Tuskegee University
COVID-19 Recovery Plan

June 11, 2020
VISION STATEMENT

We envision a campus that is secure and prudent in the time of the COVID-19 pandemic and responds to the medical and social needs of those who are infected and affected by the disease.

Introduction

This COVID-19 Recovery Plan provides a guide for Tuskegee University’s re-opening during the fall 2020 semester. The COVID-19 crisis has created uncertainty in our lives as Americans; its impact on higher education has been monumental. Colleges and universities across the country sent students home mid-semester last spring and went totally online in an effort to contain the spread of the COVID-19 virus. Commencement ceremonies were cancelled, and many, like Tuskegee University, held “virtual commencement observances” to acknowledge the achievement, resilience, and perseverance of graduating seniors.

The five phases of emergency management as depicted below prescribes a cycle of continuous process evaluation. The pandemic event initiated response in February 2020. Each subsequent phase was met with timely adjustments based upon data gathered and relying on evidenced based strategies to guide the process.

As the entire country moves out of mitigation into preparation, Tuskegee University through strategies outlined below will also be prepared.

While we know more about the spread of COVID-19, and restrictions are being lessened across the country, we must develop a plan that aligns with our mission and supports instruction, research, and service. In addition, there are significant public health risks that we must attend to as we re-open, that affect social interactions on campus, class size and scheduling, and
training of students, faculty, and staff members. Therefore, this document provides Tuskegee University’s plans to reopen across the following categories:

- Academic instruction
- Research continuity
- Student Affairs concerns
- Public health considerations
- Legal
- Campus operations
- Facilities operations
- Residence Hall operations
- Employee relations
- Campus-wide COVID-19 training of students, faculty and staff members
- Communications

The constantly changing landscape of COVID-19 infections limits our ability to make a decision about the spring 2021 semester. Trigger points that will guide our decision include:

- The outcome of implementing the COVID Recovery Plan this fall, including our ability to respond to students’, faculty and staff safety and health needs;
- Our effectiveness in handling COVID-19 infections on campus; and
- The students learning experiences with the hybrid model, the teaching modality we are recommending.

Absent a vaccine that is readily available, we must remain flexible with the uncertainty that this crisis presents. We have therefore based our fall 2020 financial model on the hybrid instructional modality; and we will provide an update in the September Board meeting based on the indicators noted above.

Should the crisis worsen during the late winter and spring, the hybrid model will allow us to pivot to online instruction in spring 2021. Again, it is important to emphasize the influence of external factors over which we have no control; we are dealing with a global health pandemic that has health and economic consequences that can change daily and therefore impact our decision making.

**The COVID-19 Recovery Management Center (CRMC)**

We have established the COVID-19 Recovery Management Center to provide oversight on the management of the University’s recovery from the pandemic (slide 15). Specifically, the Center will provide: 1) operating cadence and project management; 2) scenario planning; 3) peer benchmarking; and 4) communications. There are four related arms of the Center:
• Public health and community affairs: headed by Attorney Crystal James, J.D., MPH, Director of the Graduate Public Health Program;
• Students and public health and Teaching and Research: under the direction of the Interim Provost, Dr. Carla Jackson Bell;
• Campus operations and Finance and Legal: the Chief Financial Officer, Dr. Sharron Burnett, heads this area; and
• Employees and External relations, under the oversight of Human Relations, Ms. Donna Lucas, and our Marketing and Communications department.

Attorney Crystal James is the Special Assistant to the President on COVID-19 Recovery and will apprise the President and the CRMC of COVID-19 – related updates on campus on a daily basis. Specially, she will be monitoring the university’s adherence to the policies and recommendations presented here.

The Community Health Task Force, chaired by Dr. Kimberly Scott and Attorney Crystal James, is comprised of our SGA President, a student Trustee, and faculty and staff members from across the campus. The focus of this group is to address the University’s recovery from the COVID-19 crisis and scenarios related to the re-opening of school in the fall. Many of their recommendations are included in this document.

**Academic Instruction**

The accompanying slide deck (slides 9, 10) outlines the three models we considered for re-opening Tuskegee in the fall: totally remote (online only); hybrid (a combination of online and face-to-face classes); and traditional mode. Our major consideration was to provide a rich Tuskegee academic experience for our first-year students, many of whom indicated that they prefer coming back to campus. This modality connects the students to the Tuskegee experience (though it will be different due to the COVID-19 environment), thereby leading to higher retention rates.

As we considered the modality for fall 2020 academic instruction, it was important to understand the mindset of students. Niche surveyed 10,000 students on the "15 Fall Scenarios" blog post [https://www.insidehighered.com/digital-learning/blogs/learning-innovation/15-fall-scenarios](https://www.insidehighered.com/digital-learning/blogs/learning-innovation/15-fall-scenarios). Niche asked students which fall scenarios were most appealing. Seventy-eight percent of all students preferred in-person classes. This survey also asked students what would encourage them to transfer. One-third of students said they would transfer if their college continued online instruction for the fall semester.

Simpson Scarborough surveyed 573 high school students and 513 current college students in the National Student Survey research on higher education and COVID-19. The survey suggests that 89% of high school students still plan to enroll in a four-year institution, and 86% of currently enrolled college are highly likely to return to campus.

We have partnered with Trellis, a consulting firm that works with us on Project Success. Their
initiatives are intended to increase student retention and provides students with financial information regarding their academic careers. Our own spring 2020 Trellis research indicates that 74% of our students plan to return in the fall. Following is a summary of our projected fall enrollment; our predictions indicate that 84% of our students intend to re-enroll for the fall.

**Fall Enrollment**
- New Student Enrollment Goals
  - Freshmen: 600 (66% to Goal)
  - Transfer: 78 (12% to Goal)
  - Veterinary Medicine: 60 (90% to Goal)
  - Graduate: 50 (40% to Goal)
- Projected Fall Enrollment
  - 84% of eligible TU students to re-enroll = 1950

Therefore, given the above data and the financial implications of remote vs. hybrid models, we decided on instituting a hybrid model. The academic year will begin on August 10, and end right before Thanksgiving. There will be no fall break. This model may entail our holding longer class periods and classes on Saturday, in order to meet the guidelines of financial aid rules and regulations under Title IV. The following table illustrates the advantages of the hybrid academic model.

**The Hybrid Academic Model seeks to balance multiple factors...**

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<thead>
<tr>
<th>Enrollment</th>
<th>Engagement</th>
<th>Scheduling</th>
<th>Public Health</th>
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<tr>
<td>May reduce the number of students who stay at home or go to local universities because an on-campus option exists at Tuskegee University</td>
<td>Allows first-year and second-year students to connect to professors and key resources that are offered on campus</td>
<td>The academic schedule allows for a lengthened class day and class week, while offering a shorter semester that ends before the Thanksgiving Holiday</td>
<td>Allows for a low-density campus footprint, including socially distanced residence halls, classrooms, and other on-campus activities</td>
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Courses for first-year students and laboratories will be given priority for the fall face-to-face schedule. All students will be able to enroll in online courses that are offered. Given our fall residential capacity of 950 rooms, there will be students across all classifications on campus (see chart on page 8). However, the majority of juniors and seniors will enroll in online courses during the fall semester.
Academic and Student Support

The Interim Provost, Vice-President for Enrollment Management & Student Success, Executive Vice-President for Business & Fiscal Affairs and Chief of Staff continue to work with the academic deans to consider the pace and planning of course offerings via online and face-to-face for the summer and fall semesters. Our goal is to (1) ensure critical courses are offered in a timely manner to ensure timely progress to degree completion; (2) reduce under-enrolled courses; and (3) sustain the university budget and reduce financial constraints. This group is actively examining a variety of instructional scenarios that will enable us to resume with the appropriate modifications and adjustments in the fall, whether the mode of delivery is online or face-to-face (e.g., increased class periods, Saturday classes).

A survey of faculty following the spring 2020 semester indicates that of the 35% who responded, 43% were satisfied with the support they received from Tuskegee University to revise their classes to an online format, as well as the ongoing online trainings. In light of the Trellis data concerning our students’ experiences regarding online instruction, and our findings from our end-of-semester faculty survey (see Appendix A), we will implement the following:

- 85% of our students mentioned difficulty and challenges transitioning to online/remote learning. We will offer summer faculty and staff professional development opportunities to ensure that faculty can easily transition from in person/on campus classes to online classes in the event of the need to pivot to online in the fall.
- 59% of students felt as though they lost academic support, such as peer tutoring and accessible academic labs. Academic support units should begin the process of fine-tuning alternative ways to provide effective tutoring, supplemental instruction, and success coaching on a 24-hour basis.
- 79% of students identified they experienced elevated levels of stress, anxiety and depression. Student support areas will develop effective alternative methods of regularly scheduled engagement with our students to provide continuous support and guidance during these difficult times.

All professors will include COVID-19 precautions and guidelines on their course syllabi. In addition, each face-to-face course will have a physical distancing plan described in its syllabus.

Research Continuity

All research labs will adhere to the public health guidelines noted below: physical distancing, wearing a mask, frequent handwashing, and scheduling laboratory researchers such that there is a low density of individuals present at any one time. Most laboratory researchers are graduate students, who will also receive COVID-19 health education training. Undergraduate students who work in the lab will also undergo training. Zoom or Microsoft Team meetings
among collaborators at other institutions will occur as opposed to traveling to these institutions for meetings.

COVID-19 safety precautions will be posted in all laboratories.

**Public Health Considerations: Overall Campus Operations**

The following are specific public health recommendations to transition our campus operations during fall re-opening:

- All members of the community, guests, visitors and contractors wear a face covering, except when in a private office or vehicle
  - We are developing a policy to restrict access to campus visitors only to those who are wearing masks. Small groups (less than 10) will be allowed on campus; members must also follow physical distancing guidelines.
- All students and personnel on Tuskegee University property must remain six feet apart, and abstain from physical contact, including shaking hands and hugging.
- All students and personnel on Tuskegee University property must observe good hygiene and wash hands frequently and cough or sneeze into their own elbows.
- Students and personnel are not to come to the campus if they are sick. Symptom checks and screening should be conducted before students and personnel may enter the campus. Anyone with the following symptoms should not enter Tuskegee University facilities.*
  - Fever above 100°F accompanied by shivering/chills
  - Sore throat
  - Cough
  - Runny nose or new nasal congestion
  - Difficulty breathing/shortness of breath
  - Diarrhea, with or without respiratory symptoms
  - Nausea and/or vomiting
  - Headache
  - Generally feeling unwell, fatigue, and/or muscle aches
  - New loss of taste or smell
  - New foot sores

*As with any illness, students and personnel will be required to consult their medical provider if experiencing symptoms that are severe or concerning.

We will be instituting COVID-19 testing for students, faculty, staff and visitors when they re-enter campus. The Testing for Alabama program administered by the University of Alabama at Birmingham will provide resources to test all students prior to their entry into the campus environment. While we will maintain focused on identifying those who experience symptoms of COVID-19 as described above through health education training and messaging, we also have
built capacity to test the university community that is housed on campus and/or work on site.

One of the major issues that the Community Health Task Force (co-chairs Dr. Scott and Atty. James) sought to address through the Community Engagement Subgroup chaired by Dr. Deloris Alexander, Director of the Integrative Biosciences PhD Program and Professor in CAENS, Biology, and Pathobiology was the development of transport media (testing media for COVID19) by university researchers on campus. Through advocacy and collaboration, the university received a letter from the Alabama Department of Public Health (ADPH) to assist in the statewide response to COVID19 by developing transport media (letter attached hereto for your information). Thus far the researchers have developed approximately 1,000 vials and have enough raw material on hand to develop thousands more. This resource coupled with the contracted part-time physician that currently works with student health, Dr. Mohammad we could actually facilitate testing of our own population. Dr. Mohammad has run two test clinics in the Macon County community in the previous two weeks thanks to the coordination of the community health task force. Therefore, the mechanisms for testing to be provided to the university community have already been operationalized.

We understand that one can take the test, have a negative result, and become infected a short while later from someone who is asymptomatic. Members of our community, including public safety officers (especially those at the Lincoln gate), residence hall directors, resident assistants, staff members in Students Affairs, and faculty and staff across campus will “look out” for each other and suggest self-quarantine or testing (following the protocol described in “Addressing a COVID-19 Outbreak” below) for those who feel ill.

The following will be instituted for work and academic buildings:

- Workstations should be separated by at least six feet
- Bathrooms, common areas, and high-contact surfaces should be disinfected at least three (3) times a day
- Adhere to appropriate bathroom etiquette (e.g. use clean towel to open door handle when exiting) social distancing maintained in bathroom areas
- Hand sanitizing stations will be made available at locations presenting a greater likelihood of contact with people
- Soap dispensers will continue to be available in all restrooms
- Floor markings should be provided to indicate physical distancing in service lines
- The number of people who can enter into a building at any one time should be limited to ensure maintenance of minimum physical distancing for essential business activity
- Stairwells in academic buildings will be in one direction only
- Encourage the use of online payment systems, where possible
- Encourage no more than two people using an elevator at the same time
- Disable all public water fountains and encourage the use of bottled water

Residence Hall Operations

It is recommended that residence halls be available for those students who choose to live on-
campus. It is also recommended that quarantine/isolation and physical distancing protocols be implemented based on the guidance available. The fall 2020 applications with paid deposits for on-campus housing are as follows:

- 1416 Total Applications
- 407 New Student Applications (20 new in progress)
- 654 Returning Student Applications for Residence Halls (100 in progress)
- 355 Returning Student Applications for Apartments

Residence Life & Housing closed the housing applications for returning students on Friday, May 15, 2020, due to concerns regarding meeting the demands for student housing. We are currently seeking other off-campus options for housing given student interest in fall housing.

_Housing Considerations_
Building COVID-19 resistant campuses is a herculean task. Even as we take all precautions to create safe living spaces, we also recognize that students will engage however they choose. We recognize that we do not have full control, but we can influence the behaviors of students through education.

We walked through all residence halls and took measurements to determine whether the space requirements could safely house two students to a room. In traditional residence halls, where there is a center hall and community bathrooms, we decided to house one student per room to decrease density in the residence hall, as well as to reduce traffic in the restrooms. This process yielded 954 rooms. The priority for assigning rooms follows:

**Fall 2020 Residential Capacity = 950**
- 450 Beds New Students
- 275 Beds New & Returning Athletes
- 10 Beds New ROTC
- 31 Beds Bioethics
- 105 Beds Nursing
- 20 Beds ADA and Safe Rooms
- 10 Beds Quarantine
- 49 Beds General Returning

_Move In_
It is recommended that we stagger fall move-in and limit the numbers of family members assisting students during the move-in process. It is recommended that a plan be developed to address early arrivals and student employees.

_Cleaning of Residential Buildings_
Facilities staff will clean high traffic areas three times a day following the guidance of the Centers for Disease Control and World Health Organizations. This includes door handles, handrails, elevators, dining locations, laundry facilities, etc. Students will be responsible for
cleaning interior rooms, and rest rooms and common areas within a room/suite.

Public Health Messaging to Students

1. The only person who can keep you safe is YOU! Students will be expected to clean the interior of their room, along with any kitchen and restrooms located in a student’s room/suite.
2. To slow the spread of the COVID-19 virus, it is critical that we all do our part to physically distance from other students. This means staying at least 6 feet away from individuals with whom you do not share a room or apartment.
3. Stay safe, healthy, and be mindful of others. We know that students may still want to connect with friends living in their building. Students should remember to maintain appropriate physical distancing and wear a mask at all times when they are not in their rooms.
4. Wearing a mask is caring for others around you. Many people may be asymptomatic so wear a mask when you are unable to maintain 6 feet away and help keep our community safe.
5. Residents will not be permitted to have guests in the building. If students want to socialize, we ask that they engage outside, maintain the recommended level of physical distance, and/or take advantage of phone and virtual environments to connect with friends and family.
6. Signs will be posted with maximum capacity recommendations to support physical distancing in many lounges and community rooms. If students have any cold-like or COVID-19 symptoms, do not use the community spaces.
7. No more than two people should use an elevator at the same time.

Taking responsibility for one’s health, which translates to taking responsibility for your neighbor’s health, will be a powerful message for our students, staff, and faculty.

Student Health and Counseling Concerns

The Student Health Center is currently staffed with one part-time contracted physician, two part-time registered nurses, and three full-time medical assistants. Most of the staff are part-time. It is recommended that the following positions be hired immediately:

1. Director of Student Health and Counseling (budgeted for 2020-2021)
2. Contact Tracer
3. Part-time Physician
4. Licensed Practicing Counselor (budgeted for 2020-2021)
5. Health Education Coordinator

These staff positions will be pivotal in providing support for students who are already experiencing stress, anxiety and depression. In addition, the Contact Tracer and Health Education Coordinator will be directly involved in student safety. The Contact Tracer will identify all individuals who have had contact with a student (as well as TU employee) who has
tested positive for COVID-19, and therefore will recommend quarantine and testing for those individuals. The Health Education Coordinator will collaborate with others across campus to provide training on COVID-19 (including mitigating the stigma associated when a student recovers from COVID-19), provide updated health information on COVID-19, and communicate safety guidelines to students and residence hall personnel.

This core function of the plan is vital not only for addressing the physical and mental health concerns related to COVID-19 but is also critical to the other public health emergency of death by legal intervention that is also a major public health issue in society at this time. We have to anticipate that there will be fear, anxiety and potential unrest related to student protests in relation to the George Floyd death and pending litigation. It very likely that the court case will initiate and potentially conclude during Fall 2020. Acknowledgement and planning in regard to dealing with the emotional and physical well-being of students as they go through the experience of the judicial process (as it is played out on the national stage) as well as coping and safety matters as they choose to engage in peaceful protest in the region will be a part of the intervention strategies of student health and counseling.

Dining

Implementation of processes to expedite the dining process while adhering to safeguards to limit density in the dining facilities will be deployed. Limiting dining participants to 50% capacity will lower density by monitoring the number of students who enter the main dining hall. Some strategies are to increase the number of to-go and/or prepackaged options.

It is recommended that dining configurations (tables and chairs) be adjusted, physical distancing be required, and sanitation be frequent with CDC approved supplies. Dining Services should continue to expand floor markers, sneeze guards and no-touch service models when they return this fall. All plates, utensils, and cups should be disposable. There will be no self-service or buffet style meal offerings. While not dining, a face covering will be required by all persons in the dining facilities. Students will be encouraged to take meals outside to consume when practicable or to their personal living spaces for consumption.

Cleaning & Sanitation

It is recommended that Dining Services outline the cleaning frequency and process for all equipment, surfaces and areas for all dining facilities. There should be additional and frequent cleaning of all surfaces and items that are at higher risk of contamination such as door handles, light switches, etc., with chemicals designed specifically for food service environments. All guests should have increased access to hand wash stations, hand sanitizer, 'no-touch' service options and targeted signage and communication to promote hand hygiene.

It is also recommended that employees continue to undergo hand hygiene training, an increased schedule of mandatory hand washing every 20 minutes with appropriate use of personal protective equipment including gloves, masks (where required), eye protection, thermometers and temperature checks, aprons/gowns, etc. to ensure guest and employee
safety. Standards for food receipt, storage, handling and preparation should be established, monitored and documented to control contamination risk at all times.

**Expanded Service Solutions**

It is recommended that Dining Services explore virtual selling strategies and retail convenience and portability for easier, faster and touchless service. This includes enhanced C-store programs with expanded grocery items, grab-n-go programs, meal kits, etc. Dining services should explore mobile ordering/delivery, cashless systems, contactless payment, etc., to maximize connectivity and convenience. In addition, we will explore the possibility of bringing food trucks to campus.

**Co-curricular Student Activities**

Co-curricular student activities provide numerous experiences that positively impact students' emotional, intellectual, social, and inter-personal development. The student experience is critical at Tuskegee and is the hallmark of “the Tuskegee experience.” We recommend that Student Life staff continue to plan and develop procedures to re-open the fitness center in Logan Hall, as well as the Student Union Game room and Lobby. The staff will be expected to provide appropriate COVID-19 precautions, physical distancing guidance, personal protective equipment and sanitizing and cleaning.

Virtual training should be provided for student leaders, orientation leaders and game room and fitness center attendants to provide understanding of individual accountability, student driven compliance with guidelines related to physical distancing, small group gatherings, use of personal protective equipment, personal hygiene, cleaning and sanitizing common areas and surfaces.

Campus activities will include virtual fitness, remote activities such as biking, drone challenges, virtual open mic, virtual talent/fitness competitions as well as small group activities. Recreation should continue to work with The National Intramural-Recreational Sports Association (NIRSA); develop intramural leagues and virtual programs, and other traditional sports and recreational programs that include protocol for small group activities with appropriate physical conditioning. In addition, Campus Recreation will offer an NIRSA virtual Basketball Official Clinic to enhance student safety and engagement.

**Athletics**

The Tuskegee Athletics Department has been monitoring announcements from both of our affiliated athletic organizations, the NCAA and the SIAC, regarding the status of athletic sports and competition for the 2020-2021 academic year. In his most recent communication, Mark Emmert, president of the NCAA, indicated the following: “The NCAA would not dictate when schools might resume sports, leaving those decisions to be made locally. The fact that the restart date could vary among states and regions leaves college sports with a “juggling act.”
Emmert also reiterated his previously stated belief that sports shouldn’t occur unless the general student body returned to campus.

The SIAC has not taken a definitive position on the status of competition within the conference. Rather, they have continued to poll membership institutions on their plans for opening in the fall. The SIAC includes approximately 50% membership from state institutions whose opening is governed by state mandates; while the remaining membership consists of private institutions whose decision-making is internally or locally driven. To date, no conference participants have indicated their intention to remain fully online for the fall semester; most participants have voiced their expectation to engage in sports programs, including football in the fall.

New public health and safety protocols are being circulated by sports medicine professionals for each sport. The medical staff and doctors affiliated with the Tuskegee Athletics Department will meet on June 13, 2020, to discuss safety precautions for fall sports, including conditioning, practices, and game-day competitions.

**Employee Relations**

We are committed to providing a safe work environment for our employees, and during the fall re-opening, we must be mindful of the public health requirements of reducing the risk of community spread of COVID-19 infection as the campus population increases. During the spring 2020 and summer semesters, employees have been identified as essential and non-essential employees; this aids in their being assigned to working remotely, having a staggered office schedule within their office, or working on campus full-time. During the spring semester, all supervisors developed work plans and goals with each employee (those working remotely or having a staggered office schedule); the goal is to protect the safety of each employee and ensure the operations of Tuskegee University are not interrupted. Employees will transition back to their on-campus positions during the summer months; the scheduling of these transitions will be managed by each supervisor. The COVID-19 pandemic is constantly evolving and depending on the rates of new cases and deaths in Macon and surrounding counties, exceptions will be made for individuals who are in vulnerable risk groups and wish to work remotely. A physician’s statement will be required.

**Addressing a COVID-19 Outbreak**

The following procedures are being recommended to address COVID-19 outbreaks. If students and/or employees (including students hired and working for the university) experience one or more symptom(s) that may be related to COVID-19, the Centers for Disease Control (CDC) recommends staying home or residence hall room isolation **immediately**. Students should contact Student Health Services, and employees should contact their supervisor and follow the procedures in their respective city or county to arrange testing. **The state-wide number is (888) 264-2256.**
If a student or an employee reports having symptoms severe enough to be granted a COVID-19 test, the student or employee must:

1. Notify Student Health Services and /or
2. Notify their supervisor immediately
3. Begin self-quarantine for the next 14 days or until released back to work by a physician
4. Report test results Student Health Services immediately upon confirmation

Student Quarantine Locations
Public health guidelines recommend quarantine or isolation be available for students in a single room with access to restroom and kitchen facilities. Therefore, it is recommended that five (5) Commons Apartments or 10 single spaces with individual restrooms and kitchen facilities be designated to assist with quarantining students on campus to better manage their care and meals.

Contact Tracing
Student Health Services will alert Human Resources and Student Affairs regarding affected students; supervisors will alert Human Resources. A Contact Tracer will begin to trace affected person’s engagement to determine others who need to be notified for potential screening and testing for COVID-19.

Questions to ask those with a positive COVID-19 Test
- Name
- Student, staff or faculty member
- Contact information
- What are your symptoms?
- Last date on campus or last date they interacted with members of the campus community
- Did the person have symptoms while on campus?
- Places they visited or frequented on campus, and names of others in those spaces
- Have they been tested or are they under the care of a physician?
- If the person took/taught a class and where? How many people in the class?

Human Resources should be contacted to work with department heads to ensure resources to support employees, and Student Affairs should work with students to ensure the appropriate resources and support.

The Contact Tracer, under the direction of Student Health Services, will conduct an investigation using HIPAA standards to confirm case details and follow-up with Department Heads. If the student or employee’s test is confirmed positive, the procedures outlined below are to be followed:
1. Student Health Services will contact:
   a. Facilities Services to ensure the maintenance crew cleans the facility (See additional CDC guidelines for cleaning)
   b. Human Resources to address employees in the immediate area of the confirmed case; encourage individuals to gather their belongings, leave the building and prepare to work remotely
2. University Police to secure the location keeping additional personnel out of the facility
3. Student Affairs to:
   a. Coordinate with President/Executive Cabinet to make decisions based on student welfare/public health committee and coordinate messaging to the community
   b. Ensure Student Health Services has notified local public health officials in the event of a positive test. These officials will help determine a course of action
4. Information Technology to ensure equipment acquisition for possible immediate remote work

If a student or employee has been directly exposed to an individual who has been approved for COVID-19 testing, he or she must self-quarantine until test results are confirmed. If a positive COVID-19 test is confirmed, the individual(s) must continue to self-quarantine for 7-14 days and follow the return to class/work guidelines below. The 7-14 days begin from the date of most recent exposure to the individual.

Cleaning Areas Exposed to COVID-19
All areas wherein a person has been approved for COVID-19 testing should be cleaned utilizing CDC guidelines. Facilities Services will engage in a defensive viral cleaning program that goes beyond janitorial or carpet cleaning to ensure the cleanliness of the facility spaces. SERVPRO Restoration Experts should be contacted in cases where there is actual COVID-19 exposure.

Returning to Workspace(s) After Cleaning
Students and employees who were not in the affected area of the reported case should re-enter the building once the area has been cleaned utilizing CDC guidelines. Facilities Services will coordinate the cleaning and contact the Hall Director, Director or Dean to confirm when it is safe to return to classrooms, residence halls and campus spaces. All students, faculty and staff should comply with physical distancing guidelines that require each individual to stay six feet apart and wear personal protective equipment.

Returning to Class, Residence Hall or Workspace Post-COVID-19 Diagnosis
An individual who has stayed home in isolation due to possible exposure or who has been asked to vacate their residence hall, class or workspace, may return to a facility after all of the following conditions have been satisfied:

- No fever for at least 72 hours or three (3) full days of no fever without the use of medicine that reduces fevers); AND
• No development of any COVID-19 symptoms, e.g., cough, shortness of breath; AND
• At least 7 days have passed since your exposure.

An individual who has stayed home in isolation due to possible exposure or who has been asked to vacate their residence hall, class or workspace due to COVID-19 symptoms may return to a facility after all of the following conditions have been satisfied:

• No fever for at least 72 hours or three (3) full days of no fever without the use of medicine that reduces fevers; AND
• Other symptoms have improved, e.g., cough or shortness of breath have improved; AND
• At least 7 days have passed since their symptoms first appeared.

An individual who tests positive for COVID-19 may return to a facility after all of the following conditions have been satisfied:

• No fever for at least 72 hours without the use of medicine that reduces fevers; AND
• Other symptoms have improved, e.g., cough or shortness of breath have improved; AND
• Received two consecutive negative tests in a row at least 24 hours apart.

**Training and Education**

We know that until a vaccine is developed, the only ways to mitigate the spread of COVID-19 is through behavioral measures: physical distancing, frequent handwashing and wearing a mask. Therefore, widespread and ongoing education of our community members is mandatory to keep infection rates down. We will implement – and do so continuously – training and education sessions that provide information on 1) preventive health behaviors; 2) ways to handle situations where one is tempted to take risks; 3) responding to the stigma associated with having a positive COVID-19 diagnosis; 4) dealing with the stress associated with this crisis. These sessions will also provide much needed support for students and employees during this time of uncertainty – which can also be associated with taking risks. The Health Education Coordinator will be responsible for planning and conducting these sessions.

**Legal Concerns**

• It is unclear how liability issues will be adjudicated if students or staff members contract the virus on campus.
• TU may be open to litigation if students or staff members contract the virus in the campus environment.
• Governor Kay Ivey has issued a proclamation conferring “liability immunity” upon institutions whose conduct falls below a minimum standard of care:
  
  o “[a] business, health care provider, or other covered entity shall not be liable for the death or injury to persons or for damage to property in any way arising from
any act or omission related to, or in connection with, COVID-19 transmission or a covered COVID-19 response activity, unless a claimant shows by clear and convincing evidence that the claimant’s alleged death, injury or damage was caused by the business, health care provider, or other covered entity’s wanton, reckless, willful, or intentional misconduct.”

- The “clear and convincing evidence” standard is a heightened standard of proof.
- The "wanton, reckless, willful or intentional misconduct" requirement is a relaxed standard of care.

- However, by its terms, this "immunity" lasts only as long as the public health emergency, which is currently set to expire in July.
- Many have questioned whether the governor has the authority to confer such “liability immunity” even for a limited period of time.
- Prudence suggests that institutions not rely on promises of immunity and, instead, align their conduct with directives from authoritative public health sources and industry best practices.

**Campus and Facilities Operations**

Because of deferred maintenance and budget constraints, our campus is challenged with the following building and operational issues:

1. Accessibility of cleaning and personnel resources
2. Building ventilation concerns
3. Access to people and products to ensure effective and efficient cleaning, disinfecting and sanitizing

Thus, it is recommended that the following be addressed:

1. Offices, classrooms, laboratories, residence halls, lounges, and common areas should be reconfigured to comply with physical distancing.
2. Provide hand sanitizing stations in offices, academic buildings and residence halls
3. Deep clean all residential facilities before occupancy.
4. Ensure adequate supplies of soap, disposable towels, and trash cans in offices, academic and residential buildings.
5. Hire additional staff to assist with cleaning frequency in all offices, buildings and residential common areas.
6. Provide a budget to address poor ventilation in residence hall restrooms.
7. Recommend assigning one student per residence hall room in traditional residence halls; this will yield 954 residence hall rooms.
8. Recommend Residence Life & Housing restrict access to guests in residence halls, and gradually phase in visitation during the remainder of the semester given the incidence rates of COVID-19 in Macon and surrounding counties.
9. Provide a budget of $1,394,340 to support personnel (student health and facilities); personal protection equipment; facilities operations; IT infrastructure changes; and onboarding of new students (including student orientation). A detailed budget breakdown follows:

COVID-19 Recovery Budget

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$552,040</td>
</tr>
<tr>
<td>- Facilities</td>
<td>$484,552</td>
</tr>
<tr>
<td>- Student Health</td>
<td>$67,518</td>
</tr>
<tr>
<td>Academic &amp; Data Analysis Software &amp; Training</td>
<td>$156,789</td>
</tr>
<tr>
<td>Personal Protective Equipment (PPE)</td>
<td>$135,600</td>
</tr>
<tr>
<td>Facilities Operations</td>
<td>$432,926</td>
</tr>
<tr>
<td>- Sanitization &amp; Disinfectant Solutions</td>
<td></td>
</tr>
<tr>
<td>- Safety Equipment</td>
<td></td>
</tr>
<tr>
<td>- Ventilation</td>
<td></td>
</tr>
<tr>
<td>- Electrical Upgrades</td>
<td></td>
</tr>
<tr>
<td>IT Infrastructure</td>
<td>$90,985</td>
</tr>
<tr>
<td>- Proofpoint</td>
<td></td>
</tr>
<tr>
<td>- Azure Backup and VOIP</td>
<td></td>
</tr>
<tr>
<td>Onboarding New Students</td>
<td>$26,000</td>
</tr>
<tr>
<td>- New Student Orientation</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$1,394,340</strong></td>
</tr>
</tbody>
</table>

Communications

An effective communications plan regarding COVID-19 – related decisions is essential to the successful engagement of students, faculty, employees, parents, alumni, and community members. Each of these constituent groups is committed to the safety of our campus, and timely communication of important decisions will dispel concerns that arise from fear and uncertainty.

During the spring 2020 semester, a coronavirus microsite was developed on our webpage. Each communication to students, faculty and employees is published on this site. Each communication occurred as soon as possible following a decision (e.g., employees’ work schedules; going online after spring break; local sites for testing). We will continue this strategy and publish all notifications of COVID-19 – related decisions as soon as possible.

In addition, various social media platforms will be used to disseminate communications. For students, Instagram, Facebook, YouTube, Twitter and TikTok will be used. A special effort will be paid to communicating with parents; not only will this inform them of our decisions, but will also create a community of parents that is connected to Tuskegee. Alumni will also receive
announcements to keep them abreast of our decisions. These approaches will increase engagement with our stakeholders.

All communications will be handled by our Office of Marketing and Communications.

This Plan, if implemented effectively, will decrease the likelihood of new cases of COVID-19 and guide the Tuskegee community toward the goal of holistic health that incorporates physical, mental, and social well-being, not only the absence of virus/disease.
Appendix A: Faculty COVID-19 End of Semester Survey Results

PRELIMINARY SURVEY RESULTS -
FACULTY COVID-19 END OF SEMESTER SURVEY
35% response rate; survey still open

Faculty main concern:
1. Health and Safety
2. Enrollment
3. Employment/Financial Stability

Least Appreciated
1. The grading system
2. ODEL faculty and employees need to be more helpful
3. The initial expectation for people to come to campus despite the health risk

Most appreciated:
1. Timely Updates
2. Keeping students and employees safe
3. Helping student financially
4. Helping faculty with online trainings

Q1. Overall, how satisfied are you with the support you are receiving from Tuskegee University to help you adjust to all the changes that occurred this spring as a result of COVID-19
54% Generally satisfied

Q2. For the courses that you moved to online instruction, please list which instructional methods you have used
1. Zoom
2. Blackboard
3. Powerpoint

Q3. Of the online instructional methods that you have used, what worked best for you and why
1. Zoom
2. Blackboard
3. Virtual Presentations
Q4. Of the online instructional methods that you have used, which ones have NOT worked well for you and why?
1. Blackboard Collaborate (connectivity issues; sound; navigation)
2. Online lab assignments
3. Communication regarding Proctor U

To what extent do you agree or disagree with the following statements:

Q5. To what extent do you agree or disagree with the following statements: - Students feel supported by their professors/instructors in this new online environment
49% Agree

Q6. Given the changes caused by the spread of COVID-19, how often do you worry about the following? - Doing your job effectively despite the changes in your work environment
32% Sometimes

Q7. Given the changes caused by the spread of COVID-19, how often do you worry about the following? - Feeling pressure to come to your place of work
30% Sometimes

Q8. Given the changes caused by the spread of COVID-19, how often do you worry about the following? - Losing connections with your colleagues at Tuskegee University
27% Sometimes

Q9. Given the changes caused by the spread of COVID-19, how often do you worry about the following? - The health and well-being of your colleagues
31% Very Often

Q10. Given the changes caused by the spread of COVID-19, how often do you worry about the following? - The health and well-being of your students
40% Very Often

Q11. Given the changes caused by the spread of COVID-19, how often do you worry about the following? - The health and well-being of your friends and family
43% Very Often

Q12. Given the changes caused by the spread of COVID-19, how often do you worry about the following? - Your health and well-being
37% Very Often
Q13. Given the changes caused by the spread of COVID-19, how often do you worry about the following? - What the future holds for Tuskegee University
45% Very Often

Q14. Given the changes caused by the spread of COVID-19, how often do you worry about the following? - Having access to health care for your and/or your family
25% Sometimes

Q15. Given the changes caused by the spread of COVID-19, how often do you worry about the following? - Finances
30% Very Often

Q16. Please indicate your level of satisfaction with Tuskegee University about the following - The timeliness of the communication you've received from Tuskegee University about its ongoing responses to COVID-19
42% Very satisfied

Q17. Please indicate your level of satisfaction with Tuskegee University about the following - The clarity of the communication you've received from Tuskegee University about its ongoing responses to COVID-19
48% Generally satisfied

Q18. Please indicate your level of satisfaction with Tuskegee University about the following - The support you've received from Tuskegee University to help you to revise your classes to an online format
43% Very satisfied

Q19. Please indicate your level of satisfaction with Tuskegee University about the following - The information you've received about how changes at Tuskegee University in response to COVID-19 will impact your employment
30% Generally satisfied

Q20. Please indicate your level of satisfaction with Tuskegee University about the following - The information you've received about how changes at Tuskegee University in response to COVID-19 will impact the institution's viability
22% Neither satisfied not dissatisfied

Q21. What have you appreciated most about Tuskegee University's response to COVID-19?
1. Timely Updates
2. Keeping students and employees safe
3. Helping student financially
4. Helping faculty with online trainings

Q22. What have you least appreciated about Tuskegee University's response to COVID-19?
1. The grading system
2. ODEL faculty and employees need to be more helpful
3. The initial expectation for people to come to campus despite the COVID-19 dangers

Q23. What are your biggest worries or concerns as you think about what's coming up in the next few months?
1. Health and Safety
2. Enrollment
3. Employment/Financial Stability

Q24. Is there anything else you'd like to tell Tuskegee University about the way we've responded to COVID-19 and your experience this spring (e.g., comments, suggestions, concerns, things you think we should know)
1. Abide by CDC guidelines
2. Better software, ODEL, and IT Support
3. Communication (thanks for asking us how we feel)

Q25. How connected do you feel to Tuskegee University?
60% Very strong connection

Q26. How connected do you feel to students at Tuskegee University?
66% Very strong connection

Q27. Are you a part-time or full-time faculty member at Tuskegee University?
94% Full-time

Q28. What is your present academic rank?
28.30% Professor

Q28. What is your present academic rank?
32.08% Associate Professor
32.08% Assistant Professor
7.55% Instructor
0.00% Lecturer