICS PLAN FALL 2020

These plans serve as our initial recommendations for Fall 2020. These recommendations are subject to change, if needed, as the state and federal guidelines evolve in the coming months.

PARKING & TAILGATING:

PHASE I & II

- Eliminate the physical interaction between the patron and the parking attendant
- Instead of the parking attendant physically marking the parking pass to indicate it has been used, the patron will now be able to keep their window rolled up and rip off the bottom of the pass in front of the attendant. Thus, eliminating physical contact and still having a check in process that does not allow the pass to be used more than once.
- No distancing of parking spots or elimination of parking spots. Follow same practices of retail parking lots.
- Eliminate setting up any portable restrooms or trash bins
- No outside activations or gatherings of any nature.

PHASE III

- Stadium & Parking Lots at Full Capacity
- Parking passes would be ripped by Parking Attendant
- Trash bins and portable restroom set up would mirror previous seasons. Create enhanced schedule for portable restrooms for additional cleaning and sanitizing throughout the day.

TICKETING & SEATING:

PHASE I & II

- Capacity would be reduced to comply with CDC social distancing guidelines. Sanford Stadium Seating configuration is in progress.
- A new seating layout would create the need to go through another seating selection process (August 1). The seats would be in groups of 2,4,5,6.
- Plan to purchase a number (TBD) of pedestal ticket scanners that allow patrons to scan their own ticket without having to interact with Ticket Taker
- All other tickets would be scanned in by traditional scanners operated by stadium workers.
- All ingress lines would have markings on the ground designating 6-foot separation for patrons waiting to enter
- Advise against attempting to assign entrance times for patrons, we believe it would cause more issues than it would solve.
- Recommend going bag less, one less point of interaction between patrons and stadium workers.
- Chair backs would be used to design layout for available seats in Sanford Stadium.
 - Therefore, there would not be any chair back sales.
- Recommend one-way aisles and one-way flow in concourses to avoid cross traffic. Reduced capacity of patrons would help ease the flow in all areas.

PHASE III

- No restrictions on seating capacity or mandatory 6-foot separation of patrons in lines.

UNIVERSITY OF GEORGIA

- Recommend going bag less, one less point of interaction between patrons and stadium workers.
- Plan to purchase a number (TBD) of pedestal ticket scanners that allow patrons to scan their own ticket without having to interact with Ticket Taker
- Chair backs would be sold for season and for individual use. Sales would be cashless.
- Increased number of hand sanitizers to be set up throughout the stadium.

CONCESSIONS:

PHASE I & II

- Aramark is mass producing masks through their uniform line for staff to wear at events. Staff already wears gloves and hair nets/caps due to health codes.
- Focus on speed of lines and building upon our current grab-n-go concepts.
- Create markings on ground to designate 6 feet of separation between patrons in all lines
- Cashless transactions at all points of sale.
- Open all stands (regardless of crowd size) to help with social distancing and to create a good environment for staff and fans/customers.
- Condiments, if needed, serve from the stand and in packets to eliminate situations where fans can avoid interaction at condiment stands.
- Patrons allowed one unopened bottle of water entering the stadium.
- Beverages - continue to have both bottles and fountain options available - fountain drinks would have lids and wrapped straws. Follow same protocols of commercial retail.
 - No longer offer any refill on fountain drinks
- Aramark plans to have an increased presence on the concourse cleaning & sanitizing.
- Hawking - increase hawking to include permissible food items and to minimize lines at the full-service stands.

PHASE III

- Aramark is mass producing masks thru their uniform line for staff to wear at events. Staff already wears gloves and hair nets/caps due to health codes.
- Focus on speed of lines and building upon our current grab-n-go concepts.
- Cashless transactions at all points of sale.
- Portable stands would be all bottle.
- Condiments, if needed, serve from the stand and in packets to eliminate situations where fans can avoid interaction at condiment stands.
- Beverages - continue to have both bottles and fountain options available - fountain drinks would have lids and wrapped straws. Follow same protocols of commercial retail.
 - No longer offer any refill on fountain drinks
- Aramark plans to have an increased presence on the concourse cleaning & sanitizing.

RESTROOM & MISC. ITEMS:

PHASE I & II

- Communication to our patrons will be vital to help minimize the extra navigation in and around the stadium (i.e. Gate to seat to restroom and concession)
 - We can create maps detailing key locations
- Remove access to select urinals and sinks to create 6 ft. social distancing.
- Based on the number of fixtures available, create a new max capacity for each restroom
- Reduced capacity in these phases makes restroom capacity issues manageable
- Eliminate “Happy or Not” Survey Devices

UNIVERSITY OF GEORGIA

- Eliminate Water Refill Stations, Misting Tents, Condiment Stations
- Advise all 3rd Party contractors to follow CDC guidelines for their employees
- Cashless operations throughout

PHASE III

- Eliminate “Happy or Not” Survey Devices
- Eliminate Water Refill Stations, Misting Tents, Condiment Stations
- Advise all 3rd Party contractors to follow CDC guidelines for their employees
- Cashless operations throughout

APPENDIX H: SQUARE FOOTAGE OF UGA ATHLETIC FACILITIES

Facility	Room	SF	Capacity
Butts-Mehre	Football Locker	3320	29
	Football Locker Lounge	1950	17
	Team Lounge	1828	16
	Position Meeting Rooms	325	3
	Offensive/Defensive Meeting	1140	10
	Team Meeting	1730	15
	Training Room	3570	32
	Strength & Conditioning	11400	101
	Indoor Field	80735	714
Foley Field	Baseball Locker	1720	15
	Team Meeting	653	6
	Coach Lounge	304	3
	Coach Locker	140	1
Men's Tennis Clubhouse	Locker	161	1
	Lounge	364	3
Women's Tennis Clubhouse	Locker	159	1
	Lounge	308	3
Coliseum Training Facility	Gymnastics Locker	1200	11
	Gymnastics Lounge	1428	13
	Gymnastics Film	720	6
	Men's Basketball Locker	350	3
	Men's Basketball Lounge	1248	11
	Men's Basketball Film	493	4
	Women's Basketball Locker	884	8
	Women's Basketball Lounge	1004	9
	Women's Basketball Film	664	6
	Gymnastics Practice Gym	13288	118
	Men's Basketball Practice Gym	9240	82
	Women's Basketball Practice Gym	9240	82
	Hospitality	2340	21
Stegeman Coliseum	Women's Track Lounge	920	8
	Women's Track Locker	420	4
	Women's Track Meeting	420	4
	Men's Track Locker	1400	12

UNIVERSITY OF GEORGIA

	Men's Track Meeting	500	4
	Visitor's Locker	390	3
	Women's Cross Country Lounge	368	3
	Women's Cross Country Locker	391	3
	Press Conference Room	1165	10
	Equestrian Locker	570	5
	Equestrian Meeting	570	5
	Men's Cheerleading Locker	334	3
	Women's Cheerleading Locker	335	3
Rankin Smith	Smart Classroom	1292	11
	Computer Lab	598	5
Golf Clubhouse	Men's Locker	358	3
	Men's Lounge	911	8
	Other Lounge	458	4
	Women's Locker	369	3
Equestrian Clubhouse	Women's Locker	924	8
	Training Room	360	3
	Lounge	853	8
Jack Turner Complex	Softball Stadium Locker	721	6
	Softball Video	576	5
	Visitor's Locker	660	6
	Softball Team Room	324	3
	Softball Training Room	464	
	Soccer Video Room	600	5
	Soccer Locker Room	625	6
	Visitor's Locker	402	4
	Soccer Training Room	1064	9
	Soccer Dining Area	700	6
	Soccer Team Lounge	625	6
Sanford Stadium	Football Team Locker Room	9400	83
	Coaches Locker Room	1000	9
	Recruit Lounge	9400	83
	Recruit Lounge Entry	1315	12
Gabrielsen Natatorium	Women's Swimming/Diving Locker Room	550	5
	Men's Swimming/Diving Locker Room	550	5
	Player Lounge	300	3

UNIVERSITY OF GEORGIA

Volleyball Arena (Ramsey Center)	Locker Room	300	3
	Player Lounge	400	4
	Meeting Room	500	4

APPENDIX I: MEMBERS OF ATHLETICS WORKING GROUP

- Mr. Greg McGarity, J. Reid Parker Director of Athletics – Chair
- Mr. Josh Brooks, Senior Deputy Athletic Director
- Mr. Ron Courson, Senior Associate Athletic Director of Sports Medicine
- Ms. Sheila Davis, Assistant to the President
- Dr. Magdi El Shahawy, Deputy Athletic Director for Academics and Student Development
- Ms. Darrice Griffin, Deputy Athletic Director for Administration
- Ms. Glada Horvat, Senior Associate Athletic Director for Academics and Eligibility
- Mr. Juan Jarrett, Associate Vice President for Human Resources
- Ms. Rhonda Kilpatrick, Assistant Athletic Director for Academics and Eligibility
- Mr. Will Lawler, Deputy Athletic Director for Compliance
- Mr. David Shipley, UGA Faculty Athletics Representative and Georgia Athletic Association Professor in Law
- Mr. Alan Thomas, Associate Athletic Director for External Operations
- Mr. Jimmy Williamson, Executive Assistant to Vice President for Finance and Administration
- Mr. Mike Raeber, UGA General Counsel (Legal Advisor to Athletics Working Group)

REPORT OF THE COMMUNICATIONS WORKING GROUP

BACKGROUND AND OBJECTIVE

The University of Georgia—with guidance from the University System of Georgia—is currently planning a phased, gradual reopening over the summer to prepare for in-person instruction in the Fall Semester, beginning in August 2020. This phased rollout will provide a framework for the University for this transition in three phases. President Morehead has established nine working groups to plan for a smooth transition to full operations. Our stakeholders will need to be flexible as we comply with the Governor’s Office and Georgia Department of Public Health.

Communications will be an important part of this transition. Given the changing nature of this global situation, clear, empathetic communication will help inform our communities and foster a sense of shared purpose to help allay fears that may exist. As the working group plans evolve and are approved, the operational changes will be reflected in the communications messaging. The framework for communications will not change based on the three contingencies for which the University is planning. Timelines and messaging will be adjusted, but principles, audiences and channels will remain consistent.

GUIDING PRINCIPLES

- Continue to use channels with which the UGA community is familiar, as appropriate.
- Be as transparent as possible.
- Emphasize “the why” to share rationale for decisions.
- Garner trust through a consistent cadence of communications.
- Balance clear operational information and empathetic community-building messages.
- Provide mechanisms for questions and answers; continuously listen to the UGA community for additional communications needs.
- Where possible, stage tactics so leaders receive information first to better serve their employees.
- Leverage strong culture and icons at UGA to maintain a positive tone.
- Integrate COVID-related communications schedule with other institutional communications as much as possible to minimize information overload.
- Develop approved topical key messages for individual units to use in targeted communications to specific affected segments.
- Utilize marketing mix of digital and print channels to ensure all stakeholders receive information.
- Emphasize the University’s value to the state through recovery resources, research efforts and community service.

AUDIENCES


The University of Georgia has many different stakeholder groups, which have been broken down into four key areas.


The UGA Family	The Future UGA Family
<ul style="list-style-type: none"> • Campus Leaders <ul style="list-style-type: none"> ○ Governance Groups • Faculty <ul style="list-style-type: none"> ○ Visiting Scholars ○ UGA/AU Medical Partnership Faculty • Staff (including students) <ul style="list-style-type: none"> ○ Graduate assistants • Current Students <ul style="list-style-type: none"> ○ Undergraduate ○ Graduate ○ Young Dawgs ○ Dual-enrollment Students • Post-doctoral Fellows • Current Parents and Families 	<ul style="list-style-type: none"> • Prospective First Year Students, Parents and Families • Prospective Transfer Students, Parents and Families • Prospective Graduate & Professional Students • High School Counselors • Prospective Faculty • Dual-enrollment students
The Extended Family	The Public
<ul style="list-style-type: none"> • Alumni • Advisory Boards and Committees • Donors and Foundations <ul style="list-style-type: none"> ○ Corporations ○ Season Ticket Holders, Athletic donors • Local Leaders/Government Officials <ul style="list-style-type: none"> ○ Local Non-profit Organizations • State Leaders/Government Officials <ul style="list-style-type: none"> ○ Economic Development Organizations ○ Key State Agencies • Federal Leaders/Government Officials • Funding Agencies 	<ul style="list-style-type: none"> • Media • Athletics Audiences <ul style="list-style-type: none"> ○ General Athletics Fan Base ○ Corporate Partners ○ Season Ticket Holders • Higher Education Community <ul style="list-style-type: none"> ○ Administrators at other Institutions (Peer, Aspirant, etc.) ○ Professional Associations and Agencies • Industry Partners <ul style="list-style-type: none"> ○ Business Owners ○ Employers

KEY MESSAGES

Key messages can be identified based on the working group topics and the four categories of key stakeholders. The table below outlines the broad key message for each stakeholder group. It also identifies whether that audience will receive a broad/general message (light gray) or a more detailed message (dark gray).

Working Group	The UGA Family	The Extended Family	The Future UGA Family	The Public
Workplace and Health Safety/ Campus Operations	Safety, precautions, schedules flexibility	Basic open/close	Specific to campus visits	Basic open/close
Instruction	Positive & rigorous learning; scheduling	Students meeting the challenge and thriving	Rigorous learning; support for students	
Research	Logistics, guidelines, changes to funding or reporting timelines	Continuing research to help Georgia and the world	Continuing research to help Georgia and the world	Continuing research to help Georgia and the world
Public Service & Outreach	Continue to serve community	Ways we're serving		Continue to serve community
Student Life	Housing, dining, UHC, CAPS, student organizations, academic support, co-curricular experiences, recreation, gatherings	The ways students contribute and serve, students meeting the challenge and thriving	Vibrant place to be; active student body	
Enrollment Management	Applications, dates, fees, financial aid, registration		Specific to application/visit	
Athletics	Fall season plans	Fall season plans	Basic open/close	Fall season plans
Fiscal Impact	Connection to budget reductions; actions individuals can take	Responsive statement for budget reductions		Responsive statement for budget reductions

 Detailed information

 Overview information

UNIVERSITY OF GEORGIA

An overarching communications campaign, “Georgia Strong, Dawg Strong,” has been proposed to be used in appropriate communications materials to convey the importance of personal accountability and to express that the information is part of a community-wide effort to combat COVID-19. This communications campaign for the ‘in the family’ audiences complements the fan-focused creative that Athletics plans to use with “Attack the Day” and “Dawg Strong” and provides a concept around which to signal that reopening information is contained in the materials. Resources supporting this campaign (e.g. graphics, sign templates) will be provided to units for their own use.

CHANNELS

Key messages developed will be used across a variety of channels to reach the targeted audience or stakeholder group. The University of Georgia has a wide variety of channels available at both the institutional level and at the unit level. Which channels are utilized will be determined by the type of message, the complexity of the message and the audience to be reached.

Key concepts:

- Mix of broad communications and targeted communications
- Amplification across UGA through unit communicators and unit channels
- Editorial layering with positive stories and non-COVID content
- When appropriate, use of multiple channels to deliver a message

Institutional Channels

- ArchNews
- www.uga.edu
- UGA Today Online and Newsletter
- Columns
- News Releases and Media Statements
- UHC Website
- Social Media
- Coronavirus Website
- Resources for Units (i.e., signage, key messages, social media graphics)

Unit/Targeted Channels

- Admin Memos
- Unit Websites
- Unit Emails/Newsletters (schools, colleges, housing, financial aid)
- Unit Social Media
- Unit Magazines
- Unit Annual Reports
- Unit Flyers/Mail
- Direct Phone Calls/Texts
- Radio/TV Programming (Athletics)
- In-person Events and Meetings (TBD)
- Mass Phone/Text Campaigns (DAR)
- Apps (Welcome, UGA)
- Student Organizations (including, graduate and professional organizations, associations in major and degree programs, and SGA Newsletter/Email/Social)

	The UGA Family	The Extended Family	The Future UGA Family	The Public
Primary Channels	ArchNews, social media, supervisor communication, Columns, Coronavirus website, UHC website, virtual events, face-to-face events and meetings (TBD)	UGA website, social media, UGA alumni website, media messages, unit newsletters/magazines, virtual events	Targeted emails, admissions website, social media, virtual events	UGA website, social media, media messages
Secondary Channels	Signage, unit communications, student organizations, master calendar, UGA apps	Phone calls, targeted emails, unit websites, unit social media, UGA coronavirus website	UGA website, 1:1 contact, unit social media	Unit newsletters and other communication tools, word-of-mouth

TIMELINE OF COMMUNICATIONS (CONTINGENCY PLAN 1)

*See the **Appendix B** for a full timeline reflecting all three contingency plans.

The timeline below reflects major announcements and institutional messages. Individual units will repurpose content and add targeted emails or communication as needed. Examples include newsletters from the Office of the Vice President of Instruction, Public Service and Outreach, Student Affairs, and individual schools and colleges. Additionally, for some messages, key messages will be provided to supervisors and/or unit leaders and communicators for use in face-to-face meetings and conversations.

Key Dates	The UGA Family	The Extended Family	The Future UGA Family	The Public
Week of May 25 (TBD)	Weekly e-update: operational overview/best practices/guidelines for return to campus, begin updates on lab reopening Message to research fac, staff, students re: recommendations for PPE, research timelines and updates Supervisor message re: best practices/guidelines		Orientation options for limited internet	

Key Dates	The UGA Family	The Extended Family	The Future UGA Family	The Public
<p>Week of June 1</p> <p><i>Supervisors possibly return to work</i></p> <p><i>Football student athletes possibly return to campus</i></p>	<p>Weekly e-update: Update on operational plans, phases, next steps</p>			
<p>Week of June 8</p>	<p>Weekly e-update: Operational overview, travel policies, research next steps, fall athletics update</p>	<p>Fall Athletics Update</p>		<p>Fall Athletics season update</p>
<p>Week of June 15</p>	<p>Weekly e-update: Signage available for units, preparation on campus for health and safety, instructional resources available from CTL, PSO facilities and programs open, UHC services</p> <p>Student message about preparations on campus</p> <p>UHC message to students</p> <p>Social distancing and healthy habits in workplace signage</p> <p>Signage templates for units</p>	<p>PSO facilities and programs reopen message to partners</p>	<p>Enrollment next steps</p>	
<p>Week of June 22</p>	<p>Weekly e-update: update on next phase of employees returning to work, research next steps</p> <p>Begin messaging about counseling services and UHC</p>	<p>Update to ACC leaders on fall plans</p>		

Key Dates	The UGA Family	The Extended Family	The Future UGA Family	The Public
<p>Week of June 29</p> <p><i>Phase 2 employees possibly return to work</i></p>	<p>Weekly e-update: employee training modules, operational overview/best practices/guidelines for return to campus</p> <p>Supervisor message about safe employees</p> <p>Message to students about residence life/room assignments</p>			
<p>Week of July 6</p>	<p>Weekly e-update: teaching shifts to accommodate social distancing and at-risk populations, need to inventory equipment needs, prepare for possible shifts in instruction in the fall, co-curricular requirements; PSO fully open, research next steps</p> <p>Begin messaging to bands and choral groups</p> <p>Begin communication about co-curricular requirements</p> <p>Residence Life Health Practices communication to students</p> <p>Refresh of COVID-19 website launched.</p> <p>Fall Athletics season update</p>	<p>Refresh of COVID-19 website launched.</p> <p>PSO fully open</p> <p>Fall Athletics season update</p>	<p>Refresh of COVID-19 website launched.</p>	<p>Refresh of COVID-19 website launched.</p> <p>Fall Athletics season update</p>
<p>Week of July 13</p>	<p>Weekly e-update: fall study abroad, preparation on campus for health and safety, PSO social</p>	<p>Community one-pager focused on return to campus</p>	<p>Enrollment next steps</p>	<p>Campus recreation</p>

UNIVERSITY OF GEORGIA

Key Dates	The UGA Family	The Extended Family	The Future UGA Family	The Public
	distancing, travel policies, campus recreation Student message about preparations on campus Campus recreation	PSO Social distancing Campus recreation		
Week of July 20	Weekly e-update: update about housing, classroom online learning reminders Message to students about housing Message to students about dining Begin messaging about Tate Student Center and other locations			
Week of July 27	Weekly e-update: Update on plans for phase three returning employees, social distancing in the classroom, safety measures (e.g. face covering) in classroom, dining services update Co-curricular guidance for students and advisors Signage for social distancing in the classroom	Update to ACC leaders on fall plans	Visitor Center update	News release to ACC media re: fall plans and preparations
Week of August 3	Weekly e-update: Housing update, Visitor Center update, operational overview/best practices/guidelines for return to campus Housing message to students Key messages produced for housing staff	Key messages for donors and partners	Enrollment next steps Visitor Center update	

UNIVERSITY OF GEORGIA

Key Dates	The UGA Family	The Extended Family	The Future UGA Family	The Public
	Healthy habits reminders for campus community (social, signage) Healthcare resources posted online			
Week of August 10 <i>Football season ticket delivery</i>	Weekly e-update: travel policies		Campus visit plans (virtual or reopening)	
Week of August 17 <i>Move-in Aug. 16-20</i> <i>Classes start Aug. 20</i>	Weekly e-update: Plans for major career fairs, social distancing in the classroom President’s Welcome Message Freshman Welcome (DAR) Athletics event staffing update	Athletic event staffing update		Athletic event staffing update
Week of August 24	Weekly e-update: Football attendance criteria	Football attendance criteria		Football attendance criteria
Week of August 31	Weekly e-update: pre-Labor Day stay healthy		Fact sheet for prospective faculty members	
Week of September 7 <i>Labor Day Sept. 7</i>	Weekly e-update: Homecoming plans, signature events announcements	Homecoming plans: official tailgates		

UNIVERSITY OF GEORGIA

Key Dates	The UGA Family	The Extended Family	The Future UGA Family	The Public
Week of September 14	Weekly e-update: Commencement Spring 2020 update	Presidents Club Reception/Campaign Celebration Commencement announcement		Commencement announcement
Week of September 21	Weekly e-update: Significant Career Fair, signature events announcements Career Fair message to students	40 Under 40 announcement		
Week of September 28	Weekly e-update:			
Week of October 5	Weekly e-update: signature events announcements			
Week of October 12 Midterms Oct. 13	Weekly e-update: midterm exams and social distancing			
Week of October 19	Weekly e-update: signature events announcements			
Week of October 26 <i>Fall Break Oct. 30</i>	Weekly e-update: Fall Break Fall break and social distancing reminders for students			

In September, we will reevaluate the communication timeline, determine if the cadence of communication is still appropriate, and build out the weekly view for the rest of the semester.

COMMUNICATIONS TIMELINE INCLUDING CONTINGENCY PLANS 1, 2 AND 3

The communications timeline for Contingency Plans 1, 2 and 3 can be seen in the **Appendix B**. The timelines for Plans 2 and 3 will continue to be developed as we receive further feedback from the Working Groups.

APPENDIX A: MEMBERS OF THE COMMUNICATIONS WORKING GROUP

- Ms. Karri Hobson-Pape, Vice President for Marketing and Communications – Chair
- Dr. Matt Auer, Dean of the School of Public and International Affairs and Arch Professor of Public and International Affairs
- Dr. Rebecca Beeler, Public Relations Manager, Marketing and Communications
- Dr. Charles Davis, Dean of the Grady College of Journalism
- Ms. Katie DeGenova, Senior Director of Communications, Development and Alumni Relations
- Ms. Jan Gleason, Executive Director for Strategic Marketing, Marketing and Communications
- Ms. Angela Hurt, Assistant to the Vice President, Marketing and Communications
- Mr. Stan Jackson, Assistant to the Vice President for Communications, Student Affairs
- Dr. Roswell Lawrence, Assistant to the Vice President for Finance and Administration and Director of Client Relations
- Ms. Alison McCullick, Director of Community Relations
- Dr. Laura Meadows, Director of the Carl Vinson Institute of Government
- Dr. Libby Morris, Director of the Institute of Higher Education and Zell B. Miller Distinguished Professor of Higher Education
- Dr. Naomi Norman, Associate Vice President for Instruction and Josiah Meigs Distinguished Teaching Professor
- Dr. Amanda Sale, Senior Associate Director of Admissions for Marketing and Recruitment, Undergraduate Admissions
- Ms. Kalena Stull, Social Media Manager, Marketing and Communications
- Mr. Alan Thomas, Associate Athletic Director for External Communications, Athletics
- Dr. Michael Tiemeyer, Co-director of the Complex Carbohydrate Research Center and Distinguished Research Professor
- Dr. Kyle Tschepikow, Special Assistant to the President and Director for Strategy and Innovation
- Ms. Lynn Wilson, Deputy CIO, Enterprise Information Technology Services

APPENDIX B: USG COMMUNICATIONS TABLE

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
General	All	Operational updates	Faculty/Staff	Weekly - Tuesdays	Operational leads; Rebecca Beeler/M&C collects info from leads	Preparation on campus for return; logistics for return; dates, times, precautions	e-Newsletter in ArchNews	Working with EITS to determine alias for sender
General	All	Presidential messages	Faculty/Staff Students	Weekly or Biweekly	Kathy Pharr, Michele Horn	Messages will vary based on budget discussions, anticipation of students returning, holidays, etc.	Social media, email	
	All	Operational overview	Campus leaders	5/22/20	F&A	Overview of logistics, timelines, expectations, preparations that have taken place Plan for communication with staff	Admin memo	
	All	Operational overview	Faculty/Staff	5/26/20	F&A	Overview of logistics, timelines, expectations, preparations that have taken place	ArchNews	5/26 was date in workgroup plan; 6/8 may be more realistic Depending on content in newsletters, may not be necessary to add this piece of communication Will need to update introductory text on COVID website to reflect the timeline
	All	Fall athletics announcement	Faculty/Staff Students Public Athletic	6/8/20	Alan Thomas	Effects of COVID on fall season	Email, website, social media	Based on A. Thomas's estimated timeline of "early June"

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
			audiences Alumni					
	All	Key messages for corporate and foundation relations team	Donors Partners	8/4/20	M&C (Rebecca) and DAR (Katie)	UGA's plan, how we are proceeding in the summer, update on emergency funds	Delivered to key staff via email	
	All	President's welcome message	Faculty/Staff Students	8/20/20	Kathy Pharr, Michele Horn	Welcome message, acknowledge changes to campus, refer to COVID site	ArchNews	
	All	Signature events	Faculty/Staff Students	9/8/20	Units	Status of signature events, plans for virtual attendance	Distribute via unit emails, unit social media, unit websites, master calendar	Initial 9/1/20 and then schedule subsequent
	All	UGA and COVID	Prospective Faculty	9/1/20	Faculty Affairs and M&C	What UGA is doing to relieve/respond to COVID in the community, precautions taken on campus	Fact sheet provided to hiring committees to share with prospective faculty	
	All	Commencement announcement (rescheduled Spring 2020)	Faculty/Staff Students Alumni	9/19/20	Provost Office	Confirmation of whether 10/16 undergraduate commencement is planned	Email to eligible graduates, social media updates to commencement site, include in weekly email for faculty and staff	
	All	Winter 2020 Commencement announcement (and rescheduled)	Faculty/Staff Student Alumni	11/18/20	Provost Office	Confirmation of whether 12/18 commencement is to take place as planned,	Email to eligible graduates, social media, updates to commencement	

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
		Spring 2020 Graduate Commencement)				details for distancing measures	site, include in weekly email for faculty and staff	
DAR	All	Freshman Welcome	First Year Students	8/19/20	DAR	Location, Sanford Stadium, plaza outside of West End Zone. Plan 1, hold the event Plan 2, hold the event without G shape, and social distance students, provide entertainment and key speakers Plan 3, postpone to spring Plan 4, virtual Freshman Welcome	Email, social media, orientation leaders	Considerations: What would it look like for us to still engage students, but not physically place them in the “G”. Do we utilize the entire stadium, having students sit 6 feet apart in the stands. Do we still do the cheers and chants portion, or just the speakers? Is it possible to have this event at all? Or, a Virtual Freshman Welcome?
	All	40 Under 40	Alumni	9/25/20	DAR	Tate Grand Hall Plan 1, host event with limited audience. Plan 2, move event to an outdoor location, with limited audience Plan 2, honor alumni virtually	Printed invitations, email, social media	Considerations: Hold an event for honorees and one guest only and live stream to an audience. Do we ask a keynote speaker to participate? Host the event outside, such as on Herty field or Tate South Lawn?
Enrollment Management	All	Additional communication and reminders in light of operational changes	Prospective First Year, Prospective Transfer, Prospective Graduate	June, July, & August	New Student Orientation; Graduate Admissions	Review current enrollment and provide additional communication and reminders to prospective students as needed	Email communication, social media, New Student Orientation	

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
							website, Graduate School website	
Enrollment Management	All	Retention messages: current students who have not registered for fall	Current Undergraduate Students	6/1/20	Advisors within schools & colleges	Academic Advising Services create a template & share with schools & colleges	Targeted emails	
Enrollment Management	All	Students who have registered for 6-11 hours	Current Undergraduate Students	6/1/20	Advisors within schools & colleges	Academic Advising Services create a template & share with schools & colleges	Targeted emails	
Enrollment Management	All	Immigration options and updates on Consular closures and travel restrictions	*International* Prospective First Year, Transfer, & Graduate Students; Current Undergraduate & Graduate Students	6/1/20	OGE		Targeted emails	
Enrollment Management	All	Promote online programs and courses	Prospective Graduate students, Current Graduate Students	6/1/20	Graduate School/Academic Programs		Targeted email, department listservs	
Enrollment Management	All	Housing for graduate students (international)	Prospective Graduate Students	6/1/20	University Housing,	Housing availability	Targeted emails, department listservs	

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
		and students with families)	(not current residents)		Graduate School, potentially OGE			
Enrollment Management	All	Encourage students to apply for federal work study to address funding shortfalls	Current Undergraduate & Graduate Students	6/1/20	OSFA	FAFSA application needed	Targeted emails; department listservs	*Evaluation and transition of campus visits, events, and recruitment travel to a virtual environment is occurring on an ongoing basis
	All	Refresh of COVID-19 site	All	7/7/20	M&C	New features and content	Weekly update email, email to students, Instagram stories for students	
DAR	All	Significant career fairs (fall 9/30/20)	Students	9/22/20	DAR/Career Center	Exploring virtual career fair options	ArchNews to Students, update on career center page social media	Assumes Career Center is reaching out to employers
DAR	Plan 1	Official homecoming tailgates	Faculty/Staff Students Alumni	9/7/20	DAR	Determine audience size limitations; encourage virtual participation	Email to specific audience	Tailgates are hosted by various entities across campus; having some common language available may be helpful
Enrollment Management	Plan 1	Campus visits and Visitor Center	Prospective students and their families; Visitors to campus	8/1/20	Admissions (Amanda), VC (Eric)	Whether on campus or virtual visits are in place	Admissions website, Visitors Center website, COVID website, admissions social media	

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
General	Plan 1	Sign template for unit-specific messages	Faculty/staff Students	6/15/20	M&C	Template sign so units can add info about their conference rooms, kitchens, and other gathering areas	Distribute via email to communicators, post in resource section of brand.uga.edu	
Health-Safety	Plan 1	Supervisors return to work	Supervisors	May 25	F&A (HR) lead; supported by Health & Safety, Vet Med	Best practices/risk mitigation/cleaning and disinfecting/accommodating and protecting vulnerable populations; comprehensive assessment/mitigation of risk in workspaces; guidelines for risk assessment/critical control point; identification/risk management	Email to supervisors	Plan called for 6/1, but 5/25 may be better if they have to report on 6/1
Health-Safety	Plan 1	Social distancing and health habits in the workplace	Faculty and staff	6/15/20	F&A provide verbiage, M&C creative develops	Reminders about social distancing, washing hands, limits on meetings, etc.	Determine if provided in hard copy to units or as printable file, reshare social media	
Health-Safety	Plan 1	Health and safety on campus	Faculty/Staff Students	6/16/20	FMD	Summary of steps university is taking to promote health/safety; protocols for cleaning/sanitation	Weekly update for faculty/staff, ArchNews for students, update on COVID site	Plan called for 6/1 but later might be better to allow for time to develop and distribute
Health-Safety	Plan 1	Employees return to campus	Faculty/Staff	6/23	Health & Safety Work Group	Overview of plans for returning employees in phase 2	Weekly update for fac/staff, perhaps a separate ArchNews or	Plan calls for 6/29, but may need to be moved up if they are to report 7/1

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
							prompt from supervisors	
Health-Safety	Plan 1	Employee training	Faculty/Staff	7/1/20	HR	Best practices for health and hygiene/protecting individuals and the community	Weekly update, email to supervisors	Does this need to be completed before they come back or upon their arrival? Is there a due date?
Health-Safety	Plan 1	Keeping the community safe (monitoring)	Supervisors	7/1/20	HR	Email to supervisors, link to FAQ on COVID site		
Health-Safety	Plan 1	Keeping the community safe (cleaning)	Faculty/Staff Students	7/14/20	FMD	Update on actions taken and precautions they can take	Weekly update for faculty/staff, email for students	Plan called for 7/1/20 but may be better to get closer to students returning and about a month after the last update.
Health-Safety	Plan 1	Healthy habits reminders	Faculty/staff Students	8/1/20	M&C	Approved social media graphics and language to reflect current operational message	Distribute via email to social media users group (SMUG)	
Health-Safety	Plan 1	Returning employees	Faculty/Staff	8/1/20	HR/Health & Safety	Overview of plans for returning employees in phase 3	Weekly update for faculty/staff	Are they reporting 8/1? Then need communications earlier?
Health-Safety	Plan 1	Health care resources	Faculty/Staff Students	8/1/20	UHC	Guidance about access to health care resources	COVID website	
Instruction	Plan 1	Instructional development and resources from CTL	Faculty	6/16/20	Instruction	Resources available as you prep for fall	OVPI's GO!, COVID website, weekly update	

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
Instruction	Plan 1	Teaching modalities (including large lectures, blended, exam formats)	Faculty	7/7/20	Instruction	Modifications to make to instruction to accommodate social distancing and at-risk faculty and students	OVPI's GO!, COVID website, weekly update	
Instruction	Plan 1	Equipment inventory and identification of needs	Faculty	7/7/20	Instruction	Identify needs in classrooms and offices to facilitate alternate plans	OVPI's GO!, COVID website, weekly update	
Instruction	Plan 1	Study abroad/internships for fall	Students Faculty	7/10/20	OGE, OEL, others	Announcement of fall study abroad and other experiences	Email to affected students if just study abroad, ArchNews if broader scope, OVPI GO!, websites, social media	Timeline per Brian Watkins
Instruction	Plan 1	Social distancing in the classroom	Students Faculty	7/28/20	Instruction	Social distancing practices in the classroom, how to modify testing, seating, etc.	OVPI's GO!, COVID website, weekly update, message to students, signage reminding people	
Instruction	Plan 1	Safety measures in the classroom (cloth masks, testing on campus, limiting congregation)	Students Faculty	7/28/20	Instruction; UHC	Precautions in classrooms	Weekly update, message to students, OVPI GO!, website, signage reminding people	
Instruction	Plan 1	Classroom/online learning	Faculty	8/1/20	Instruction	Any recommended syllabus language	OVPI Go! weekly newsletter	

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
		reminders/key messages				regarding social distancing, scheduling modifications, etc.		
Instruction	Plan 1	Alternative academic calendar	Faculty/Staff Students	TBD	Registrar	Alternate times, days or scheduled to accommodate social distancing	ArchNews if needed OVPI GO! Websites Social media	
Instruction	Plan 1	Cameras in classrooms	Faculty			Concerns about privacy, lecture capture, responsibilities - captioning audio - recording audio effectively		
PSO	Plan 1	Soft open of UGA facilities	Faculty/Staff Students	5/18/20	Unit Directors for Public Service, Outreach, Continuing Education, Cooperative Extension	Room capacity details, health and hygiene guidelines and details about sending comms to external partners	Internal email, website content	Multiple communications will go out through Unit Directors across all areas of Public Service, Outreach, Continuing Education, Cooperative Extension, as needed to reach audiences
PSO	Plan 1	Soft launch of UGA programs	Faculty/Staff Students	5/18/20	Unit directors for Public Service, Outreach, Continuing Education, Cooperative Extension	Limited face-to-face interactions, recommendations for travel, food services and health and hygiene	Internal email, website content	Multiple communications will go out through Unit directors across all areas of Public Service, Outreach, Continuing Education, Cooperative Extension, as needed to reach audiences

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
PSO	Plan 1	UGA facilities prep for return to regular operations	Faculty/Staff Students External stakeholders	6/15/20	Unit directors for Public Service, Outreach, Continuing Education, Cooperative Extension	Updated room capacity details and health and hygiene recommendations	Internal & external email, website content, signage on location, master calendar details, social media	Multiple communications will go out through Unit directors across all areas of Public Service, Outreach, Continuing Education, Cooperative Extension, as needed to reach audiences
PSO	Plan 1	UGA programs prep for return to regular operations	Faculty/Staff Students External stakeholders	6/15/20	Unit directors for Public Service, Outreach, Continuing Education, Cooperative Extension	More face-to-face interactions allowed, updated recommendations for travel, food services and health and hygiene	Internal & external email, website content, signage on location, master calendar details, social media	Multiple communications will go out through Unit directors across all areas of Public Service, Outreach, Continuing Education, Cooperative Extension, as needed to reach audiences
PSO	Plan 1	UGA facilities fully open with social distancing expectations	Faculty/Staff Students External stakeholders	7/13/20	Unit directors for Public Service, Outreach, Continuing Education, Cooperative Extension	Updated room capacity details and health and hygiene recommendations	Internal & external email, website content, signage on location, master calendar details, social media	Multiple communications will go out through Unit directors across all areas of Public Service, Outreach, Continuing Education, Cooperative Extension, as needed to reach audiences
PSO	Plan 1	UGA programs resume with social distancing expectations	Faculty/Staff Students External stakeholders	7/13/20	Unit directors for Public Service, Outreach, Continuing Education, Cooperative Extension	Resume face-to-face interactions where possible, updated recommendations for travel, food services and health and hygiene	Internal & external email, website content, signage on location, master calendar details, social media	Multiple communications will go out through Unit directors across all areas of Public Service, Outreach, Continuing Education, Cooperative

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
								Extension, as needed to reach audiences
Research	Plan 1	Travel policies for student, post-doc, faculty	Faculty/Staff Post-docs Graduate students Undergraduate researchers	6/9/20		Trips to conferences, professional society meetings, etc. if they are being held. Consequences upon return? Self-quarantine?	Dept. mechanisms, undergraduate major associations, graduate student, and post-doc. associations	
Research	Plan 1	Evolving timeline for laboratory, studio, and other research space openings	Faculty/Staff Post-docs Graduate students Undergraduate researchers	Now and updated twice a week, link from a regular communication		draft schedule describing windows of possibilities for beginning of Phase 1, 2, etc. based on best estimates	Posted somewhere people can check; use dept. mechanisms, undergraduate major associations, graduate student, and post-doc. associations	
Research	Plan 1	Instructions for obtaining PPE	Faculty/Staff Post-docs Graduate students Undergraduate researchers	One week prior to day 1 of Phase 1 and then weekly as changes arise		What can University provide? What if individual groups can't acquire?	Posted somewhere people can check; use dept. mechanisms, undergraduate major associations, graduate student, and post-doc. associations	

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
Research	Plan 1	Advance warning for day 1 of Phase 1	Faculty/Staff Post-docs Graduate students Undergraduate researchers	One week prior to known day 1 of Phase 1	Research	All research programs need time to prepare for opening, planning lab schedules, etc.	Special announcement, dept. mechanisms, undergraduate major associations, graduate student, and post-doc. associations	
Research	Plan 1	Expectations for life during Phase 1	Faculty/Staff Post-docs Graduate students Undergraduate researchers	One week prior to known day 1 of Phase 1 and repeat on day 1 of Phase 1	Research	Social distancing means how many people per square feet, guidelines for dealing with people that don't follow the guidelines, etc.	Special announcement, dept. mechanisms, undergraduate major associations, graduate student, and post-doc. associations	
Research	Plan 1	Status of core resources	Faculty/Staff Post-docs Graduate students Undergraduate researchers	One week prior to known day 1 of Phase 1 and repeat on day 1 of Phase 1, then one week prior to known day 1 of Phase 2 if different, etc.	Research	Electron microscopy, imaging, FACS facility, libraries, etc.; open, closed, reduced schedule	Dept. mechanisms, undergraduate major associations, graduate student, and post-doc. associations	

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
Research	Plan 1	Status of key services	Faculty/Staff Post-docs Graduate students Undergraduate researchers	One week prior to known day 1 of Phase 1 and repeat on day 1 of Phase 1, then one week prior to known day 1 of Phase 2 if different, etc.	Research	Deliveries, purchasing, chemical safety, animal resource services during each phase	Dept. mechanisms, undergraduate major associations, graduate student, and post-doc. associations	
Research	Plan 1	Advance warning for Day 1 of Phase 2 and how Phase 2 will be different than Phase 1	Faculty/Staff Post-docs Graduate students Undergraduate researchers	One week prior to known day 1 of Phase 2 and repeat on day 1 of Phase 2	Research	How will Phase 2 will be different than Phase 1	Dept. mechanisms, undergraduate major associations, graduate student, and post-doc. associations	
Research	Plan 1	Undergraduate research	Faculty/Staff Post-docs Graduate students Undergraduate researchers	Provide estimate during Phase 1 and firm guidance later, as soon as possible	Research	Likely schedule for restart and then firm date for restart; new conditions or expectations?	CURO, dept. mechanisms, undergraduate major associations, graduate student, and post-doc. associations	

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
Student Life	Plan 1	Residence life (move-in)	Primary: Residential Students; Secondary: University/ACC Community	7/20/2020	Executive Director of University Housing	Pre-move-in contract addendum that students acknowledge current residential policies (healthy and safety practices); move-in staged over four days (instead of two) to support social distancing; reduce number of guests allowed to assist with move-in; elevators limited to one family at a time	Primary: email; Secondary: social media posts directing students to email	
Student Life	Plan 1	Housing move-in	Students Faculty/Staff	8/3/20	Housing	Guidelines for maintaining social distancing	Updated info on COVID website, housing emails	Move-in is scheduled to begin 8/16
Student Life	Plan 1	Key messages for housing/student affairs staff	Students Parents	8/4/20	Student Affairs (Stan), Auxiliary (Allison) and M&C (Rebecca)	Resources for staying safe and healthy at UGA; how social distancing will work in classes, dining halls, residence halls, etc.;	Delivered via email and hard copy to housing staff	
Student Life	Plan 1	Dining services	Primary: Students on meal plan; Secondary: all students/faculty/staff	7/21/20	Executive Director of Dining Services	online ordering and to-go pickup and delivery options will be extended and maximized through campus residential and retail dining options; within dining facilities, all food stations will be fully serviced (no self-service); dining staff will wear PPE; furniture will be redistributed and spaced	Primary: email, in-facility media; Secondary: website FAQs and social media	

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
						<p>out, and capacity will be reduced; required reservations may be implemented; increased cleaning and disinfecting of common areas by staff; prevention supplies provided in common areas for students/patrons; dining contracts for new sign-ups have been modified to reflect updated selections, and additional flexibility within the residential dining plan will be provided</p>		
Student Life	Plan 1	Academic support and co-curricular experiences and services	<p>Primary: Students; Secondary: Faculty/Staff supporting students</p>	7/7/20	VPSA and VPI	<p>Campus providers will tailor experiences and services to accommodate social distancing, including larger, open-air spaces and multiple event times, as well as delivering experiences online; students with technology and online connection needs will continue to be supported through central access to hardware and hotspot availability; as possible, services will leverage online technologies and digital workflows; large events will follow the institutional plan for large events</p>	<p>Primary: website, email newsletters, social media; Secondary: emailed newsletters</p>	

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
Student Life	Plan 1	Student Organizations	Primary: Student organization leaders, Members of student organizations	July 2020 - Fall 2020	VPSA, ELS, Schools/Colleges	Provide student orgs with guidance and measures in place to promote social distancing on campus; encourage orgs to hold group meetings online as possible; for necessary or smaller in-person meetings, a defined group of reservable meeting spaces will be made available through CRETS; for small and medium activities, including tabling and outdoor activities, orgs will be required during registration to acknowledge compliance with institutional guidelines to ensure social distancing; for off-campus events, groups will be asked to follow state and local guidance; if social distancing cannot be ensured during recruitment, then org will be asked to defer until Spring; no common food or drink, food must be pre-packaged	Primary: email, website FAQs; Secondary: social media	
Student Life	Plan 1	Bands and choral groups	Primary: Student members of band and	7/7/20	Hodgson School of Music Dean	Decisions related to band and choral groups will be made with the most up-to-date social distancing guidelines	Primary: email; Secondary: website, social media	

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
			choral groups					
Student Life	Plan 1	Co-curricular requirements	Primary: Students, Academic advisors	7/28/20	VPI	Students needing to fulfill co-curricular requirements for degree attainment in Fall 2020 will be provided direct guidance from academic affairs staff	Primary: email, advising sessions; Secondary: website, social media	
Student Life	Plan 1	Counseling services	Primary: Students	6/23/20	Executive Director of the University Health Center	Counseling services are prepared to operate at full capacity in both online and in-person settings (as possible with social distancing); students may receive counseling fully online via available tele-behavioral health and online scheduling; if face-to-face counseling is recommended, social distancing and best health practices will be implemented in the waiting and counseling rooms, including PPE/masks for staff	Primary: website, email, in-facility media; Secondary: social media, blog	
Student Life	Plan 1	Residence life (room assignments)	Returning Residential students; Incoming first-year students	6/30/20	Executive Director of University Housing	Confirm room assignment and arrangements; more latitude in exemptions for FYLOR; returning students offered window for opt-out; welcome applications from other returning students; established fee structure remains the	Primary: email; Secondary: social media posts directing students to email	

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
						same; rooms and suites viewed as "shared residence" so social distancing practices not expected within room or suite		
Student Life	Plan 1	Residence life (health practices)	Primary: Residential students and families; Secondary: Media/community	7/7/20	Executive Director of University Housing	Best practices in prevention; monitor personal health and contact UHC if flu-like or concerning symptoms; sick residents asked to eat or be fed in their room, or request a quarantine room, as available; increased cleaning and disinfecting of common areas by staff; prevention supplies provided in common areas for residents; furniture in common areas reconfigured to support social distancing; healthy practices for use of community bathrooms, laundry, kitchens; staff will limit face-to-face visits and actively use virtual engagement tools	Primary: email; Secondary: website FAQs	
Student Life	Plan 1	Tate Student Center and other community gathering locations	Primary: Students; Secondary: University community	7/21/20	VPSA, Libraries, F&A	Furniture will be rearranged/spaced out and room capacities will be reduced; increased cleaning and disinfecting of common areas by staff; prevention supplies	Primary: in-facility signage, website; Secondary: social media	

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
						provided in common areas; reservation of rooms/spaces will require acknowledge of social distancing guidelines; large events will follow institutional plan for large events		
	Plan 1	University Health Center	Primary: Students; Secondary: Faculty/Staff /dependent patients	6/15/20	Executive Director of the University Health Center	Students may receive many services fully online via online scheduling and tele-health services; if face-to-face counseling is recommended, social distancing and best health practices will be implemented in the waiting and counseling rooms, including screening/triage upon presentation and PPE/masks for staff	Primary: website, email, in-facility media; Secondary: social media, blog	
Enrollment Management	Plan 1	Enrollment next steps	Prospective parents and families; Prospective first year; Prospective transfer	6/15/20 7/13/20 8/3/20	New Student Orientation		Targeted emails, new student orientation, website, virtual events	
Enrollment Management	Plan 1	Orientation options for students w/ limited internet	Prospective first year; Prospective transfer	5/26/2020	New Student Orientation	Offer options and support to complete New Student Orientation for students in rural communities with limited access to internet	Targeted postcard to students in rural communities	

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
Athletics	Plan 1	Football student athletes return to campus	Football Student Athletes and Parents	6/1/20	Athletics	Date of return, housing and dining status, facility usage, health messages	TeamWorks system, targeted email	Info related to return to campus for training
Athletics	Plan 1	Fall Athletics update	Athletic Audiences Alumni Students Media	7/1/20	Athletics	Season status, updates on attendance and attendance requirements	All Athletics primary channels	Subject to official status release of NCAA, SEC, UGA
Athletics	Plan 1	General updates	Season Ticket Holders Donors General Fan Base	7/1/20	Athletics	General status updates, message to vary based on relevant Info	Direct email database, McGarity Minutes (monthly)	Send weekly
Athletics	Plan 1	Fall Athletics update	Athletic Audiences Alumni, Students Media	8/1/20	Athletics	Season status, updates on attendance and attendance requirements	All Athletics primary channels	Subject to official status release of NCAA, SEC, UGA
Athletics	Plan 1	Football season ticket delivery	Athletic Donors Season Ticket Holders	8/15/20	Athletics	Update delivery of season tickets and update attendance policies	Direct email, web, social media	
Athletics	Plan 1	Athletic event staffing update	Internal Staff/Event Staff, Corporate Partners, Media	8/15/20	Athletics	Operational regulations for athletic events	Direct email, direct contact meeting, direct calls	Assumes games cleared to occur on normal schedule

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
Athletics	Plan 1	Football game attendance criteria	Season and single game ticket holders General fan base Students	8/25/20	Athletics	Full outline for all operational efforts for home football game; requirements for fan attendance; safety updates and protocols	All Athletics channels	Assumes games cleared to occur on normal schedule
	Plan 1	Campus preparations for your return	Students	6/16/20	F&A and others coordinate with M&C	Cleaning and other preparations being made for safe and healthy return to campus	Email	
	Plan 1	UGA return to campus	ACC leaders	6/23/20	Operations messages with government relations	how UGA is preparing for students, faculty, and staff to return to the campus	Email message from Alison M. or other to leaders	
	Plan 1	Campus preparations for your return	Students	7/14/20	F&A and others coordinate with M&C	Cleaning and other preparations being made for safe and healthy return to campus	Email	
	Plan 1	UGA in the community	ACC leaders and public	7/14/20	Government relations	UGA preparation for return, guidelines for students, faculty, and staff, and how UGA is supporting the community's response to COVID-19	Digital one-pager like community sheets from summer '19	
	Plan 1	UGA return to campus	ACC leaders	7/28/20	Operations messages with government relations	how UGA is preparing for students, faculty, and staff to return to the campus	Email message from Alison or other to leaders News release to Athens media	

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
Student Life	Plan 1	Campus recreation	Primary: Students, Faculty/Staff ; Secondary: University community, media	7/14/20	Director of Recreational Sports	Facility hours reduced by up to 20 hours weekly (Ramsey and Pound); reduced number of patrons within facility as a whole, as well as within functional areas (not applied to UGA Athletics venues or College of Education classes and offices); portions of locker rooms will close (lockers and showers), and use of toilets and sinks will require social distancing; reservation of outdoor space will require acknowledge of social distancing guidelines; group and individual fitness experiences will continue both online and in person, with modifications for class size and spacing; team club sports and intramurals will be determined in conjunction with decisions made for varsity sports; activities involving travel will follow local and state guidelines	Primary: email, facility signage; Secondary: website, social media	
DAR	Plan 2	Homecoming plans	Faculty/Staff Students Alumni	9/7/20	DAR			

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
Enrollment Management	Plan 2	Campus visits and Visitors Center	Prospective students and their families Visitors to campus	8/1/20	Admissions (Amanda), VC (Eric)	Shift to virtual visits (if we've been doing in-person)	Admissions website, Visitors Center website, COVID website, admissions social media	
General	Plan 2	Operational reminders	Faculty/Staff Students	8/1/20	M&C	Approved social media graphics and language to reflect current operational message	Distribute via email to social media users group (SMUG)	
Instruction	Plan 2	Online instruction resources	Faculty	6/16/20	CTL	Two supporting documents for successfully online courses - already drafted	OVPI's GO!, CTLs newsletter, COVID website, weekly update	Or as soon as announcement is made about online in the fall
Instruction	Plan 2	Review of all UGA policies (e.g., PE requirement) that may impact progression	Student Faculty University governance	7/14/20	Instruction	Conducting a review of all policies and requirements that are challenging to meet; indicate date by which we will communicate alternatives	Weekly update, message to students, OVPI GO!, websites	4000+ students need PE requirement; if we go online this is challenging because of the current policies and requirements
Instruction	Plan 2	Alternative plans for meeting degree requirements	Student Faculty University governance	7/14/20	Instruction	Conducting a review of all policies and requirements that are challenging to meet; indicate date by which we will communicate alternatives	Weekly update, message to students, OVPI GO!, websites	
Instruction	Plan 2	Classroom/online learning reminders/key messages	Faculty	8/1/20	Instruction	Any recommended syllabus language or other information regarding online learning	OVPI Go!, weekly newsletter	

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
Instruction	Plan 2	New faculty online orientation re: online instruction	New faculty	8/1/20	CTL & OOL	Resources available as you transition to online	Email from Faculty Affairs or Instruction to new faculty, posted on COVID website, posted on continuity of instruction site	
Instruction	Plan 2	Emotional/learning/mental impact of learning online	Faculty	Within one week of announcement of online learning	OVPI, Student Affairs	Students going online who didn't want to go online, so level of grief and anxiety related to that. Need to acknowledge and reassure; see yourself as a coach; being a coach includes morale; how do you inspire your students to be positive about the situation; how do you demonstrate resilience.	OVPI GO!, weekly update	
Instruction	Plan 2	How to learn online	Students	Within one week of announcement of online learning	DAE	Tools for learning online, experience "course"	Message to students, social media, weekly update, websites	
PSO	Plan 2	Facilities and programs begin fully online	Faculty/Staff Students External stakeholders	TBD (7/13 if we do this instead of Plan 1)	Unit directors for Public Service, Outreach, Continuing Education, Cooperative Extension	Details would be decided based on severity and location of online classes	Internal & external email, website content, signage on location, master calendar details, social media	Multiple communications will go out through Unit Directors across all areas of Public Service, Outreach, Continuing Education, Cooperative

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
								Extension, as needed to reach audiences
Student Life	Plan 2	Housing move-in	Students Faculty/Staff	8/3/20	Housing	Guidelines for maintaining social distancing, qualifications for staying on campus, process for applying to stay on campus	Updated info on COVID website, housing emails	Move-in is scheduled to begin 8/16 If online classes, will there be any housing?
Student Life	Plan 2	All	Primary: Students; Secondary: University community, Parents and families	July 2020- August 2020	VPSA, VPI, others	Student Life operations will continue in the current state from late spring and summer, with student services, support, and co-curricular experiences primarily online; limited campus housing and dining will be provided for students approved to live on campus; University Health Center will continue current services online and in-person; Student Life facilities, such as Tate, will be limited to personnel working in the facility	Primary: email, websites; Secondary: social media	
	Plan 2	Refund for fees paid	Students	8/1/20	F&A	How refunds will work if there have been fees paid; logistics regarding financial aid; see spring 2020 messages	ArchNews, COVID website	
Athletics	Plan 2	Fall Athletics update	Athletic audiences Alumni	TBD	Athletics	Updates on season status	All Athletics primary channels	Subject to official status release of NCAA, SEC, UGA

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
			Students Media					
Athletics	Plan 2	Football student athletes season updates	Football Student Athletes and Parents	TBD	Athletics	Updates on season status	TeamWorks System, targeted email	Subject to official status release of NCAA, SEC, UGA
Student Life	Plan 3	Residence life (potential early move-out)	Residential students and families	Fall 2020/ Spring 2020	Executive Director of University Housing	Use existing plan from successful Spring 2020 move-out; residents given opportunity to petition to remain based on extenuating circumstances	Primary: email; Secondary: social media posts directing students to email	
Enrollment Management	Plan 3	Campus visits and Visitor Center	Prospective students and their families Visitors to campus	TBD	Admissions (Amanda), Visitors Center (Eric)	Shift to virtual visits (if we've been doing in-person)	Admissions website, VC website, COVID website, admissions social media	
General	Plan 3	Operational reminders	Faculty/Staff Students	TBD	M&C	Approved social media graphics and language to reflect current operational message	Distribute via email to social media users group (SMUG)	
Instruction	Plan 3	Prepare for possibilities	Faculty	7/7/20	Instruction	Importance of being nimble in the fall. Use the summer to think about options and pathways for your classes	OVPI GO!, weekly update	
Instruction	Plan 3	ACTION: Review communications from spring to see what we will need to do --		If virus starts to increase in prevalence	Rebecca, Khristina			

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
		delaying withdrawal and other issues						
Instruction	Plan 3	Refund for fees paid	Students	TBD	F&A	How refunds will work if there have been fees paid; logistics regarding financial aid; see spring 2020 messages	ArchNews, COVID website	
Instruction	Plan 3	Logistics of how we get ready for shift to online	Faculty	TBD	Instruction	Resources available, reminders about Spring 2020, timelines to meet	OVPI GO!, weekly update, websites	
Instruction	Plan 3	Best practices from Spring 2020	Faculty	Within two weeks on announcement	Instruction	Share highlights from Spring 2020	OVPI GO!, weekly update	Could be prepped now
PSO	Plan 3	Facilities and programs go to an online format for a period of time	Faculty/Staff Students External stakeholders	TBD (depends on when this may happen)	Unit directors for Public Service, Outreach, Continuing Education, Cooperative Extension	Details would be decided based on severity and location of online classes	Internal & external email, website content, signage on location, master calendar details, social media	Multiple communications will go out through unit directors across all areas of Public Service, Outreach, Continuing Education, Cooperative Extension, as needed to reach audiences
Student Life	Plan 3	Key messages for housing/student affairs staff	Students Parents	TBD	Student Affairs (Stan), Auxiliary (Allison) and M&C (Rebecca)	How shift to online will affect housing, dining, move-out, refunds, etc.	Delivered online and in hard copy to housing staff	
Athletics	Plan 3	Fall Athletics update	Athletic audiences Alumni	TBD	Athletics	Updates on season status	All Athletics primary channels	Subject to official status release of NCAA, SEC, UGA

UNIVERSITY OF GEORGIA

Workgroup	Contingency Plan	Content Topic	Audience	Timeline	Content Owner	Critical Points	Method of Communication	Notes
			Students Media					
Athletics	Plan 3	Football student athletes season updates	Football student athletes and parents	TBD	Athletics	Updates on season status	TeamWorks system, targeted email	Subject to official status release of NCAA, SEC, UGA

REPORT OF THE FISCAL IMPACT WORKING GROUP

The Fiscal Impact Working Group developed financial impacts projected for Fall 2020 based on decisions and input from each of the other eight working groups. Many unknowns exist at this time, particularly in regard to student response to the different scenarios for instructional delivery and the financial cost of potential social distancing requirements.

FINANCIAL FRAMEWORK

Nearly every higher education institution across the country is feeling the financial brunt of COVID-19. The University of Georgia is no different. Unlike previous economic downturns, this unique situation has—or is predicted to have—an impact on every major revenue stream of the University.

The University of Georgia was just over the midpoint of the Spring Semester when the decision was made to move to online classes for the remainder of the term. This transition prompted pro-rated refunds to students for housing, dining, and other fees that totaled nearly \$25 million—but the impacts did not stop there.

UGA's mission is centered on providing services not only to our students, but also to the citizens of the state through research and outreach. The economic shutdown and associated cancellation of University activities have compounded the revenue losses. They continue to mount in UGA's auxiliary operations, ranging from no retail dining operations to the loss of summer camps. Research remains limited, which means the ability to develop new grant proposals and extend current grant deadlines also is hindered. The outreach mission continues to be impacted because we are not able to offer in-person training and development opportunities across the state. Programmatic impact across Public Service and Outreach functions encompasses the cancellation of our popular 4-H programs as well as academic summer programs such as band/music camps and other educational activities. Veterinary Medicine, Forestry, and the College of Agricultural and Environmental Sciences also are experiencing a significant reduction in the service of their labs and other outreach efforts. These additional fiscal challenges come at a time when Public Service and Outreach already was experiencing reduced revenue due to pending state budget reductions for many agencies.

The University is fortunate that enrollment during the pandemic has remained steady to date. The resilience of our students, faculty, and staff in adapting to online instruction sustained enrollment for Spring Semester 2020, and projections for summer registration also look promising. Tuition is one of UGA's primary sources of revenue, and the consistency of enrollment has helped to lessen current year losses; however, uncertainty remains for fall enrollment, particularly for graduate, international, and out-of-state students. This uncertainty will intensify if UGA cannot return to in-person instruction next academic year.

State support during FY20 has held, which also has helped to lessen the impact; however, this will change in FY21. State revenues already were below expectations, which led to budget reductions to many state agencies, including UGA's B-units. Current estimates are that the state could face as much as a \$4 billion shortfall over the span of 15 months due to the devastating impact of COVID-19. In order to plan for a continued downturn in state revenues, agencies have been asked to develop budget reduction plans of 14% in state appropriations. This impact translates to a nearly \$75 million reduction to UGA, with \$60 million of this being in Resident Instruction and with B-unit cuts totaling approximately \$15 million. State support and tuition account for more than half of UGA's overall revenue. Any impact to these two revenue streams,

either through budget cuts or lower enrollment, will be very difficult to absorb without considering additional University-wide reduction measures. Schools and centrally funded units have been asked to develop scenarios to absorb this severe reduction, should it become necessary.

UGA's financial flexibility is limited in FY20 and is expected to be the same, or even more constrained, in FY21.

FINANCIAL MITIGATION STRATEGIES

The University takes the financial impact of COVID-19 seriously and has implemented several measures to control or eliminate expenses to offset revenue losses and prepare for continued financial strain over the coming year(s). However, only so much can be done with a relatively fixed cost structure as nearly two-thirds of the University's budget is related to personnel.

First, UGA was able to control variable expenses in its auxiliary enterprises when services were reduced. Examples include food costs in Dining Services and the Georgia Center, fuel costs for campus transit, and programming in student activities. The hard decision also was made to no longer employ students in the operations that were most significantly impacted. These actions helped to offset revenue losses, although they were not sufficient to fully cover all deficits.

Additionally, as required by the state and University System, we have reviewed positions deemed critical to hire and are deferring non-essential spending to next year. UGA also has applied to receive federal funding provided by the CARES Act. While this funding will be utilized to support personnel in areas suffering the heaviest revenue loss, it will only cover a portion of the refunds that were issued. It is expected that those auxiliary units that can carry forward any net revenue will need to utilize a portion of these fund balances to absorb the negative impact. However, this ability is limited and not sustainable if further disruptions occur.

UGA has limited, delayed, and canceled capital/renovation projects, including classroom and lab renovations. The inability to perform these projects will undoubtedly affect the student experience, but they were necessary to address the revenue losses. With assistance from USG staff, UGA continues to explore deferring rental payments for bond-funded projects with UGA's Real Estate Foundation. This would require the foundation to absorb the debt payments, and UGA would then make an additional payment in FY22 for this deferral.

Deans and vice presidents have been asked to develop reduction scenario plans to meet state requirements, should such a reduction come to fruition. It is expected that these plans will affect both vacant and filled positions. If a 14% reduction in state appropriations does not materialize, a portion of these reduction plans may still be necessary in order to generate funding to address the financial impacts of reopening.

FINANCIAL IMPACT

The major financial impacts for each working group are outlined below. These impacts are expected to occur throughout the phased and gradual reopening of campus from June through August. The most significant impact will coincide with full reopening in Phase 3 and will depend heavily on the instruction model and social distancing requirements in place.

Workplace and Health Safety Working Group

- The most significant impact related to Phases 1 and 2 will be the purchase of PPE and cleaning supplies for a safe reopening. This is a common theme of every working group, given the contact each functional area will have with students, faculty, staff, and visitors.
- The University is purchasing 120,000 face coverings (~2 per faculty, staff and student), which is expected to cost around \$300,000.

UNIVERSITY OF GEORGIA

- The University is also purchasing one thermometer for each faculty, staff and student totaling \$513,000.
- It is expected that approximately \$350,000 of cleaning supplies and hand sanitizer will need to be purchased in advance of the Fall Semester, with an annual recurring increase in expense of nearly \$500,000. Protective dividers/reception barriers may be required in those areas where staff regularly interact with visitors to their office. Initial information indicates a 3' x 3' barrier costs approximately \$250. The number of requests/requirements for these is not known at this time, so a total cost cannot be estimated.
- A training component for managers and supervisors is envisioned as part of the campus reopening. This will have incremental costs associated with content development and delivery, but those are unknown at this time.

Instruction Working Group

- Four primary scenarios are outlined below with the associated impact of each noted. These projections could change dramatically if there is any disruption to housing and dining or changes in the fees charged to students.
- For each **week** of disruption, the following revenue is at risk:
 - Housing – \$2 million per week
 - Other Auxiliaries – \$1.6 million per week of full closure and \$850,000 for reduced operations
 - Mandatory fee impacts could total \$1 million per week of closure as well if they are not assessed or have to be refunded.

Fall Classes begin with limited social distancing expectations

- This scenario has less incremental cost or lost revenue as it assumes relatively normal operations. There is expected to be a financial impact for accommodations for at-risk faculty (*e.g.*, incremental technology cost), and there could be limited increases in the number of instructors if smaller class sizes are necessary. For each additional lecturer added, it would require approximately \$75,000 for salary and benefits; however, these hires should be limited and within school/college budgets.

Contingency Plan 1 – Fall Classes begin with social distancing expectations

- This scenario will not have revenue loss since it assumes that students will return and remain on campus; however, there would be costs associated with meeting social distancing requirements. These costs include incremental expenses related to classroom technology not only to live stream lectures, but also for equipment and media storage to capture lectures for students to view in an online format. Costs for each classroom that requires such upgrades range from \$2,000 to \$20,000, depending on the amount of equipment to be synched and installed. There are currently 79 larger classrooms that do not have this capability, so total costs range from \$158,000 to \$1.6 million depending on how many classrooms are upgraded. Initial estimates assume 20 rooms at \$7,000 per room, for a total of \$140,000, will be needed to reopen under this scenario.
- These classrooms will have to be prioritized to allow for purchasing and installation of equipment and to remain within fiscal limitations. Currently 65 classrooms have lecture capture capabilities, and these will be utilized in the interim, if needed.
- In addition, we may need more buses to transport students to and from class if ridership must be limited to meet social distancing requirements. Adding more buses and drivers to run the routes could cost the auxiliary operations another \$130,000 per week.

Contingency Plan 2 – Fall classes begin fully online

- This scenario has very similar costs to Contingency Plan 1, assuming students return to and remain in campus housing. However, the risk of revenue loss increases depending on the length of time required for online instruction if strict social distancing measures remain in place. This includes reduced operations in dining, which could result in a loss of \$850,000 for each week that we are online. Additional impacts could occur if mandatory fees are waived or refunded as a result of reduced student services.
- This scenario also includes the need to upgrade classroom technology. As previously noted, these costs could range from \$158,000 to \$1.6 million depending on how many classrooms are upgraded. Initial estimates assume 20 rooms at \$7,000 per room for a total of \$140,000 will be needed to reopen under this scenario. These classrooms will have to be prioritized to allow for purchasing and installation of equipment and to remain within fiscal limitations. Our existing 65 classrooms with lecture capture capabilities will be utilized in the interim, if needed.

Contingency Plan 3 – Classes and operations must go to an online format for a period of time during the semester

This scenario has very similar costs to Contingency Plan 2, assuming students return to and remain in campus housing. The risk of increased revenue loss depends on the length of time for online instruction if strict social distancing measures are required. This includes reduced operations in dining, which could result in a loss of \$850,000 per week that we are online. Additional impacts could occur if mandatory fees are waived or refunded as a result of reduced student services.

This scenario also will include upgrades to classroom technology. As previously noted, these costs could range from \$158,000 to \$1.6 million depending on how many classrooms are upgraded. Initial estimates assume 20 rooms at \$7,000 per room for a total of \$140,000 will be needed to reopen under this scenario. These classrooms would have to be prioritized to allow for purchasing and installation of equipment and to remain within fiscal limitations. Our existing 65 classrooms with lecture capture capabilities will be utilized in the interim, if needed.

RESEARCH WORKING GROUP

Sponsored project revenues have declined by approximately \$5M to \$10M per month in the current state of remote work with limited operations. These revenues will likely return to the University as projects resume, but so will expenditures. Likewise, research core facilities are currently experiencing a reduction of approximately \$500,000 each month. This revenue loss would continue in the event of reduced operations.

From an operating expense perspective, there are several expense categories that will likely increase when research activities return to full operations. Projected amounts are difficult to forecast at this time due to the limited availability of related information. These expenses include:

- PPE, including masks and gloves, if required for resumption of research. The amount will depend on the new requirements regarding safe operations and are difficult to estimate.
- Travel expenses may increase, depending on guidelines pertaining to numbers of occupants traveling to and from research sites. If multiple vehicles must be taken in order to comply with social distancing requirements, then costs will rise. However, any increase in travel expense is expected to be mitigated by the use of virtual meeting technology.
- As University personnel return to campus and reopen labs for operations, we expect to find a certain amount of research supplies and materials that have expired during the time that labs were either closed or operating in limited capacity. The costs associated with replacing these materials is unknown until researchers return to campus and have an opportunity to conduct inventory. These expenses may be covered by sponsoring agencies.

- Equipment damage also is possible due to restricted use or sitting idle for weeks. Again, the potential costs associated with any damage is difficult to project without a return to routine operations and testing of equipment performance. While some of these costs may be covered by maintenance contracts, the availability of service may be limited due to service demand.

PUBLIC SERVICE AND OUTREACH WORKING GROUP

The Public Service, Outreach, Continuing Education, and Cooperative Extension Working Group provided recommendations relating to the three (3) contingency plan scenarios described in the USG's Fall 2020 Return to Campus Planning document. The scenarios outlined below include a phased approach and fiscal impact for the operation of UGA facilities and programs associated with the work of Public Service, Outreach, Continuing Education, and Cooperative Extension. Most of the fiscal impacts are related to the reduced operations and any social distancing requirements in Phases 1 and 2 of the reopening plan. Impacts in Phase 3 of reopening will vary, as outlined below, depending upon the contingency plans in place.

Contingency Plan 1: Fall classes begin with social distancing expectations

Facility constraints have a fiscal impact in Phases 1 and 2 of Contingency Plan 1. These impacts are based on maximum group sizes in spaces per UGA-approved guidelines. While discretion will be given to units that can accommodate groups in compliance with space and safety guidelines, adhering to capacity recommendations will result in potential revenue loss during Phases 1 and 2. Below are examples:

- UGA Center for Continuing Education and Hotel: Reducing room capacity to one-third allows for 6' social distancing and potential revenue loss during Fall Semester of \$72,000 per conference meeting. The resulting revenue loss for space rental, food, beverage, and hotel could average more than \$1 million per month of required social distancing.
- Tifton Campus Conference Center: Events not able to adhere to recommendations will be canceled for a loss of revenue totaling nearly \$20,000.
- Marine Extension and Georgia Sea Grant: Entrance fee losses at the Aquarium are expected to total \$20,500; revenue loss from applied research groups chartering the R/V Georgia Bulldog are anticipated to reach \$30,000.
- State Botanical Garden of Georgia: Revenue loss from events and camp cancellations could total as much as \$53,400.
- The Coastal Georgia Botanical Gardens revenue loss could total more than \$250,000 from lost facility rentals, programs, tours, and admission fees.

The Georgia 4-H Center at Rock Eagle will potentially lose up to \$4 million in revenue due to not having any contracts that meet the recommended capacity as outlined in Phases 1 and 2 of Contingency Plan 1.

Outreach Programs – Public Service, Outreach, Continuing Education, and Cooperative Extension programs include continuing education, trainings, student programs, applied and engaged research, consulting, technical assistance, and services for the public. The fiscal impact projections associated with programs in Phases 1 and 2 are based on one-on-one interviews, focus groups, facilitated town hall meetings, and other forms of face-to-face stakeholder engagements essential to gathering the appropriate data and information for projects. Fiscal impact will vary by program, event, scope of work, and the potential for reconfiguring delivery methods. Potential revenue loss during Phases 1 and 2 includes the following:

- Carl Vinson Institute of Government and J.W. Fanning Institute for Leadership Development: Recommendations that limit face-to-face interactions and group size will impact technical assistance and consulting work associated with Economic Development, Downtown, Workforce Development, Non-Profit, Chamber of Commerce Technical, and Strategic Planning Assistance.

Depending on the scope of work, potential loss in revenue could range from \$30,000 - \$50,000 per project.

- Carl Vinson Institute of Government and UGA Center for Continuing Education and Hotel: Government trainings that require conference space, hotel and food venue could potentially lose \$200,000 in revenue.
- Family and Consumer Sciences and UGA Center for Continuing Education and Hotel: Potential revenue loss associated with community initiatives would include a loss of \$41,000 for conference space, hotel, and food, with an accompanying loss of \$80,000 for instruction and conference materials.
- J.W. Fanning Institute for Leadership Development and UGA Center for Continuing Education and Hotel: Potential revenue loss associated with leadership programs would include \$20,000 for conference space, hotel, and food, with an accompanying loss of \$85,000 for instruction and conference materials
- The agricultural and environmental services lab is only running vital soil and water samples and has a greatly reduced volume. The sales and service income is reduced by \$25,000 per month.

Additional costs associated with alternative forms of program delivery during Phases 1 and 2 include the acquisition of new equipment and software for dual training options, various platforms, video equipment, streaming capability, and guest instructor remote needs (*e.g.*, hot spots, hardware, software, etc.). Cleaning supplies and sanitizer for interior common areas, public spaces, and lobby areas will need to be purchased, as will signage reflecting frequency of cleaning, and PPE for hotel and food service workers.

Contingency Plan 1, Phase 3 allows for the return to maximum group sizes and room capacity. Discretion is given to conduct virtual, face-to-face, or blended training, student programming, conferences, research, and technical assistance, as allowed by UGA- approved guidelines. Fiscal impact is expected to diminish in Phase 3.

Contingency Plan 2: Fall classes begin fully online

Discretion is allowed for facilities and programs to operate under recommendations for Contingency Plan 1 – Phase 1, 2 or 3, considering state and local conditions and following UGA-approved guidelines. Thus, the fiscal impact of Contingency Plan 2 is similar to the impact anticipated for Contingency Plan 1. The loss of revenue noted above will increase with the duration of time under strict social distancing guidelines. Additional losses related to continuing education programs total at least \$100,000 per month.

Contingency Plan 3: Classes and operations must go to an online format for a period of time during the semester

Contingency Plan 3 assumes a shelter-in-place order or a move to an online format. The fiscal impact of Contingency Plan 3 is similar to Contingency Plan 1. The aforementioned loss of revenue will increase depending upon the duration of time under strict social distancing guidelines. Additional losses related to continuing education programs total at least \$100,000 per month.

Student Life Working Group

University Housing will provide more latitude for requesting exemptions from the University's first-year live-on requirement, recognizing that some students may have circumstances which require special consideration. This could result in higher vacancies than normal, causing a loss of more than \$300,000. In addition, University Housing may incur the cost of supplying COVID-19 prevention supplies (*e.g.*, hand sanitizers, tissues, waste baskets, soap) in common areas and cleaning supplies to encourage residents to clean their own sinks and shared areas (*e.g.*, common area kitchen) in between professional cleanings done by University staff. It is estimated that these additional prevention purchases could increase building supply costs by 15% or more.

UNIVERSITY OF GEORGIA

The University Health Center (UHC) expects to incur an additional \$100,000 in PPE costs to provide in-person health care services to students. The UHC also may need to acquire a technology-based solution to manage contact tracing. Some specific cost and revenue impacts include:

- Costs to transition to telehealth – nearly \$20,000
- Transition to outside testing (test kits, tents, handwashing stations, cooling) –\$50,000
- Machine for lab testing for COVID-19 – \$156,000
- Extra measures for reopening (*e.g.*, plexiglass barriers at check-in desks) – \$50,000
- Fee-for-service activity, as well as services covered by the health fee in the UHC will be available to students, on an in-person and via tele-health basis. The UHC could experience additional costs in educating the student population about their options for service. The revenue impact to UHC remains to be determined, particularly due to continued efforts to receive insurance coverage/reimbursement for telehealth services.

Fiscal impacts related to reopening the Tate Student Center include an increase in costs both for PPE to manage the facility common areas, rooms, and offices, and for printed COVID-related materials (*e.g.*, educational, and logistical/directional). Other fiscal impacts to units within the Tate Student Center include:

- If groups that normally pay to reserve spaces in the Tate Student Center are not willing or able to meet in person, then fee-for-service activity as managed by Campus Reservations, Events and Technical Services, and printing sales may decline.
- A decrease in ticketed events and/or a reduction in the number able to attend ticketed events will lead to a reduction in revenue for student organizations and the Tate Business Office ticket operation.

Fee-for-service activities in Recreational Sports also could be impacted due to reduced utilization. These include memberships, facility rentals, and fitness training. It will be particularly important to open the pool as early as possible, as a significant amount of revenue comes from renting the pool to high school teams. The participation and resulting income from fee-for-service areas is expected to decrease by an estimated \$250,000. Recreational Sports also is planning to spend another \$25,000 - \$30,000 in additional disinfecting materials for patrons and staff to use.

Dining hall operation changes may require additional staff to provide service to areas which were previously self-serve. Depending on social distancing standards or campus operations, as well as other changes to dining operations may result in additional costs for personnel (*e.g.*, more robust online ordering and reservation services) and supplies (*e.g.*, reusable takeout containers, additional sanitation and sanitizer stations).

Enrollment Management Working Group

No increased costs for enrollment management are expected in any of the scenarios. Fiscal impacts for enrollment are centered on not meeting enrollment targets or decreases in enrollment compared to previous academic years.

As referenced previously, there is particular concern in the Fall Semester for international and out-of-state students. If out-of-state enrollment is off as little as 1%, it would result in a \$1 million financial impact for tuition alone. Each 1% drop of in-state enrollment represents a \$2.9 million impact for tuition. Executive education programs would also be negatively impacted in the event full online instruction is required in the fall.

Athletics Working Group

UGA Athletics (UGAA) expects that costs will increase in several areas in order to prepare the workplace from a health and safety standpoint (*e.g.*, facility operations cleaning/sanitizing, student-athlete and staff

UNIVERSITY OF GEORGIA

testing for COVID-19, additional housing needs for student-athletes, etc.). However, assuming fall sports return on schedule for practice and competition, return to work for staff, coaches, and student-athletes would likely have minimal impact overall. The additional cost of returning and resuming permissible athletic activities is expected to be approximately \$300,000.

During the budget process for FY 2021, UGAA identified areas of cost savings throughout its operations to guard against potential revenue shortfalls. However, UGAA will continue to assess its financial position and policies if fall sports are delayed, altered, or canceled.

Communications Working Group

Communications will continue to use digital and print channels to deliver information to all audiences and stakeholders using existing tools and systems. The Division of Marketing and Communications will provide support and resources for units (*e.g.*, training, key messages, graphics, signage templates, etc.).

Recommendations have been made for informational signage in high-traffic and other key areas. Associated budget impacts include the cost of printing and production, as well as associated labor for installation. Internal resources could include Bulldog Print+Design and FMD, which would reduce these expenses. Signage costs can vary greatly depending on graphic development and size.

The UGA Visitors Center anticipates additional costs but cannot yet project them. The center typically hosts more than 50,000 visitors per year; however, social distancing requirements would have a major impact on its operations. For example, the number of guests would have to be limited in the building, and more buses and staff would be required if tour group size were limited.

OTHER CONSIDERATIONS

The USG has granted institutions the flexibility to use education and general (E&G) funds to cover non-traditional E&G expenses. During this period of uncertainty, it would be beneficial for institutions to retain that flexibility.

APPENDIX A: MEMBERS OF THE FISCAL IMPACT WORKING GROUP

- Mr. James Shore, Chair – Senior Associate Vice President for Finance and Administration and Budget Director
- Dr. Ben Ayers – Dean and Earl Davis Chair in Taxation, Terry College
- Ms. Fran Burke – Senior Director of Finance and Administration, Marketing and Communications
- Mr. Kevin Burt – Director of Business and Human Resources, Research
- Ms. Chris Miller – Associate Provost for Academic Fiscal Affairs
- Ms. Gwen Moss – Assistant Vice President for Fiscal Affairs, Public Service and Outreach
- Ms. Amanda Patterson – Associate Vice President for Student Affairs
- Dr. Kathy Pharr – Chief of Staff to the President and Associate Vice President for Institutional Affairs
- Ms. Stephanie Ransom – Deputy Athletic Director for Finance, Athletics
- Mr. Sean Rogers – Senior Director of Finance and Administration, Veterinary Medicine
- Ms. Toni Rogers – Director of Instruction Fiscal Affairs, Academic Fiscal Affairs

REPORT OF THE WORKPLACE AND HEALTH SAFETY WORKGROUP

EXECUTIVE SUMMARY

Serving as Chair for the University of Georgia's (UGA) Workplace and Health Safety Working Group is a great privilege. The work of this team is an integral component of UGA's comprehensive efforts to plan for the phased reopening of its campuses in preparation for the Fall 2020 Semester. Fulfilling the charge of this Working Group is essential to the success of a phased reopening, as the topics addressed in this report provide the foundational elements to support the initial and subsequent reopening phases as well as to support the efforts of the other eight University-wide working groups involved in this planning process. We are deeply indebted to the members of the Working Group for their thoughtful, thorough, insightful, and strategic approach with the health, safety, and wellbeing of the UGA community being our top priority and serving as our fundamental guiding principle. (A complete roster of our team may be found in **Appendix A.**) We are also grateful to the other working groups and their respective chairs for the contributions each has made to this initial report.

The Working Group members were chosen to participate in five subgroups to connect their broad and diverse experience and expertise with one or more of the five topic areas contained in the guidance documents provided by the University System of Georgia (USG). Specific questions were included under these assigned topics, and the subgroups were tasked to research each question in great depth and develop responses that evolved into recommendations and potential solutions to the reopening challenges. (A listing of the subgroups and their team rosters may be found in **Appendix B.**) To complete their work, the subgroups met (via Zoom, of course) almost every day since receiving our initial charge. In addition, the subgroup facilitators (Dean Marsha Davis, Dean Lisa Nolan, Dr. Garth Russo, Mr. Ralph Johnson, and Mr. Mike Raeber) participated in daily recap meetings with Dr. Kathy Pharr, Mr. Steve Harris, Mr. Greg Trevor, and me to review common themes and issues.

Our Working Group report includes the following information:

- UGA Employee Return to Campus: A Phased Approach (per USG guidance of 4/24/20)
- Subgroup recommendations – Preventative Practices, Mitigation and Monitoring Practices, Cleaning and Sanitation Practices, Travel, and Enforcement Practices (per initial USG guidance and guidance of 4/24/20)
- Communications Plan (per USG guidance of 4/24/20)
- Resources and Reference Documents Provided by the Subgroups
- List of Equipment and Products Needed to Reopen Campus (per USG guidance of 4/24/20)
- Workplace and Health Safety Guidance Chart (per USG guidance of 4/24/20)

While not specifically requested as a deliverable from our Working Group, a recurring theme amongst the subgroups and the other working groups is the need for a robust training and education effort as a key component of our strategic communications plan. A training outline (**Appendix I**) has been created with specific modules intended for supervisors who will return in Phase 1 and for other employees returning in subsequent phases. This training document synthesizes the important work completed by the subgroups into training content that will provide basic information about COVID-19, underscore the University's efforts to promote a healthy and safe environment, and reinforce the importance of each employee's role in supporting these efforts by adhering to public health guidance.

UNIVERSITY OF GEORGIA

I am particularly grateful for Dr. Pharr's contributions to the working group, especially the daunting task of coalescing and editing the work of the subgroups to create this report. We are also grateful to dean Shelley Nuss for her counsel and contributions as well as for the technical and administrative assistance provided by Dr. Brandy Burgess (College of Veterinary Medicine), Dr. Keith Harris (College of Veterinary Medicine), Ms. Barbara Dyer (College of Veterinary Medicine), Ms. Nancy Ingram (Finance and Administration), and Mr. Harris and his team in the Office of Emergency Preparedness.

Respectfully submitted,

Ryan Nesbit

UGA EMPLOYEE RETURN TO CAMPUS: A PHASED APPROACH

The University of Georgia's (UGA) top priority in planning and implementing a phased and gradual reopening of our campuses over the summer is the safety of our faculty, staff, and students. Our plans must promote a healthy and safe environment, comply with Executive Orders and directives from the Governor's Office, and reflect guidance from the Georgia Department of Public Health (GDPH), the Centers for Disease Control and Prevention (CDC), and the University System of Georgia (USG).

Individual responsibility and commitment to abide by health guidelines is key to the success of our institutional efforts. Institutional controls are only as effective as the willingness of individuals to carry them out. It will be imperative for everyone—faculty, staff, and students—to take responsibility for their actions and adhere to the guidelines of the GDPH, the CDC, as well as guidelines issued by the USG and UGA to protect themselves and others while helping to contain the spread of the COVID-19 coronavirus.

UGA's phased and gradual reopening will consist of three phases, ultimately leading to a resumption of in-person instruction for the Fall Semester beginning in August 2020. However, recommendations within each phase may need to be adjusted based on both the fluid nature of the COVID-19 situation as well as the operational needs or increased service levels of specific campus operations or services.

Deans, Department Heads, and Directors will have the responsibility to utilize this framework to develop unit-based plans for the staggered return of their faculty and staff, as well as the flexibility to determine those who should be brought back to campus during Phases 1 and 2. Phase 3 assumes that all faculty and staff—except for those few who have been validated as being at higher risk for developing severe illness associated with COVID-19 and who cannot be given arrangements to ensure they can work with limited face-to-face contact with other individuals—will return to campus in preparation for the start of the 2020 Fall Semester.

The USG is monitoring developments related to COVID-19 and receiving counsel from state public health officials. As was previously noted, the guidance in this document could be subject to change, even after these plans are put in place. The University community will need to remain flexible, patient, and empathetic as we move forward.

	<p>Phase 1 Preliminary Preparation (to begin June 15, 2020)</p>	<p>Phase 2 Preparation for Return to Regular Operations</p>	<p>Phase 3 Coincides with the Start of the Fall Semester</p>
<p>Staffing and Safety</p>	<ul style="list-style-type: none"> • Essential employees who have been working on campus during the period of reduced operations should continue to do so. • Deans, Department Heads and Directors (3Ds) should determine those supervisors (incl. admin. faculty) who should return to campus to ensure the work environment they oversee and manage is compliant with USG and UGA guidelines pertaining to a safe and healthy workplace. • Personnel who perform mission-critical/time-sensitive functions, as determined by their supervisor, and who need to work onsite also can return. • Personnel who need to support supervisors or personnel with mission-critical/time-sensitive work can return to campus. • Campus operation units should adjust staffing accordingly to support those faculty, staff, and limited number of students who are on campus and prepare for increasing numbers of persons on campus in Phase 2. • The University will begin a process to allow those who wish to apply for special workplace accommodation, due to being in a defined vulnerable population, to do so. This process, as outlined in Appendix L, should be in compliance with federal health privacy laws. • For all of these groups: <ul style="list-style-type: none"> • On-campus presence should continue to be limited with social distancing 	<ul style="list-style-type: none"> • Supervisors (including admin. faculty) who did not return to campus in Phase 1 should report to campus. • Personnel who perform mission critical/time-sensitive functions, as determined by their supervisor, and who have been working remotely during the period of reduced operations, should return to campus. • Appropriate support personnel for these groups also can return to campus. • Campus operation units should adjust staffing accordingly to support those faculty, staff, and students who are on campus and prepare for full operations in Phase 3. • For all of these groups: <ul style="list-style-type: none"> • Staggered or rotating weekly schedules are recommended to maintain social distancing in accordance with GDPH guidelines at the time. • The use of teleworking in conjunction with on-campus work is still appropriate, as needed to maintain social distancing in accordance with GDPH guidelines at the time. • Appropriate training, as outlined in Appendix I, will be provided. • Personnel who returned in Phase 1 on a staggered schedule may now return to a normal work and commuting schedule. 	<p>All faculty and staff return to campus for the 2020 Fall Semester with appropriate training to be completed immediately. Employees previously working staggered/rotating weekly schedules and/or teleworking should now be operating a regular, in-person schedule on campus with only limited exceptions:</p> <ul style="list-style-type: none"> • Individuals in those populations defined as at risk, who have applied with appropriate documentation for accommodation and have been approved for such, should remain in a teleworking/rotational schedule or other accommodation as approved by the University’s workplace accommodation process, as outlined in Appendix L. • 3Ds may approve teleworking in conjunction with on-campus work, as well as staggered or rotating schedules, for employees within their units if such arrangements are needed to meet social distancing guidelines of the GDPH at the time. • Any pre-pandemic telecommuting or flexible schedules that were in place may continue at the discretion of the respective unit head. • Contingency plans are in place for housing, instruction, and campus operations and can be activated in the event of a resurgence of infections. Activation of any contingency plan(s) would be made only in close consultation with guidance from the USG and GDPH.

	Phase 1 Preliminary Preparation (to begin June 15, 2020)	Phase 2 Preparation for Return to Regular Operations	Phase 3 Coincides with the Start of the Fall Semester
	<p>measures and control of group sizes continuing in accordance with GDPH guidelines at the time.</p> <ul style="list-style-type: none"> • A staggered or rotating weekly schedule is still recommended. • The use of teleworking in conjunction with on-campus work is still appropriate, encouraged, and preferred as needed to maintain social distancing. 		
Instruction	<p>Online instruction continues, with limited exceptions for which USG approvals have been granted, and with only those students approved to be in on-campus housing physically present. OVPI will:</p> <ul style="list-style-type: none"> • Continue development of plans and preparations to support faculty/students who are unable to return to campus due to issues including, but not limited to sickness, quarantine, travel problems (including delays in securing visas), etc. • Continue extensive preparations for a hybrid mode of instruction to accommodate a mix of students who learn in person vs. those who learn remotely. • Continue preparations for fall instruction scenarios for any required (temporary) modifications to instructional spaces. • Continue inventory of new spaces and technology that could be used to support instruction in the Fall Semester. • Roll out faculty and staff training programs to support teaching continuity in the fall. 	<p>Online instruction continues, with limited exceptions for which USG approvals have been granted, and with only those students approved to be in on-campus housing physically present. OVPI will:</p> <ul style="list-style-type: none"> • Finalize plans and preparations to support faculty/students who are unable to return to campus due to issues including, but not limited to sickness, quarantine, travel problems (including delays in securing visas), etc. • Finalize extensive preparations for a hybrid mode of instruction to accommodate a mix of students who learn in person vs. those who learn remotely. • Finalize preparations for fall instruction scenarios for any required (temporary) modifications to instructional spaces. • Continue to offer faculty and staff training programs to ensure teaching continuity in the Fall Semester. • Develop Phase 3 contingency plans for adapting to COVID-related changes. 	<p>Instruction returns to the traditional mix of online vs in-person classes, and residence halls open. OVPI will:</p> <ul style="list-style-type: none"> • Implement plans and preparations to support faculty/students who are unable to return to campus due to issues including, but not limited to sickness, quarantine, travel problems (including delays in securing visas), etc. • Implement, where necessary, a hybrid and pivotal mode of instruction, to accommodate a mix of students who learn in person vs. those who learn remotely.
Research	<p>Faculty, staff, and graduate students can return to UGA research facilities under terms defined in individual Research Resumption</p>	<p>Guidelines prescribed for Phase 1 will continue.</p>	<p>All researchers will return to campus utilizing a normal schedule if conditions permit. If the COVID-19 situation dictates</p>

	Phase 1 Preliminary Preparation (to begin June 15, 2020)	Phase 2 Preparation for Return to Regular Operations	Phase 3 Coincides with the Start of the Fall Semester
	<p>Plans that faculty will develop for their research groups using an Office of Research template.</p> <ul style="list-style-type: none"> • Research Resumption Plans must address social distancing, restricted space occupancy, sanitizing surfaces and spaces, and any travel plans. • Plans must follow USG and GDPH guidelines and must be approved by the appropriate supervisor (department head, center director, school chair, associate dean for research, or dean depending on the unit). • Undergraduate researchers will only be allowed onsite with explicit permission from the unit head. 		<p>that precautions should still be in place, faculty will submit revised Research Resumption Plans that meet USG and GDPH guidelines. The Office of Research will furnish templates, and supervisors will review and approve revised Research Resumption Plans.</p>
Public Service & Outreach	<p>Continuing education, service, and Extension offices and facilities located in Athens, on extended campuses, or in non-UGA facilities will begin the process of reopening and preparing for some activities to commence in Phase 2.</p> <ul style="list-style-type: none"> • Virtual continuing education and outreach programming will continue, with allowances for some limited in-person activities and programs, based on a case-by-case review and subject to change based on external and internal circumstances. Units should submit requests for case-by-case review to the Office of the Vice President for Public Service and Outreach. • All requests for exceptions must adhere to UGA guidelines, policies and procedures related to workplace health and safety. 	<p>All continuing education, service, and Extension offices and facilities will continue the process of reopening and preparing for normal activities in Phase 3.</p> <ul style="list-style-type: none"> • Virtual continuing education and outreach programming will continue. <ul style="list-style-type: none"> • In-person activities and programs in which appropriate social distancing and health and safety precautions can be implemented may begin. • Requests for initiating programs and activities that fall outside of these guidelines should be submitted for case-by-case review to the Office of the Vice President for Public Service and Outreach. • Requests to fully reopen all or parts of extension or continuing education facilities should be submitted to the Office of the Vice President for Public Service 	<p>All continuing education, service, and Extension offices and facilities will open and proceed with normal activities.</p> <ul style="list-style-type: none"> • Virtual continuing education and outreach programming may continue, with most programs transitioning to normal, in-person modes of delivery subject to external circumstances. • All facilities and programs must implement UGA guidelines for workplace health and safety.

	Phase 1 Preliminary Preparation (to begin June 15, 2020)	Phase 2 Preparation for Return to Regular Operations	Phase 3 Coincides with the Start of the Fall Semester
		and Outreach. <ul style="list-style-type: none"> All requests for exceptions must adhere to UGA guidelines, policies and procedures related to workplace health and safety. 	
Student Life	Operations will continue in their current interim state, providing student services, support, and co-curricular experiences primarily online. <ul style="list-style-type: none"> Limited housing and dining will be provided for the few students previously approved to continue living on campus. The University Health Center will continue all current services and operations in-person and online. Student Life facilities such as the Tate Center will be limited to personnel working in the facility. 	Primary student services, support, and co-curricular experiences will remain online; student life teams will continue to prepare campus operations for a full return to in-person service. <ul style="list-style-type: none"> On-campus services will be focused on mission-critical operations with limited openings to support those functions; most student life facilities will continue to be limited to personnel working in the facility. The University Health Center will continue all current services and operations. Additional staff supporting the reopening will return to campus on rotating schedules. Staff who are supporting the reopening will continue to work on rotating schedules (e.g., Housing, Dining, Health Center, etc.). 	Student services, support, facilities, and co-curricular experiences will return to a more traditional mix of online and in-person offerings, with any modifications required by the USG and GDPH in place at that time to ensure health and safety. <ul style="list-style-type: none"> As students return to campus, residence halls and dining operations will resume with any necessary modifications. Student life facilities, including the Tate Center and Ramsey Center, will reopen. The University Health Center will continue all current services and operations and expand in-person offerings as practicable.
Athletics	Reduced operations continue. Personnel including administrators, coaches, and staff with mission-critical/time-sensitive preparation work for student-athlete and staff return to activities—as identified and permitted by NCAA and Southeastern Conference (SEC) action and guidelines—may return to campus utilizing a staggered or rotating weekly schedule as determined by the Director of Athletics. <ul style="list-style-type: none"> Limited administration, coach, and staff based on traditional competition season (i.e., only fall sports programs will be considered in Phase 1) During this time, the Athletic Association 	Reduced operations will continue. Personnel including administrators, coaches, and staff with mission-critical/time-sensitive preparation work for student-athlete and staff return to activities as identified and permitted by NCAA and Southeastern Conference (SEC) actions and guidelines, who did not receive permission for return in Phase 1, may be considered to return to campus utilizing a staggered or rotating weekly schedule as determined by the Director of Athletics, designee or their supervisor. (Winter sport and spring sport programs will be considered.) <ul style="list-style-type: none"> On-campus services will be focused on mission-critical operations for a partial 	Operations will return to normal, with risk mitigation and modifications in place in a manner that minimizes risk for student-athletes, staff, community, and fans. Personnel, including administrators and support staff, who did not receive permission for return in Phase 1 or Phase 2, may begin normal, in-person modes of delivery and operations subject to the University’s workplace accommodation process and/or other extenuating circumstances.

	Phase 1 Preliminary Preparation (to begin June 15, 2020)	Phase 2 Preparation for Return to Regular Operations	Phase 3 Coincides with the Start of the Fall Semester
	will: <ul style="list-style-type: none"> • Continue to heed the direction of the SEC’s Chief Executive Officers and SEC Medical Guidance Task Force regarding the resumption of athletics activities. • Continue preparations for student-athlete returns, health conditions and campus permitting. • Continue extensive preparations for safely conducting competition—both home and away, health conditions permitting. • Continue preparations for fall home contest scenarios for any required (temporary) modifications for hosting events. 	return of student-athletes, as health conditions and USG/UGA guidance permit the limited return of fall sport student-athletes for competitive season preparation. <ul style="list-style-type: none"> • During this time, the Athletic Association will continue preparations as described for Phase 1. 	

In order to accomplish this phased and gradual resumption of full operations at the University of Georgia in a manner that safeguards the health and safety of our faculty, staff, and students, numerous precautions and an educational campaign will need to be put in place over the coming weeks. These measures will be described in the subsequent sections of this report: Preventative Practices, Mitigation and Monitoring Practices, Sanitation Practices, Travel, Enforcement Practices, and Communications.

PREVENTATIVE PRACTICES

Preventative measures will vary according to the phase of reopening, and communication of these measures will be essential to the success of the intervention. This training—to be discussed in more detail later in this report—will include information on disease transmission and its interruption, as well as proper use of Personal Protective Equipment (PPE) and social distancing. In addition, supervisors will be given training in HR issues surrounding COVID-19, such as how to manage employees during the pandemic and different types of leave available to employees, as well as the use of risk assessment tools to assess their workplaces, including the identification of Critical Control Points (CCPs) and their mitigation.

Supervisors will be tasked with evaluating their employees' workspaces for Critical Control Points in order to determine if sufficient preventative measures are in place prior to their employees' return. Similarly, before students return, instructors will be trained in many of the same topics and asked to evaluate their instructional spaces to determine if the preventative measures in place sufficiently accommodate the learning and teaching that will occur there. Students also will need training to be aware of these CCPs and their responsibilities in keeping their fellow students and faculty safe. To assist supervisors, other employees, and students in their assessments and with their questions, a Preventative Measures Advisory Board is under development (refer to the "Scope and Purpose" document found in **Appendix J**). New faculty and staff will receive information on social distancing and other preventative measures during the onboarding process.

A comprehensive set of Guidelines for Risk Assessment, Control Point Identification, and Risk Management—compiled by UGA's Veterinary Teaching Hospital and then vetted with members of the subgroup—appears in **Appendix C**. This tool will be provided to supervisors across campus to assist them in identifying measures that can be taken to mitigate risk of contamination or exposure in their work areas.

In the best interest of the health and safety of our community and based on instructions from the USG, all UGA employees are strongly encouraged to wear a cloth face covering on campus to minimize potential for COVID-19 virus spread. This includes all public spaces and spaces used by multiple people, with an even greater expectation for those who traverse campus to work in multiple buildings on a routine basis. Two washable, reusable cloth masks will be provided to each UGA employee and student. The USG instructions acknowledge that there may be unique scenarios under which employees would be required to wear a face covering and allow institutions to establish a process for documenting and approving such scenarios. UGA's Preventative Measures Advisory Board, comprised of UGA faculty and staff with appropriate expertise, are establishing this process and will evaluate these situations on a case-by-case basis. The two reusable cloth masks will be distributed through Central Receiving (**Appendix G**).

All members of the UGA community should consider the health and safety of each other and of themselves. Therefore, there are a few basic principles of self-monitoring that are expected for those individuals coming to campus, whether they are faculty, staff, students, visitors or contractors. Specific requirements that contractors should follow while on campus can be found in **Appendix M**.

Self-Monitoring

You must self-monitor and acknowledge that you are not aware that you have signs and/or symptoms of COVID-19 before coming to campus each day. According to the CDC, people with COVID-19 have reported

UNIVERSITY OF GEORGIA

a wide range of symptoms, ranging from mild to severe. Symptoms may appear 2-14 days after exposure to the virus and include:

- Cough
- Shortness of breath or difficulty breathing
- Fever (>100.4° F)
- Chills
- Muscle pain
- Sore throat
- Loss of taste or smell (without a stuffy nose)

This list does not include all possible symptoms. Other less common symptoms have been reported, including gastrointestinal symptoms like nausea, vomiting, or diarrhea. For the most up-to-date information on COVID-19 symptoms, check the CDC's website: <https://www.cdc.gov>. By coming to campus, an employee is acknowledging that they have completed the self-monitoring requirements earlier that day and confirmed that they do not have signs/symptoms of COVID-19.

Temperature Checks

At this time, the University of Georgia will not conduct daily temperature checks of individuals at work locations. You are asked to self-monitor by taking your own temperature each day before reporting to work. To facilitate this, the University will be providing a digital thermometer to all students, faculty and staff. The University may conduct random temperature checks at various work locations as a part of a larger surveillance strategy.

Monitoring the temperature of individuals in buildings on campus to screen for fever is not routinely recommended. However, accommodation will be made for high risk environments (e.g., University Health Center, College of Veterinary Medicine) who choose to perform temperature screening on entry.

What to do if Symptoms Develop

If any symptoms develop, you must:

- Stay home. (Do not report to work if you are sick; if you become ill while at work, go home immediately.) Staff can use sick leave for this purpose;
- Immediately inform your supervisor, dean, program head, or department chair;

What if an Employee tests positive for COVID-19?

- If an employee receives a notification of a positive test for an employee or a student, they should immediately notify either their supervisor in the case of an employee or Student Care and Outreach in the case of a student.
- Employees who test positive or receive a clinical diagnosis for COVID-19 should leave campus immediately and not return to campus until they meet the CDC criteria for discontinuing home isolation.

Phase 1

The low number of faculty and staff on campus in Phase 1 will make social distancing easier. Work areas will remain relatively sparsely populated through staggered or rotating work schedules for essential staff, and teleworking alternatives will still be provided for non-essential staff. During this phase, classrooms, transit buses, and retail operations will not be in use. Dining and housing will serve only the few students approved to continue living on campus. Public assembly, recreational sports, and common areas will remain closed. Conference rooms will have appropriate signage and be arranged in order to accommodate meetings of 10 persons or less with appropriate physical distancing. Multi-occupant restrooms will need conspicuous signage reminding users to maintain appropriate physical distancing, practice proper

handwashing techniques, and follow other recommended personal preventative practices. While limited demand for departmental vehicles will accommodate single occupant usage, departments and units will need to develop procedures for the use of shared vehicles including disinfection between each use.

Phase 2

Operations will be similar to Phase 1 but with an increase in staff, faculty, and research personnel on campus that will require enhanced awareness for proper physical distancing in work areas. Common areas—*e.g.*, breakrooms and kitchens—will have signage reminding users to adhere to distancing recommendations and have chairs stored away to discourage group breaks and meals. Small, multi-user areas in laboratories or other work areas will have distancing reminder signage and plexiglass partitioning where needed. Work areas with common equipment, tools, computers, copiers, etc. will need to incorporate procedures for sanitizing touch surfaces prior to use. Where possible, doors will be marked as “enter only” or “exit only” to reduce unplanned contact when entering or exiting the space. Where allowed by fire code, the doors of single entryway rooms will remain open to facilitate physical distancing. Multi-occupant restrooms must use conspicuous signage with consideration given to closing alternate sinks and urinals without adequate physical dividers as an added reminder to maintain physical distancing. Smaller multi-occupant restrooms, where distancing inside is not possible and that do not have locking entrance doors, will use signage to indicate the room is “Occupied” or “Unoccupied.” Food service establishments, if open at all, should be take-away only. Departmental vehicle use should be restricted to single occupants unless the vehicle is large enough to accommodate physical distancing requirements. Departments and units will need to ensure that their drivers follow the procedures for the use of shared vehicles, including disinfection between each use. In order to minimize potential for virus spread, University employees are strongly encouraged to wear masks or face coverings in all public spaces and spaces used by multiple people, with an even greater expectation for those who traverse campus to work in multiple buildings on a routine basis.

Phase 3

The UGA campus must look very different upon the return of all faculty, staff, and students in the fall if social distancing requirements remain in place. Housing will need to facilitate social distancing in common areas and potentially provide isolation areas for students who become ill with COVID-19. Classes may have to be moved to larger rooms in order to provide social distancing. The largest classes may have to be flipped or offer multiple sections of a class and run much longer schedules. Technology may play a part in allowing instructors to use multiple rooms for a single class through a live broadcast to other rooms. Lab courses will need additional sections to be able to provide adequate social distancing. Music/Fine Arts/Theatre classes and groups will have unique challenges in typical group rehearsals and performances. Dining halls will have to consider how to limit the number of students that can be served at any one time, which may require the removal of seats and/or reducing food options. Common spaces like the Tate Student Center, the Miller Learning Center, the Ramsey Student Center, and the libraries will require clear signage with requirements for physical distancing. Closing or reducing the number of chairs in group seating areas should be considered. It is likely that more buses will need to be put into circulation, each with limited ‘open’ seating, with increased frequency of disinfection and cleaning. Departments and units will have to develop procedures for the use of shared vehicles including disinfection before and after each use. Common work areas like shop areas of Facilities Management or the hazardous waste accumulation areas of Environmental Safety will require procedures for maintaining physical distancing and disinfection of common use tools and equipment. Typical in-person interaction on many issues will be replaced by distance communication like Zoom. In-person evaluations/inspections of building spaces, work areas, construction/renovations sites, etc. will be planned and timed to reduce unnecessary interaction with building occupants.

Monitoring the temperature of individuals in buildings on campus to screen for fever is not routinely recommended. However, accommodation will be made for high risk environments (e.g., University Health Center, College of Veterinary Medicine) who choose to perform temperature screening on entry.

A list of potential mitigation actions that are specific to numerous sites across our campuses, including classrooms, research labs, office buildings, residence halls, the Ramsey Center for Student Activities, the Georgia Center for Continuing Education, the Visitors Center, and other locations has been prepared by the working group. This information will be shared with relevant unit heads to assist supervisors as they prepare in Phase 1 for the gradual return of all faculty, staff, and students. The list of potential actions addresses installation of plexiglass barriers in some settings; marking of pathways for entrance and exit in buildings; and management of shared resources such as water fountains, elevators, breakrooms, and restrooms.

Mitigation and Monitoring Practices

Surveillance through effective testing and contact tracing is an essential component of any phased plan to return campus operations to a sense of normalcy. In Athens, the University of Georgia benefits from strong and positive relationships with the two hospitals in the local community—Piedmont Athens Regional and St. Mary’s. These ties are particularly robust with our AU/UGA Medical Partnership and our College of Public Health, both headquartered on our Health Sciences Campus in close proximity to the hospitals.

The advent of COVID-19 has necessitated the forging of further, deeply cooperative relationships between public and campus resources to enable effective surveillance. The success of this effort will require the Georgia Department of Public Health to work closely with UGA decision-makers and subject matter experts in monitoring the population’s response to the coronavirus, as hot spots or trends in surveillance data will inform mitigation strategies.

Likewise, the need for contact tracing will require the engagement of UGA’s College of Public Health through the training and deployment of UGA staffing resources as contact tracing interns, in cooperation with the Georgia DPH, through oversight, support, and logistics. This partnership will expand as other schools and colleges (*e.g.*, Social Work, Franklin, and Pharmacy) are enlisted to assist with contact tracing.

These new partnerships, coupled with established connections, will be a great asset as we integrate to support the local community during this health crisis. The existing hospital resources will continue to meet the needs of our faculty and staff in Phase 1, while the University Health Center (UHC) will serve our students as it has throughout the containment period. The UHC’s service will broaden in Phase 1 to include telehealth for all services except dental, while the pharmacy will continue curbside service. Community hospital resources also are available to UGA students.

Resources for care in the community will continue to evolve as we progress into and through Phase 2, particularly as strategies to identify and mitigate vulnerable populations are developed. Onsite care for the UHC will loosen to include more elective, procedural and wellness services. The COVID-related healthcare that is currently being provided in tents will lessen as outdoor temperatures increase and due to the anticipated decline in COVID activity. These tent spaces have the potential to transition to dedicated testing sites. The UHC has sought to acquire molecular (point of service, rapid, diagnostic) testing in-house and to begin to scale clinically. Delays in the supply chain and competition for this resource continue to delay progress in implementing this critical service.

In Phase 3, full access to traditional community healthcare resources—including those at the UHC which are historically accessible to faculty and staff—will be available. Telehealth services, which will have grown much more robust by this stage, will be used as a buffer to ensure that proper distancing and safety measures hold and that gating criteria in the community continue to be met. The need to quickly assess students with COVID-like symptoms will call upon the use of telehealth as a triage tool. Addressing emerging infectious disease rapidly will be the primary focus of UHC resource allocation and will drive

UNIVERSITY OF GEORGIA

optimal access and plans for staffing. During this phase, strategies to identify and mitigate vulnerable populations will be fully implemented.

Criteria to justify testing will relax significantly as the supply of tests becomes more readily available, moving from the current strict criteria to the capability to test on demand. In addition, the value of, and access to, antibody-based testing will be assessed. UGA will begin surveillance testing through Georgia Department of Public Health efforts during Phase 1. The campus has explored potential testing options to serve the community. Most promising is the potential to gain CLIA status for Veterinary Medicine's diagnostic lab, which has the potential to broaden the test processing platform for the campus community and locally optimize specimen delivery, turn-around time on testing, and reporting of test results to those responsible for treating, tracing, and surveilling. Means of aggregating, reporting, and accessing results for both public health and clinical use across different testing sites will begin development, utilizing a health information exchange structure designed for this purpose. Effective contact tracing depends on rapid access to testing and test results and is of equal importance as access to care-related services for sustained reopening. The Expectations for Testing, Screening, Surveillance, Contact Tracing, Isolation and Notification are referenced in **Appendix N**.

In Phase 2, strategies for surveillance on campus will be developed as more local information is obtained. The roles of public health and campus-based resources will be determined, and partnerships solidified as testing resources are refined, evaluated, and ramped up. Mitigating strategies will be mapped to benchmark thresholds and finalize a campus surveillance plan, which will be fully implemented in Phase 3.

Screening data sets (temperature, illness symptoms, and schedule, etc.) for students, faculty, and staff will be developed and a plan for implementation developed in Phase 1. In the middle phase, operational elements for building and monitoring the data sets will be developed and tools to facilitate data capture will be constructed, with the screening strategies fully implemented in Phase 3.

Campus and public health partnerships for Testing Tracing Supported Isolation (TTSI) will be formed in Phase 1 to develop the plan for testing, tracing, isolation, and surveillance data to inform a dynamic mitigation strategy that campus leadership will effect. Resource needs for tracing and isolation will be quantified and plans for acquisition will be developed. In Phase 2, data set acquisition and reporting (monitoring) will be vetted, as well as the assessment of data and decision-making that informs mitigation efforts. In the final phase, a dynamic data acquisition and assessment, isolation and support, contact tracing, and mitigation implementation process loop will be in place.

UHC leadership will work with campus communicators to build content for training modules to educate faculty, staff, and students on the necessity of contact tracing, diagnostic versus surveillance testing, and screening employees. Expectations for the cooperation of faculty, staff, and students in such health and safety measures, as well as consequences for non-compliance, will need to be clearly communicated.

Further detail on the mitigation and monitoring strategies in this section, along with links to reference materials supporting them, may be found in **Appendix D**.

SANITATION PRACTICES

The University of Georgia has been sparsely populated since mid-March. Our students were not permitted to return from Spring Break (the week of March 9-13) and vacated the residence halls over a weeklong period beginning on March 26. Faculty transitioned to teaching their courses online for the remainder of the semester beginning March 30. On April 2, Governor Brian Kemp issued an Executive Order for a statewide shelter in place. As a result, only essential employees have been on campus to maintain basic operations (*e.g.*, HVAC systems, campus security, and cleaning, etc.). The estimated number of faculty and staff working on campus during this period has been very low, averaging approximately 1,200 to 1,300

faculty and staff daily (Monday – Friday) with an additional staff of 100 to 140 FMD personnel present to clean and maintain these facilities.

The Facilities Management Division (FMD) has monitored building access via the campus building access system over the past months and has cleaned and disinfected areas that have experienced activity. Custodial staff have been instructed on more stringent cleaning standards and have paid particular attention to common use areas, restrooms, and high touch surfaces in buildings on a routine basis. In addition, they have been trained on personal safety measures and have used CDC-recommended and EPA-certified disinfectants. Special teams also have been identified and trained for high-level cleaning and disinfecting in areas in which there have been reported incidents of COVID-19 exposure. These special training teams have been deployed in several situations, and their experiences have prepared us for the gradual return of faculty and staff members to workspaces over the summer.

As more faculty and staff members return in Phases 1 and 2, FMD cleaning and disinfection activities will accelerate as needed to accommodate them, continuing to utilize CDC-recommended cleaning practices and other OSHA/ISSA guidance. Other specialized work areas will be managed by specific plans (*e.g.*, food service, laboratories, and libraries) developed by the responsible authorities in those spaces, utilizing appropriate cleaning and sanitation guidelines as published by the CDC, DPH, and other regulatory bodies. FMD’s “Services COVID-19 Reopening Operating Procedures” appears as **Appendix E**. References for the establishment of these cleaning standards are provided in **Appendix F**.

In Phase 3, as students return to campus, cleaning and disinfecting efforts will be centered around student-centric areas such as classrooms, teaching laboratories, housing, and dining facilities. Particular attention will be paid to common spaces and restrooms across campus. The issue upon return of the full campus population will not be one of proper preparation but rather the simple impact of demand. The influx of faculty, staff, and students will place a far greater strain on staffing and resources than will have been experienced during the summer, as the resumption of full activities will require dramatically intensified cleaning efforts and requisite supplies. Other specialized areas on campus will continue to be managed by specific plans developed by the responsible authorities in those spaces (*e.g.*, student center, teaching laboratories, student recreation areas, and libraries/learning centers). These detailed plans will be informed and guided by appropriate cleaning and sanitation guidelines as published by CDC, DPH, and other regulatory bodies.

On a campus of UGA’s size, smooth operation of the campus transit system is essential. UGA’s bus service ranks second only to MARTA in the state of Georgia for the number of riders. Therefore, a comprehensive plan for continuity of bus service, to include a limit on the number of riders and communication of changes to passengers, has been developed in order to facilitate the return of full campus activity in Phase 3. The Campus Transit plan in its entirety is found in **Appendix K**. The Federal Transit Administration (FTA), CDC, and the American Public Transportation Association have published guidelines on bus operations under COVID-19, and this guidance has informed the development of these detailed plans created by Transportation and Parking Services. Specific to Sanitation Practices, these protocols require drivers to wipe down buses with disinfectant wipes throughout the day. Buses will be disinfected each night with vaporized disinfectant spray. Rental fleet vehicles will be disinfected between uses, and touch surfaces will be wiped down using CDC-recommended/EPA-certified disinfectants following procedures outlined in CDC Guidance.

Departments with shared-use departmental vehicles will be responsible during Phase 1 for developing individualized plans for disinfection of vehicle interior touch surfaces between users that comply with CDC guidance. These plans must include appropriate use of approved wipes and/or disinfectants.

Obviously, public restrooms also will experience high demand once all faculty, staff, and students return in Phase 3. The number of FMD staff working in various areas will be modified to address this need. By this

time, all FMD staff will have been properly trained to ensure that they abide by CDC-recommended cleaning practices and other OSHA/ISSA guidance.

Many of our campus spaces are office settings. The Working Group recommends that all campus Resident Instruction units participate in the office recycling program, which provides a small “side-saddle” trash container for single office users. This relatively minor process change will limit face-to-face interaction between building occupants and building services staff, while enabling FMD staff time to be redirected to increased cleaning and disinfecting of common areas and restrooms. As an alternative, office and laboratory occupants will place their trash outside their space for routine collection.

A list of the types of equipment and cleaning products needed to reopen campus—some of which are currently unavailable—is provided in **Appendix G**. Strategic sourcing remains a significant challenge, as many of our suppliers do not have essential items like hand sanitizer or wipes in stock and cannot predict when they will be available. If the vast majority of higher education institutions across the nation are endeavoring to return to full operation at approximately the same time in the fall, the burden on the supply chain will be further compounded. **Appendix G** also details efforts underway to facilitate and coordinate the strategic sourcing, procurement and distribution of these items.

TRAVEL

Non-essential travel of any kind is currently prohibited for USG employees. Any prospective traveler must justify that the proposed travel, whether domestic or international, is essential by documenting the consequences of not traveling. This justification must be included in the travel authorization and approved by the immediate supervisor.

Current UGA policy requires an approved travel authority (TA) when employees travel more than 50 miles outside of Georgia. In addition, written pre-approval must be obtained when lodging is required within a 50-mile radius of the employee’s primary work site and residence with some UGA departments requiring an approved TA for any in-state (Georgia) destinations as well. UGA will temporarily require pre-approval using a TA for ALL essential travel regardless of reimbursement. This documentation will be particularly important in the beginning phases of reopening to aid in contact tracing.

It is believed that major academic, scientific, and professional conferences will not be held this fall. In the unlikely event the conference is held, faculty and staff must prospectively justify attendance as essential and seek approval from their respective dean or vice president to attend. If the conference is held in an area of significant coronavirus activity, travel will not be approved.

Research-related travel should depend on the work itself being approved under the Office of Research guidelines—*i.e.*, if the research meets the criteria set forth by the Office of Research, then the travel automatically will be approved. The email communication approving the research should be included with the Travel Authority.

As outlined in **Appendix I**, every employee and student must complete a centralized training module that will include guidelines for safe travel—*e.g.*, wearing masks on airlines, number allowed to travel in one vehicle, handwashing, social distancing, etc. Every employee and student who is traveling on University business must complete the basic training module described above, as well as an additional travel module that includes UGA/USG travel policy and concludes with certification that they have completed the module and an opt-in statement indicating their understanding of the module components, willingness to adhere to travel safety guidelines, and acknowledgment of feeling safe traveling.

If travel is deemed essential and the travel is to a country determined by the Department of State to be at a Level 3 or Level 4 travel advisory, a country determined by the CDC to be at a Level 3 travel warning, or a domestic hot spot for transmission as determined by the State of Georgia or UGA/USG, the following statement must be included in the travel authority to be acknowledged by the traveler: “I understand by

UNIVERSITY OF GEORGIA

traveling to this area that I may incur additional health risks, and there will be a 14-day quarantine period after returning.” If not checked, the travel authority would be rejected by the immediate supervisor. Not adhering to the quarantine period would be a condition of employment for faculty/staff and academic standing as student.

UGA will not allow non-essential travel to countries, at the time of departure, subject to a Department of State Level 3 or Level 4 travel advisory, a CDC Level 3 travel warning, travel restrictions issued by the State of Georgia or the University System of Georgia, or health and safety warnings issued by competent local authorities including local ordinances, decrees, restrictions, and mandatory preventative health measures in host locations. See <https://www.cdc.gov/coronavirus/2019-ncov/travelers/map-and-travel-notices.html> for more details.

Because of shifting epidemiology of the coronavirus, a destination considered relatively safe now may not be considered safe this fall and vice versa. Faculty, staff, or students who travel on University business or as part of a University program to an area of significant activity should realize that they will be required to quarantine upon return to campus. Faculty, staff and students traveling on non-University related travel are strongly encouraged to follow relevant CDC and GPH post travel quarantine guidance and may be subject to quarantine requirements.

In planning programs involving travel to locations currently under a travel advisory or where travel warnings are expected to change prior to departure, the UGA party primarily responsible for the instructional activity (the “program director”) will set an internal decision date for program cancellation in coordination with the Office of Global Engagement. Should travel warnings persist through this date, the program will be cancelled. Prior to the cancellation decision date, program directors should make every effort to mitigate the potential for financial loss to the students and University by avoiding or delaying deposit payments and contract executions that would commit funds in a manner that prevents recovery or redress.

Pending the program cancellation decision date, program directors will encourage students to register for alternate UGA coursework, provide students with a reasonable estimate of the time frame in which the cancellation decision will be made, and promptly communicate cancellation decisions to students together with information on refund procedures and alternate online and face-to-face programming, if applicable.

The return of students located off campus at the time a travel warning is declared will be determined on a case-by-case basis by the Office of Global Engagement in consultation with the Office of Global Engagement Risk Management Advisory Committee. In the event of cancellation, program directors will use reasonable efforts to identify substitute instruction, including substitute online instruction, to allow students to complete interrupted studies with minimal impact on their academic progress.

If an instructional program is cancelled by the University due to an act of war, terrorism or another unforeseen crisis (*e.g.*, a natural disaster) and a travel advisory identified above has been issued for the destination location, all program fees and deposits paid to UGA will be refunded and all program-related charges will be removed from the UGA student account.

As the pandemic changes over time, however, these travel policies may be modified.

ENFORCEMENT PRACTICES

The University of Georgia’s approach to enforcement will be informed and guided at all times by the health and safety of our campus community as our highest priority. Education and communication about policies, practices, and guidelines are critical precursors to any enforcement efforts. These education and communication efforts will be an iterative process in coordination with the phased reopening of campus. Voluntary compliance is critical. Everyone on campus has an individual responsibility to adhere to governmental guidance and University policies, practices, and guidance.

With health and safety as our highest priorities, the University has broad authority to enforce the policies developed by the Workplace and Health Safety Working Group (and other Return to Campus Working Groups), subject to applicable laws such as the Americans with Disabilities Act. Employees designated by their units/supervisors to return to work under the campus plan are expected to return to work and comply with applicable policies, practices, and guidance as conditions of employment, unless granted an accommodation through the regular workplace accommodation process or as eligible for applicable leave categories. Employee requests for accommodations based on special conditions should be addressed through the existing workplace accommodation process in Human Resources, with potential ADA issues and any allegations of discriminatory practices reported to and reviewed by the ADA Coordinator in the University's Equal Opportunity Office. The COVID-19 Workplace Accommodations plan can be found in **Appendix L**.

Human Resources will coordinate with the campus reopening communications process to provide guidance for employees and supervisors. Education efforts will include required online informational training for employees and supervisors. Like other mandatory training requirements, failure to comply with training requirements will be addressed through warnings, progressive discipline, and annual performance evaluations. Response to reports of violations and concerns will be coordinated by HR Faculty Staff Employee Relations, and HR will establish a mechanism for reporting violations/concerns regarding the measures UGA implements for reopening the campus.

Workplace health and safety policies, practices, and guidance should be enforced similarly to other University policies—first through education, communication, and voluntary compliance; second, within existing supervisory and disciplinary mechanisms, with a range of administrative consequences for violations (*e.g.*, further education, warning, verbal counseling, formal written discipline, suspension, and/or termination); and finally, with law enforcement as a last resort for willful violations and/or public safety emergencies. Supervisors should be the initial point of contact for these communication, education, reporting, and enforcement efforts. All employees are encouraged to address questions and concerns about enforcement with their supervisors. The University should use existing supervisory and disciplinary mechanisms to enforce compliance with policies, practices, and guidelines for reopening; it is not feasible to create new, stand-alone enforcement mechanisms.

It is important to note that faculty will be expected to manage their classrooms and labs in accordance with policies, practices, and guidelines developed by the Instruction and Research working groups, with questions and concerns about enforcement addressed through academic channels. Likewise, enforcement of policies and practices applicable to students will be addressed through student enforcement mechanisms.

UGA Police Department personnel are primarily responsible for enforcing state laws, as opposed to University policy. There are, however, circumstances in which Georgia law and University policy have parallel provisions, as well as both potential administrative and legal consequences. In other instances, a University policy may not have a comparable legal provision. If the UGA Police Department is made aware of a University policy violation committed by a visitor to campus with no related criminal law, and requests for the visitor to follow University policy are ineffective, inappropriate, or insufficient, the primary legal option available to police is to require the individual to leave UGA property for failing to follow University policy. Refusal to leave University property after being directed to do so by a UGA officer or other duly authorized University employee could result in the visitor being charged with Criminal Trespass (O.C.G.A. §16-7-21). With respect to vendors and contractors working on campus, most contracts include terms and conditions that contractually obligate vendors to comply with applicable policies and procedures when on campus.

COMMUNICATIONS

Communication will be critical to the success of the University’s plan to open the campus gradually, in a phased manner. Informing our faculty, staff, and students of the measures being taken to safeguard their health and safety, as well as the due diligence involved in developing these procedures, will provide reassurance and help to instill trust and confidence in the plan. Communications should emphasize the data behind the decisions that have been made and cite the authorities that have been consulted.

Communications should be transparent and consistent, although not so frequent that messages become commonplace and are ignored. A strategic plan for communications is being developed by another working group, but the Workplace and Health Safety Working Group is in consensus that the comprehensive plan will include training tracks for both supervisors and other employees, as well as students (outlined in **Appendix I**). A training module tailored to supervisors will be available prior to Phase 1 reopening to educate them on COVID-19, best practices for cleaning and disinfecting, steps they can take in their workplaces to support social distancing, and accommodations to protect vulnerable faculty, staff, and students. This training will be complemented by a checklist to help them identify measures to take in their workplaces to mitigate the risk of disease spread. Additionally, the “*Return to Campus Guidelines for Faculty and Staff*” (**Appendix O**) was distributed on June 4, 2020. A similar training module for other faculty and staff explaining the steps that have been put in place and the measures that they need to take to protect themselves and other members of the campus community also is nearing completion. This training module will be required for students to view and certify their completion in order to do their part to help protect the University community. In addition, regular messaging will be sent to the campus community via existing platforms such as ArchNews, the *Columns* faculty/staff newsletter, and social media channels to keep the campus well informed of developments. The campus communications plan should be iterative, with other training segments potentially identified, as the response evolves.

As noted at the outset of this report, individual responsibility and commitment to abide by health guidelines is key to the success of our institutional efforts. Institutional controls are only as effective as the willingness of individuals to carry them out. It will be imperative for everyone—faculty, staff, and students—to take responsibility for their actions and adhere to the guidelines of the GDPH, the CDC, as well as guidelines issued by the USG and UGA to protect themselves and others while helping to contain the spread of the COVID-19 coronavirus.

APPENDIX A: MEMBERS OF THE WORKPLACE AND HEALTH SAFETY WORKING GROUP

- Mr. Ryan Nesbit (Chair) – Vice President for Finance and Administration
- Dr. Brandy Burgess – Assistant Professor of Population Health and Director of Infection Control, Veterinary Teaching Hospital
- Ms. Pamela Burkhart – Director of Finance and Business Services, Information Technology
- Mr. Toby Carr – Vice President for Government Relations
- Dr. Marsha Davis – Dean and Professor, College of Public Health
- Ms. Janyce Dawkins – Director, Equal Opportunity Office
- Dr. Carla Dennis – Director of Administrative Services and Communications, University Housing
- Mr. Juan Jarrett – Associate Vice President for Human Resources
- Dr. Toby Graham – University Librarian and Associate Provost
- Dr. Keith Harris – Interim Director of the Athens Veterinary Diagnostic Laboratory and Professor of Pathology
- Mr. Steve Harris – Director, Emergency Preparedness
- Mr. Stuart Ivy – Chair of the University Council HR Committee and Senior IT Manager, Auxiliaries
- Mr. Ralph Johnson – Associate Vice President for Facilities Management
- Ms. Leigh Knapp – Director of Finance and Operations, Global Engagement
- Mr. John McCollum – Associate Vice President for Environmental Safety
- Ms. Marie Mize – UGA Staff Council President and Circulation Manager, School of Law
- Dr. Michelle Momany – Associate Dean and Professor, Franklin College of Arts and Sciences
- Dr. Lisa Nolan – Dean and Georgia Athletic Association Distinguished Professor, College of Veterinary Medicine
- Dr. Kathy Pharr – Chief of Staff to the President and Associate Vice President for Institutional Affairs
- Dr. Garth Russo – Executive Director, University Health Center
- Mr. Greg Trevor – Executive Director of Media Communications, Marketing and Communications
- Mr. Keith Weinrich – Director, Recreational Services
- Dr. Dan Silk – Chief of University Police
- Mr. Bryan Varin – Executive Director of Dining Services and Interim Associate Director, Auxiliary Services
- Mr. Mike Raeber – General Counsel, Legal Advisor to the Working Group

APPENDIX B: MEMBERS OF THE WORKPLACE AND HEALTH SAFETY WORKING GROUP SUBGROUPS

Preventative Practices

Dr. Lisa Nolan, Facilitator
Dr. Brandy Burgess, Dr. Keith Harris, Mr. John McCollum, Dr. Dan Silk, Mr. Greg Trevor, Mr. Bryan Varin, and Mr. Keith Weinrich

Mitigation and Monitoring

Dr. Garth Russo, Facilitator
Mr. Toby Carr, Dr. Marsha Davis, Ms. Janyce Dawkins, Mr. Juan Jarrett, and Dr. Lisa Nolan

Travel

Dr. Marsha Davis, Facilitator
Mr. Toby Carr, Dr. Carla Dennis, Mr. Stuart Ivy, Ms. Leigh Knapp, Ms. Marie Mize, Dr. Michelle Momany, Mr. Mike Raeber, and Dr. Garth Russo

Cleaning and Sanitation Practices

Mr. Ralph Johnson, Facilitator
Ms. Pam Burkhart, Dr. Carla Dennis, Dr. Toby Graham, Mr. Stuart Ivy, Mr. John McCollum, Ms. Marie Mize, Dr. Michelle Momany, Mr. Bryan Varin, and Mr. Keith Weinrich

Enforcement Practices

Mr. Mike Raeber, Facilitator
Ms. Janyce Dawkins, Mr. Stuart Ivy, Mr. Juan Jarrett, Ms. Leigh Knapp, Ms. Marie Mize, and Dr. Dan Silk

APPENDIX C: GUIDELINES FOR RISK ASSESSMENT, CONTROL POINT IDENTIFICATION, AND RISK MANAGEMENT

PURPOSE

This document is intended to provide basic guidance for the identification of risks and hazards associated with SARS-CoV-2 and reopening of the UGA campus and to identify critical control points (CCP) at which a risk or hazard can be prevented or minimized by implementing control measures. The overall goal is to take reasonable, readily achievable precautions to reduce foreseeable risks related to SARS-CoV-2. However, this is not zero risk—we are focusing on reducing the average risk to a level that becomes of little consequence to the average person. Note that special consideration must be given to high-risk groups on an individual basis.

BACKGROUND

Coronaviruses are enveloped RNA viruses that can cause disease in mammals and birds. In humans they are associated with respiratory tract infections that can range from mild to severe. The novel coronavirus of the current pandemic, SARS-CoV-2, is the causative agent of COVID-19 in humans. While there is still a lot to learn about this particular pathogen, evidence suggests that transmission among humans occurs mainly by respiratory droplets and contact with contaminated surfaces. With no known cure, much of our effort focuses on transmission prevention.

The Chain of Transmission – The transmissibility or communicability of an infectious agent refers to its ability to spread from an infected individual to susceptible individual. This typically occurs through a ‘chain’ of events including having a source, a route of transmission, and a susceptible host. Disrupting this chain of transmission is a key strategy in the prevention of disease transmission.

In general, transmission of microorganisms can occur by contact (direct or indirect), airborne (aerosol or droplet formation), or vector borne. Current evidence suggests that the main routes of transmission for SARS-CoV-2 include contact transmission and respiratory droplet transmission.

Direct contact transmission involves direct physical contact or close proximity between the source individual and the susceptible individual. Of particular concern with SARS-CoV-2 is droplet transmission, which occurs with large particles generated during coughing and sneezing. Droplets typically do not remain airborne for any significant length of time and may travel short distances from the source (approximately 4-5 feet) unless there is particularly forceful coughing or sneezing. Respiratory droplets may contribute to transmission between individuals in close proximity (*i.e.*, direct transmission) as well as to environmental contamination (*i.e.*, indirect transmission). We can disrupt direct respiratory droplet transmission through the use of barriers such as face masks, face shields, and physical barriers, as well as staggering schedules to reduce the likelihood for close, prolonged contact with others.

Indirect contact transmission involves the transfer of infectious organisms from the source indirectly by way of animate or inanimate intermediates known as vehicles or fomites. Commonly, these may include contaminated hands and common-use, hand-contact surfaces such as doorknobs, phones, keyboards/keypads, touchscreens, cupboard/drawer pulls, and countertops. Indirect transmission is dependent upon an agent surviving environmental conditions. Experimentally, SARS-CoV-2 has been found to survive up to 24-hours on cardboard, 48-hours on stainless steel, and 72-hours on plastic (van Doremalen, Bushmaker et al. 2020). We can disrupt indirect contact transmission through rigorous hand and environmental hygiene, and through limiting the potential for contamination by using face masks and isolating those with clinical signs.

General infection prevention practices – There are common, general prevention practices that should be implemented campus-wide as situations dictate, including but not limited to:

- **Social/physical distancing** – Social/physical distancing (*i.e.*, keep at least 6-feet between people) is intended to decrease the likelihood of droplet transmission between individuals and should be maintained whenever possible.
- **Face masks** – Face masks are designed to protect the environment and to limit respiratory droplet transmission from the wearer to someone else. Surgical masks have greater efficacy for respiratory droplet containment as compared to homemade cloth masks (Davies, Thompson et al. 2013) (van der Sande, Teunis et al. 2008). Their use should be in addition to other recommendations (*i.e.*, social/physical distancing, hand hygiene, surface cleaning and disinfection), not in lieu of other recommendations. Make sure people practice rigorous hand hygiene before and after donning/doffing a mask.
- In the best interest of the health and safety of our community and based on instructions from the USG, all UGA employees are strongly encouraged to wear a cloth face covering on campus to minimize potential for COVID-19 virus spread. This includes all public spaces and spaces used by multiple people, with an even greater expectation for those who traverse campus to work in multiple buildings on a routine basis. Two washable, reusable cloth masks will be provided to each UGA employee and student. The USG instructions acknowledge that there may be unique scenarios under which employees would be required to wear a face covering and allow institutions to establish a process for documenting and approving such scenarios. UGA's Preventative Measures Advisory Board, comprised of UGA faculty and staff with appropriate expertise, are establishing this process and will evaluate these situations on a case-by-case basis.
- **Face shields** – Face shields are intended to protect the wearer/user from droplet transmission from a person with clinical signs or who is asymptotically shedding. For example, at the VTH, face shields should be used as part of the PPE when interacting with ALL clients (irrespective of household risk), including admitting and discharging patients.
- **Hand hygiene and surface cleaning and disinfection** – Practice rigorous hand hygiene and clean hand-contact surfaces, laptops, door handles, etc., in work areas frequently throughout the day. Note that this is in addition to the routine cleaning.
- **Community accountability** – Be risk averse for each other – keep your distance from each other when you can, kindly remind your co-workers to wear a face mask when around others, wash your hands often, and let your supervisor know if you are feeling unwell (we recommend that you do a daily health and temperature check before coming into work).

RISK MANAGEMENT

Risk management includes the identification of risks and the strategies to minimize their impact while considering the magnitude of that risk (*i.e.*, its likelihood of occurring and its consequences or impact). Risk management is a process with multiple steps.

Step 1: Risk assessment and critical control point identification – Risk assessment is a process that allows for the identification of risks and hazards specific to the facility and the identification of critical control points (CCP) or points at which a hazard can be prevented or minimized by applying control measures. While there are likely to be similarities across units, be mindful of a facility's traffic patterns, use, and design that may be unique to that unit. See **Appendix C1** for a table that can be used by supervisors in this process.

Step 2: Risk evaluation and mitigation potential – When assessing risk, consideration should be given to qualifying contact intensity, number of contacts, and modification potential.

Contact intensity – Contact intensity includes the type of expected interaction (close vs distant) and the durations of this interaction (brief vs prolonged) and should be qualified as low, medium, or high. For example, there is a difference in working in a small office for a few hours with a co-worker and simply passing one in the hallway without stopping for a chat.

Number of contacts – Number of contacts is the average number of individuals in a space at a single time; qualified as low, medium, or high. Consideration should be given to synchronous contacts (*e.g.*, a social gathering) and asynchronous contacts (*e.g.*, everyone touching the same time clock at different times).

Modification potential – Modification potential qualifies the risk reduction associated with mitigation efforts qualified as low, medium, high.

Refer to the publication by the Center for Health Security, Johns Hopkins Bloomberg School of Public Health (available at: <https://www.centerforhealthsecurity.org/our-work/publications/public-health-principles-for-a-phased-reopening-during-covid-19-guidance-for-governors>) for a more detailed description; and **Appendix C2** – Table of general UGA critical control points, for an example of how these can be applied.

Step 3: Mitigation and prevention strategies –

Recognize that many mitigation and prevention strategies are going to be common, such as the use of signage, hand hygiene stations, increased frequency of cleaning and disinfection, installation of plexiglass barriers, use of face masks and respiratory etiquette, but that each unit is also likely to have unique situations that may require creative solutions. Further, recognize that there is a hierarchy of controls, depicted in Figure 1 with respect to SARS-CoV-2, with the use of personal protective equipment (PPE) and administrative controls having the least impact, and physical distancing and engineering controls having the greatest impact.

It is also important to consider resources, both financial and in person-time, that may be required to implement a mitigation or prevention strategy.

Step 4: Monitor and review – Risk is not static; it will change with the probability and consequences of occurring. As such, it is important to continue to monitor mitigation and prevention strategies for effectiveness over time. This will be especially important in this pandemic, as regional and local changes in prevalence and incidence of SARS-CoV-2 will impact overarching strategies used by UGA for mitigation and prevention and may change over time.

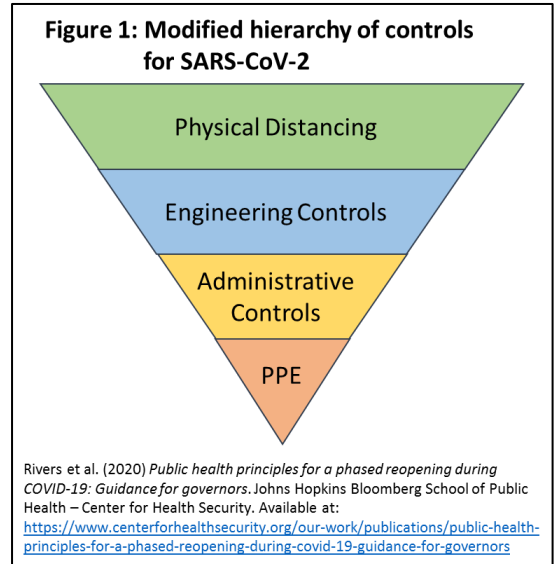


Table 1: Overarching preventive measures based on regional and local incidence of SARS-CoV-2

Significant increase/outbreak	Low incidence rate increase	Normal
rigorous social distancing (<i>e.g.</i> , telework)	social distancing as can be achieved	limited social distancing
face masks required	limited use of face masks	limited use of facemasks
≤10 people per space (by executive order)	some restrictions on numbers in a space	no restrictions on numbers in a space
no gatherings	restrictions on gatherings	no restrictions on gatherings

Resources

Centers for Disease Control and Prevention

<https://www.cdc.gov/coronavirus/2019-ncov/index.html>

<https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/businesses-employers.html>

<https://www.cdc.gov/coronavirus/2019-ncov/communication/guidance-list.html?Sort=Date%3A%3Adesc>

Georgia Department of Public Health

<https://dph.georgia.gov/>

<https://dph.georgia.gov/covid-19-daily-status-report>

Johns Hopkins 'Public Health Principles'

<https://www.centerforhealthsecurity.org/our-work/publications/public-health-principles-for-a-phased-reopening-during-covid-19-guidance-for-governors>

ADA checklist – another example of risk assessment

<https://www.adachecklist.org/doc/fullchecklist/ada-checklist.pdf>

References

Davies, A., K. A. Thompson, K. Giri, G. Kafatos, J. Walker and A. Bennett (2013). "Testing the efficacy of homemade masks: would they protect in an influenza pandemic?" Disaster Med Public Health Prep 7(4): 413-418.

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van Doremalen, N., T. Bushmaker, D. H. Morris, M. G. Holbrook, A. Gamble, B. N. Williamson, A. Tamin, J. L. Harcourt, N. J. Thornburg, S. I. Gerber, J. O. Lloyd-Smith, E. de Wit and V. J. Munster (2020). "Aerosol and Surface Stability of SARS-CoV-2 as Compared with SARS-CoV-1." N Engl J Med 382(16): 1564-1567.

Appendices

C1 – Blank chart from a single unit/college

C2 – Chart of general control points campus-wide

APPENDIX C1: Unit Specific Critical Control Points

[Target implementation to align with Re-Opening Phase I, II, or III – AND – Rank them in order of importance within Phases – Consideration should be given to magnitude of each item with respect to duration (some will take longer than others) and required resources (in particular person-time to complete tasks)]

CRITICAL CONTROL POINT (CCP) Phase I = gold Phase II = blue Phase III = green	CONTACT INTENSITY Type = close vs distant Duration = brief vs prolonged [Low, Med, High]	NUMBER OF CONTACTS (avg. in space at one time) [Low, Med, High]	MODIFICATION POTENTIAL (hierarchy of controls) [Low, Med, High]	MITIGATION STRATEGIES (physical distancing, engineering controls, administrative controls, PPE) [Listed in no particular order]	RESOURCES REQUIRED (financial; person-time; equipment)

APPENDIX C2: University of Georgia Critical Control Points

[Target implementation to align with Re-Opening Phase I, II, or III – AND – Rank them in order of importance within Phases – Consideration should be given to magnitude of each item with respect to duration (some will take longer than others) and required resources (in particular person-time to complete tasks)]

CRITICAL CONTROL POINT (CCP) Phase I = gold Phase II = blue Phase III = green	CONTACT INTENSITY Type = close vs distant Duration = brief vs prolonged [Low, Med, High]	NUMBER OF CONTACTS (avg. in space at one time) [Low, Med, High]	MODIFICATION POTENTIAL (hierarchy of controls) [Low, Med, High]	MITIGATION STRATEGIES (physical distancing, engineering controls, administrative controls, PPE) [Listed in no particular order]	RESOURCES REQUIRED (financial; person-time; equipment) [Listed in no particular order]
Conference Rooms [PHASE III]	Med (close; brief/prolonged)	Low to High	High	limit number in room; hand hygiene and signage at door; increased frequency of C&D; social distancing ± masks	hand sanitizer wall dispenser; signage; person-time for cleaning; cloth masks
Common Workspaces [PHASE III]	High (close; prolonged)	Low to High	Med	limit number in room; hand hygiene and signage at door; increase frequency of C&D; social distancing ± masks; Plexiglas partitions	hand sanitizer wall dispenser; signage; person-time for cleaning; cloth masks; Plexiglas partitions
Break Rooms/Kitchens [PHASE III]	Med (close; brief/prolonged)	Low	High	limit number in room; hand hygiene and signage; increased frequency C&D; increased frequency C&D; social distancing ± masks	hand sanitizer wall dispenser; signage; person-time for cleaning; cloth masks
Shared Dept. Vehicles [PHASE I]	Med (close; prolonged)	Low	Med	limit use to single individual; C&D before/after each use; signage; hand sanitizer in vehicle	hand sanitizer; signage; additional vehicles to facilitate use limitations; disinfectant wipes
Dining Rooms (Dining Services) [PHASE III]	High (close; prolonged)	Low to High (depending on time of day)	Med	limit number of people at a time; space tables/chairs to promote social distancing; make all meals to-go (may create congregation issues)	increased hours of operation to facilitate limited number in facility at a time; hand sanitizer;

				elsewhere); signage; increased frequency of C&D	signage; person-time for cleaning
Admin. Office Spaces [PHASE III]	Low	Low	High	stagger shifts; continue to allow teleworking	necessary equipment for home offices
Reception Areas [PHASE II]	Med (close; brief)	Low	High	install Plexiglas barriers; use no-touch payments; hand hygiene and signage at counters; stagger shifts; limit client access	Plexiglas (could use face shields but creates negative message); hand sanitizer; signage
Locker rooms – general use [PHASE II]	Med (close; brief)	Low	High	stagger use; install indicators when in-use; signage at door indicating number allowed at one time; increased frequency of C&D; hand hygiene; door foot-pulls	door indicator when occupied; hand sanitizer; signage; person-time for cleaning; door foot-pulls
Buses [PHASE II]	High	Low to High (depending on time of day)	Low	‘close’ seats to create social distancing; limit number per bus; increased frequency of C&D	increase number of buses (particularly at high-use times); person-time for cleaning; signage
Building Entry/Exit Points [PHASE I]	Low (close; brief)	Low	Low	signage; increased frequency of C&D	person-time for cleaning; signage
Vending Machines [PHASE I]	Low (distant; brief)	High (asynchronous)	Low	remove from service; increased frequency of C&D; hand hygiene and signage; limit number of people at one time	person-time for cleaning; hand sanitizer wall dispenser; signage

Time clocks (Kaba) [PHASE I]	Low (close; brief)	High (asynchronous)	Low	stagger shift; increased frequency of C&D; hand hygiene and signage at time clock; increase number and locations of time clocks	person-time for cleaning; hand sanitizer wall dispenser; signage; additional time clocks
Service Lines (dining) [PHASE III]	High (close; prolonged)	High	Medium	limit number at one time; to-go meals only; limit seating; reduce food offerings; increased hours of operation; increased frequency of C&D; wear cloth masks in line	signage; person-time for cleaning and increased hours of operation; cloth masks
Bathrooms [PHASE I]	Medium	Medium	Medium	limit number in room; signage; install door foot-pulls, C&D frequency	Door foot-pulls; signage
Micro Markets (Auxiliary and Vending Services) [PHASE II]	Medium	Low to Medium	Medium	limit number in room; hand sanitizer available; signage; limit chairs/tables to encourage physical distancing	Hand sanitizer wall dispensers; signage
Residential Life Spaces [PHASE III]	Low to High	High	Medium	signage; restrict visitors; limit people in rooms to those living in the rooms; reduce room occupancy	signage; increase number of rooms if limiting occupancy
Outdoor Spaces w/congregate areas [PHASE II]	Low to High (depending on activity/use)	Low to High	High	close outdoor spaces; limit seating in outdoor spaces; limit use to 10 or fewer; signage	signage
Large Classrooms [PHASE III]	High (close; prolonged)	Med	Low to Med (depending on course – can move some to online delivery)	limit number in room at a time; ‘close’ seats to create social distancing; hand hygiene and signage at door; increase frequency of surface C&D; wear masks in	signage; Plexiglas partition for lecturer; hand sanitizer wall dispenser; cloth mask

				classroom; Plexiglas partition for lecturer	
Hallways during Class Change [PHASE III]	Medium	High	Low	stagger class release; increase time between classes; cloth masks	signage; cloth mask
Weight Rooms (Ramsey, etc.) for general student use [PHASE III]	Low to High (depends on time of day)	Low to High	High (can limit amount of people in the room and move equipment)	health screen users (use of masks may be unreasonable in this situation); spread out equipment to promote social distancing; increased frequency C&D; disinfectant wipes for users; signage on cleaning equipment	person-time for cleaning; disinfectant wipes and cleaning materials; signage
Shared Equipment (tools, walkie-talkies, video equip., recreational equip., etc.) [PHASE I]	Low to High (depends on equipment and how used)	High (asynchronous)	Low	C&D between uses; assign to single individual per shift	purchase additional equipment to facilitate cleaning between uses
Group Exercise Rooms (Ramsey) [PHASE III]	Med to High (close; prolonged, depending on class and time of day, can limit amount in the room)	Med (can limit number of participants in the room)	Med	health screen users (use of masks may be unreasonable in this situation); limit number per group; increase number of offerings; increased frequency of C&D, can provide wipes	increased hours of operation to facilitate number restrictions (possible budget restrictions); hand hygiene; signage; person-time for cleaning; additional shared equipment to promote C&D between uses; C&D equipment

Climbing Wall (Ramsey) [PHASE III]	Low to Med	Low	high	limit number on wall at a time; health screen users (use of masks may be unreasonable in this situation); increase frequency of C&D	C&D equipment; person-time for cleaning; additional shared equipment to promote C&D between uses (note that we cannot truly disinfect porous surfaces/items such as rope)
Research Labs (smaller ones) [PHASE II]	Medium	Medium	High	health screen users; emphasize social distancing; stagger work times; masks; increased frequency C&D; signage	signage; masks; person-time for cleaning (this responsibility can be put on the PI to ensure compliance)
Research Labs (larger) [PHASE I]	Medium	Medium	High	health screen users; emphasize social distancing; stagger work times; masks; increased frequency C&D; signage	signage; masks; person-time for cleaning (this responsibility can be put on the PI to ensure compliance)
Unique Lab Situations (Necropsy, Training Labs) [PHASE III]	High (close; prolonged)	Low	Low	limit number in room; stagger use; cloth mask; signage; increased frequency of C&D	signage; masks; person-time for cleaning
Common areas in Tate Center and Memorial Hall [PHASE III]	High (close; prolonged)	High	Low	signage; close seating; indicators on floor to promote one-way traffic; indicator on floor to promote social/physical distancing; to-go orders only (may create congregation elsewhere)	signage: floor decals to indicate traffic flow and physical distancing
Libraries – study spaces [PHASE III]	Low (distant; brief)	Low	High	limit number in room at time; ‘close’ or spread out workspaces; hand hygiene	signage; hand sanitizer; person-time for cleaning

				and signage at door; increased frequency of C&D	
VTM – Fuel pumps [PHASE III]	Low (distant; brief)	High (asynchronous)	Low	increased frequency of C&D; hand hygiene; signage	signage; person-time for cleaning
Concern about custodial staff exposure and as spreaders [PHASE II]	Low	Low to High	High	stagger shifts; hand hygiene, cloth masks	cloth masks; hand sanitizer; gloves
Intramural/club sports [PHASE III]	Low to High (depends on sport)	Med	High	Screen users, provide C&D, limit participants, spread game times out	Time and personnel, C&D
Commercial kitchens [PHASE III]	High (close; prolonged)	Low to High	Low	place barriers between workstations (if feasible); stagger staff; cloth masks	barriers between workstations; cloth masks
Bus stops [PHASE II]	Med (close; brief)	Low to Med (depending on time of day)	Low	social distancing ‘spots’ (<i>e.g.</i> , paint a paw prints on ground to indicate appropriate distancing); signage	paint + person-time; signage
Tasks requiring 2+people for safety [PHASE I]	Med (close; brief/prolonged)	Low	Med	cloth masks; health screen personnel; training on prevention measures	masks

Locker rooms – athletic teams [PHASE I]	Med (close; brief)	Low	High	stagger use; install indicators when in-use; signage at door indicating number allowed at one time; door foot-pulls; increased frequency of C&D	signage; door indicator of in-use; door foot-pulls; person-time for cleaning
Elevators [PHASE I]	Med (close; brief)	High (asynchronous)	Low	limit use to single direction during high-use times (<i>e.g.</i> , residence halls down in AM, up in PM; class buildings would be the opposite); increased frequency C&D (buttons)	signage; FMD
Auditoriums [PHASE III]	High	High	Low	limit numbers; physical distancing; cloth masks; close seating; increased frequency C&D; signage	signage; cloth masks; person-time for cleaning
Water fountains [PHASE II]	High	High (asynchronous)	Low	close fountain but keep bottle filling stations open; increased frequency of C&D; signage	signage; person-time for cleaning

Based on: Rivers et al. (2020) *Public health principles for a phased reopening during COVID-19: Guidance for governors*. Johns Hopkins Bloomberg School of Public Health – Center for Health Security. Available at: <https://www.centerforhealthsecurity.org/our-work/publications/public-health-principles-for-a-phased-reopening-during-covid-19-guidance-for-governors>

APPENDIX D: MITIGATION AND MONITORING STRATEGIES

General Principles

Phase 1:

Starting the reopening process. Shifting from state-wide mitigation (current distancing, cessation of non-essential work) to surveillance/case-based interventions (TTSI – Testing, Tracing, & Supported isolation).

For the purposes of this document, it is implicit that employer and individual criteria for all phases, Phase 1 AND the regional gating criteria set forth by the CDC and the COVID task force have been met.

Phase 2:

Stepwise scaling and infrastructure building in transition to phase 3. For the purposes of this document, it is implicit that employer and individual criteria for all phases, Phases 1-2, AND the regional gating criteria set forth by the CDC and the COVID task force have been met.

Phase 3:

Typical robust residential Fall Semester. For the purposes of this document, it is implicit that employer and individual criteria for all phases, Phases 1-3, AND the regional gating criteria set forth by the CDC and the COVID task force have been met.

Caveats:

- Brevity of reporting from groups
- Design valuation of Student experience epicenter → Outreach efforts → Research and Innovation
- Mitigate extreme cycles of ramping up and shutting down by supporting smaller, targeted, data-informed strategies to speed up and slow down
- Principles are in line with state and national approaches
- Processes are sensitive to the unique needs of the institution

Mitigation and Monitoring Practices

(Questions from the system's guidance document)

1. What health services is the institution equipped to offer?

Current state:

*UGA has limited services in place to directly support the care of **faculty and staff** (F/S), but the community is rich with them.*

Comments:

Resources include testing and treatment of COVID and COVID-like illnesses to date. F/S have PCPs in the community, which is rich in resources and scaled to manage the range of the University community's primary and specialty healthcare needs. No formal agreements exist at present to coordinate or organize around public, community or University driven health care policy, per se, other than the established emergency response networks. The University has strong community outreach infrastructure, and no significant boundaries are evident.

The University Health Center (UHC) has traditionally been the preferred source of primary, limited specialty, mental and behavioral health, pharmaceutical, vision, dental and physical rehabilitative care for **students** who meet eligibility criteria.

Comments:

Services can scale at times of surges in infectious disease such as a “bad” flu season, but increasingly students rely on Urgent Care centers for convenience when demand is high. During the lockdown and distance learning conditions of late, campus services are limited to the UHC’s problem-focused triage and care delivery operation. This has included pharmacy services, phone-based specialty assessment to include CAPS, virtualized health promotion, and outreach. Potential COVID patients are seen in tents in the parking lot. Lab services have included COVID testing, and several cases have been diagnosed on site.

What is needed for phase 3:

Surveillance level testing

Comments:

Random sets of data distributed over campus locations to determine foci/sources of potential infection and establish a baseline. Deviation from this baseline will drive mitigating efforts specific to those locations and populations.

Point of service, rapid results, diagnostic testing at the UHC and in the community

Comments:

Real-time, reliable results in clinical contexts that drive early detection and provision of care and services, identify those in highest need of isolation, and trigger intensive contact tracing and quarantine efforts are needed.

Clear definition of service eligibility and health care resource capacity for F/S and students.

Comments:

Confusion existed with service access in initial efforts to report and assess campus illness patterns and rates. Proactive construction of guidance as to how to access those resources should be disseminated widely. “What do I do if?” FAQs and training materials can be extremely helpful to facilitate the education process.

A platform for results reporting across public (screening) to therapeutic environments

Comments:

Respect for data privacy will need to be identified and established. Existing systems may have the capacity to affect this and, if so, it will be a novel use of them. Data retention, protection, and access will need careful consideration.

Non-testing-based routine screening measures of F/S and students

Comments:

While the overt policies to stay at home when sick and leave work if symptoms develop continue to be applicable, ensuring health and safety also will require non-testing based, routine screening measures of F/S and students as they present to work or navigate spaces on campus each day. Often favored are active screening measures such as symptom reviews, obtaining temperatures as they present to the workplace, or self-monitoring temperature at home prior to presenting to work require resources and skill. Both methods have operational complexities. The group conditionally favors self-monitoring and self-reporting as best practice if training and attestation are a component of the initiative and provision is made for those who need resources, such as a thermometer.

Robust contact tracing

Comments:

Contact tracing will demand that we capture some degree of location and proximity data. The process of contact tracing will need to inform surveillance testing as well. This process is potentially high risk/high volume and is a vulnerable point in the test, trace, support, and isolate cycle fundamental to sustaining Phase 3 stability. There is concern for effectively staffing and relying solely on a manual process. Automated apps and/or other technology need to be aggressively explored to facilitate both identification and communication. High touch solutions, such as keypads and time clocks are not recommended, whereas proximity cards and checking in to physical locations with personal devices are favored. Staffing patterns and work schedules may need to be attended to in greater detail, where feasible, in order to retrospectively identify potential contacts. Failure points for contact tracing include the reluctance to report or a lack of reporting of symptoms, diagnoses, or positive diagnostic testing by F/S or students. Reporting requirements and the means to do so need to be made clear to the campus citizenry, and the consequences of non-compliance should be clearly outlined in the enforcement plan.

Diagnostic metrics

Comments:

Capture and tracking of diagnostic metrics, patterns/trends in surveillance data, percentages of positive testing, capacity for isolation, capacity to expand care, availability of PPE and testing materials need to be reliable and accessible.

Mitigation strategies (data-based, implemented administratively by UGA)

Comment:

Mitigation efforts based on thresholds of tolerance within these metrics will need to be developed.

Leadership and logistical support

Comments:

Leadership and logistical support for monitoring the data gathered and coordination of mitigation efforts are critical as they can and likely will lead to recommendations that impact workflow scope, class sizes, or facility density tolerances. That point of leadership has not yet been defined, nor has the relationship with UGA decision-making authorities been established. These will be fundamental steps to be addressed in Phase 1 as a contingency to progression to Phase 2.

2. What partnerships with local healthcare providers need to be in place?

What we have:

Strong and longstanding relationships exist with the local medical community, state, and regional public health.

Comments:

Historically, strong relationships with both hospital systems and the local medical community as a primary source of care for F/S and as a referral base for the UHC, particularly with urgent care, mental and behavioral health, exists as a robust partnership. We also have strong relationships with public health and the Region E emergency response network. As stated in the response to #1, F/S have established resources for healthcare access in the community for their routine acute and longitudinal needs.

What we need for Phase 3:

Coordinated relationships amongst testing and screening centers, points of care delivery, public health, emergency health, and UGA administrative resources

Comments:

We anticipate that there will need to be deeper and more coordinated relationships amongst testing centers (those established and those yet to be), points of service delivery (both physical and mental health care at the UHC and ACC community resources), and public health entities (DPH, but also including new members of the community support structure such as the Georgia National Guard, GEMA, etc.). UGA OEP has been an exceptional partner for logistics and coordinating campus resources, and this relationship will need to expand.

3. What are the policies and practices that need to be in place to accommodate the most vulnerable populations?

What we have now:

Vulnerable students are generally known to the Health Center, but the knowledge base is strongest for those who utilize the UHC's services. Limited knowledge regarding F/S is available, except for claims data through HR. For vulnerable F/S, UGA HR and EOO have solid policies in place.

Comments:

ADA guidance is followed where applicable. Strong EOO and HR policies, leadership, and staffing expertise are in place, and we have an active Disabilities Resources Center DRC. Students with asthma, diabetes, heart and other lung diseases, as well as immune-compromised states, are known to the Health Center, but the knowledge base is limited to the eligible student population and most robust for those who utilize the UHC services. Students as a whole are often managed as a population with communication and disease management tools that have the intrinsic security and privacy requisite to HIPAA compliance through our electronic medical record. A registry currently exists for COVID patients known to the UHC. Limited health information exchange exists between the local hospitals/ER/s and the UHC.

We know that:

Vulnerable is defined by DPH as

- a) Older adults (65 or older)
- b) People of all ages with underlying medical conditions, including, but not limited to:
 - Heart disease
 - Diabetes
 - Lung disease

Faculty/Staff must provide documentation.

For vulnerable F/S, UGA HR and EOO have solid policies in place and have progressed significantly in navigating the various leave options available to essential and non-essential F/S for vulnerable conditions. UGA HR has produced good guidance tools and has a strong liaison network as well. There is confidence that FMLA and leave policies will be in place and applicable when we are no longer in a state of emergency.

What is needed for Phase 3:

- Strengthen the network of care across units and departments in support of students.

- Develop processes that ensure HR parity in protections across departments and supervisory units while optimizing safety.
- Preserve the privacy of individual F/S's health information.

Comments:

Students have access to the Disability Resource Center (DRC) and Student Care and Outreach (SC&O) for accommodations and assistance with additional resources including, but not limited to health-related needs. The network of care that exists between student life services will need to grow stronger, and this is currently planned through Student Affairs.

For F/S, there are personal and home/family conditions not specified in the list above that will surface and drive parity questions for supervisors, HR, and EOO. The anticipated number and contextual complexity of many requests for accommodation raise concern. There will need to be training and policy in place in non-emergency conditions specific to the needs of vulnerable populations that is clear to F/S. Parity may be stewarded best by establishing a resource charged with supporting decision-making authorities by providing recommendations or assessing validity of requests/medical or other documentation.

Identifying and quantifying the population of F/S who are vulnerable is challenging; however, demographic information and some data from clams do exist.

The level of more centralized interaction with F/S, the extent to which administrators may initiate contact, respect for privacy, the level of involvement of supervisory F/S, and the best forum to manage information exchange are all variables driving uncertainty

4. What happens when someone has COVID-19 symptoms?

What we do currently for those with symptoms:

We ask them to isolate at home and seek medical care as needed and return only when released and CDC criteria are met. A reporting process is in place via survey to inform medical and administrative resources on behalf of campus and in support of individuals and those units experiencing illness. Exposed individuals are asked to quarantine.

Comments:

Currently, sick individuals are asked to isolate themselves until symptoms are improved and/or testing results are known. When needed, referral to a higher level of care is arranged. Access to resources has thus far been acceptable in the locally area. The UGA network of care and support is routinely activated, which relies heavily on Student Care and Outreach and the behavioral health services at the UHC, but it may involve many other resources (e.g., academic, or financial hardship). Many students will elect to go home. Roommates of a sick student will often relocate and allow quarantine in place. Some accommodations can safely support a member of the household in isolation, while others cannot. A limited number of rooms on campus have been identified as "isolation" spaces as they are vacant, have independent access, and proper facilities. These spaces are not centralized as in a ward or hospital-type setting. Meal accommodations have been made that rely on a support person, but deliveries to those without such have been accomplished, particularly by Student Care and Outreach staff.

What we do for those with no symptoms or who are exposed:

Quarantine for 14 days. However, this is not strictly enforced, and it is a challenge to do so. The number of individuals in this category will be significantly greater in an "open" state as they are identified through contact tracing efforts or surveillance screening efforts.

What we need:

See #5. The needs of symptomatic individuals are the same as those who test positive in most ways.

5. What happens if someone tests positive for COVID-19?

What we do now:

See answer to #4. Management of those who are ill with COVID is similar to those with symptoms of COVID who are not tested or are tested while awaiting results.

Comments:

Essentially the same isolation/quarantine/support network response as is the case as # 4 above. In addition, the DPH is notified, and internally we currently have dedicated an RN to manage contact tracing independently. Clearance from illness is typically based on symptoms duration and the absence of fever per CDC guidance. This has worked in the current context but cannot scale to the intensive test, trace, support, and isolate context anticipated for Phase 3.

What we need for Phase 3:

We need rapid, accurate point of service testing in order to KNOW someone has tested positive. All subsequent mitigating efforts are contingent upon this.

We need space in which to effectively isolate and/or quarantine, as well as proper cleaning of the environments where exposures occur, and effective (accurate, informative, and reassuring) communication to those impacted.

Leadership and logistical support for the work of mitigation will be critical.

Comments:

Management of those ill with conditions similar to COVID is to treat them as if they have COVID. Treatment strategies continue to be supportive and will be or the foreseeable future. We do not yet know if we will have available testing sufficient to test all cases, nor do we know the turn-around time to resulting. These are the critical determinants of rapidity of contact tracing and the necessity of absolute isolation. Rapid, accurate point-of-service diagnostic testing translates into rapid contact identification, quarantine, and early pattern detection. Access to this one resource will drive most mitigation efforts at the level needed to maintain containment.

These individuals will need space in which to isolate. This can be done at home at a permanent residence (most common for F/S and preferred for students), in a private space off campus, in a multi-occupancy dwelling (provided space and amenities are accessible), or a residence hall (which provides the greatest challenges and is least preferred). The limitation in space preserved for this purpose (meets ideal needs and is available at any time) is minimal, and this fact remains one of the greatest challenges to implementing an effective Phase 3 level of monitoring and mitigating support. Isolation strategies need to be sensitive to the unique living conditions that exist in residence halls and classroom scenarios.

Proper cleaning, communication to the appropriate community without exposing identifiers, aggressive contact tracing/testing/quarantine, and pop-up surveillance of a location or population would be next steps in each case.

Leadership and logistical support for this work is not inherently contained within the scope of any one unit on campus and will need to be carefully constructed, charged, and authorized. The working relationship between this body and those who would make mitigation recommendations and/or decisions has not been determined.

6. What do we recommend as the policy, practice, and guidelines for monitoring infectious disease occurrence?

What we do now:

Currently we have a survey-based reporting schema for five categories of illness that are reported via departmental leadership and reviewed in real time.

Comments:

Currently we have a survey-based reporting schema for five categories of illness that are reported via departmental leadership and reviewed in real time. They are assessed for 1) patterns of contact exposure risk; 2) environmental mitigation needs; 3) communication needs to impacted F/S; and 4) reporting to the USG. This case-by-case decision-making is reactive and manageable because the volume has been low and social distancing has lessened contact-related work. We do not have confidence that this approach can scale to meet the challenges of a hybridized or “open” state.

What is needed:

Syndromic surveillance, liberal testing criteria, and routine student and employee screening surveillance coupled with aggressive contact tracing as presented in response #1.

Comments:

The long-term recommendation involves a combination of syndromic surveillance, liberal testing criteria, and routine student and employee screening surveillance coupled with aggressive contact tracing. These concepts are presented in response #1. Contact tracing should be supported by some form of automated peer-to-peer contact notification. Ideally, contact identification should be automated by proximity-aware devices. Contact notification is often most efficient when the individual reaches out to known contacts. While this is effective communication, it is not coupled with the data needed to determine pattern or the impact of mitigating information that will be conveyed by contact tracers or the follow-up measures intended to sustain mitigation efforts.

7. What will be our policy, practice, and guidelines should there be an occurrence of infectious disease on a campus?

What we have:

Isolated cases of infectious disease on campus would be mitigated as they are now. Patterns of increasing disease create ever-escalating degrees of mitigation efforts. Current harbor-in-place guidance is at one extreme of the mitigation effort.

Comments:

Isolated infectious disease on campus would be mitigated as it is now, and we are good at it with the proviso that our focus and resources are primarily oriented toward students. Going forward we will have to make ever more focally applied (local) steps to mitigate (based on worsening metrics) or loosen (based on improving patterns), and it will be local decision makers who will have to manage that process.

What is needed for Phase 3:

Data (incidence, surveillance, and screening information) driving dynamic mitigating efforts affected by informed and empowered public health and administrative leadership resources.

Comments:

Earlier diagnosis and more efficient contact tracing (automated and better resourced) coupled with effective isolation and quarantine would more effectively slow person-to-person spread.

Mitigation strategies:

A period of escalating frequency of illness or a number/pattern threshold would set into place more aggressive distancing and cleaning mitigation, and ultimately could drive a return to full distancing/lockdown. This is perhaps the only strategy to manage infected individuals until such a time as treatment or vaccination (true prevention) is available. The limitation underscores a more aggressive surveillance-oriented approach to test, track, isolate, and support those who are ill and their contacts, but it also projects the need for a set of metrics that can drive predetermined mitigation actions based on absolute numbers or relative trends. We have no such construct at this time. The GDPH would be involved, and we do not yet know what the level of that workforce will be or how rapid the response will be. A collaborative resource is most likely to be the most effective.

8. Do we require isolation and quarantining students, faculty and staff who are ill?

What we have now:

Yes, but we have little in place relative to enforcement.

What we will need:

Workplace health and safety policies, practices, and guidance should be enforced similarly to other University policies—first through education, communication, and voluntary compliance; second, within existing supervisory and disciplinary mechanisms, with a range of administrative consequences for violations (*e.g.*, further education, warning, verbal counseling, formal written discipline, suspension, and termination); and finally, with law enforcement as a last resort for willful violations and/or public safety emergencies. Enforcement of policies and practices applicable to students will be addressed through student disciplinary mechanisms.

9. Do we require physician’s approval for these folks to return to campus?

What we have now:

Not at this time.

What we will need:

Guidance on the assessment of provider/medical information for clearance and perhaps an advisory group tasked with assessing the validity of such certification that lessens the supervisory burden and ensures greater parity.

10. What supplies and equipment do we need to purchase for use on campus in regard to mitigation and monitoring?

PPE

PPE for all who will be working more closely and as density of presence on campus increases

Tracking of PPE

Tracking of PPE use such that there is always supply enough to meet twice the demand for two weeks.

Some of this tracking likely needs to be centralized.

Sanitation stations across campus

Thermometers

Thermometers for F/S who do not have them, or devices for staff to use to screen

Facilities

Facilities for quarantine/isolation

Telemedicine

Telemedicine capacity to adequately manage those who can best benefit, including COVID care, safely.

Minimize exposure opportunities through use of hands-free water faucets and fountains, toilets, doors, etc., as well as low-touch sensors for admissions to spaces, proxy readers, etc.

Point-of-care diagnostic testing

Point-of-care diagnostic testing that has a short (<60 minute, <20 preferred) turn-around time. These are molecular-based tests (Abbot, Cepheid) that currently are in many centers to test for strep or STI's. Definitive diagnostic results with contact tracing that can be accomplished within 24 hours are required for the level of surveillance needed to mitigate escalating numbers of new patients that then would require the reintroduction of generalized distancing imposed at present.

A resource for staff and faculty to receive SURVEILLANCE testing that is not cumbersome or intrusive to our students or the work of the University

Public Health Resources

Public health resources to perform contact tracing for the campus community at large also is requisite for the same logic. Contact tracing is an integral component of an orderly and successful reopening, and we will need a cooperative relationship with the DPH in order to do it effectively. We realize that the DPH may have staffing limitations, but we feel strongly that UGA has resources, like graduate students in the School of Public Health who can be trained to perform some of those duties, leaving supervision and logistics of the process to the DPH. Even with the enlisting of students, it is probable that some form of technology will be needed to communicate effectively to individuals who have come in contact with an individual who should quarantine or self-monitor. HR feels strongly that the supervisory structure at UGA is not able to do this, and they feel it potentially inappropriate.

Automated tracking/contact solutions

Apps in development that will facilitate peer-to-peer notification. A preferred platform would be beneficial. An automated means of self-reporting illness and some demographic methodology that is GIS-enabled would be extremely beneficial to help determine hot spots on campus as opposed to by residence for all who do not live on campus.

Training needs

We have a wealth of experiential knowledge in many areas that have, in essence, been in place during the containment phase. The Health Center has been in this state, along with FMD, UGA Police, and other areas like Housing. These units have developed a familiarity with work in the context and can both testify to the successes and identify the areas of strength and weakness. Needs for training cross over all of the groups and subgroups: *e.g.*, cleaning, identification of risk areas, stratifying risk, understanding contact tracing, diagnostic versus surveillance testing, mitigation strategies and the metrics that might trigger them, vulnerable populations and how we will manage them, etc. Training will need to delineate the HR realities for F/S and Graduate Students, specifically noting the different benefits and health care resources available to F/S versus students.

Partnerships and expansion of services

Meeting USG Expectations for Testing, Screening, Contact Tracing, Isolation, and Notifications

- 1) Testing
 - a) According to the USG, individual role of institutions in testing is not clear
 - b) Guidance will be forthcoming from GDPH
 - c) What local agency can test?
 - d) Veterinary Diagnostic Labs (VDL) are becoming CLIA-certified with impact on:
 - i) Athens VDL
 - ii) Tifton VDL
 - e) Needs
 - i) \$28,000 per year for Supervising Physician from Augusta
 - ii) Software concerns to maintain HIPPA compliance must be worked through
 - iii) Additional costs to do so will be incurred and must be covered
 - iv) Additional equipment
 - (1) Kingfisher RNA Extraction Device
 - (2) ABI Thermocycler of particular type
 - v) Supplies
 - (1) Viral transport media
 - (2) Swabs
 - f) Purpose
 - i) Diagnostic and follow-up testing of patients showing signs of COVID
 - ii) Wholesale testing of employees and students prior to return to campus
 - (1) Establishes a baseline
 - (2) Creates a specific comfort level
 - iii) Epidemiologic Screening of Different Parts of Campus
 - (1) Identify hot spots
 - (2) Monitor trigger points
 - (a) Exceed a trigger – modify our approaches or move to online education
 - (b) Stay below a trigger point – continue with plan
 - (3) Target Prevention, Mitigation and Education Efforts
- 2) Screening
 - a) Temperature checks
 - b) Symptom monitoring
- 3) Contact Tracing
 - a) College of Public Health students will be trained and may be engaged by the GDPH to assist with on-campus contact tracing under their supervision.
- 4) Isolation
 - a) Employees who test positive or receive a positive clinical diagnosis for COVID must leave campus immediately.
 - b) Students who test positive or receive a positive clinical diagnosis for COVID must leave campus immediately for their primary residence if possible. If not, the isolation location must be identified (*e.g.*, a bank of hotel rooms may need to be reserved).

Phased Return to Work Schema for Monitoring and Mitigation

Delivery of care:

Faculty & Staff:

Phase 1:

- Established local and community resources that have traditionally been accessible to support the urgent and COVID-related health care needs of faculty and staff will retain this role.
- As the community progresses in its opening of resources, more routine care will become available.
- Strategies to identify vulnerable individuals and mitigate their risks for Phases 2 and 3 will begin.

Phase 2:

- Resources for care will continue to evolve as we progress into and through Phase 2.

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- Implement processes (as outlined in **Appendix L**) for employees at high risk for severe COVID-19 related illness to seek accommodation to mitigate their potential risk(s) in Phases 2 and 3.

Phase 3:

- Full access to traditional community healthcare resources, including those at the UHC accessible to F/S, will be available.
- Strategies to identify and mitigate vulnerable populations will be implemented.

Students:

Phase 1:

- The University Health Center has been operational through the containment phase with services limited to urgent need. COVID care will continue in tents through Phase 1.
- Care in Phase 1 will broaden to include the addition of telehealth to all service lines except dental. The pharmacy has been delivering medications to the curbside.
- Community resources are also available to students directly or through referral from the UHC.

Phase 2:

- Students will remain in distance learning, and campus housing will not be opened any further.
- Student census in residence in the local community will also likely remain similar to Phase 1.
- On-site care in Phase 2 will loosen to include more elective, procedural, and wellness services.
- Services in tents will lessen as heat increases and an anticipated decline in COVID activity occurs.
- Tent spaces could transition to dedicated testing sites. Current tents are rented.
- The UHC will obtain the ability to perform rapid diagnostic testing in-house and begin to scale clinically. This ability is currently hampered by supply chain and demand.
- Strategies to identify and mitigate vulnerable populations will be developed.

Phase 3:

- Full-service access will be available, with the addition of telehealth.
- Telehealth will be used as a buffering service to ensure proper distancing and safety measures hold and gating criteria continue to be met.
- Strategies to identify and mitigate vulnerable populations will be implemented.

Surveillance:

Testing:

Phase 1:

- A transition from strict, criteria-driven diagnostic testing, through relaxed criteria, to testing on request, will occur during this phase.
- The value of, and access to, antibody-based testing will be assessed.
- Surveillance testing will begin to occur through Public Health efforts.
- At least one new testing site will be created to serve the area, and campus-based testing resources will be explored for clinical use.
- Means of aggregating, reporting, and accessing results for both public health and clinical use across different testing sites will begin to be developed (Health Information Exchange, HIE).

Phase 2:

- Strategies for surveillance on campus will be developed as more local information is obtained. The roles of public health and campus-based resources will be determined, and partnerships solidified.
- Testing resources will be refined, vetted, and ramped up.

UNIVERSITY OF GEORGIA

- Quality of HIE will be tested and improved to handle scale.
- Surveillance benchmarks will be set.
- Mitigating strategies will be mapped to benchmark thresholds finalizing a campus surveillance plan.

Phase 3:

- Implement surveillance plan.

Screening (non-test, real time, daily):

Phase 1:

- Screening data sets (temperature, illness symptoms, schedule, etc.) for students, faculty, and staff will be developed and vetted, and implementation planning will begin.

Phase 2:

- Operational elements for building and monitoring the data sets will be developed.
- Tools to facilitate data capture will be constructed.
- Relationships to mitigating strategies will be mapped to threshold benchmarks in the monitoring data.

Phase 3:

- Implement screening strategies.

Testing Tracing Supported Isolation (TTSI)

Phase 1:

- Campus and public health partnership(s) will be formed to develop the schema for testing, tracing, isolation, and surveillance data to inform a dynamic mitigation strategy affected by campus leadership.
- Resource needs for tracing and isolation will be quantified and plans for acquisition developed.

Phase 2:

- Reporting platform, isolation spaces, and contact tracing resources will be acquired and made operational.
- Tabletop drilling of data set acquisition and reporting (monitoring) will be vetted.
- Tabletop drilling of assessment of data, decision-making, and informing (mitigation) will be vetted.

Phase 3:

- A dynamic data acquisition and assessment, isolation and support, contact tracing, and mitigation implementation process loop will be in place.

Training:

Phase 1:

- Work with communication group to build content for training modules for contact tracing, diagnostic versus surveillance testing, screening employees, mitigation strategies and the benchmark metrics that might trigger them, vulnerable populations and how we will manage them, and, finally, the clearly communicated engagement expectations and non-compliance consequences of faculty, staff, and students.

Phase 2:

- Further develop necessary online training tools and FAQs.

Phase 3:

- Full library of training material is developed.

Important References and Links:

Higher Ed:

<https://www.cdc.gov/coronavirus/2019-ncov/community/colleges-universities/index.html>

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

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

Contact tracing:

<https://www.cdc.gov/coronavirus/2019-ncov/php/open-america/contact-tracing.html>

<https://preventepidemics.org/wp-content/uploads/2020/04/Contact-Tracing-overview-slides-April-21-1.pdf>

https://www.centerforhealthsecurity.org/our-work/pubs_archive/pubs-pdfs/2020/200410-national-plan-to-contact-tracing.pdf

Automated screening and contact tracing technology:

<https://pact.mit.edu/>

<https://apps.apple.com/us/app/apple-covid-19/id1504132184>

Surveillance theory and guidance:

<https://www.cdc.gov/coronavirus/2019-ncov/covid-data/serology-surveillance/index.html>

Road maps and phased planning documents:

https://www.centerforhealthsecurity.org/our-work/pubs_archive/pubs-pdfs/2020/200417-reopening-guidance-governors.pdf

https://ethics.harvard.edu/files/center-for-ethics/files/roadmaptopandemicresilience_updated_4.20.20_0.pdf

<https://www.aei.org/wp-content/uploads/2020/03/National-Coronavirus-Response-a-Road-Map-to-Recovering-2.pdf>

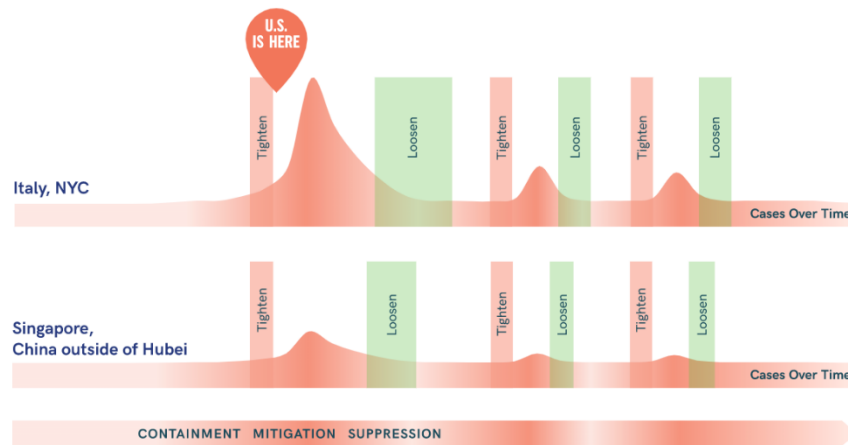
https://preventepidemics.org/wp-content/uploads/2020/04/COV040_COVID19Playbook_v2-1.pdf

<https://www.whitehouse.gov/openingamerica/>

Gating criteria:

https://preventepidemics.org/wp-content/uploads/2020/04/COV020_WhenHowLoosenFaucet_v4.pdf

https://preventepidemics.org/wp-content/uploads/2020/04/COV020_WhenHowTightenFaucet_v3.pdf



Professional organization position statements:

https://www.acponline.org/acp_policy/statements/statement_on_identifying_essential_elements_reopen_us_2020.pdf

https://www.idsociety.org/contentassets/9ba35522e0964d51a47ae3b22e59fb47/idsa-recommendations-for-reducing-covid-19-distancing_16apr2020_final-.pdf

Dashboards: Tracking and monitoring activity:

<https://www.cdc.gov/coronavirus/2019-ncov/covid-data/covidview/index.html>

<https://veoci.com/veoci/p/dashboard/79ev8rvnx9>

<https://dph.georgia.gov/covid-19-daily-status-report>

APPENDIX E: FMD SERVICES COVID-19 REOPENING PROCEDURES

Definitions:

Cleaning - the removal of germs, dirt, and impurities from surfaces. It does not kill germs, but by removing them, it lowers their numbers and the risk of spreading infection. At UGA, cleaning shall be performed using Spartan Clean by 4D (Peroxy 4D) which kills germs as it cleans (simultaneously). All employees will wear appropriate PPE for their work assignments.

Disinfecting - using chemicals, such as EPA-registered disinfectants, to kill germs on surfaces. This process does not necessarily clean dirty surfaces or remove germs, but by killing germs on a surface after cleaning, it can further lower the risk of spreading infection. At UGA, disinfecting shall be performed using Spartan GS Neutral Disinfectant Cleaner 103 or any other disinfectant approved by the CDC and designated by FMD for use after surfaces are cleaned to remove all debris that would prevent surface disinfection.

High-touch surfaces – locations with high traffic and surfaces that are likely to be touched such as tables, hard-backed chairs, doorknobs, push bars, light switches, handles, handrails, desks, toilets, urinals, sinks, soap and paper dispensers, etc.

Cleaning/Disinfection Procedures and Frequencies

- Daily cleaning with Spartan Peroxy 4D/Spartan GS Neutral Disinfectant Cleaner 103
- Due to COVID-19, all surface areas are considered high pathogen risks.

The following spaces and surfaces are to be deep cleaned and disinfected daily by FMD Staff; additional frequency may be necessary depending on occupancy use and/or reported COVID exposure. For disinfecting known areas with known COVID exposure, see section below for Known COVID Exposure Cleaning and Disinfection.

Classrooms (Daily)

Tabletops	Podiums A/V equipment control switches/keyboards
Chair armrests	Video screen power switches
Light switches	Window handles and ledges
Doors and door handles	Handrails (if applicable) - Interior large classrooms/auditoriums
Trash, recycle receptacles	
Whiteboards and trays	

***Additional disinfection between classes** can be performed by faculty and students as desired utilizing provided materials. When supplies are available, FMD will provide sanitizing wipes in classrooms that may be used by faculty to disinfect surfaces they might be touching and that may be used by students to disinfect surfaces they might be touching such as classroom tabletops, chair armrests, and computer workstations.

Auditoriums (Daily)

Tabletops	Podiums A/V equipment control switches/keyboards
Chair armrests	Podium control switches
Light switches	Handrails (if applicable) - Interior large classrooms/auditoriums
Doors and handles	
Trash, recycle receptacles	

Libraries (Daily)

Tabletops	Chair armrests
	Light switches

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Doors and handles

Trash, recycle, and compost receptacles

***Additional disinfection** for public computer keyboards can be performed by library staff or students with FMD-provided sanitizing wipes, when supplies are available.

Restrooms (Daily)

Doors and door handles/push plates, if applicable
Light switches
Countertops
Faucet handles
Soap dispensers
Seat cover dispensers

Paper towel dispensers
Toilets/fixtures
Urinals/fixtures
Menstrual product disposing containers
All partitions (inside/outside)
Hand dryers
Baby changing stations

***Additional frequency** may be necessary depending on occupancy use.

Public Spaces (Daily)

Trash, recycle, and compost receptacles
All doors and handles (inside/outside)
Powered door buttons for accessibility needs
Drinking fountains
Stairwell: Handrails, doors/handles/push plates/crash bars in/outside of doors

Lounge tables/chairs
Kitchenette countertops, sinks, faucets, all dispensers
Elevator doors (inside/outside) and call buttons
Vending Machines

Offices (Faculty and Staff)

FMD will only be entering office spaces for limited general cleaning and on an infrequent basis. Disposable disinfectant wipes will be made available to office staff if desired between visits when supplies are available.

In adherence to social distancing directives and requirements, FMD will provide trash can liners for offices or have the occupant place trash cans in the hallway for collection. Not all buildings are on the trash/recycle combo can, but UGA's Office Recycling Program is being re-launched to ask users to manage their own waste. FMD will also limit vacuum cleaner access to avoid cross-contamination of campus areas.

Steps to be used for general cleaning/disinfection

- Use appropriate PPE
- Gather and inspect your equipment and supplies.
 - The use of disposable cleaning tools and materials will be used to reduce the potential for cross-contamination during this initial phase of cleaning.
 - Dry wipe buckets will be filled with GS Neutral Disinfectant.
 - 3M Disposable Mop Heads will be available in some areas.
 - Disposable cleaning rags/towels
 - Mandatory supplies to be used for each new area cleaned to prevent cross-contamination:
 - New disposable nitrile gloves.
 - Microfiber rags – red and yellow for restrooms, green for outside restrooms
 - Microfiber mop heads – red for restrooms and green for outside restrooms
 - New mopping solution (Peroxy 4D)
- Close off the area and place Wet Floor signs/Closed for Cleaning signs.
- Stock restrooms before cleaning, using new gloves to prevent contaminating paper products.
- High dust top to bottom.

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- Clean all high-touch surfaces with Peroxy 4D cleaner/disinfectant using the appropriate color microfiber rag for the area. For white boards, use 103 neutral disinfectant.
- Remove all trash from the area (including feminine disposal unit). Clean the trash can lid and feminine disposal units. Replace the can liner.
- Spray all high-touch surfaces with 103 Neutral Disinfectant. Let stand at least 10 minutes. Electrostatic sprayers may be used in high use restrooms.
- Vacuum, dust mop, or mop with Peroxy 4D as required.
- All potentially contaminated material should be placed in a trash bag and immediately disposed of in the building dumpster. Do not leave items on the floor, especially for prolonged periods of time.

*Social distancing practices, as recommended by GDPH at the time, must be adhered to during all cleaning processes.

- Deep cleaning and disinfecting of all assigned areas are the priority at the beginning of each shift.
- Employees will use disinfecting wipes in entrances, restrooms, and common areas regularly and routinely, especially between class changes. Focus will be placed on common gathering places and restrooms as personnel are available.
- These areas must not be left wet with disinfectant due to health risks of skin contact. FMD will use disinfectant to remove and neutralize the pathogens.

Known COVID Exposure Cleaning and Disinfection

Cleaning/Disinfection procedures and frequencies for COVID-19 cleaning and disinfecting with electrostatic sprayers with BIOESQUE.

Disinfecting known COVID exposure will be conducted by a select, trained group of FMD employees with oversight from the FMD Safety Office.

- The employees will wear appropriate PPE to protect from chemical exposure.
- An electrostatic sprayer will be used to drench the ambient air and all surfaces with the disinfectant, Bioesque. In accordance with ISSA recommendations, there will be a prescribed surface dwell time before the area is open for re-entry.
- Focused disinfection will be assessed based on an infected person's location, travels, and duration in the building with specific attention to:
 - Restrooms
 - Entry Ways
 - Doorknobs
 - Water Fountains
 - Break room/lounge
 - Classroom touch surfaces
 - Laboratory touch surfaces
 - Corridor, public circulation (elevators and interior handrail) touch services

Zone cleaning and specialized shift assignments

- Employee team considerations should be made to accommodate social distancing while meeting the operational need.
- Public corridor/circulation area disinfection specialists
- Restroom disinfection specialists
- Cleaning generalists

Due to the intensified cleaning efforts required for COVID-19 response, some isolated areas of the University may experience an occasional change in service from our customary APPA Cleaning Standard.

UNIVERSITY OF GEORGIA

The levels of the APPA Standards can be found at:

<https://spaces4learning.com/articles/2018/10/01/cleanliness.aspx?m=1>. In spite of these occasional departures, the campus community should remain assured that FMD building services staff will focus all of their efforts on disinfecting the high traffic areas of our buildings and will continue to follow the best management practices developed in response to the COVID-19 pandemic.

UGA FMD Building Services COVID-19 Cleaning Task Force Members who have contributed to this document and divisional response procedures include:

FMD Safety	Hope Thomas, Safety Coordinator Ken McDaniel, HR Specialist
FMD Warehouse	Cornelius Edwards, Warehouse Manager Latosha Pittard, Senior Accountant
FMD Administration	Kimberly Thomas, Senior Director for Services

Any questions or concerns can be directed to:

Todd A. Kerzie

Director of Services, Facilities Management Division (FMD) 101-A Chicopee Bldg. | 1180 E. Broad St. | Athens, GA 30602 706-542-7366 | todd.kerzie@uga.edu

FMD Building Services Staff Guidance

Trey Chittom - Augusta Janitorial Supply

Kimberly Thomas – UGA Facilities Management Division

What we as cleaning experts can do to help our customers is to educate them on how COVID-19 can spread on surfaces.

Facts:

- Coronavirus can live on a surface for 2 hours or up to 9 days.
- It spread by coughing or sneezing and by droplets that land on surfaces.
- CDC recommends the use of ethanol or bleach-based wipes to be used to clean surfaces.
- The problem with the bleach-based wipes is having to rinse behind.

The fastest and safest way to kill the spread of the virus is by using a product called Bioesque. This product has a 1min kill claim on the coronavirus. The delivery method of this product is via two ways, either by: 1) electrostatic sprayer that will allow the product to get into all the corners and under surfaces; or 2) by spraying the product from a ready-to-use quart bottle directly onto the surface.

The key with COVID-19 is the contact time that the product needs to stay on the surface. Contact time is the time allowed by the EPA that it takes for that chemical product to kill the virus on that surface.

With the possibility of an outbreak of COVID-19, our biggest threat is schools. The virus is easy to kill, but it can live on a surface for up to nine days. When cleaning a school for outbreaks, we must first clean the building. We cannot disinfect without cleaning. We do not want to sanitize anything: sanitizing is an FDA term related to food handling. When talking about infectious material and outbreaks, we must use terms like disinfect or sterilize. Hospital-grade disinfectants are necessary to fight infectious material. The key to killing an outbreak of COVID-19 is following the proper contact time required by the label of the chemical and by the EPA. If using launderable microfiber, we must either be able to reach a temperature of 160 degrees F and/or use a chlorine bleach solution of .5 to make sure we are killing any infectious material. The other reason for this is to prevent recontamination of the facility.

Gloves must always be worn, and glove changes must be made after each classroom and restroom is cleaned.

Classroom:

1. Put on gloves.
2. All surfaces need to be cleaned with a neutral cleaner, and then all surfaces need to be cleaned with a hospital-grade disinfectant that is rated for Human Coronavirus. It is especially important to clean touchpoints such as doorknobs, light switches, push bars on doors, desks, shared computers and keyboards, sinks and sink handles, faucets, and toilets, etc.).
3. When disinfecting the surface, be sure to spray the product on a surface and allow the product to remain wet on the surface for the proper contact time.
4. When mopping the room, we need to make sure we get into all the corners of the room.
5. Bag up all rags and mops used throughout the classroom. **Use a clean mop and rag for each classroom, office, clinic, or area where cleaning is being done. Do not cross-contaminate areas. **
6. Change gloves after cleaning each classroom, office, clinic, or area.

Restroom:

1. Put on gloves.
2. When cleaning the restroom, be sure to clean the whole toilet and clean around the toilet. We need to use the disinfectant on the toilet bowl and around the toilet bowl.
3. We need to mop the bathroom or use a restroom-type machine to disinfect the bathroom area.

UNIVERSITY OF GEORGIA

4. If using a restroom machine when spraying down the disinfectant, we must allow the disinfectant to remain wet on the floor for the required contact time.
5. Use microfiber rag to disinfect all touchable surfaces in the restroom.
6. Vacuum up the disinfectant solution.
7. Leave Wet Floor sign.
8. Bag up all mops and or rags used in the restrooms. **Use clean mop and rag for each restroom. Do not cross-contaminate areas. **
9. Change gloves after cleaning the restroom.

Cafeteria:

1. Put on gloves.
2. Clean all tables with a neutral cleaner, making sure to get all the seats cleaned and legs.
3. Disinfect all tables, seats, and legs. Product must remain wet for the required contact time.
4. When we go to clean the floor, we need to use our neutral cleaner to mop or use our auto scrubber.
5. Change pad before disinfecting.
6. After we have cleaned the floor with the auto scrubber, we need to put disinfectant into the scrubber and then re-clean the area.
7. Bag up all microfiber rags used to disinfect the cafeteria.
8. Remove pad used to disinfect cafeteria. **Do not cross contaminate areas. **
9. Leave Wet Floor sign.
10. Change gloves.

Clean up procedures:

1. Put on gloves.
2. Gather up all bags of microfiber rags and mops used in that day.
3. Put all contaminated rags and mops into washing machine, if available.
4. Use the hospital-grade disinfectant to wash all launderable products.
5. Dry all products.
6. Submerge all tools and pad driver used that day in a disinfectant solution to make sure all products are disinfected for the mandated contact time. Allow to air dry.
7. Use disinfectant to wipe down cart. Ensure that these rags are properly laundered in the disinfectant; properly dispose of gloves.
8. Make sure to wash hands and then sanitize your hands.

Floor and Carpet Cleaning Procedures:

1. Put on gloves.
2. Clean with floor/carpet cleaner and then use disinfectant.
3. Allow the area to air dry.
4. Clean and disinfect machine per above instructions.

CLEANING SUMMARY MATRIX

Phase III

Classrooms / Teaching Labs: Clean and disinfect all high touch surfaces* - with Peroxy 4D & GS Neutral 103.	Daily
Auditoriums: Clean and disinfect all high touch* - with Peroxy 4D & GS Neutral 103.	Daily
Libraries / Learning Centers: Clean and disinfect all high touch surfaces with Peroxy 4D & GS Neutral 103.	Daily
Restrooms: Clean and disinfect all high touch surfaces* and additionally include countertops, faucets handles, soap dispensers, seat cover dispensers, paper towel dispensers, toilets / fixtures, urinals / fixtures, menstrual product disposing containers,	Daily or more frequent

UNIVERSITY OF GEORGIA

all partitions (inside/outside), hand dryers, baby changing stations with Peroxy 4D & GS Neutral 103.	(Additional frequency may be necessary depending on occupancy use.)
Public Circulation / Common Areas: Clean and disinfect all high touch surfaces* also including handicap powered door buttons, drinking fountains, stairwell handrails, lounge tables & chairs, kitchenette countertops, sinks & faucets, elevator doors and call buttons (interior & exterior)	Daily or more frequent (Additional frequency may be necessary depending on occupancy use.)
Offices (Faculty & Staff): limited general cleaning. <i>Individual office staff asked to remove waste/recycling items to hallway or common area waste/recycling containers as part of UGA Office Recycling/Waste Program.</i>	Infrequent basis

***High touch surfaces** – typically includes items like tabletops, chair armrests, light switches, door handles & push bars, trash/recycle/compost receptacles, whiteboards and trays, podiums, A/V equipment control switches/keyboards, video screen power switches, window handles and ledges, handrails

Additional disinfection for the above spaces can be performed by faculty, staff or students on surfaces they might be touching with FMD provided sanitizing wipes, when supplies are available.

References:

<https://www.cdc.gov/coronavirus/2019-nCoV/summary.html>

https://www.cdc.gov/coronavirus/2019-ncov/community/colleges-universities/index.html?CDC_AA_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Fcommunity%2Fcolleges-universities.html

<https://www.cdc.gov/coronavirus/2019-ncov/community/home/cleaning-disinfection.html>

APPENDIX F: COVID-19 SANITATION/CLEANING PRACTICES – RELATED REFERENCE RESOURCES

- CDC Reopening guidance: <https://www.cdc.gov/coronavirus/2019-ncov/community/reopen-guidance.html>
- FMD Services Documentation for cleaning steps – **Appendix E**

Other references:

- Interim Guidance for Administrators of US Institutions of Higher Education: <https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-ihe-response.html>
- Cleaning and Disinfecting Your Facility: <https://www.cdc.gov/coronavirus/2019-ncov/community/disinfecting-building-facility.html>
- Cleaning and Disinfecting for Community Facilities: <https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/cleaning-disinfection.html>
- Best Practices for Food Services DPH and FDA: <https://www.fda.gov/food/food-safety-during-emergencies/best-practices-retail-food-stores-restaurants-and-food-pick-up-delivery-services-during-covid-19>
- Cleaning and Disinfecting Non-Emergency Transport Vehicles: <https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/disinfecting-transport-vehicles.html>
- What Bus Transit Operators Need to Know About COVID-19: <https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/bus-transit-operator.html>
- “Recommendations regarding the use of cloth face coverings”: <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/cloth-face-cover.html>

APPENDIX G: LIST OF EQUIPMENT/PRODUCTS NEEDED TO REOPEN CAMPUS

(Items in Short Supply or Possibly Unavailable)

PPE	Description/Other:	Who may need:
N-95 Mask		Research Labs, Health Care, Law Enforcement
Surgical Mask		Labs, places where employees cannot stay 6 feet apart
Cloth Mask		Employees – based on risk assessment
Face Shield		Health care, Vet Med, police, etc.
Gown		Health care
Goggles/Safety Glasses		Disinfecting crews using chemical sprayers
Gloves (various types – latex, nitrile, etc.)		Law Enforcement, health care, labs, custodial staff
Shoe covers		
PPE disinfectant for reuse	Similar to hospitals, we may need the ability to disinfect PPE for reuse. Can this be done by an entity at UGA and what is required for this?	
Cleaning Supplies		
Hand Sanitizer	Portable and fixed stations	For use in buildings
Disinfectant Wipes	May need to have a standard of what qualifies	Building Services personnel, shared vehicles, computer labs, library areas, exercise facilities, classrooms, etc.
Disinfectant spray		Building Services personnel
Cloth for cleaning		Building Services personnel
Paper towels for cleaning		
Toilet Paper		
Places to dispose of used/disposable or possibly contaminated items	Marked containers that are handled with special precautions	

As the University continues planning efforts to facilitate our safe return to campus, we want to make you aware of several new campus standards for Resident Instruction (RI *i.e.* general instruction, research, and office) buildings, provide you with details related to the procurement of Personal Protective Equipment (PPE) and further share with you how to align your purchasing with these standards for non-RI buildings and other university occupied facilities.

New standards for campus cleaning and safety products

Each subgroup within the Workplace and Health Safety Working Group has carefully considered our reopening plans and needs, and has selected campus safety and cleaning products that meet the [Centers for Disease Control \(CDC\) recommendations and educational facility standards](#). The Facilities Management Division (FMD) Building Services cleaning program is a proven national model for green cleaning and environmentally friendly custodial practices that meet the CDC guidelines. In order to minimize the risk of cross contamination within our campus community, additional steps will be taken based on CDC cleaning and disinfecting guidelines for classrooms, offices and public spaces.

FMD Building Services staff will always wear the following PPE when providing services in buildings:

- Cloth face covering per recommendation by the CDC for cleaning staff and by USG for those that traverse the campus into multiple buildings.
- Nitrile gloves as daily personal protective equipment recommendations by the CDC for cleaning staff
- Disposable custodial gowns/cover up (when necessary based on specific situations) to protect staff clothing and reduce taking potentially harmful bacteria into multiple campus facilities and their home environments

FMD Building Services staff will utilize:

- Disposable mop heads and cleaning wipes to temporarily replace microfiber cloths and mop heads which require daily laundering

FMD will coordinate* purchasing, installation, and refilling of:

- Sanitizing Dispensers for personal hand hygiene when direct hand washing is not readily available
- Disposable sanitizing wipes for the campus community to sanitize/disinfect their personal work and learning spaces

*Those campus departments/units that have already installed their own dispensers or purchased individual products will be responsible to stock and maintain those devices.

Provision and Procurement of Personal Protective Equipment (PPE), additional cleaning/disinfecting supplies, plexiglass barriers

The CDC recommendations* for wearing PPE include:

- cloth face covering (strongly recommended for everyone at all times)
- nitrile gloves (if daily job/task requires)
- face shields (if daily job/task requires)
- outer gown/covering for clothing (if daily job/task requires)

**Wearing a cloth face covering does not replace the need to practice social distancing and PPE does not replace good hand washing hygiene.*

In the best interest of the health and safety of our community and based on instructions from the USG, all UGA employees are strongly encouraged to wear a cloth face covering on campus to minimize potential for COVID-19 virus spread. This includes all public spaces and spaces used by multiple people, with an even greater expectation for those who traverse campus to work in multiple buildings on a routine basis. Two washable, reusable cloth masks will be provided to each UGA employee and student. The USG instructions acknowledge that there may be unique scenarios under which employees would be required to wear a face covering and allow institutions to establish a process for documenting and approving such scenarios. UGA's Preventative Measures Advisory Board, comprised of UGA faculty and staff with appropriate expertise, are establishing this process and will evaluate these situations on a case-by-case basis.

UNIVERSITY OF GEORGIA

The University will purchase and issue two (2) reusable and washable **cloth face coverings** for each student, staff, and faculty member. This cloth face covering will be distributed by mail (when possible) to each individual before their return to campus and will include wearing and washing instructions. Distribution may also be provided by supervisors for those who do not receive the item before their return to campus. All students, faculty, and staff are encouraged to confirm their current mailing address via OneUSG connect or Athena (as applicable) to ensure that cloth face coverings are mailed to an accurate address. For any others who did not receive the University-provided cloth face covering, on-campus pick up will be available via the Office of Emergency Preparedness (OEP) and the Environmental Safety Division (ESD). The cloth face coverings will be provided to the Office of Global Engagement and University Housing for distribution to international students. To coordinate pick up, please contact prepare@uga.edu.

A UGAmart COVID-19 “punchout” vendor is being developed specifically for PPE, cleaning and other related supplies that departments/units may choose to purchase in addition to what is being provided. If needed, departments may also order additional **cloth face coverings** through this vendor.

A mandatory online training and risk assessment tool will be provided to supervisors via the PEP system to assist in understanding the specific needs each individual department/unit may have related to the use of PPE. The Preventative Measures Advisory Board (PMAB@uga.edu) will provide the campus community with further guidance and assistance related to decision making for additional PPE departments/units may choose to purchase.

As previously referenced, FMD is coordinating the purchasing, installation and refilling of standardized sanitizing dispensers and will provide disposable sanitizing wipes. An assessment of locational needs has been conducted and installation implementation is underway. As noted, FMD will maintain all UGA standardized sanitizer stations in all RI buildings. FMD staff will be dedicated to monitoring and refilling the standardized sanitizer stations, disposable sanitizing wipes and restroom hand washing supplies.

Department/unit procurement and installation of additional sanitizer stations beyond those provided by the University can be coordinated through the FMD warehouse by [initiating a work request](#). This will enable ease of installation and repair by FMD staff and allows refills to be purchased in bulk for cost savings to the University and department/unit. Responsibility for all repair and refill of non-standardized sanitizer stations is assumed by the department/unit.

In addition to PPE need and use, the online training and assessment tool that is being deployed to supervisors will also assist in informing departments/units if their specific operations require acrylic/plexiglass barriers/shields in various workplace settings. The Preventative Measures Advisory Board (PMAB@uga.edu) will provide the campus community with additional guidance and assistance related to decision making for the use of acrylic/plexiglass barriers that departments may choose to purchase and install. If the need for a barrier is determined, a department/unit may procure via two mechanisms:

- UGAmart – COVID-19 punchout will include a list of approved Statewide Contract vendors who are able to provide barrier solutions which will be subject to supply availability.
- Work Request Center -- FMD will be able (subject to availability) to produce and install custom sizes by [initiating a work request](#). FMD has specific staff assigned to assist with these needs.

Aligning purchasing standards for non-RI buildings and other University-occupied facilities

As a result of increased campus cleaning and safety needs, FMD Warehouse is a resource for departments to directly purchase many of the items being utilized by the FMD staff. Aligning your purchasing with FMD standards will:

UNIVERSITY OF GEORGIA

- Provide ease of use via our virtual stock listings which will allow you to select items that have been vetted by our FMD Safety and professional staff for use in campus facilities (*i.e.* one-stop-shop for over 3000+ commodities related to safety, custodial supplies, maintenance, and minor projects).
- Stewardship of UGA resources by reducing the environmental impact to campus and local communities with delivery from our warehouse to your campus facility (*i.e.* reduced number of delivery trucks on campus improves safety, infrastructure impact and reduction of bulk waste packaging and disposal).

If you are not in a RI building and would like to align your purchasing with the FMD campus standard, purchases can be initiated by:

- Contacting the FMD Warehouse for a list of available cleaning materials/supplies at (706) 542-7444 or the FMD Work Request Center at (706) 542-7456 and [online](#). A department's chart string, along with a contact name and telephone number, are needed to make purchases from the FMD Warehouse.

If you do not choose FMD as your source for products and/or installation, you are encouraged to utilize the following list of criteria as a helpful reference tool for purchasing decisions:

- CDC guidelines for cleaning /disinfection:
<https://www.cdc.gov/coronavirus/2019-ncov/community/colleges-universities/considerations.html>
https://www.cdc.gov/coronavirus/2019-ncov/community/pdf/Reopening_America_Guidance.pdf
- FMD Cleaning Products in use for campus facilities - *Safety Data Sheets*
 - Hand Sanitizer
 - <https://images.salsify.com/image/upload/s--hVCTa-gp--/mxkdlluznclqnefrxoih.pdf>
 - Sanitizing Wipes
 - <https://www.spartanchemical.com/sds/downloads/AGHS/EN/3502.pdf>
 - COVID-19 Rated Disinfectant
 - <https://bioesquesolutions.com/botanical-disinfectant-solution/>
 - Daily Cleaning
 - Green Seal certified Disinfectant
 - <https://www.spartanchemical.com/sds/downloads/AGHS/EN/1011.pdf>
 - Green Seal certified Neutral Disinfectant Cleaner
 - <https://www.spartanchemical.com/sds/downloads/AGHS/EN/3502.pdf>

APPENDIX H: RESPONSES TO USG WORKPLACE AND HEALTH SAFETY GUIDANCE CHART

GUIDELINES	GUIDANCE ABLE TO IMPLEMENT (Include challenges for implementation here)	GUIDANCE UNABLE TO IMPLEMENT	REASON FOR INABILITY TO IMPLEMENT	MITIGATION PLANS
Individual Employee General Considerations				
While not required, it is encouraged that employees consider wearing a cloth face covering while on campus. Employees who are typically required to wear a face mask or other personal protective equipment should continue to do so.	Lack of masks – not everyone will have a mask Some people may believe they need a higher-level mask and a cloth mask is not enough Improper fit or not appropriately wearing a mask	Priority of most PPE supplies (masks, face coverings, etc.) is for healthcare and first responders – departments will be unable to provide certain types of PPE for customer facing personnel and high-risk categories if PPE not available		Training and education needed for individuals who wear PPE
To the extent possible, employees are expected to practice social distancing at work. Example – stay at least 6-feet apart, do not gather in groups, stay out of crowded places, and avoid mass gatherings.	Traveling in a car together, traveling on a bus, local transportation issues Space limitations Work limitations where the nature of work requires people to be closer than 6 feet			
Institutions may develop and implement appropriate policies regarding screening, including temperature checks and/or symptom monitoring for employees. Institutions will use guidance and best practices as outlined by GDPH.	Tools for monitoring may not be available (lack of resources) Detailed guidelines may be needed for symptom monitoring and response (what symptoms are concerning and to what extent)	Certain types of thermometers are in short supply or unavailable at this time		
Employees should not use other employee’s phone, desks, offices,	FMD sharing of power and large tools, sports equipment	Disinfectant wipes and other useful products for this		

UNIVERSITY OF GEORGIA

computers, or other tools and equipment.	checkout, dept. video equipment, dept. vehicles Disinfect as needed	application are in short supply or not available		
Point-of-Sale locations should suspend the use of Personal Identification Number (PIN) pads, PIN entry devices, electronic signature capture, and any other credit card receipt signature requirements to the extent such suspension is permitted by agreements with credit card companies and credit agencies. Regular disinfection of these devices is required when used.	Lack of disinfectants Staff to disinfect as needed	Disinfectant wipes and other products useful for this application are in short supply or are not available		

Sick Employees

Supervisors who observe an employee with multiple symptoms, may consult with their Human Resources office to require an employee to return home and seek medical care.	Not enough HR staff to respond to number of calls Will supervisors be able to determine multiple symptoms? Do the supervisors need training for this?			
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When an Employee Tests Positive for or is Diagnosed with COVID-19, what happens on campus? (Follow directions of the GDPH)

GDPH will begin contact tracing as soon as possible and individuals with whom the affected employee have come into contact will be notified. The USG is currently working with the GDPH to establish the most responsive plan for contact tracing on campuses. Additional guidance will be forthcoming.	For students, UHC has a dedicated RN to manage contact tracing. Contact tracing for others in the community would be performed by local GDPH. This is manageable currently because the volume has been low and social distancing has provided less opportunities for contact.	Need liberal testing criteria, routine employee screening and testing and aggressive contact tracing. Contact tracing should be supported by some form of automated peer to peer contact notification.		
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UNIVERSITY OF GEORGIA

<p>Based on guidelines, areas where an affected employee has been should be closed for 24 hours when possible. When a 24-hour closure is not feasible, the area will remain closed for as long as possible without disrupting campus operations.</p>	<p>May be a few areas where this is challenging or present an issue.</p>			
<p>Custodial services will clean and disinfect all areas used by the person who is sick using the prescribed protocols as outlined in the 3/25/2020 document. USG custodial operations guidance or more recent guidance as available.</p>	<p>Good communication to the area/dept. that was cleaned will need to occur in a consistent manner by an FMD point person. May be difficult to close a space for minimum of 24 hours before cleaning as recommended by the CDC.</p>	<p>Priority of most PPE supplies (masks, face coverings, etc.) is for healthcare and first responders – We will be unable to provide certain types of PPE for services teams to respond if required PPE not available</p>		

APPENDIX I: TRAINING MODULES FOR REOPENING

Module for Supervisors

Please note that the term “supervisor” is defined very broadly for this training module to also include faculty members, including Principal Investigators, who run research programs with multiple team members but may not appear as “supervisors” in standard organizational charts.

FORMAT:

- Online, progressive Power Point with background music
- 8 to 10 minutes

CONTENTS:

- Brief description/update of the status of the pandemic:
 - General information about COVID
 - Information re: transmission
 - Information re: common symptoms
- 30-second video with President Morehead highlighting the importance of a supervisor’s role in reopening the campus in a safe manner.
- What UGA is doing to create a safe work environment
 - This module is part of a comprehensive initiative
 - Other parts of the initiative include:
 - Phased approach in returning to campus
 - Posting of signs
 - Enhanced cleaning procedures
 - Training module for employees/students
- Public health measures:
 - Surveillance
 - Testing
 - Contact tracing
 - Isolation and quarantine
- Stressing the importance of a community-based approach led by supervisors
- Guidance re: risk mitigation:
 - Workplace checklist, which will cover:
 - Identification of risk areas/critical control points
 - Staffing plan
 - Continuity of operations plan
 - Best practices for cleaning and disinfecting frequently touched objects and surfaces:
 - Procurement/use of appropriate cleaning materials
 - Frequency of cleaning
 - Shared responsibility
 - What to do when individuals do not follow PPE/social distancing guidelines
 - Emphasize authority of supervisors to require individuals showing symptoms to leave work and seek medical attention before returning
- Accommodating/protecting vulnerable populations:
 - Procedures for self-screening/recognizing employees with underlying health conditions – direction to workplace accommodations process
 - Procedures for continuation of flexible workplace rules where appropriate, including:
 - Alternating shifts/teleworking

- Appropriate types of leave
 - Continued use of online meeting technology where appropriate
- Procedures for regulating travel
- Links to appropriate federal/state/USG/UGA references

DELIVERABLES:

- Module developed/vetted by Training and Development, in coordination with the Workplace and Health Safety Working Group/Communications Working Groups
- Accompanying workplace checklist developed/vetted by Workplace and Health Safety Working Group in coordination with Communications Working Group
- Continued use of online meeting technology where appropriate

TIMELINE:

- Module complete to share with supervisors before Phase 1
- Supervisors would have until July 7 to:
 - Complete the training module
 - Complete/submit workplace checklist to supervisor
- Module to be evaluated and updated if deemed necessary by July 1

Customized MODULE FOR EMPLOYEES/STUDENTS

FORMAT:

- Online, progressive Power Point with background music
- 8 to 10 minutes

CONTENTS:

- 45 to 60 second video featuring President Morehead:
 - Expressing pride re: the University helping the state and local communities
 - Stressing steps taken to protect the community
- Brief description/update of the status of the pandemic:
 - General information about COVID
 - Information re: transmission
 - Information re: common symptoms
- Public health measures:
 - Surveillance
 - Testing
 - Contact tracing
 - Isolation and quarantine
- Best practices for health/hygiene:
 - Hand washing
 - Do not touch face, eyes, or mouth unless hands are clean
 - Wearing masks
 - Wearing gloves
 - Continuation of social distancing
 - Stay home if feeling sick
 - Supervisors have authority to send home employees exhibiting symptoms
 - Access/options for health care
- Best practices for protecting yourself and our community:
 - Procedures for self-screening/recognizing employees with underlying health conditions
 - Direction to workplace accommodations process

UNIVERSITY OF GEORGIA

- Identification of risk areas/critical control points
- Avoid close contact with people who are sick
- Cover nose and mouth with a tissue or sleeve before coughing/sneezing
- Clean and disinfect frequently touched objects and surfaces
- The requirements of individual schools, colleges, units, and divisions will vary
- Guidelines for safe travel
- Be open with your travel history or possible exposure to others
- Stressing the importance of a community-based approach for ALL faculty, staff, and students
- Links to appropriate federal/state/USG/UGA references

DELIVERABLE:

- Module developed/vetted by Training and Development, in coordination with Workplace and Health Safety/Communications Working Groups

TIMELINE:

- Module complete to share with employees before Phase 2
- Module complete to share with students before Phase 3
- Employees would have 30 days after they return to work to complete the training module
- All students will be required to take this training module
- Module to be evaluated and updated if deemed necessary

APPENDIX J: PREVENTATIVE MEASURES ADVISORY BOARD

Scope and Purpose

As a part of implementing the recommendations of the Workplace and Health Safety Working Group for the reopening of UGA campuses, Dean Lisa Nolan, College of Veterinary Medicine, and John McCollum, Associate Vice President for Environmental Safety, have been charged to form and lead a Preventative Measures Advisory Board. The purpose of this Advisory Board is to anticipate, identify, and address the issues related to the identification and mitigation of risks and hazards associated with SARS-CoV-2 and reopening of the UGA campus ahead of the implementation of each phase of reopening as described in the “*UGA Employee Return to Campus: A Phased Approach*” guidance.

As administrators and faculty and staff with supervisory responsibilities return to campus in Phase 1, they will be asked to implement the recommendations of the Workplace and Health Safety Working Group related to the return to work of employees under their supervision. A critical component of those recommendations is the identification of the risks and hazards associated with SARS-CoV-2 and reopening of their area of responsibility as well as the identification of critical control points (CCP) at which a risk or hazard can be prevented or minimized by implementing control measures. Supervisors, including PIs, will be asked to follow the “*Guidelines for Risk Assessment, Control Point Identification, and Risk Management*” document developed by Dr. Brandy Burgess, Director of Infection Control, in the College of Veterinary Medicine, Steve Harris, Director, UGA Emergency Preparedness, and Greg Trevor, Executive Director for Media Communications, in conducting these risk assessments. While this document was developed with an understanding of the varied levels of experience in public health matters UGA supervisors will have, there will undoubtedly be a need for additional guidance and/or assistance for many supervisors in conducting the risk assessment or identifying and implementing mitigation/prevention strategies.

Administrators and supervisors will receive initial introductory training on the basics of returning to work through two online training modules delivered through the UGA Professional Education Portal (PEP) prior to their expected return to work date. This training will introduce the risk assessment tool and provide instructions for supervisors on implementation. For the more experienced supervisor, this initial training may be sufficient. However, many less experienced supervisors may find that they need additional support in conducting the assessment, or in determining what mitigation strategies to employ. This supplemental support may be in the form of a phone conversation, an email, video conferencing, additional in-person training, or on-site evaluations by a team of technical experts. How this could be effectively operationalized and communicated is a key question for the advisory board to address. As the return to work plans are implemented, the Advisory Board will continue to provide recommendations on identified and emerging issues to help ensure our employees have the safest and most healthful work environment possible as they return to work. A communication strategy will be a crucial component to the success of the Advisory Board in supporting the safe reopening of campus.

In the best interest of the health and safety of our community and based on instructions from the USG, all UGA employees are strongly encouraged to wear a cloth face covering on campus to minimize potential for COVID-19 virus spread. This includes all public spaces and spaces used by multiple people, with an even greater expectation for those who traverse campus to work in multiple buildings on a routine basis. Two washable, reusable cloth masks will be provided to each UGA employee and student. The USG instructions acknowledge that there may be unique scenarios under which employees would be required to wear a face covering and allow institutions to establish a process for documenting and approving such scenarios. UGA’s Preventative Measures Advisory Board, comprised of UGA faculty and staff with appropriate expertise, are establishing this process and will evaluate these situations on a case-by-case basis.

Cleaning and disinfecting surfaces and spaces will be a concern for supervisors and employees as return to work plans are implemented. UGA’s Facilities Management Division has been leading the effort to ensure

UNIVERSITY OF GEORGIA

appropriate cleaning of facilities has taken place during the shelter in place orders and prior to employees returning to work. However, questions and concerns regarding ongoing cleaning and disinfecting needs in certain work areas will undoubtedly arise. The Advisory Board will provide advice and recommendations on appropriate methods, materials, and frequencies as these questions and situations surface.

As detailed below, the Preventative Measures Advisory Board is comprised of technical area experts in Infectious Disease, Medicine, Public Health, Health and Safety, and Communications from across campus. This group considers and provides recommendations for issues related to SARS-CoV-2 and reopening of campus. To accomplish this task, Colleges, Institutes, Centers, and work units identified a representative(s) to be the point person through which information can transfer from the Advisory Board through the various organizations. These representatives are critical in bringing important issues to the attention of the Advisory Board as well as serving in the role of contact point for the dispersal of information in their respective units.

The Preventative Measures Advisory Board members are:

- Dr. Lisa Nolan, Dean College of Veterinary Medicine Lisa.Nolan@uga.edu (Co-Chair)
- Dr. Marsha Davis, Dean College of Public Health davism@uga.edu
- Dr. Shelley Nuss – Campus Dean, AU/UGA Medical Partnership snuss@uga.edu
- Dr. John Francis – Campus Associate Dean for Student and Multicultural Affairs, AU/UGA Medical Partnership francisj@uga.edu
- Dr. Russ Karls, Department of Infectious Diseases, College of Veterinary Medicine rkarls@uga.edu
- Dr. Brandy Burgess, Director of Infection Control, College of Veterinary Medicine Brandy.Burgess@uga.edu
- Dr. Keith Harris, Department of Pathology rkharris@uga.edu
- Dr. Chris King, AVP for Research Integrity and Safety cking@uga.edu
- Dr. Glen Nowak, Director of the Center for Health and Risk Communication, College of Journalism and Mass Communication gnowak@uga.edu
- Hayley Major, Strategic Marketing, Division of Marketing and Communications hayleyrm@uga.edu
- John McCollum, AVP for Environmental Safety mccollum@uga.edu (Co-Chair)
- John Kotval, Manager, Industrial Hygiene and Occupational Safety Program johnkotval@uga.edu

The Advisory Board will also be supported by a number of University units including Human Resources, Legal Affairs, University Health Center, UGA College of Public Health, FMD, and the Executive Committee of the Environmental Health and Safety Management System.

APPENDIX K: CAMPUS TRANSIT PLAN

Procedures

Based on current Federal Transit Administration (FTA) and Georgia Department of Public Health (DPH) guidelines (changes frequently)

- Phase 1 - no bus service
- Phase 2 is focused on training
- Phase 3
 - passengers separated from the driver,
 - entering through the rear of the bus only,
 - plastic chain placed 6' back from the driver to maintain separation between driver and passengers.
 - drivers will be wearing masks,
 - seats are blocked to maintain FTA guidelines on capacity
 - modified routes to provide more frequent service with tighter routes
 - passengers are strongly encouraged to wear masks and to adhere to social distancing guidelines
 - hand sanitizer will be on the buses
 - additional disinfection will be performed throughout the scheduled day, and full disinfection at night

Opportunities to Reduce Crowds on Buses – (recognizing that early in semester and at other specific times, buses become crowded thus making physical distancing more challenging) Buses will limit ridership based on Federal Transit Administration (FTA) and Georgia Department of Public Health (DPH) guidelines.

Watch for Dawgs Website - <https://watchfordawgs.uga.edu>

The Watch for Dawg website is the best place we have to maintain content about walking routes and safety. We will use this site to communicate new practices related to social distancing and to encourage walking.

- We will continue to work with the Health Center to include their information on social distancing guidelines.
- Watch for Dawgs was presented to UGA's Strategic Communications group in May to ensure that the site will be included as a resource for return to campus information related to transportation.
- Walking / Cycling information will also be referenced on the Transportation and Parking Services (TPS) website

UGA App

There is a campus map feature on the UGA App that allows individuals to get point-to-point walking / cycling routes to encourage and facilitate these alternatives. Data is managed by Google. We are reaching out to EITS to promote this feature and Auxiliary Services will support the promotion via TPS and Watch for Dawgs outlets.

There is a reference to this feature on the Watch for Dawgs website <https://watchfordawgs.uga.edu/pedestriansafety/>

Transit Bus Stop Virtual Tours - <https://uga.360transit.app/>

Virtual Tours are available for each of our bus stops on campus that include bus information, location information and walking information to areas of interest in close proximity to each bus stop.

UNIVERSITY OF GEORGIA

These virtual tours are being promoted in our Orientation Modules as well as the Watch for Dawgs and TPS websites.

LiveSafe App

The Office of Emergency Preparedness maintains a LiveSafe personal safety app.as well <https://prepare.uga.edu/livesafeapp/>. Auxiliary Services will coordinate with the Office of Emergency Preparedness for promotional opportunities.

Infrastructure

Depending on the environment, appropriate signage will be utilized around campus.

Additional Opportunities:

- Watch for Dawgs work group to focus on walking /biking as a key message and develop communication plan.
- Working with Admissions to include information in orientation and first-year communications.
- Social Media Posts and Videos
- Digital Signage
- Bus Cards
- Email
- Leverage existing Watch for Dawgs Partners (UHC, sustainability, emergency preparedness, UPD, MarComm, Traffic Safety and Research, etc.) to assist with communications effort

Current / Past Promotions

Bulldog Bike Share is a great way to promote alternative transportation as well. During this period of reduced operations, this service has been promoted the following ways:

- Office of Sustainability Virtual Earth Day Fair (April)
- Online Orientation:
 - Information on Watch for Dawgs Module
 - Information on Transportation and Parking Module
 - Information on One Stop Shop Module
 - Social media content is l being shared with Orientation Leaders
 - Will be mentioned in Auxiliary Webinars
- Bulldog Bike Share and walking route information was provided to SGA in a statement for their use related to response to bus route changes
- Bulldog Bike Share was included in the parking permit registration email to all fac/staff and students
- On Watch for Dawgs website <https://watchfordawgs.uga.edu/bulldogbikeshare/>

APPENDIX L: COVID-19 RELATED WORKPLACE ACCOMMODATIONS PLAN

Requests from faculty and staff for an accommodation due to COVID-19 will be handled through the University's existing Americans with Disabilities Act (ADA) accommodations process. If you have any questions regarding a COVID-19 workplace accommodation question or request, please contact the HR Liaison for your respective unit or the Office of Faculty & Staff Relations in University Human Resources. More information can be found in **Appendix O** or by visiting the [UGA ADA accommodations website](#).

The Centers for Disease Control and Prevention (CDC) has determined that older adults and people of any age who have serious underlying medical conditions might be at higher risk for severe illness from COVID-19.

Based on what is known now, those at high-risk for severe illness from COVID-19 are:

- People 65 years and older
- People who live in a nursing home or long-term care facility
- People of all ages with underlying medical conditions, particularly if not well controlled, including:
 - People with chronic lung disease or moderate to severe asthma
 - People who have serious heart conditions
 - People who are immunocompromised
 - Many conditions can cause a person to be immunocompromised, including cancer treatment, smoking, bone marrow or organ transplantation, immune deficiencies, poorly controlled HIV or AIDS, and prolonged use of corticosteroids and other immune weakening medications
- People with severe obesity (body mass index [BMI] of 40 or higher)
- People with diabetes
- People with chronic kidney disease undergoing dialysis
- People with liver disease

Faculty and staff who seek an accommodation through the Americans with Disabilities Act (ADA), based on the CDC at higher risk for severe illness factors as previously outlined, will need to submit a Request for Reasonable Accommodation Based on Disability Form to the Office of Faculty and Staff Relations in University Human Resources. A review of the request of the identified COVID-19 related condition will determine whether the reported condition meets the criteria under the ADA and whether the accommodation(s) requested is/are reasonable and appropriate.

UGA Reasonable Accommodation Request Form

The University of Georgia (UGA) provides reasonable accommodations for employees with ADA defined disabilities, including those who may be covered by public health emergency guidance when necessary. A reasonable accommodation is an accommodation that enables the employee to perform the essential functions of their position, is medically necessary, and does not create an undue hardship to the institution. Employees who are requesting reasonable accommodation must complete and submit this request form along with supporting documentation to the Faculty and Staff Relations Office in University Human Resources at hrweb@uga.edu.

- A confidential interactive discussion with Human Resources is encouraged for employees who are seeking reasonable accommodations.
- The campus accommodation process is meant to address accommodations directly related to the employee (one’s self) and their job functions. If you are seeking an accommodation related to the care of others, please refer to [employee leave options](#) (including Family Medical Leave Act (FMLA)).
- If more information is needed, the University may require that you authorize your health care provider to confirm your disability and/or the need for the requested accommodation.
- It is your responsibility to ensure that your health care provider statement or other supporting documentation is returned to the Faculty & Staff Relations Office.
- You are not required to disclose to your immediate supervisor the medical basis for a requested accommodation. Medical records are confidential and maintained in University Human Resources only.

To request assistance with the process or form, please contact University Human Resources (706) 542-2222 or at hrweb@uga.edu.

EMPLOYEE INFORMATION		
Employee Name:	Employee ID #:	
Employee Job Title:	Employee Department:	
Home Phone Number:	Cell Phone Number:	E-mail:
Supervisor Name:	Supervisor E-mail:	
ACCOMMODATION TIMEFRAME		
This is a (<i>choose one</i>): <input type="checkbox"/> New request for accommodations <input type="checkbox"/> Request for an extension and/or alteration of existing accommodations*		
Physician confirmation may be required.		
Anticipated Begin Date of accommodations:	Expected end date of accommodations:	
NATURE OF THE QUALIFYING DISABILITY/PUBLIC HEALTH EMERGENCY (Select all that apply):		
What physical or mental impairment have you been diagnosed with by your physician(s) that require ADA accommodations?		

<p>AND/OR</p> <p>What underlying medical condition or CDC defined status puts you at a greater risk for severe illness related to the public health emergency?</p>
<p>REQUESTED/SUGGESTED ACCOMMODATION: What Specific accommodation(s) are you requesting? Please select from the options below:</p>
<p><input type="checkbox"/> Modification of job duties. Please describe:</p> <p>Duration requested: / / until / /</p>
<p><input type="checkbox"/> Modification of work schedule (telework, flexible scheduling, reduction of hours, etc.). Please describe:</p> <p>Duration requested: / / until / /</p>
<p><input type="checkbox"/> Modification of physical environment (i.e. alternative on-site work location). Please describe:</p> <p>Duration requested: / / until / /</p>
<p><input type="checkbox"/> Leave of absence or intermittent leave use: Please describe and complete a copy of departmental leave form:</p> <p>Duration requested: / / until / /</p>
<p><input type="checkbox"/> Assistive equipment. Please describe equipment you are requesting that the Institution provide:</p>
<p><input type="checkbox"/> Facilities modification (e.g., doors widened, ramps installed). Please describe:</p>
<p><input type="checkbox"/> Interpreter (Sign Language), reader, or real time captioning. Please describe:</p>
<p><input type="checkbox"/> Classroom Reassignment. Please describe (include current and desired assignment):</p>
<p><input type="checkbox"/> Other Accommodation. Please describe the accommodations you believe are needed to enable you to perform the essential functions:</p>
<p>JOB DUTIES, ESSENTIAL FUNCTIONS, AND ACCESSIBILITY</p> <p>Please provide a description of your current primary job duties, which of those duties you perceive could be performed with accommodations, and how. (Please attach additional pages if needed) Essential functions as outlined in the employee’s official position description and/or from the employee’s supervisor will also be reviewed. If more specific information is needed to respond to your request, a Job Analysis for your position may be prepared.</p>
<p>JUSTIFICATION NARRATIVE</p> <p>Please describe how the accommodation(s) requested above will allow you to perform the essential functions of your position (attach separate sheet if necessary):</p>

HEALTH STATEMENT AND INFORMATION	
<input type="checkbox"/> Health Care Provider Statement (Provider documentation of accommodation requirement or work arrangement needed)	
<input type="checkbox"/> Other Supporting Documentation (Record of diagnosis or other supporting documents that meets public health emergency guidance)	
PHYSICIAN CONTACT INFORMATION: The physician may receive communication from the institution's HR department requesting information on your impairment/disability and recommendations for accommodations.	
Physician's Name: Physician's Telephone #: Physician's Fax #:	Physician's Email Address: Physician's Address:
EMPLOYEE AUTHORIZATION	
<input type="checkbox"/> I authorize a representation of the UGA Faculty & Staff Relations Office to communicate directly with my health-care provider for confirmation of the impairment and clarification regarding the need for an accommodation.	
Employee Signature: _____	Date: _____
EMPLOYEE CERTIFICATION	
I certify that the above information is accurate and complete. I understand that I must contact the HR Faculty & Staff Relations Office regarding any changes or updates to this request as submitted.	
Employee Signature: _____	Date: _____
UNIVERSITY HUMAN RESOURCES USE ONLY	
Required documentation (if applicable) received from employee: No <input type="checkbox"/> Yes <input type="checkbox"/> Received on date: _____	
Accommodations Decision: <input type="checkbox"/> Approved <input type="checkbox"/> Denied <input type="checkbox"/> Modified as outlined below: _____	
<hr/> Name of University Representative: _____ Signature of University Representative: _____	

APPENDIX M: EXPECTATIONS FOR CONTRACTORS, VENDORS AND SUPPLIERS IN RESPONSE TO COVID-19

The University of Georgia's top priority in these uncertain times remains the health, safety and wellbeing of all members of our campus community. In order to facilitate safe and efficient business processing, the University of Georgia has established the following expectations for all suppliers, contractors, and vendors ("Contractors"):

1. Contractors that receive a UGA purchase order should submit invoices electronically to facilitate timely processing. Invoices should be submitted via actpay@uga.edu.
2. When on University campuses and other University facilities, all Contractors, their subcontractors, or potential Contractors are expected to comply with the guidelines established by [OSHA](#) and the [Center for Disease Control \(CDC\)](#), as updated, to prevent and control the spread of COVID-19, as well as all other federal, state, and local regulations and guidelines. In the best interest of the health and safety of our community and based on instructions from the University System of Georgia regarding employees, Contractors are strongly encouraged to wear face masks while on University property.
3. Conduct meetings with University personnel virtually whenever possible. If such meetings cannot be conducted virtually, minimize attendees and maintain social distancing. Contractors are strongly encouraged to wear face masks during in person meetings.
4. Unscheduled Contractor visits to campus are not permitted for any reason. Contractors must contact their University point of contact prior to providing onsite services.
5. Contractors should contact the Georgia Department of Public Health (844) 442-2681 immediately should they become aware of a worker who is suspected or confirmed to have COVID-19 and is or has been on a University campus or University facility. The Department of Public Health oversees contact investigation and notification of persons who have had close contact with the individuals in question. Should University or Campus facility staff learn of a Contractor who has a worker who is suspected or confirmed to have COVID-19 they should use the campus' COVID-19 notification process as they would for an employee or student.
6. Contractors should provide their contact at the University as much advance notice as possible of any anticipated impacts related to the spread of COVID-19. Examples of potential impacts include delays in order fulfillment due to supply chain disruptions, travel bans resulting in the need to reschedule on site services or to provide services online rather than in person, etc.

Please be advised that this situation is evolving rapidly, and we are updating policies and procedures regularly to maintain the safety of our community. To that end, the above-referenced expectation may be revised or extended as appropriate. The current version of these expectations maybe found at: <https://busfin.uga.edu/procurement/expectationsforsuppliers>. For the most up to date information regarding the University's response to COVID-19 please visit the University's [Coronavirus Information and Resources page](#) and [Procurement website](#).

We are grateful for your cooperation and understanding as together, we work diligently to deliver services in a manner that protects all the members of our community.

APPENDIX N: EXPECTATIONS FOR TESTING, SCREENING, SURVEILLANCE, CONTACT TRACING, ISOLATION AND NOTIFICATION

Introductory narrative from USG Guidelines:

“Every scenario/contingency plan should expect to implement the following:

At this point in time we do not know what our role in testing will be. In concert with GDPH, specific guidance from the University System of Georgia will be forthcoming related to COVID-19 testing, monitoring, contact tracing, and isolating. Guidance related to testing, screening, contact tracing, isolation, and notifications is evolving and campuses should be flexible in their plans to be able to respond to the most up-to-date best practices.

For now, the USG requires that you submit the following information.” (Note to reader: The USG’s questions appear in bold.)

Testing:

***In the event institutions will have access to rapid testing, will your campus be able to administer the tests through your on-campus health center or will you need to partner with a local health care provider or public health entity to administer tests?**

The UHC *does* have the capacity to perform testing in the clinical context of delivery of care to students. We currently rely on national reference labs for non-rapid testing. The UHC has a Joint Commission accredited and state regulated independent lab and the specialized staffing essential for this service to function are on site. We have pursued rapid testing and obtaining testing platforms and kits has been delayed due to supply chain limitations.

We believe that real-time, reliable results in clinical contexts that drive early detection, provision of care, access to services, identify those in highest need of isolation, trigger intensive contact tracing, and facilitate notification and quarantine efforts are essential to campus safety.

There are three important caveats relative to testing.

- 1. The impact of illness prevalence:**

Increasing numbers of sick students, where COVID activity is concurrent with typical respiratory complaints that surface throughout the semester will stress the University resources. Traditionally, increasing prevalence of illness on campus results in greater access to community resources. Obtaining specimens for COVID testing is associated with significant protective routines for medical staff as well as specialized locations and cleaning regimens, all of which constrain patient throughput.

- 2. Specimen acquisition requires a controlled environment.**

The UHC has achieved this utilizing tents in their parking lot. Heat, increased volume of students as patients, the complexity of triage and routing of patients, and the admixing of well and sick students with employees pose logistical challenges.

- 3. Accurate, early diagnosis optimizes mitigation strategies and resources.**

The propensity to test more frequently builds the extent and accuracy of our knowledge of the prevalence of asymptomatic individuals, who are infected with coronavirus and provides confirmation of those presumptively diagnosed with COVID, based on COVID-like symptoms. The value of more frequent testing with rapid results is that it yields the earliest possible knowledge of COVID status, lessening the consumption of isolation resources while awaiting results, and more rapidly setting contact tracing into motion. If testing is used for disease surveillance on campus,

earlier intervention and mitigation of infection can occur. Frequent testing, based on a solid epidemiologic plan, will build the community's confidence in the safety of campus activities.

If you will need an external provider to administer tests, with which health care provider or public health entity in your community could provide this service?

The University does not have capacity to provide large volume through-put testing to symptomatic faculty and staff for clinical or diagnostic purposes, or, in a screening capacity for students or faculty/staff at present. We have traditionally relied on the community or Public Health resources for this.

We propose the following direction to address testing capacity through partnership:

Scalable resources do exist in the community. Locally, the DPH has a specimen acquisition resource that has the potential for growth at its Paradise location in Athens. That site is limited by lab capacity and availability of test kits. The site does have mobile resources. Lab capacity has the potential to increase dramatically through the Vet Medicine's diagnostic labs, designed for high throughput, but not yet CLIA approved. Gaining CLIA status is likely to occur soon. This lab is the only campus resource that has the quality assurance and control methodologies in place required to ensure the fidelity of a clinical lab. Access to the site, specimen transport to the lab, test resulting, and health information sharing are residual gaps to close.

Other community resources have limitations.

The community has limited resources for rapid testing at the point of care, currently limited to the hospital setting. Local hospitals are facing financial concerns that limit scale. While benefits to centralizing traditional PCR or serologic testing are real, no such structure exists at present for this outside of the DPH. Were the community to build a systemic process and reorient existing resources in an accessible and efficient manner, the testing cycle (specimen acquisition, an ordering system, and result information sharing processes) must still be addressed to be successful.

What additional resources would you need to provide access to testing outside of the tests themselves?

- PPE to support a scaled effort of testing and treating
- Dedicated location that is isolated but proximate from the main UHC, accessible, and environmentally controlled (currently tents lack environmental control)
- Specimen transport process if labs are to be done off site relative to acquisition.
- Test result platform that is accessible to clinical services as well as public health for contact tracing.
- For Veterinary Diagnostic Labs to perform high throughput COVID diagnostics, testing reagents, PPE, and, depending on volume of testing to be performed, added personnel and equipment might be required.

The clinical testing and public screening/surveillance efforts that involve testing need further definition and their relationship to one another has need of further development. This work is significantly constrained by a lack of knowledge regarding the resources and supply chain conditions that will be in place in the weeks and months to come. A wide range of operational plans hinge more on materials goods than the ability to apply them.

Screening:

***Institutions should develop and implement appropriate policies regarding screening, including temperature checks and/or symptom monitoring for employees and for students. Institutions will use guidance and best practices as outlined by GDPH. Please provide any policy or practice you will use to guide screening on your campus. What additional training or resources will you need in order to conduct the identified screening measures?**

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We believe that education and symptom monitoring couple to offer the most effective screening strategy. Policy elements include:

- Training
- An attestation statement, after completing training, that policy is understood and will be adhered to as a contingency for returning to campus.
- Work towards a UGA wide commitment statement is underway.
- Temperature
 - Temperatures over 100.4°F are considered a fever.
 - Monitoring the temperature of individuals in buildings on campus to screen for fever is not routinely recommended. However, accommodation will be made for high risk environments (e.g., University Health Center, College of Veterinary Medicine) who choose to perform temperature screening on entry.
 - Daily temperature checks by employees and students is strongly encouraged prior to leaving their residence. Temperatures over 100.4 °F are considered a fever.
 - Temperature checks may be conducted randomly on campus as part of a surveillance strategy.
 - When temperature checks are performed, CDC/DPH guidance for PPE will be adhered to.
- Daily symptom screening by all employees. This is a passive process for entry (by presenting to work employees are essentially stating that they have no symptoms, listed below). If they fail the screening checklist employees are to notify their supervisor. (See HR screening policy for details)
 - Cough
 - Shortness of breath or difficulty breathing
 - Fever (>100.4° F)
 - Chills
 - Muscle pain
 - Sore throat
 - Loss of taste or smell (without a stuffy nose)

* This list does not include all possible symptoms. Other less common symptoms have been reported, including gastrointestinal symptoms like nausea, vomiting, or diarrhea.

Anyone experiencing emergency warning signs of COVID should seek emergency care immediately.

- Trouble breathing
- Persistent pain or pressure in the chest
- New confusion
- Inability to wake or stay awake
- Bluish lips or face

Reference:

<https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>

<https://www.cdc.gov/coronavirus/2019-ncov/community/general-business-faq.html>

Additional resources needed:

- Thermometers (where indicated)
 - Physical
 - Handheld forehead
 - (Monitoring stations if chosen)
- Logs for building/workplace entry
- PPE and physical barriers if temperatures are to be taken on site.

Surveillance:

While we have not been specifically asked to address surveillance, as a part of screening efforts it will be epidemiologically important.

We will employ passive and active surveillance for COVID-19. Passive surveillance will rely on analysis of self-reported data from students and employees as well as presumptive and confirmed case reports from UHC. Surveillance information will flow from clinical testing, daily employee screenings for those who attest to symptoms, and contact tracing through patterns of quarantine.

Active surveillance will include SARS-CoV-2 antigen testing following an epidemiologically sound scheme developed by a team of university physicians, epidemiologists, disease modelers and laboratory diagnosticians (*e.g.*, Drs. Brandy Burgess, Roy Berghaus, David Stallknecht, Hemant Naikare, Jesse Hostetter, and John Drake). It is anticipated that up to 20% of the university population could be tested at any one time with testing repeated at regular intervals. Altogether, such data will be used to identify hotspots and trends and used to target disease interventions.

As we further develop our processes for testing, create communication with the DPH, and implement screening policy, we will build methodology for aggregating this information.

Syndrome surveillance can be greatly enhanced, as can employee screening, through mobile apps designed for this purpose. UGA has two proprietary apps that would serve as viable candidates for additional development of a straightforward symptom screen, performed routinely by those opting in. We are actively assessing these.

The CPH has resources and expertise to facilitate this development which ideally will be accomplished by the end of phase 1. A centralized source for active and passive data will greatly enhance analytics.

The data acquisition processes supporting surveillance must be separate from notification processes, but the aggregate data should inform mitigation decision making.

Contact Tracing:

DPH has the lead on tracing

USG is working with GDPH to determine the best avenue for contact tracing on the USG campuses. Further guidance is forthcoming. Contact Tracing is an important part of an overall comprehensive approach. Additional requests related to campus planning for contact tracing and any necessary training will be given in the future. A plan submission is not required at this time.

While we will not perform contact tracing, some principles apply as noted:

- The UGA CPH will be standing up a course over the summer and that students will participate.
- Some CPH trainees may serve as tracers deputized and under the supervision of the DPH there is value in peer level communication in the process for students.
- Much contact notification occurs by an individual that tests positive well prior to initiation of formal tracing. This is both valid and should be encouraged.
- While we will not be performing contact tracing, UGA's Notification Process will share a node with DPH to strengthen the contact tracing process. A role identified as a point of contact with the DPH and development of a relationship with our local district (10) staff to formalize this process is under way. This will be a shared process point where bidirectional communication with the DPH can be cross covered as,
 - Mitigating efforts, implemented by UGA or the USG, will need to be informed to some extent by the outcomes of DPH driven contact tracing.

- Support for contact tracing by the DPH includes an app for contacts to use to communicate with the DPH and the DPH with them. UGA will not use this app.
- The suggestion by a contact tracer to quarantine or isolate will need to be accommodated by supervisors. HR has advisements in place and training for the use of leave regarding this.

Isolation:

Employees who test positive or receive a clinical diagnosis for COVID-19 should leave campus immediately and not return to campus until they meet the below criteria for discontinuing home isolation. The Workplace and Health Safety plan should be followed and support the needs of the employee while away from work due to COVID-19.

Students who test positive for COVID-19 should leave campus immediately and return to their primary residence whenever possible. Students must remain off campus until they are able to meet the GDPH guidance for discontinuing isolation (see below).

*Institutions should submit their plans for:

1. How to work with a student who tests positive for COVID-19 from the point of test results to allowing a student back on campus or back into campus life
 - At diagnosis students are placed into a registry and nursing follow up is established the next day and then as needed via phone or another form of virtual check-in, such as secure messages.
 - Referral to Student Care and Outreach is initiated at the time of diagnosis so that hardships or impact on class performance, need for accommodations, or to facilitate access to other support service resources.
 - Students who test positive are to meet CDC time and symptom-based criteria in order to return.
 - The registry will project when a quarantine period or the 10-day mark from symptom onset is to be met.
 - When isolation ends the UHC will reach out to the student to verify plans and identify needs.
2. Where a student will isolate if returning home is not an option
 - If in an **on-campus residence hall**, the residence life director will work in tandem with the campus health center or local health care partner to determine what practices and procedures should be in place. Plan submissions for this scenario should include details for those practices and procedures to include arrangements for cleaning and disinfections; food service; and monitoring.
 - On-campus residential housing may variably accommodate isolating a student in place in their room. The majority of housing accommodations in dorms, however, will not. A limited number of rooms that do fit the criteria for optimal isolation (separate bath, private ingress and egress, etc.) were identified at the onset of the pandemic. In the case where these rooms are not available, housing assessments will be made on a case by case basis. Lacking a workable solution, occupancy in a hotel room or rented space becomes the next choice.
 - Food service delivery is available for those on the meal plan. Cleaning practices will be handled by trained cleaning teams, and referral to Student Care and Outreach as well as the support of the UHC follow as is the case with students who can leave campus.
 - If in an **off-campus facility**, describe where the student will go, what arrangements will need to be made with the off-campus facility, including expected cost (e.g. hotel, medical facility, etc.). Plan submissions for this scenario should include details for those practices and procedures to include arrangements for cleaning and disinfections; food service; and monitoring.
 - Students living off campus most often stay in their current residence, or, go to their homes. Efforts to minimize co-habitants are based on the level of separation that is

realistic given each residence's setting. In the event that the residence cannot accommodate isolating with cohabitants and going home is not an option, seeking hotel accommodations is the next option. Students who live off campus typically support their own needs for food, likewise for cleaning practices. However, referral to Student Care and Outreach as well as the support of the UHC follow as is the case with students who can leave campus.

3. Plans should include any self-quarantine requirements as directed by the GDPH as a result of contact tracing
 - Contact tracing will create self-quarantine recommendations and these individuals will self-monitor in their dorm rooms in single occupancy. If multi-occupancy, and, both are contacts, or, if roommates desire, more than one quarantined occupant may cohabit and self-monitor. Meal plan students can have delivery arranged and support can be accessed through Student Care and Outreach.

Return to work or learning in person:

GDPH guidance for discontinuing isolation (as of [5/3/2020](https://dph.georgia.gov/isolation-contact) – for up-to-date information related to discontinuing home isolation, visit <https://dph.georgia.gov/isolation-contact>):

Discontinuing home isolation if you have symptoms

You must remain under home isolation precautions until:

1. You have had no fever for at least 72 hours (that is three full days of no fever without the use of medicine that reduces fevers)

AND

2. other symptoms have improved (for example, when your cough or shortness of breath have improved)

AND

3. at least **10 days** have passed since your symptoms first appeared

Discontinuing home isolation if you do not have symptoms

You must remain under home isolation precautions until:

1. **10 days** have passed since the date of your first positive COVID-19

AND

2. You have had no subsequent illness.

In addition:

1. For 3 days following discontinuation of isolation, you should continue to limit contact (stay 6 feet away from others) and limit potential of dispersal of respiratory secretions by wearing a covering for your nose and mouth whenever you are in settings where other persons are present. In community settings, this covering may be a barrier mask, such as a bandana, scarf, or cloth mask. The covering does not refer to a medical mask or respirator.
2. If you develop symptoms, you should follow the “Discontinuing home isolation if you have symptoms” above.

Downloadable Georgia Department of Public Health return to work guidance for non-healthcare workers can be found here: <https://dph.georgia.gov/document/document/dph-covid-19-return-work-guidance-after-covid-19-illness-or-exposure-persons-not/download>

Notifications:

***Employees who test positive for COVID-19** or who receive a clinical diagnosis should report the positive test to their immediate supervisor as soon as possible. Each campus should identify one (1) point

person to whom all supervisors will immediately notify of an infected employee. This point person will initiate the institutional plan for contact tracing and any further notifications required with the GDPH. Supervisors are not to share the news of or the identity of a COVID-19 diagnosis/test with anyone other than the campus point person. Campus-wide notifications of COVID-19 are not necessary as long as contact tracing is in place.

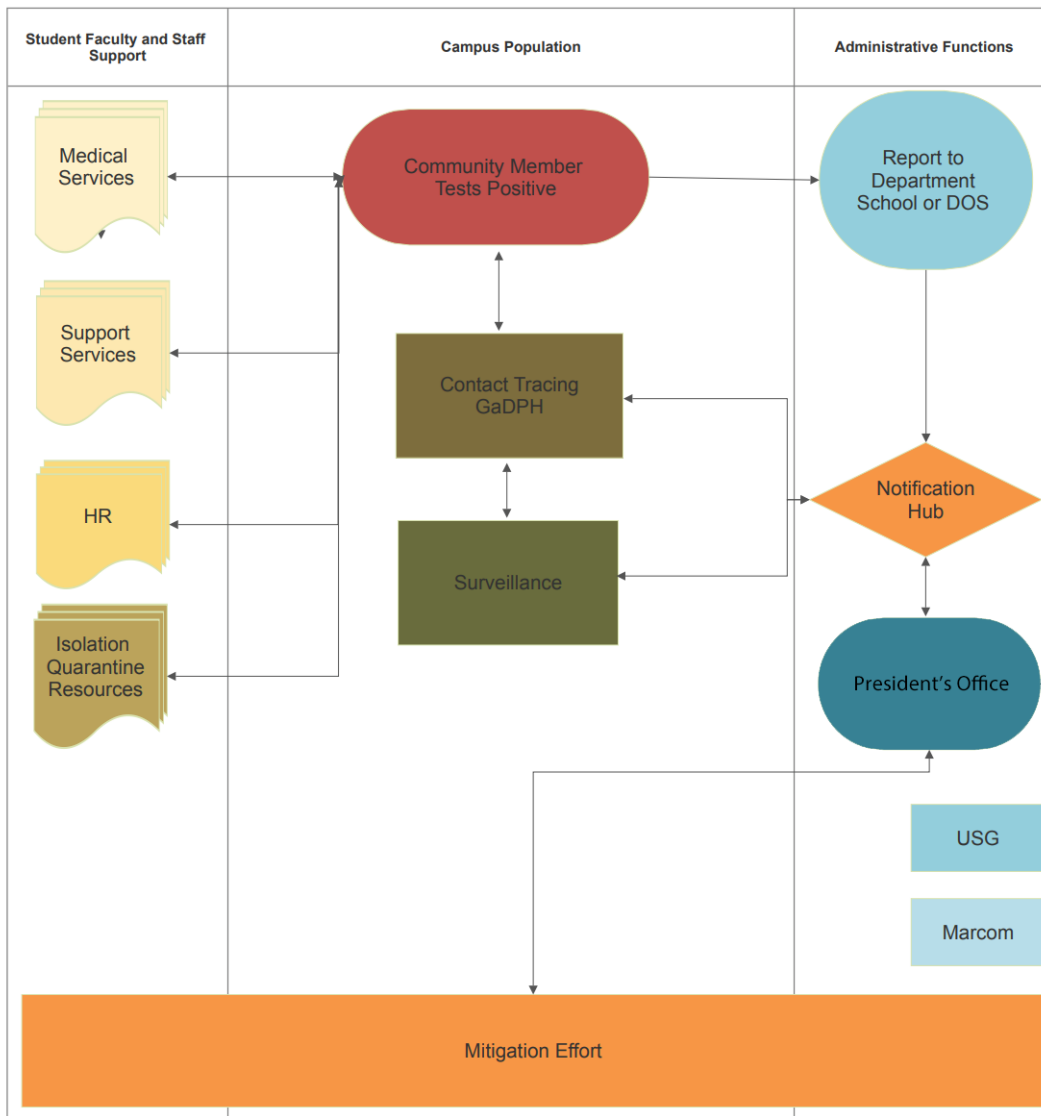
***Students should notify** the following individuals on campus if they receive a diagnosis of COVID-19:

If you live in the residence hall	Residence Director or Equivalent Position
If you live off campus	Dean of Students or Equivalent Position

If an **employee receives a notification of a positive test for an employee or a student**, they should immediately notify either their supervisor in the case of an employee or Student Care and Outreach in the case of a student. Employees who test positive or receive a clinical diagnosis for COVID-19 should leave campus immediately and not return to campus until they meet the CDC criteria for discontinuing home isolation.

Current notification policy for faculty, staff, and student cases uses a Qualtrics survey tool that is submitted through the supervisory line for offices across campus. Most student incidents are reported through the Office of the VP for Student Affairs, although some are made through the deans of the schools and colleges. Each survey is reflected to representatives of the President’s Office, the Provost’s Office, and the UHC. Similar structure going forward with a process that informs DPH-managed contact tracing in real time is planned. The individual taking this role in the structure will be trained and effectively be the “point person” for the DPH. We anticipate that this role may involve several staff so that a schedule can be maintained allowing for scale cross coverage. Ideally UGA will place a CPH staff member who is closely associated with their training program, or, one who has completed this program in that role. A counterpart to this point person at the DPH will also be identified. Discussion is underway to facilitate information sharing between the University and the DPH. Bi-directional flow of information relating to those discovered as significant contacts through the contact tracing process to the University will be needed to facilitate quarantine and isolation efforts at the department level for employees. This includes off-campus vendors and contractors whose contact tracing exposes a presence on campus. Likewise, data from the notification process shared with the DPH can facilitate tracing efficiency.

- Notification as a process node has 4 major branches.
 1. DPH for contact tracing
 2. President’s office for general knowledge, reporting to the USG, assisting with Departments and Schools and local impact, cleaning and other environmental concerns, MARCOMM and general communications.
 3. Informing surveillance efforts for targeted investigation
 4. Larger mitigation efforts, speed up/slow down, de-densify, etc.
- Content of the survey will require re-tooling to include DPH requested information
- See schematic



Academic Arrangements for Faculty and Students with COVID-19

If a **faculty member tests positive for COVID-19** or receives a clinical diagnosis for COVID-19 and is temporarily unable to continue teaching their courses, department chairs will make appropriate arrangements for the faculty member’s courses to be covered and for students to continue to earn the credit for which they are registered. Faculty will work with the campus human resources department to identify available leave options.

If a **student tests positive for COVID-19** or receives a clinical diagnosis for COVID-19, faculty should be prepared to make any necessary flexible arrangements for a student to complete the coursework. The institution should make every effort to provide for continued enrollment for students with COVID-19 without penalty to the student. Students may choose to obtain a medical withdrawal for courses with a COVID-19 test or diagnosis.

APPENDIX O: RETURN TO CAMPUS GUIDELINES FOR FACULTY AND STAFF

INTRODUCTION

Throughout the University of Georgia's (UGA) response to the COVID-19 pandemic, UGA has remained focused on the health and safety of our faculty, staff and students. This commitment has never wavered, and it remains a guiding tenet as the University prepares to enact a carefully planned and measured reopening of its campuses.

Please understand that UGA's knowledge about the COVID-19 virus and the best practices to respond to the pandemic continue to evolve. For this reason, guidance, plans, and policies related to the return to campus operations at UGA will also evolve.

UGA's preliminary plan has been developed over the month of May, as nine working groups have researched and developed recommendations which were submitted to the University System of Georgia (USG) for approval. These recommendations comply with Executive Orders and directives from the Governor's Office, and reflect guidance from the Georgia Department of Public Health (GDPH) and the Centers for Disease Control and Prevention (CDC), as well as the USG.

The USG and UGA will continue to monitor developments related to COVID-19 and receive counsel from state public health officials. Guidance could be subject to change, even after these plans are put in place. The University community will need to remain flexible, patient and empathetic as plans are implemented and campus operations are restored.

What is UGA Doing to Create a Safe Working Environment for Employees?

- Following best practices from the University System of Georgia, the Georgia Department of Public Health and the Centers for Disease Control and Prevention
- Taking a gradual and phased approach for employees returning to work
- Providing training modules for supervisors, employees and students
- Issuing two (2) reusable and washable cloth face coverings to all students, staff and faculty and strongly encouraging their use while on campus
- Requiring all employees to self-monitor and acknowledge that they are not aware they have signs and/or symptoms of COVID-19 before coming to campus each day; as this includes asking each employee to take their own temperature each day before reporting to work, the University will be providing a digital thermometer to all students, staff and faculty
- Implementing enhanced cleaning and disinfection protocols across campus
- Providing technical assistance and resources to supervisors to assist them in their efforts to create a safe work environment prior to the return of all students, staff and faculty
- Use of reminder signage and other communications to encourage all members of our community and visitors to help prevent the spread of COVID-19 by practicing good hygiene

PHASES

UGA's return to operations will take place in a gradual manner utilizing the three phases summarized below. Deans, Department Heads, and Directors will have the responsibility to utilize this framework to develop unit-based plans for the staggered return of their faculty and staff, as well as the flexibility to determine those who should be brought back to campus during Phases 1 and 2. **Please note that no employee should return to campus until they are notified by their unit they can do so.** A detailed chart of the three phases can be found in the appendix to this guide.

Phase 1

On June 15, 2020, the following return to campus

- Supervisors designated by their Dean, Director or Department Head return to ensure that the work environment under their purview is configured to decrease health risks to their employees.
- Personnel who perform mission critical/time sensitive functions
- Personnel who need to support supervisors or those with mission critical/time sensitive functions

Phase 2

(Preparation for Return to Regular Operations) Early July 2020 with date to be determined

- Supervisors (including administrative faculty) who did not return to campus during Phase 1
- Personnel who perform mission critical/time sensitive functions who have worked remotely during reduced operations
- Appropriate support personnel for the groups listed above
- Staffing will be adjusted to support returning faculty, staff and students who are preparing for full operations in Phase 3

Phase 3

(Coincides with start of Fall Semester) August 2020 with date to be determined

- All faculty and staff return to campus for the 2020 Fall Semester
- Individuals in those populations defined as at risk, who have applied with appropriate documentation for accommodation and have been approved for such, should remain in a teleworking/rotational schedule or other accommodation as approved by the University's workplace accommodation process, as outlined on page 10 of this document

REQUIRED SUPERVISOR AND EMPLOYEE TRAINING MODULES

All supervisors, employees and students will be required to complete a training module as a part of the phased return to campus operations. A training module will be made available prior to and during Phase 1 for supervisors to help guide them in their efforts to create a safe and healthy workplace prior to the arrival of additional employees in Phase 2 in July. Separate training modules will also be required for employees and students that will review policies, practices and provide resources for students and employees for reopening UGA. The supervisor and employee training modules will be available in the UGA Human Resources Professional Education Portal (PEP) and the student training module will be coordinated through the UGA Division of Student Affairs.

Individual responsibility and a commitment to abide by health guidelines is key to the success of the institutional efforts to promote a healthy and safe UGA community. Each of the training modules encourages a partnership among members of the University community to be safe and responsible in their actions and choices to assist with the protection of campus. Institutional controls are only as effective as the willingness of individuals to carry them out. It will be imperative for everyone -- faculty, staff, and students -- to take responsibility for their actions and adhere to the guidelines of the GDPH, the CDC, as well as guidelines issued by the USG and UGA to protect themselves and others.

WHAT IS COVID-19 AND HOW DOES IT SPREAD?

- COVID-19 is a mild (or no symptoms) to severe respiratory illness caused by Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-CoV-2).
- COVID-19 is primarily spread from person-to-person through respiratory droplets, generated when an infected person coughs, sneezes, talks, shouts or sings.
- You may also become infected by touching your mouth, nose or eyes after sharing or handling any object or touching a public surface contaminated by the virus.
- Since SARS-CoV-2 spreads between people who are in close proximity to one another, it is important to avoid contact and physically distance (at least 6 feet) from others when possible, and all employees are strongly encouraged to wear a face covering while on campus.
- Since SARS-CoV-2 can be spread through contact with surfaces and objects, frequent handwashing, use of hand sanitizer, and cleaning and disinfection of public surfaces also are critical to prevention of disease spread.

SELF-MONITORING AND SYMPTOMS OF COVID-19

All members of the UGA community should consider the health and safety of each other and themselves. Therefore, there are a few basic principles of self-monitoring that are expected for those individuals coming to campus, whether they are faculty, staff, visitors or contractors. You must self-monitor and acknowledge that you are not aware that you have signs and/or symptoms of COVID-19 before coming to campus each day. According to the CDC, people with COVID-19 have reported a wide range of symptoms, ranging from mild to severe. Symptoms may appear 2-14 days after exposure to the virus and include:

Symptoms:

- Cough
- Shortness of breath or difficulty breathing
- Fever (>100.4 degrees)
- Chills
- Muscle pain
- Sore throat
- New loss of taste or smell (without a stuffy nose)

This list does not include all possible symptoms. Other less common symptoms have been reported, including gastrointestinal symptoms like nausea, vomiting, or diarrhea. For the most up-to-date information on COVID-19 symptoms, check the CDC's website: <https://www.cdc.gov>. By coming to campus, an employee is acknowledging that they have completed the self-monitoring requirements earlier that day and confirmed that they do not have signs/symptoms of COVID-19.

Temperature checks:

At this time, the University of Georgia will not conduct daily temperature checks of faculty and staff at work locations. You are asked to self-monitor by taking your own temperature each day before reporting to work. The University may conduct random temperature checks at various work locations as a part of a larger surveillance strategy.

Monitoring the temperature of individuals while on campus to screen for fever is not routinely recommended. However, accommodations will be made for high risk environments (e.g., University Health Center, College of Veterinary Medicine) who choose to perform temperature screening on entry.

What to do if symptoms develop:

If any symptoms develop, you must:

- Stay home. (Do not report to work if you are sick; if you become ill while at work, go home immediately.) Faculty and staff can use accrued leave for this purpose.
- Immediately inform your supervisor, dean, program head, or department chair.

What if I test positive for COVID-19?

- If an employee receives a notification of a positive test for an employee or a student, they should immediately notify either their supervisor in the case of an employee or Student Care and Outreach in the case of a student.
- Employees who test positive or receive a clinical diagnosis for COVID-19 should leave campus immediately and not return to campus until they meet the CDC criteria for discontinuing home isolation.

Contact Tracing:

Contact tracing is a strategy in which public health officials 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. The Georgia Department of Public Health will be responsible for all contact tracing on campus.

SAFETY PRACTICES

General Safety Practices:

- In the best interest of the health and safety of our community and based on instructions from the USG, all UGA employees are strongly encouraged to wear a cloth face covering on campus to minimize the potential for COVID-19 virus spread.
- Wash your hands often with soap and warm water for at least 20 seconds – use an alcohol-based hand sanitizer (at least 60% alcohol) if soap and water are not available.
- Avoid touching your eyes, nose and mouth with unwashed hands.
- Cover your cough or sneeze with a tissue, then throw the tissue in the trash.
- Stay home if you are sick. If you become ill at work, go home immediately.
- Avoid close contact with people who are sick.
- Get a flu shot. A flu shot will not protect against COVID-19, but if you do get the flu, your symptoms will be less severe, easing the burden on healthcare facilities. It will also reduce your chances of being mistakenly quarantined for COVID-19, when you have an unrelated illness.
- Avoid sharing common office supplies such as pens and notebooks.
- Develop sanitizing procedures for work areas with commonly used or shared equipment, tools, computers, copiers, etc.



Social Distancing:

Since people can spread the virus before having symptoms, it is important to keep physical distance from others when possible. When possible, faculty and staff should use the following safety practices:

- Maintain six feet (about two arm's length) of distance from other people.
- Avoid gathering in groups in common areas in buildings.
- You are strongly encouraged to wear a face covering.
- Continue to limit large group meetings – utilize distance communication tools like Zoom.
- Utilize sign reminders to practice social distancing in shared areas (templates available).



Face Coverings and Masks:

In the best interest of the health and safety of our community and based on instructions from the USG, all UGA employees are strongly encouraged to wear a cloth face covering on campus to minimize the potential for COVID-19 virus spread. This includes all public spaces and spaces used by multiple people, with an even greater expectation for those who traverse campus to work in multiple buildings on a routine basis. **Two washable, reusable cloth masks will be provided to each UGA employee and student.** The USG instructions acknowledge that there may be unique scenarios under which employees would be required to wear a face covering and allow institutions to establish a process for documenting and approving such scenarios. UGA's Preventative Measures



Advisory Board, composed of faculty and staff with appropriate expertise, is establishing this process and will evaluate these situations on a case-by-case basis. See details regarding mask use and care below:





Type and Intended Use of Face Coverings/Masks				
Type	Cloth Face Covering 	Disposable Mask 	Medical-Grade Surgical Mask 	N95 Respirator 
Description	Home-made or commercially manufactured face coverings that are washable and help contain wearer's respiratory emissions	Commercially manufactured masks that help contain wearer's respiratory emissions	FDA-approved masks to protect the wearer from large droplets and splashes; helps contain wearer's respiratory emissions	Provide effective respiratory protection from airborne particles and aerosols; helps contain wearer's respiratory emissions
Intended Use	Strongly encouraged for campus community use in non-healthcare settings (office spaces, general research/work settings, classrooms, community areas).		These masks are reserved for healthcare workers and other approved areas with task-specific hazards. Special situations will be evaluated by the UGA Preventative Measures Advisory Board (PMAB).	

Chart Source: Duke University

How to use a face mask or face covering:

- Wash your hands before putting on your face covering.
- Put it over your nose and mouth and secure it under your chin.
- Try to fit it snugly against the sides of your face.
- Make sure you can breathe easily.
- Keep the covering on your face the entire time you are around others.
- Don't put the covering around your neck or up on your forehead.
- Don't touch the face covering and, if you do, wash your hands.



How to take off your face covering:

- Untie the strings behind your head or stretch the ear loops.
- Handle only by the ear loops or ties.
- Fold outside corners together.
- Place covering in the washing machine.
- Be careful not to touch your eyes, nose, and mouth when removing and wash hands immediately after removing.



Care for face coverings:

- Cloth face coverings should be washed after each use.
- Include your face covering with your regular laundry.
- Use regular detergent and the warmest appropriate water setting for the cloth used to make the face covering.
- Disposable masks should not be used for more than one day and should be placed in the trash after your workday.



WORKPLACE SCENARIOS

Public Transportation:

If you take public transportation such as a UGA Bus or Athens-Clarke County Bus, please wear a face covering before entering. Avoid touching surfaces with your hands as much as possible. Wash your hands or use hand sanitizer before entering and after exiting the bus and before removing your face covering.

Working Environments:

All work areas are different and may require different types of risk mitigation strategies. Supervisors will assess work environments to determine the best mitigation strategies. Supervisors have been provided a risk assessment tool and checklist to aid in this process.

Cleaning and Disinfecting:

- Facilities Management Division (FMD) Services and other departments, who have their own building services personnel, will clean touch surfaces on a more frequent basis.
- Frequently touched surfaces may include doors, door handles, chair armrests, tabletops, handrails, podiums, light switches, trash receptacles, elevator buttons, drinking fountains, vending machines, etc.
- Additional disinfection between classes can be performed by faculty and students as desired using provided materials. When supplies are available, FMD will provide sanitizing wipes that may be used by faculty and students to disinfect classroom surfaces they might touch, including classroom tabletops, chair armrests, and computer workstations.
- For items such as keyboards and other types of technology equipment, alcohol-based wipes may be used. Do not allow cleaning product to pool on the surface during cleaning. It is recommended to use wipeable computer covers if applicable.
- Additional cleaning supplies can be obtained by contacting FMD Work Request Center at fmdwork@uga.edu or calling 706-542-7456.

Using Elevators:

- Use stairs whenever possible.
- Occupancy on elevators should be limited to two people in most situations.
- Masks are strongly encouraged while on campus and should be worn in elevators when more than one person is present.
- Avoid touching the elevator buttons with exposed hands/fingers when possible.
- Wash hands or use hand sanitizer upon departing the elevator.

Restrooms:

- Use of restrooms should be limited based on facility size to ensure proper social distancing whenever possible. Wash your hands thoroughly afterward for at least 20 seconds.

UGA Vehicles:

- UGA vehicles are limited to two simultaneous occupants for Phases 1 and 2 of reopening. If two occupants are in a vehicle, then both are strongly encouraged to wear a face covering or mask.

Meals on Campus:

- Before and after eating, wash your hands thoroughly for at least 20 seconds.
- If you are eating in a break room or shared office space, maintain six-feet of distance between you and others when possible.
- Wipe all surfaces with appropriate cleaning and disinfecting agents including tables, handles, and appliances after their use.
- Avoid sharing utensils.

Research Laboratories:

For additional information on Research Operations at UGA, see www.research.uga.edu/coronavirus/.

Travel:

- Non-essential travel of any kind is currently prohibited for USG employees.
- During the pandemic timeframe, UGA faculty and staff are limited to essential business travel only; this will require the completion of a Travel Authority (TA) as a pre-approval for all essential travel (in-state and out-of-state) regardless of cost, level of reimbursement, or funding source. Blanket authorizations (for up to one fiscal year) are available for employees with frequent and reoccurring in-state essential travel.
- Any prospective traveler must justify that the proposed travel, whether domestic or international, is essential by documenting the consequences of not traveling. The justification must be included in the TA and approved by the employee's immediate supervisor.
- Research-related travel must be part of an approved Research Resumption Plan (RRP) under the Office of Research guidelines (<https://research.uga.edu/docs/units/research/Research-Resumption-Plan.pdf>). In the comments section of the TA, include RRP approval date and approver name.
- Because of the shifting epidemiology of the coronavirus, a destination considered relatively safe now may not be considered safe this fall and vice-versa. Faculty, staff and students who travel on University business or as a part of a University program to an area of significant activity should realize that they will be required to quarantine upon return to campus.
- Faculty, staff and students traveling on non-University related travel are strongly encouraged to follow relevant CDC and GDPH post-travel quarantine guidance and may be subject to quarantine requirements.
- Detailed travel information will be available via a centralized training module available in late June.

HR POLICIES

COVID-19 Related ADA Accommodations Requests

The Centers for Disease Control and Prevention (CDC) has determined that older adults and people of any age who have serious underlying medical conditions might be at higher risk from COVID-19. Requests from faculty and staff for an accommodation due to COVID-19 will be handled through the University's existing Americans with Disabilities Act (ADA) accommodations process. Please contact the HR Liaison for your respective unit or Office of Faculty and Staff Relations in University Human Resources if you have any questions regarding a COVID-19 workplace accommodation question or request; you may also visit the UGA ADA accommodations website for more information.

More information about this process can be found at <https://hr.uga.edu/employees/workplace-concerns/disability-services-accommodations/>.

Faculty seeking an accommodation are asked to submit their COVID-19 related ADA accommodation request by Thursday, June 18, 2020. This deadline will assist the campus in planning for the delivery of instruction this fall semester. **Staff seeking an accommodation are asked to submit their COVID-19 related ADA accommodation request by Wednesday, July 1, 2020.** Faculty and staff may submit an accommodation request at any time as the need arises or circumstances change.

Please note the University's accommodations process addresses workplace accommodations directly related to the employee (one's self) and their job functions. Based upon guidance from the USG, the University's accommodation process can only be used to address COVID-19 related concerns related to your own medical conditions and risk factors. If you wish to seek leave related to the care of others, please refer to employee leave options below including the Families First Coronavirus Response Act (FFCRA) and the Family Medical Leave Act (FMLA).

COVID-19 Related Leave and Absences from Work

Employees experiencing COVID-19 type symptoms should not report to work. If an employee experiences such symptoms while at work, they should report to their supervisor that they are ill and should leave work immediately. A supervisor has the authority to send an employee home if the employee exhibits COVID-19 symptoms identified by the CDC. Employees should use accrued sick or vacation leave or other available leave options.

Families First Coronavirus Response Act (FFCRA)

The FFCRA provides employees up to two (2) weeks of paid emergency sick leave for those situations when an employee is required to be in quarantine or isolation due to COVID-19 exposure. The FFCRA also provides expanded FMLA coverage for employees that are unable to work due to a need to care for a child if the school or place of care has been closed due to a public health emergency associated with COVID-19. More information is available at https://hr.uga.edu/ffcra_request/.

Family Medical Leave Act (FMLA)

Eligible employees may be granted up to 12 work weeks of job-protected leave during a 12-month period for certain health-related and/or military deployment situations. FMLA leave eligibility is not performance-based. An employee is required to exhaust their sick and personal leave balances while on FMLA. More information about FMLA can be found at <https://hr.uga.edu/employees/leave/family-medical-leave-act-fmla/>.

Emotional and Mental Health

USG provides an employee assistance program to employees and family members with free, comprehensive support through the KEPRO Employee Assistance Program (EAP). These resources include:

- Counseling and Well-being
- Work/Life Balance
- Management and HR Consultation
- Training and Education

Support is available 24 hours a day, 365 days a year at 1-844-243-4440. More information is available at https://www.usg.edu/hr/benefits/2019_benefits/eap.

EMPLOYEE RESOURCES

General Human Resources Questions

Contact - 706-542-2222 or hrweb@uga.edu

Faculty and Staff Relations Questions

Sige Burden, Sr. Managing Director

sburden@uga.edu 706-542-9231

Tracey O'Malley, Assistant Director

tomalley@uga.edu 706-542-0251

Adrianna Creech, Sr. Managing Consultant

acreech@uga.edu 706-542-7342

Workplace Environment, Risk Assessment and PPE Questions

Preventative Measures Advisory Board

PMAB@uga.edu

Additional Cleaning Supplies for Workplace

FMD Work Request Center

fmdwork@uga.edu 706-542-7456

Web Resources

UGA Coronavirus website with information for faculty, staff, students and parents

www.uga.edu/coronavirus/info.php

UGA COVID-19 prevention sign templates for hallways, restrooms, elevators and other areas

www.brand.uga.edu

UGA Human Resources FAQs regarding Types of Employee Leave

<https://hr.uga.edu/faqs/>

UGA Employee Assistance Program

https://usg.edu/hr/benefits/2019_benefits/eap

Research Operations at UGA

www.research.uga.edu/coronavirus/

Georgia Department of Public Health

<https://dph.georgia.gov/>

Centers for Disease Control and Prevention

<https://cdc.gov/>

CDC High Risk Conditions

<https://www.cdc.gov/cor/2019-ncov/need-extra-precautions/people-at-higher-risk.html>

	<p align="center">Phase 1 Preliminary Preparation (to begin June 15, 2020)</p>	<p align="center">Phase 2 Preparation for Return to Regular Operations</p>	<p align="center">Phase 3 Coincides with the Start of the Fall Semester</p>
<p>Staffing and Safety</p>	<ul style="list-style-type: none"> • Essential employees who have been working on campus during the period of reduced operations should continue to do so. • Deans, Department Heads and Directors (3Ds) should determine those supervisors (incl. admin. faculty) who should return to campus to ensure the work environment they oversee and manage is compliant with USG and UGA guidelines pertaining to a safe and healthy workplace. • Personnel who perform mission-critical/time-sensitive functions, as determined by their supervisor, and who need to work onsite also can return. • Personnel who need to support supervisors or personnel with mission-critical/time-sensitive work can return to campus. • Campus operation units should adjust staffing accordingly to support those faculty, staff, and limited number of students who are on campus and prepare for increasing numbers of persons on campus in Phase 2. • The University will begin a process to allow those who wish to apply for special workplace accommodation, due to being in a defined vulnerable population, to do so. This process should be in compliance with federal health privacy laws. • For all of these groups: <ul style="list-style-type: none"> • On-campus presence should continue to be limited with social distancing measures and control of group sizes continuing in accordance with GDPH guidelines at the time. 	<ul style="list-style-type: none"> • Supervisors (including admin. faculty) who did not return to campus in Phase 1 should report to campus. • Personnel who perform mission critical/time-sensitive functions, as determined by their supervisor, and who have been working remotely during the period of reduced operations, should return to campus. • Appropriate support personnel for these groups also can return to campus. • Campus operation units should adjust staffing accordingly to support those faculty, staff, and students who are on campus and prepare for full operations in Phase 3. • For all of these groups: <ul style="list-style-type: none"> • Staggered or rotating weekly schedules are recommended to maintain social distancing in accordance with GDPH guidelines at the time. • The use of teleworking in conjunction with on-campus work is still appropriate, as needed to maintain social distancing in accordance with GDPH guidelines at the time. • Appropriate training will be provided. • Personnel who returned in Phase 1 on a staggered schedule may now return to a normal work and commuting schedule. 	<p>All faculty and staff return to campus for the 2020 Fall Semester with appropriate training to be completed immediately. Employees previously working staggered/rotating weekly schedules and/or teleworking should now be operating a regular, in-person schedule on campus with only limited exceptions:</p> <ul style="list-style-type: none"> • Individuals in those populations defined as at risk, who have applied with appropriate documentation for accommodation and have been approved for such, should remain in a teleworking/rotational schedule or other accommodation as approved by the University’s workplace accommodation process. • 3Ds may approve teleworking in conjunction with on-campus work, as well as staggered or rotating schedules, for employees within their units if such arrangements are needed to meet social distancing guidelines of the GDPH at the time. • Any pre-pandemic telecommuting or flexible schedules that were in place may continue at the discretion of the respective unit head. • Contingency plans are in place for housing, instruction, and campus operations and can be activated in the event of a resurgence of infections. Activation of any contingency plan(s) would be made only in close consultation with guidance from the USG and GDPH.

	Phase 1 Preliminary Preparation (to begin June 15, 2020)	Phase 2 Preparation for Return to Regular Operations	Phase 3 Coincides with the Start of the Fall Semester
	<ul style="list-style-type: none"> • A staggered or rotating weekly schedule is still recommended. • The use of teleworking in conjunction with on-campus work is still appropriate, encouraged, and preferred as needed to maintain social distancing. 		
Instruction	<p>Online instruction continues, with limited exceptions for which USG approvals have been granted, and with only those students approved to be in on-campus housing physically present. OVPI will:</p> <ul style="list-style-type: none"> • Continue development of plans and preparations to support faculty/students who are unable to return to campus due to issues including, but not limited to sickness, quarantine, travel problems (including delays in securing visas), etc. • Continue extensive preparations for a hybrid mode of instruction to accommodate a mix of students who learn in person vs. those who learn remotely. • Continue preparations for fall instruction scenarios for any required (temporary) modifications to instructional spaces. • Continue inventory of new spaces and technology that could be used to support instruction in the Fall Semester. • Roll out faculty and staff training programs to support teaching continuity in the fall. 	<p>Online instruction continues, with limited exceptions for which USG approvals have been granted, and with only those students approved to be in on-campus housing physically present. OVPI will:</p> <ul style="list-style-type: none"> • Finalize plans and preparations to support faculty/students who are unable to return to campus due to issues including, but not limited to sickness, quarantine, travel problems (including delays in securing visas), etc. • Finalize extensive preparations for a hybrid mode of instruction to accommodate a mix of students who learn in person vs. those who learn remotely. • Finalize preparations for fall instruction scenarios for any required (temporary) modifications to instructional spaces. • Continue to offer faculty and staff training programs to ensure teaching continuity in the Fall Semester. • Develop Phase 3 contingency plans for adapting to COVID-related changes. 	<p>Instruction returns to the traditional mix of online vs in-person classes, and residence halls open. OVPI will:</p> <ul style="list-style-type: none"> • Implement plans and preparations to support faculty/students who are unable to return to campus due to issues including, but not limited to sickness, quarantine, travel problems (including delays in securing visas), etc. • Implement, where necessary, a hybrid and pivotal mode of instruction, to accommodate a mix of students who learn in person vs. those who learn remotely.
Research	<p>Faculty, staff, and graduate students can return to UGA research facilities under terms defined in individual Research Resumption Plans that faculty will develop for their research groups using an Office of Research template.</p>	<p>Guidelines prescribed for Phase 1 will continue.</p>	<p>All researchers will return to campus utilizing a normal schedule if conditions permit. If the COVID-19 situation dictates that precautions should still be in place, faculty will submit revised Research Resumption Plans that meet USG and</p>

	Phase 1 Preliminary Preparation (to begin June 15, 2020)	Phase 2 Preparation for Return to Regular Operations	Phase 3 Coincides with the Start of the Fall Semester
	<ul style="list-style-type: none"> • Research Resumption Plans must address social distancing, restricted space occupancy, sanitizing surfaces and spaces, and any travel plans. • Plans must follow USG and GDPH guidelines and must be approved by the appropriate supervisor (department head, center director, school chair, associate dean for research, or dean depending on the unit). • Undergraduate researchers will only be allowed onsite with explicit permission from the unit head. 		<p>GDPH guidelines. The Office of Research will furnish templates, and supervisors will review and approve revised Research Resumption Plans.</p>
Public Service & Outreach	<p>Continuing education, service, and Extension offices and facilities located in Athens, on extended campuses, or in non-UGA facilities will begin the process of reopening and preparing for some activities to commence in Phase 2.</p> <ul style="list-style-type: none"> • Virtual continuing education and outreach programming will continue, with allowances for some limited in-person activities and programs, based on a case-by-case review and subject to change based on external and internal circumstances. Units should submit requests for case-by-case review to the Office of the Vice President for Public Service and Outreach. • All requests for exceptions must adhere to UGA guidelines, policies and procedures related to workplace health and safety. 	<p>All continuing education, service, and Extension offices and facilities will continue the process of reopening and preparing for normal activities in Phase 3.</p> <ul style="list-style-type: none"> • Virtual continuing education and outreach programming will continue. <ul style="list-style-type: none"> • In-person activities and programs in which appropriate social distancing and health and safety precautions can be implemented may begin. • Requests for initiating programs and activities that fall outside of these guidelines should be submitted for case-by-case review to the Office of the Vice President for Public Service and Outreach. • Requests to fully reopen all or parts of extension or continuing education facilities should be submitted to the Office of the Vice President for Public Service and Outreach. • All requests for exceptions must adhere to UGA guidelines, policies and procedures 	<p>All continuing education, service, and Extension offices and facilities will open and proceed with normal activities.</p> <ul style="list-style-type: none"> • Virtual continuing education and outreach programming may continue, with most programs transitioning to normal, in-person modes of delivery subject to external circumstances. • All facilities and programs must implement UGA guidelines for workplace health and safety.

	Phase 1 Preliminary Preparation (to begin June 15, 2020)	Phase 2 Preparation for Return to Regular Operations	Phase 3 Coincides with the Start of the Fall Semester
		related to workplace health and safety.	
<i>Student Life</i>	<p>Operations will continue in their current interim state, providing student services, support, and co-curricular experiences primarily online.</p> <ul style="list-style-type: none"> Limited housing and dining will be provided for the few students previously approved to continue living on campus. The University Health Center will continue all current services and operations in-person and online. Student Life facilities such as the Tate Center will be limited to personnel working in the facility. 	<p>Primary student services, support, and co-curricular experiences will remain online; student life teams will continue to prepare campus operations for a full return to in-person service.</p> <ul style="list-style-type: none"> On-campus services will be focused on mission-critical operations with limited openings to support those functions; most student life facilities will continue to be limited to personnel working in the facility. The University Health Center will continue all current services and operations. Additional staff supporting the reopening will return to campus on rotating schedules. Staff who are supporting the reopening will continue to work on rotating schedules (e.g., Housing, Dining, Health Center, etc.). 	<p>Student services, support, facilities, and co-curricular experiences will return to a more traditional mix of online and in-person offerings, with any modifications required by the USG and GDPH in place at that time to ensure health and safety.</p> <ul style="list-style-type: none"> As students return to campus, residence halls and dining operations will resume with any necessary modifications. Student life facilities, including the Tate Center and Ramsey Center, will reopen. The University Health Center will continue all current services and operations and expand in-person offerings as practicable.
<i>Athletics</i>	<p>Reduced operations continue. Personnel including administrators, coaches, and staff with mission-critical/time-sensitive preparation work for student-athlete and staff return to activities—as identified and permitted by NCAA and Southeastern Conference (SEC) action and guidelines—may return to campus utilizing a staggered or rotating weekly schedule as determined by the Director of Athletics.</p> <ul style="list-style-type: none"> Limited administration, coach, and staff based on traditional competition season (i.e., only fall sports programs will be considered in Phase 1) During this time, the Athletic Association will: <ul style="list-style-type: none"> Continue to heed the direction of the SEC’s Chief Executive Officers and SEC 	<p>Reduced operations will continue. Personnel including administrators, coaches, and staff with mission-critical/time-sensitive preparation work for student-athlete and staff return to activities as identified and permitted by NCAA and Southeastern Conference (SEC) actions and guidelines, who did not receive permission for return in Phase 1, may be considered to return to campus utilizing a staggered or rotating weekly schedule as determined by the Director of Athletics, designee or their supervisor. (Winter sport and spring sport programs will be considered.)</p> <ul style="list-style-type: none"> On-campus services will be focused on mission-critical operations for a partial return of student-athletes, as health conditions and USG/UGA guidance permit the limited return of fall sport student- 	<p>Operations will return to normal, with risk mitigation and modifications in place in a manner that minimizes risk for student-athletes, staff, community, and fans. Personnel, including administrators and support staff, who did not receive permission for return in Phase 1 or Phase 2, may begin normal, in-person modes of delivery and operations subject to the University’s workplace accommodation process and/or other extenuating circumstances.</p>

	<p align="center">Phase 1 Preliminary Preparation (to begin June 15, 2020)</p>	<p align="center">Phase 2 Preparation for Return to Regular Operations</p>	<p align="center">Phase 3 Coincides with the Start of the Fall Semester</p>
	<p>Medical Guidance Task Force regarding the resumption of athletics activities.</p> <ul style="list-style-type: none"> • Continue preparations for student-athlete returns, health conditions and campus permitting. • Continue extensive preparations for safely conducting competition—both home and away, health conditions permitting. • Continue preparations for fall home contest scenarios for any required (temporary) modifications for hosting events. 	<p>athletes for competitive season preparation.</p> <ul style="list-style-type: none"> • During this time, the Athletic Association will continue preparations as described for Phase 1. 	