A PLAN FOR RESTARTING FORDHAM’S NEW YORK CAMPUSES IN THE AFTERMATH OF THE COVID-19 PANDEMIC

June 29, 2020
Version 3.6

FORDHAM UNIVERSITY
EXECUTIVE SUMMARY

Fordham University has developed a comprehensive plan, Fordham Forward, for successfully restarting operations on its New York campuses and welcoming students, faculty, and staff back to campus. The careful planning effort addresses the public health concerns around restarting the University before a vaccine is commercially available, and outlines how the majority of operations at the University will be altered to reduce transmission of the virus and minimize the likelihood of an outbreak.

Fordham enjoys a close partnership with New York state, our local health department, and regional medical providers. Fordham will establish a tiered system of safeguards including screening, surveillance, contact tracing & isolation, modified operations, enhanced cleaning, and an education campaign around safe behaviors that optimize the health and well-being of Fordham students and employees as well as our local community. Fordham Forward is fully compliant the directives of the governor’s office, as communicated in Reopening New York: Higher Education Guidelines.

To effectuate the plan, Fordham University will:

1. Conform to the critical key metrics for reopening New York City developed by Governor Cuomo and other officials, including the local prevalence criterion, before commencing operations.
2. Maintain close contact with New York City’s Department of Health.
3. Partner with Montefiore Medical Center and Mount Sinai West for testing and treating students and employees.
4. Ensure the availability of screening, testing, and tracing the spread of COVID–19 infection, including:
   a. Put in place a digital prescreening program, an initial telehealth visit and daily self-certification program that is mandatory for Fordham employees and students. After completing all aspects of the initial prescreening program, a person will gain clearance to access campus through security perimeter posts.
   b. Infrared temperature checks at designated entry points will allow for a rapid symptom monitoring system at all campuses.
   c. Develop the capacity for immediate viral testing of all symptomatic students, faculty, and staff, including the ability to rapidly test contacts and those flagged by program, the University’s Occupational Health Services partner(s) or the University Health Center for students.
   d. Coordinate a University–based contact tracing plan in coordination with local public health officials.
   e. Establish a plan to detect early warning of an infection surge and a shutdown plan to respond rapidly.
   f. Make available a health response system to advise individuals who develop symptoms.
   g. Identify facilities and a staffing plan to quickly isolate confirmed virus carriers. Persons who have had meaningful contact with a COVID–positive individual will need to self-quarantine until they have been tested and confirmed to be COVID–negative.
5. Identify and enact specific accommodations for students, faculty, and staff who have medical conditions that make them high risk as per CDC guidelines.
6. Articulate a modified set of travel and visitor policies.
7. Make available sufficient Personal Protective Equipment (PPE).
9. Encourage flu vaccinations of all community members with exceptions allowable.
10. Put in place cleaning and disinfecting plans.
11. Revise residential living plans to include enhanced cleaning, social distancing, personal face coverings in common areas, restrictions on group events and activities, limited cross-access by students to other residence halls, special housing considerations for students with medical conditions, public health training, and a modified code of conduct.

12. Articulate a plan for social distancing during university activities (teaching, office and administrative interactions, bookstore operations, dining, extracurricular activities, etc.), including facilities modifications where appropriate.

13. Utilize a flexible hybrid model of instruction containing a mix of synchronous and asynchronous elements, thus allowing us to pivot from partially to fully online learning if circumstances make that necessary.

14. Encourage social distancing whenever possible.

15. Execute a methodical shut-down plan if the decision is made to ramp down activities on Fordham’s Rose Hill, Lincoln Center and/or Westchester campuses.

16. Have communication and education plans in place for students, families, faculty, and staff along with other community members.
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1 INTRODUCTION

On March 9, 2020, Fordham University discontinued all face-to-face classes as COVID-19 was rapidly spreading throughout the global community. Within a week, all non-essential Fordham employees were directed to work from home, and students left campus to continue their studies remotely. After New York successfully flattened the curve through strict social distancing efforts, Governor Cuomo turned his attention to restarting the economy gradually so as not to cause a resurgence of the virus.

In May 2020, Fr. McShane, S.J., President of Fordham University, established a task force to plan how Fordham could carefully restart its New York campuses on the heels of the COVID-19 pandemic. The task force was built around a steering committee and thirteen working groups, each focused on a different aspect of successfully restarting operations and welcoming students, faculty and staff back to campus.

Fordham Forward is fully aligned with Reopening New York: Higher Education Guidelines, published by the governor’s office, and is guided by the core elements of Creating Safe and Resilient Campuses: Suggestions for Reopening and Reimagining Colleges and Universities in New York, a May 2020 report produced by The Commission on Colleges and Universities (CICU) in New York in collaboration with the State University of New York (SUNY) system. Fordham Forward is also fully consistent with New York Forward, the governor’s plan for reopening the State of New York, and draws from the Centers for Disease Control (CDC) guidelines. Fordham has engaged epidemiologists and other public health experts from Colden Corporation to review and advise on Fordham Forward.

2 PLAN FOR REPOPULATING THE CAMPUS

Fordham University will proceed cautiously with repopulating the campus while minimizing risks to the health and well-being of each member of our community. The University will operate at lower density, institute social distancing standards in all of its facilities, undertake enhanced cleaning measures, require the use of appropriate personal protective equipment (PPE), and pursue daily health screening to monitor, trace, and isolate potential infections.

The University will designate a COVID-19 Coordinator as a single point of contact for policy development, compliance issues, and management of information to external and internal stakeholders and agencies.

2.1 Phased Approach to Bringing People Back to Campus

The restart of Fordham University fully conforms with the governor’s plan to restart New York. As outlined in New York Forward, the state will reopen on a regional basis as each region meets the four criteria necessary to protect public health. These are:

- The infection rate is sufficiently low;
- The health care system has the capacity to absorb a potential resurgence in new cases;
- Diagnostic testing capacity is sufficiently high to detect and isolate new cases; and
- Robust contact-tracing capacity is in place to help prevent the spread of the virus.

With these four criteria in mind, the governor’s office has chosen to track a set of seven health metrics, each with its own threshold, to determine an overall daily score (on a scale of 0-7) for every region of the state. Only when a region achieves a score of seven can it proceed cautiously in a phased approach toward reopening. To monitor and regulate the phased re-opening process, Gov. Cuomo has established regional “control rooms.” Constituted with government officials and academic and healthcare professionals in that region, each control room will monitor the seven health metrics and other key indicators, and can slow or shut off reopening if indicators are problematic.
The plan to restart Fordham is designed around four phases, spanning from a phase where all but essential employees work remotely, to a phase where the institution’s standard operations can once again occur on campus, albeit with social distancing measures in place. It is not possible to predict on what dates Fordham will be authorized by the Regional Control Room to proceed from one phase to the next; however, Fordham stands ready to implement the measures outlined in this plan to successfully restart all three of its New York campuses in conformity with Reopening New York: Higher Education Guidelines.

When authorized by the Regional Control Room to move to the next phase, Fordham will cautiously proceed from left to right in the following table, pausing at each phase for at least two weeks while we monitor a comprehensive set of health metrics in our region and on our campuses. If there is a decline in the health metrics, suggesting that we are reopening too quickly, Fordham may need to transition from right back to left in the following table. We would then pause at the more restrictive phase until we were confident, upon receiving confirmation from the Regional Control Room, that we could once again proceed with our phased plan to restart Fordham.
### FOUR PHASES OF FORDHAM’S RESTART PLAN

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ESSENTIAL EMPLOYEES:</strong> (Maintenance, Information Technology, Residential Life, Construction) work on campus as needed.</td>
<td><strong>ADMINISTRATORS, ACADEMIC ADMINISTRATORS AND FACULTY IN AN ADMINISTRATE POSITION:</strong> Select administrators who have been prescreened may return to campus. (≤50% of full capacity)</td>
<td></td>
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<tr>
<td><strong>FACULTY:</strong> Faculty who have been prescreened may retrieve items from their office by appointment w/ Public Safety</td>
<td><strong>FACULTY:</strong> Faculty who need access to the library or their offices may return (≤50% of full capacity in building)</td>
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</tr>
<tr>
<td><strong>STAFF:</strong> Select administrative staff who have been prescreened may return to campus. (≤50% of full capacity)</td>
<td><strong>FACULTY:</strong> Faculty may return (up to revised capacity with appropriate social distancing)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>STAFF:</strong> Select staff who have been prescreened may return to campus. (≤50% of full capacity)</td>
<td><strong>STAFF:</strong> Staff may return (up to revised capacity with appropriate social distancing)</td>
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<tr>
<td><strong>STUDENTS:</strong> Resident Assistants and other select student workers return to prepare for arrival of student body</td>
<td><strong>STUDENTS:</strong> All residential and commuter students may return to campus with appropriate social distancing</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>RESEARCH LABS:</strong> Lead faculty/PIs return to put protocols and PPE in place</td>
<td><strong>RESEARCH LABS:</strong> Faculty, Lab techs, post-docs, and grad. students can return</td>
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</tr>
<tr>
<td><strong>LIBRARY:</strong> Select staff return to prepare library for restart</td>
<td><strong>LIBRARY:</strong> Hours extended. Undergraduate students may return to library.</td>
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<tr>
<td><strong>ATHLETIC FACILITIES:</strong> Student athletes in fall sports may begin practice on campus with social distancing</td>
<td><strong>ATHLETIC FACILITIES:</strong> General student body can use gym/weight room with appropriate social distancing</td>
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<tr>
<td><strong>DINING:</strong> Food service available with 50% capacity for indoor seating, 6 ft. spacing outdoors</td>
<td><strong>INSTRUCTION:</strong> Face-to-face instruction can resume in classrooms, labs, and studios with appropriate social distancing</td>
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Department leaders, to the greatest extent possible, should allow employees who, by the nature of their work, can perform their duties remotely to continue to do so. Department leaders may want to consider the following staffing options to decrease density on campus:

- Divide employees of a department or departmental area into cohorts, excluding those who have applied for and received an accommodation from Human Resources. Limit exposure of employees to only others in their cohorts.
- Stagger employee arrival and departure times to reduce density at points of entry and egress.
- Create multiple shifts beyond the traditional workday.
- Prepare a “COVID-19 Work-Schedule” i.e., each cohort works on campus one week, and then works remotely for at least two weeks.

The Office of the Provost will develop policies that may help lower the density of faculty present on campus, including:

- The Office of the Provost will work with the Faculty Senate, Office of Human Resources Management, and Office of Legal Counsel to develop a policy for a flexible work year including spring-summer and summer-fall teaching.
- The Office of the Provost will develop a draft policy for the flexible classroom including transitioning entire classes or individuals within a class between in-person and online based on verified quarantine/social distancing/health needs.
- The University will explore ways to recognize the additional work that faculty have undertaken to convert their courses to a flexible hybrid learning environment.

Employees permitted to work remotely must continue to perform the essential duties and responsibilities of their jobs, which may be adjusted as the circumstances warrant.

### 2.2 High Risk Populations

University Health Services will encourage high risk students to discuss with their doctor the risks and benefits of college life prior to coming to campus. Student requests for accommodations will be evaluated by Student Affairs. Options regarding completing courses remotely will be coordinated with the colleges and schools.

Employees who self-identify as high-risk pursuant to CDC Guidelines may apply for an accommodation from the Office of Human Resources Management to continue to work remotely. According to the CDC, individuals with certain conditions may have a higher risk for COVID-19 infection, including persons who are 65 years old or older, who have compromised immune systems, diabetes, cardiovascular disease, or chronic lung disease and those who have other chronic conditions.

Faculty who fall into the CDC’s definition of high-risk may request reasonable accommodations to their work or learning environment. In the case of instructional staff, this includes teaching remotely. Faculty may apply to the Office of the Human Resources Management and notify the Office of the Provost for an accommodation for other personal circumstances related to COVID-19 that impact their ability to deliver classes in person.

Faculty, Administrators, or Staff who share a household with someone, who is determined by the University’s Occupational Health Consultant(s), to be high-risk may receive an accommodation which can include working or teaching remotely, or other acceptable modifications to their work arrangement. Faculty, Administrators, or Staff may also request an accommodation for other personal circumstances.
2.3 Prescreening and Testing of Individuals Returning to Campus

University will institute a rigorous pre-screening program, daily symptoms self-monitoring, and testing of those who are symptomatic or have been exposed to a COVID-positive individual. All information is kept confidential and follows privacy laws. Fordham telehealth program may require a 15-minute virtual appointment with a physician; the physician can provide clearance, or when appropriate, give a referral to University Health Services (in the case of students) or a medical care provider (for employees). If an individual is not immediately cleared by the screening program, they will receive a communication advising them of the next steps to follow which may include a recommendation to be tested for COVID-19 at an authorized location or to quarantine for a period of time.

Fordham will have COVID-19 PCR diagnostic testing capabilities on campus. The University is actively exploring with partner organizations how it can develop sufficient capacity to test all members of the community, whether or not they are symptomatic. In any case, all students are strongly encouraged to get tested in their home community before they depart for campus. Students who test positive are required to stay home and isolate until cleared to come to campus.

Fordham students and employees will need to receive clearance from the screening program each time they enter campus through security perimeter posts. This clearance will be sent to the Fordham community member via text and email after they have responded to that day’s questions on their smartphone or via email.

- Fordham will require universal pre-screening before the fall semester and continuous monitoring to identify those who subsequently might require need diagnostic testing.
- Visitors or guests to Fordham will need to be screened prior to being given access to campus. Some guests may be pre-screened before arrival on campus.
- International travel is an evolving situation. Fordham will follow the CDC’s recommendation that people quarantine for 14 days upon arrival in the USA from international travel. New York state also requires individuals traveling from designated states to quarantine for 14 days after arriving in New York. Such persons under quarantine will most probably be tested for COVID-19 and should not attend classes or engage in other campus activities.
- Appropriate signage will be posted at all high-volume key locations on campus as a reminder to adhere to proper social distancing, use of facial coverings, and proper cleaning/hygiene.
- Prior to returning, all students and employees will be provided with appropriate information and guidance as to what to expect prior to and upon their arrival to campus.

2.4 Hygiene, Cleaning and Disinfection

Each member of the University community is responsible for maintaining safe and hygienic conditions. The New York State Department of Health has issued the following directives:

- Cover your nose and mouth with an acceptable face covering.
- Properly store and, when necessary, discard PPE.
- Adhere to physical distancing instructions.
- Report symptoms of, or exposure to, COVID-19 through the University’s screening program.
- Follow hand hygiene and cleaning and disinfection guidelines.
Follow appropriate respiratory hygiene and cough etiquette. Fordham will post signage throughout the campus and engage in education/prevention campaigns to remind the University community of these important practices.

- All administrators, faculty and staff will be required to complete online public health training and will be expected to conform to a set of public health measures.
- The university will make face coverings available for all employees and visitors, and will provide personal protective equipment as needed for specific areas and modes of work.
- All students will be required to complete an online training instructional program focused on safety, health and wellness issues with specific content for resident students.
- Students will be instructed to come to campus with their own face coverings, but face coverings will be provided to students as needed.
- Proper hygiene is critical, including cleaning and disinfecting protocols.

Training will be provided to all employees and independent contractors, with an additional focus on Supervisors/Managers. In order to ensure that all employees have an equal opportunity to access the content, training will be delivered via multiple formats using various learning and collaboration technologies for virtual delivery, in-person classroom training, and printed documents (i.e., for those who do not have access to technology). Training will include the following three categories:

- **Mandatory Training**: Topics will include, but are not limited to, public health, how to wear PPE, washing one’s hands, return to campus orientation for all employees, supervisory and employee safety briefings, as well as Fordham’s procedures and policies for minimizing risk prior to returning to campus.
- **Soft Skills Training**: Topics will include, but are not limited to, establishing psychological safety, how to lead during times of uncertainty, how to communicate with each other while working remotely, and mental wellness.
- **Technology Training**: In partnership with the Fordham IT department, employees will be provided additional resources on how to work remotely (e.g., how to use Zoom).

When using public transportation, employees and independent contractors should:

- wear a face covering;
- avoid touching surfaces with their hands to the maximum extent possible;
- stay in a train car or section of a bus with fewer riders as possible;
- choose to sit/stand as far as possible from other riders
- upon exiting, wash their hands or use hand sanitizer; and
- avoid wait times for public transportation by considering using alternate commuting methods, such as biking, rental cars, Zip cars, etc.

As much as possible, individuals should limit in-person gatherings and use other methods such as video or teleconferencing whenever possible. When videoconferencing or teleconferencing is not possible, meetings should be restricted to open, well-ventilated spaces where individuals can maintain six feet of social distance between one another.

Existing custodial support resources will provide all major sanitizing and cleaning services on a more frequent basis depending on the contact risks associated with the particular area.

- Cleaning and sanitizing schedules for common, high touch, high risk areas will be increased to twice per day.
- Contact surface treating technologies such as ultra-violet C and electrostatic equipment will be deployed throughout the campuses.
- The University will supply students, faculty and staff with disinfecting wipes and access to hand sanitizers in classrooms and building entrances.
2.5 **Personal Protective Equipment**

The University will acquire and distribute Personal Protective Equipment (PPE) in the following way:

- Material Sourcing and Reordering Procedures will be managed by Strategic Sourcing for face coverings and hygiene products like hand sanitizer stations and wipes dispensers, which will be deployed around campus. Soaps and other sanitizing/disinfection materials will be centrally procured by Strategic Sourcing with quantities as recommended by Facilities Management.
- Each member of the campus community will be provided with a number of reusable face coverings by the University.
- The University will maintain an adequate supply of face coverings, and other required PPE should an employee or student need a replacement, or should a visitor be in need.
- Every person on Fordham property is required to wear an acceptable face covering in all common, public areas and while interacting with anyone else on Fordham property. The requirement that each individual wear a face covering is for their own personal health and the health of those around them.
- Gloves are being supplied to public safety, custodial services, library services, and health services.
- Gloves are to be worn (and properly taken off and disposed of) by public safety, custodial service, library service and health service staff. Glove usage is not required for other faculty, staff and students.
- Everyone should properly wash their hands frequently and personally wipe off surfaces after touching them.
- Departments must refrain from ordering and storing hand sanitizers in bulk. Most hand sanitizers have very high alcohol content and when stored in bulk, may present flammable material management requirements.
2.6 Modified Use of Learning Spaces

The judicious and safe use of learning spaces (classrooms, studios, teaching labs, etc.), at a time when the COVID-19 virus is active in our region, requires attention to social distancing standards and other health and safety policies and protocols set forth by the CDC, New York State, City, and Fordham University. The flexible hybrid learning environment outlined in Fordham’s Academic Approach for 2020-2021 (Provost Announcement, May 11, 2020) plays a critical role in de-densifying classroom occupancy on campus. Classroom instruction will be permitted only in Phase 4 of Fordham’s restart plan, and it will be governed by the following.

Fordham University will:

- Establish a 6-foot social distance standard between all individuals within a classroom.
- Reduce seating capacity within each classroom to approximately one-third of its original value, as dictated by the 6-foot social distance standard.
- Identify and assess non-academic space and possible off-campus space for repurposing as temporary classrooms to support the academic mission.
- Adjust the quantity and placement of furniture (desks, podia, etc.) to achieve social distancing standard in each classroom.
- Upgrade, as needed, the technology in classrooms and learning spaces to ensure academic readiness for flexible hybrid pedagogy.
- Assign course sections to individual classrooms while:
  - accommodating section enrollments, or segmentation of approximately one-third per social distancing requirements;
  - maintaining Fordham’s block schedule, with minor modifications as necessary;
  - following the current academic calendar;
  - adhering to the existing Fall 2020 schedule of classes to avoid re-registering students; and
  - observing special needs of faculty and students and distinct characteristics of each course, in consultation with the relevant dean’s office.
- Limit faculty and staff offices to single occupancy (without the option of holding face-to-face office hours or advising meetings) if offices are unable to accommodate a 6-foot social distancing standard.
- Analyze and model traffic patterns (e.g., hallways, stairways, elevators) to develop protocols to de-densify buildings around the times when classes change. Potential mitigation includes:
  - designating up and down stairways;
  - expand the time between course blocks from 15 to 20 minutes; and
  - schedule courses on lower floors of buildings, when possible, to reduce traffic on stairs and in elevators.
- Provide appropriate sanitizing wipes and hand sanitizers in all learning spaces.
2.6.1 Technology-Enhanced Teaching and Learning

Fordham has chosen to transition to a Flexible Hybrid Learning Environment (FHLE) for instructional delivery in response to the lingering public health challenges and conditions posed by the COVID-19 pandemic. This is outlined in Fordham’s Academic Approach for 2020-2021 (Provost’s Announcement, May 11, 2020) and places emphasis on creating course content prepared by faculty that can be engaged asynchronously by students, while providing high quality interactive components focusing on regular and substantive interaction that are delivered synchronously, either in-person or via videoconferencing. To enable our academic continuity model, faculty development, course design and build, and technological considerations have been taken as follows..

Fordham University will:

- Ensure that faculty and students (undergraduate and graduate) have appropriately configured technological solutions (or kits) that will allow full participation in courses both in-person and remotely. This may include laptops, cameras, microphones, and appropriate access to the Internet.
- Provide streamlined remote access to software solutions via a cloud virtual desktop platform that was previously available only on campus or by download.
  * Particularly important for international undergraduate and graduate student access.
- Adopt special solutions for courses that are largely experiential in nature such as STEM (lab-based), dance, theatre, and music programs.
- Vet technological solutions for meeting, or exceeding, accessibility compliance requirements as defined by the U.S. Department of Education’s Office of Civil Rights and the Americans with Disabilities Act.
- Assemble and present a constantly evolving easy-to-use one-stop portal for faculty where faculty can book an appointment with an instructional designer; sign up for a wide variety of workshops; and access rich course development content in the form of podcasts, videos, and printed materials. Such a portal will also provide answers to commonly asked questions through FAQs.
- Deploy a learning management system that is pre-configured to facilitate faculty course set-up time and enable a cohesive and consistent “look and feel” experience across courses for students (undergraduate and graduate).
- Provide appropriate face-to-face classroom technologies, such as cameras and microphones, that facilitate the participation of students (undergraduate and graduate) attending from remote locations, if courses are held on campus. This includes locations that will be used as temporary learning spaces.
- Provide appropriate classroom technologies that allow for lecture capture, recording and live streaming of classes that some or entire sections of students are unable to attend or to manage face-to-face and online delivery simultaneously.
- Leverage analytics to parse and interpret how technological tools that have been deployed to faculty and students are being utilized, and to identify where adjustments are needed to continually evolve and mature technology and support offerings. This will be accomplished while protecting the privacy of faculty and students regarding the data on which the aggregate analytics are based.
- Supply well trained and oriented support staff to assist faculty and students (undergraduate and graduate) in making the transition to the FHLE. Teams will be composed of departmental, administrative, and IT staff to allow for a holistic approach in the adoption of this new paradigm. Support measures of this kind will be continuously assessed and sustained for the next 18-24 months.
- Facilitate the creation of course preparation materials and advance research activities with library resource personnel who assist in the identification and use of a variety of resources such as open access textbooks, digital archival collections, and open data collections.
2.7 **Residential Life**

Fordham has had the belongings move out process underway since May 17, 2020 and finishes this process on June 28, 2020 at Lincoln Center and Rose Hill campuses. Fordham’s Housing Operations staff have created several different occupancy scenarios to prudently reduce density within the residence halls. Fordham has researched and reviewed room configuration guidelines from other universities and states that have proceeded ahead of New York in re-opening.

To begin the new academic year, Fordham will:

- Eliminate converted triple spaces in all first-year halls.
- Provide specific new safety rules and guidelines to all students and families well in-advance of move-in.
- Set aside housing areas suited to isolation and quarantine and adjust occupancy planning for the reduction in overall bed spaces.
- Invoke contingency plans in case demand for housing exceeds supply due to prudent reductions in overall occupancy. Several vendors are in consideration to provide additional housing should this be required.
- Introduce new policies and procedures for its residence halls to allow the development of residential learning communities while reducing likelihood of COVID transmission and increasing physical social distance, including new procedures for:
  - Move-in and the opening of the residence halls,
  - Floor meetings with resident staff,
  - Programming and activities,
  - Staff on-duty/safety and policy enforcement procedures, and
- New policies related to visitation, guests, prudent social distance, size of all gatherings, mandatory reporting of health concerns, isolation/quarantine, and off-campus conduct.
- Require all students, whether they are on or off campus, to adhere to university policies. Off-campus behavior that is not compliant with University policies will be subject to the conduct process.
- Suspend all non-resident guest visitation in its residence halls at least through the Fall semester. Inter-residence hall visitation will be limited in the interest of reducing spread of the virus.
- Require that resident students who are able to travel and live within a reasonable distance isolate/quarantine at home or off-campus locations if they are exposed/infected. Those unable to travel home will be isolated in their assignments where possible and in designated residence hall locations.
- Send communications prior to opening and move-in to share new community expectations, policies, and procedures.
- Disseminate revised policies and processes for additional housing-related medical/disability-accommodation requests.
- Communicate a revised and extended move-in opening day timeline/process to increase social distance and other prudent safety measures for students and families, including early arrivals, student athletes, international students, transfer students, first year students, and upper-class students.

Residential Life will work with other administrative units on testing, quarantine, and isolation plans for students who show symptoms or who test positive, upgraded cleaning schedules and routines for residence halls, reduced use of lounge/common space.
2.8  Dining

All actions fall under the heading of promoting social distancing, implementing new levels of food safety, and special attention to revising all locations to provide safe service to customers from healthy staff members.

- **Preparation for opening** - Actions have been taken to update food receiving, storage, preparation and service protocols to help keep students and staff safe.

- **Additional staff training** - Additions have been made to staff training objectives and subject matter as related to COVID19 to be presented to all Dining staff as they return to work.

- **Strengthening campus community trust in dining** - Communications will advise all customers on social distancing and “traffic” patterns for safe selection and purchase of food in all Dining locations. Staff will underscore this trust by their every action and guest interaction.

- **Location modifications** - Fordham will install new protective barriers to help protect staff and guests. Seating capacity will be reduced and spaced throughout all locations to meet up to date guidelines. Floor markings will be installed in Dining areas to help guests and staff maintain the approved furniture layout. All locations have eliminated self-serve stations except for beverage stations. Patrons will be offered 100% individually wrapped, single use utensils and ingredients. “Grab n Go” meals are being placed in “All you care to eat” locations so guests do not have to enter Dining areas unnecessarily. All Point of Sale Equipment is being converted for “contactless” transactions.

- **Additional preparation for restarting Fordham Dining** - All Dining locations have scheduled FDA approved sanitizing at least 2 weeks prior to their re-opening. All employee hand wash stations are being outfitted with touchless faucets, soap, hand sanitizing and hand drying equipment.

- **Aramark compliance with all University HR and COVID related policies** - Aramark staff will comply with all Fordham HR, Public Safety and Student Affairs policies.

- **Fordham Dining Campus Partnerships** - Fordham Dining, having always enjoyed excellent working relationships with Campus Facilities Management, Campus Operations, Fordham IT and all departments throughout the University has forged even tighter and very well coordinated relationships and has plans to be ready for opening.

- **Tent set-ups for outdoor dining** - Fordham Dining has identified locations of tent set-ups for additional seating, if this becomes necessary.

- **Staffing** - Dining has added shifts and redefined work stations so staff can stay socially distant and food can be prepared as freshly as possible and in quantities necessary to serve the campus community.

- **Meals for students quarantined to their rooms** - Dining has identified a process to work with Health
Services and Residential Life to provide meals to those who need isolation.

2.9 General Facilities and Operations

Reopening Fordham University’s facilities in response to the COVID-19 pandemic requires implementation of new and revised procedures to manage the risk of contagion propagation. As with most risk management approaches, serious consideration must be given to eliminating as much risk as possible. Face-to-face transmission of the contagion is the primary pathway for exposure. In addition to minimizing the campus population (such as select employees working remotely), on-campus risk mitigation measures include:

Facilities Management and Maintenance

- Change foot traffic flows in high use academic areas with associated floor markings and directional signage.
- Use of “up” and “down” stairways to minimize the “face to face” potential for building occupants. Individuals will be required to manage their ability to social distance while they are in the stairways. Building entrances and exits will be marked for normal one-way egress/ingress.
- Reduce elevator loading to 50% full capacity occupants per elevator cab (NYS Guidelines for Commercial Buildings) with the requirement that all wear face coverings. Discourage elevator use to lower floors except for those with mobility challenges or health issues.
- All building ventilation systems will be adjusted to allow for as much outside air and high filtration as possible without degrading temperature and humidity conditions in the building.
- The maximum capacity in each office space is based on a minimum of a 50% reduction in staffing, to be determined by each office. Convert conference rooms to offices, as needed.
- Guidelines are available for departments to assess open work environments and meeting rooms to institute measures to physically separate and increase distance between employees and independent contractors and other co-workers.
- Office sharing is prohibited unless the required minimum 6 ft. of distance can be maintained.

Transportation and Mail Services

- Reduce vehicle occupancy to 50% normal capacity for Ram Vans and service vehicles.
- Package and mail pickup services will be centrally scheduled to minimize congregation around the post office and other mail distribution points.

Construction/Renovation

- The Capital Projects and Planning group have developed a University-specific COVID-19 plan for the execution of construction contracts.
- Enhanced compliance management is provided by engaging a safety consultant who performs quality assurance checks that the general contractor’s work procedures and in compliance with their approved plan.

Modified Behaviors

- Employees must maintain a distance of at least 6 ft. amongst all individuals at all times, unless safety of the core activity requires a shorter distance. In-person gatherings should be limited, and when held, should be in open, well-ventilated spaces with the appropriate social distancing.
- Employees must not socialize in common areas.
- Employees must follow guidelines published for the use of restrooms, elevators, corridors, stairwells, meetings, break rooms, coffee makers, refrigerators, common areas, and conference rooms.
• If more than one person is in a room, face coverings should be worn at all times.

2.10 Student Experience and Experiential Learning

Fordham will reimagine flexible student engagement experiences, gatherings, operations and events to ensure a vibrant and healthy student experience on campus that responds to the everchanging landscape during the current health emergency. As always, Fordham will remain student-centered, and ensure equal participation for all students throughout the fall semester and the academic year. For all events, Fordham will institute the following:

• Training and education module completion will be required of students, faculty, staff and external guests looking to host, participate, and/or attend on-campus events to ensure they learn about campus policies and protocols to protect our community’s health and wellness.
• Face coverings and attendance tracking will be required of all in-person events and meetings. University Tickets will be one method to accomplish this.
• All events and meetings will be encouraged to have a mix of synchronous and asynchronous components, when appropriate, to allow for the full participation of the Fordham community.
• All meetings and events will have attendance limitations and seating arrangements that will meet standards for physical distancing.
• Low-touch environment (no printed tickets, programs or handouts; tickets scanned electronically).
• Signage will be displayed listing health and safety precautions.

Event logistical support includes:

• Campus Operations, alongside space managers, will serve as the driving, collaborative force to assist with event space accommodations.
• Event logistics including elevator access and control, stairwell and bathroom usage, space setup and cleaning, sound reinforcement and security requirements will be coordinated prior to individual event confirmations.
• An Event Planning Toolkit website will be created to assist program planners with preparing to run their events based on the new guidelines.

Large-scale on-campus student programming, including New Student Orientation, will be modified:

• Traditional New Student Orientation events will be reimagined as virtual or hybrid events to allow students various ways to participate. Detailed information about Opening Day and orientation procedures, protocols and schedules will be communicated with students and families in August.
• Upon check in to New Student Orientation, students will receive a personal face covering and related materials pertaining to health and safety protocols.
• Student Clubs and University Departments will reimagine events and meetings using physical distancing and virtual options will be provided for larger groups and/or students who are unable to participate in person.
• Concerts, performances and lectures will have attendance limitations, with a priority on student audiences.

Student engagement off-campus will be modified:

• Many internships are being offered as remote opportunities, reducing the barrier of physical location in selecting an internship. Handshake (through Career Services) will continue to serve as the main hub for these opportunities and updates.
• Community Engagement both on and off campus will continue to occur in the NYC area while
following Fordham’s guidelines and with consideration for any guidelines set forth by the community partners.

University-sponsored travel limitations are as follows:
- All students, faculty and staff are encouraged to stay within the NYC area during the fall semester. University-sponsored travel will be authorized only if it is deemed essential.
- All essential travel must be registered with the appropriate supervisor / advisor and must include a safety plan.
- Individuals and groups must not engage in university-sponsored travel to any international location for which the U.S. State Department has issued a Level-3 or Level-4 travel advisory, or the Centers for Disease Control has issued a Warning Level-3.

Intentional considerations will be given for various community populations:
- Accessibility related to face coverings, face shields, and other potential accommodations will be handled accordingly.
- Places of Worship will be identified and designated for interfaith needs.
- Spaces on campus will be designated for commuter student access to technology.
- Fordham will continue to inform the community about Campus Ministry services that remain available if classes are in person, online or hybrid and with staff working remotely.
- Accommodations will be made for religious communal spaces including prayer rooms.
- Student(s) who are in isolation or quarantine and will be connected to Counseling & Psychological Services and/or Campus Ministry through virtual or phone in compliance with HIPAA regulations.

2.11 Intercollegiate Athletics

The health and safety of our student-athletes, staff, and guests are the highest priority as we return to athletic participation. Informed by guidance from New York State and City health officials, NCAA, Atlantic–10 Conference and the Patriot League Conference, Fordham University will adopt the following practices:

Plan for Event Attendance and Guest Policies and Procedures
- Guests must wear masks when unable to be 6 feet apart.
- Hand sanitizer dispensers will be stationed throughout the event.
- All staff must wear masks and gloves.
- Maximum capacity at events will be reduced to 25%.
- Ensure efficient and safe ingress and egress at each facility for student-athletes, staff, and guests via signs, directional arrows, and coordinated entry and exit.
- Guests hold tickets while being scanned by staff.
- No cash exchange between customer and staff (ticketing, concessions, merchandise).
  * Customer inserts their own credit card into the machine.
  * Individually wrapped condiments and food.
- Large ticketing groups will use a separate entrance and exit.
- Tape down lines to determine the flow of traffic and to direct where guests stand in line.
- Each facility will have specific individual seating guidelines to maintain social distancing via seats
and rows identified as restricted.
- Partitions will be installed where necessary (ticketing, concessions, score table, pressbox)

Policies and Procedures related to Athletic Facilities
- The maximum capacity for facilities will be based on city and school regulations.
- Display directional and informational signage.
- All coaches, students, staff, and guests are required to wear masks when less than 6 feet apart and not competing. Fordham Athletics will provide PPE.
- Floor decals or tape will be used to enforce social distancing and flow of traffic.
- Install desk and equipment partitions where needed.
- Hand sanitizer dispensers will be stationed throughout all facilities.
- Implement deep cleaning of bleachers, chairs, turf, and all equipment after each use.
- Execute detailed and guided cleaning schedules for staff.
- Teams will disinfect spaces after each practice or use.
- Prioritize practice schedules for in-season teams and equal practice field opportunities to alleviate for more cleaning and sanitizing.
- Thirty minutes between all facility reservations to allow for cleaning.
- Alterations to club and intramural schedule.
- Per Fordham guidelines, restrict usage of facilities by non-athletics for both internal/external parties.
- Large group meetings will take place virtually or in a large enough space for people to be 6 feet apart.
- No unscreened visitors allowed inside any Fordham facility.

2.12 Title IX Processes

The University has updated its Title IX processes to ensure that the community’s needs continue to be addressed in a prompt, supportive, and effective manner. Moreover, it has implemented a system that allows Title IX claims to be fully investigated and processed in an exclusively online environment. This includes:
- Multiple security measures have been instituted to allow sensitive and confidential meetings to take place via Zoom.
- The University’s Confidential Resources are all accessible during their regular business hours.
• The University maintains its ability to connect community members with law enforcement officials and external medical providers.

2.13 Research Continuity

Fordham University has completed the guidelines for university libraries and research lab safety to allow faculty and students to return to research laboratories and libraries to continue their research. The guidelines have been developed using the governing principles of safety, fairness, privacy, and volunteerism. They have addressed issues with respect to COVID-related safety measures, such as screening and testing, tracking, training, procedural stages, physical distancing, PPE, sanitation, information distribution, and supervision as follows.

• Implement mandatory health screening practices to ensure individuals working in the labs are free of COVID-19 symptoms.
• Design and implement four procedural phases.
  * **Phase 2:** Lead faculty/PIs will return to their research labs and establish that proper protocols and PPE are in place before proceeding to next stage. Selected library staff will return to the libraries.
  * **Phase 3:** Faculty, Lab technicians, post-doctoral, post-baccalaureate, and graduate students will return. The libraries will be open limited hours. Staff, faculty and graduate students will be permitted to enter the library for regulated periods of time.
  * **Phase 4:** Undergraduate students are permitted to work in research labs. Libraries return to pre-COVID schedules, staffing, users and services. Visitors who are unaffiliated with Fordham will not be permitted to use the library.
• Verify and ensure that appropriate PPE is available, including gloves, disposable lab coats, face coverings, and safety goggles/glasses for research labs. All staff, faculty and students must wear facemasks to enter and use the University Libraries.
• Provide sanitizing wipes, hand cleansers, and supplies for interim cleaning of service desks and equipment. Water fountains must be disabled, and touchless paper towel dispensers installed in lavatories.
• Maintain the six-foot distancing protocols and remove tables and chairs from the University libraries. Group study rooms, elevators, lavatories, staff rooms, and lobbies will have signs indicating maximum capacity.
• Appoint a responsible staff/faculty in each department to respond to any concerns or issues with
compliance to these guidelines that are brought forward. Public Safety officers and library staff will assume primary responsibility to enforce and address safety measures in the libraries.

2.14 Study Abroad

In the interest of student, faculty, and staff health, Fordham University suspended study abroad programs through December 2020 and is committed to restarting study abroad programming and reopening Fordham’s London Centre when conditions globally and locally permit us to safely do so. While the virus is active, Fordham University will provide the same standard of COVID-19 precautionary care at sites abroad as at our campuses in NY. Fordham University will consider continuing the suspension of a study abroad program should it not meet the standards considered during the restart assessment process.

Fordham will assess the following criteria at each program location in determining when to resume study abroad:

- US State Department and CDC guidance
- Travel document processing and international travel conditions
- Availability of a flexible, high quality academic model of education, which allows for an immersive intercultural experience at the program site while following COVID-19 mitigation, containment and treatment protocols
- Health and safety monitoring which is consistent with US and local guidelines for COVID-19 screening, containment and treatment including:
  - Access to testing for all students exhibiting symptoms
  - Contact tracing, identifying, and quarantining of exposed individuals
  - Availability of isolation/quarantine housing and monitoring of quarantined individuals
  - Readily-available mental health and medical resources
  - Attendance policy in place to allow for contact tracing and symptom monitoring
  - Availability of housing with bathroom facilities that meet local health standards for student accommodation to minimize COVID-19 transmission
  - Social distancing and PPE policies in place in accordance with local guidelines

When study abroad is restarted, Fordham University will engage in enhanced health and safety monitoring at program sites globally including:

- Continual assessment of local health and safety conditions
- Adherence to US, Fordham, NY, and local health and safety regulations
- Implementation of best practices in international risk management for higher education institutions
- Frequent communication with students, parents, staff, and health authorities in the US and abroad
- Implementation of updated emergency action plans and risk management protocols in the NY study abroad office and abroad
2.15 External Events and Welcoming Guests

Fordham will consider the following around hosting events or welcoming guests to campus,

- **Event approval** - A centralized committee will be charged with reviewing all event proposals. The current reservation system and other existent processes will be preserved for consistency and continuity. The University will have point people at each campus for on campus activities and an appropriate designee for Fordham related events that take place off campus.

- **Prioritization of Events and Guest Access to campuses** – The following units will be prioritized to host smaller scale events, given their contributions to advancing the University’s mission: President’s Office/Trustees, Admission Offices, Athletics, DAUR, Deans Offices (selected Academic Enhancement activities), CDO activities, Student Affairs (selected student Orientation and Career Services gatherings) and Mission and Ministry (liturgical services in compliance with Archdiocese guidelines). Because activities for Fall 2020 will be very limited (all non-essential external events cancelled) and must follow CDC and NYS public assembly guidelines, restrictions for outside parties will be even more stringent. Guests who have not been registered and pre-approved in some fashion will not be able to gain entry to campuses.

- **Guidelines for Event Planners** - A set of guidelines will be formalized for event planners that align with HR policies established for faculty, staff and visitors, specifically around testing and tracing.

- **Event registration and requirements for guests** – To protect the health of the Fordham community and its guests, the following protocols are being adopted for sanctioned events on campus:
  
  * All guests should complete and submit a health self-assessment survey online prior to arriving on campus (a health assessment for staff working any event is obviously also required). Links should be provided to visitors of the various registration forms that must also be completed by all guests. No registration equates to no entry.
  
  * All guests should enter the campuses (or off-campus venue) through designated entry points established by the Department of Public Safety (or by the off-campus venue staff in conjunction with Fordham).
  
  * Guests must be prepared to identify themselves and provide a phone number in the event that they need to be reached at a later point related to contact tracing. Once again, no registration, no entry. Limit lines, programs, name tags to avoid unnecessary interactions.
  
  * Facemasks are to be worn by all guests while on campus and a supply of masks will be made available at entry points for those who arrive without one. Hand sanitizing stations should be available at all events.
  
  * Visitors who arrive absent pre-approval (not appearing on a registration roster) would not be cleared for entry.
  
  * Electronic or posted signage (visual and audible) should be displayed at visitor entrances and other prominent spots on campus and in off campus venues referencing social distancing, personal hygiene, and facemask policies.
  
  * On campus, consideration should be given to the routine use of designated meeting spaces, ideally spaces that are more readily accessible to visitor entry points, for the purposes of minimizing contact with students and other members of the community and providing enhanced sanitizing of those areas.
  
  * To the extent possible, attendees should be provided clear instruction (in advance or on the day of the activity) regarding social distancing protocols and direction around entering and exiting facilities. This would include the evolving policies on use of elevators, escalators,
restrooms and Ram Vans, among others.

- The length of events should be constrained to minimize risk of exposure.
- **Centralized support** – An online forum will facilitate centralized support for event planners, especially around the matters of guidelines, supplies and technology.
  - PPE supplies will be coordinated centrally.
  - University partners will collaborate on developing technological platforms for registration, communication, content delivery and the routine training and support that can be made available to event planners.
  - The University recommends a cap of 25 for “larger” events, though there may be variability based on venue. Events such as dance/theatre performances and intercollegiate athletics would be considered somewhat unique and subject to greater scrutiny. In the case of Athletics, league policies may supersede (or simply conflict) with institutional preferences.
  - Enforcement of protocols around social distancing and other guest requirements is probably best left to the Department of Public Safety. Absent DPS presence, assigned staff from the sponsoring event host will be needed to monitor.
  - Dining options will be limited. It is recommended that the University plans for “grab and go”, pre-packaged items for any event that truly requires food services.
  - For off campus events, all contracts must be reviewed and approved by University Legal Counsel for indemnity/liability and enhanced “force majeure” language (eg. federal restrictions on travel and/or gatherings and pandemics)
- **Campus visits by prospective students** - Admission offices should lean on self-guided tours with limited building access and a full complement of virtual events in the near term.
3 MONITORING THE HEALTH OF STUDENTS, FACULTY, ADMINISTRATORS AND STAFF

The health and safety of Fordham’s students, faculty, administrators and staff remain the highest priority in developing plans in alignment with NYS guidelines. In restarting Fordham’s university campuses, four factors underly the protocols: Testing; Prescreening/Monitoring; Contact Tracing; and Isolation/Quarantine. Each of these factors will ensure that we can closely gauge the health of members of the Fordham community as well as create a safe and immediate response in the event of illness.

3.1 Testing

The University has partnered with Montefiore Medical Center, and diagnostic testing is now available on site at the Rose Hill campus; there are ongoing conversations with Mount Sinai West to provide similar services for the Lincoln Center campus. This testing will be coordinated through University Health Services (UHS) who will be the referring health care professional for all symptomatic students.

- Fordham will provide diagnostic testing for all students who are symptomatic or have been exposed to a COVID-19 positive individual. This will be coordinated through University Health Services (UHS) and in partnership with Montefiore Medical Center.
- The University is actively exploring with partner organizations how it can develop sufficient capacity to test all members of the community, whether or not they are symptomatic or have been identified through contact tracing.
- Employees can receive testing via their individual health care providers.
- University Health Services will follow the guidance provided by the local and state health departments in regard to surveillance testing.

3.2 Daily Screening

As described in Section 2.3, Fordham students, faculty, staff and administrators will go through an initial prescreening before they enter campus for the first time. Ongoing screening requires each individual to respond to a series of questions on their smart phone, or by email if one does not have access to a smartphone. This self-certification process must be performed prior to each time they arrive on campus. If a person is not immediately cleared by the screening program, he/she will receive a communication advising them of the next steps to follow which may include a recommendation to be tested for COVID-19 at an authorized location or to quarantine for a period of time.

3.3 Vaccinations

The Fordham community eagerly awaits the availability of a safe and effective vaccine that can provide immunity from COVID-19. In the meantime, University Health Services is pre-ordering all medical supplies needed for such vaccines and will offer mass vaccination once available. Fordham highly recommends the flu vaccine when it is available, and will continue to offer the vaccination to students.
through University Health Services and through a third-party for employees.

4 CONTAINING CASES THAT DEVELOP

4.1 Contact Tracing

When an individual has tested positive for COVID-19, contact tracing tracks down anyone who might have been exposed to the infected individual for long enough to have put them at risk of infection. In coordination with the NYC and NYS contact tracing programs, Fordham will implement a digital contact tracing tool to assist personnel in the notification of members of the Fordham community who have been exposed to an individual who has tested positive while on campus. Any application chosen by the University will be carefully vetted by the Office of Legal Counsel and the IT department to ensure compliance with federal and state privacy laws, as well as apply labor law and disability law analysis to possible scenarios.

4.2 Quarantine

Anyone who has tested positive for COVID-19 will be required immediately to self-isolate for an amount of time prescribed by the Department of Health or their physician. Close contacts to the infected individual will be directed to quarantine themselves so as to prevent further spread. Provisions for self-isolation and quarantine are as follows:

- Commuter and resident students who are able to travel to their homes will be directed to self-isolate or quarantine at their off-campus residences.
- Residents with a positive test for COVID-19 who are unable to travel home, will be isolated immediately in designated residence hall rooms. Residents who are symptomatic or have been exposed to a COVID-19 positive individual will quarantine in their rooms pending their test result if possible.
- Employees who become ill on campus will be provided with guidance by Human Resources and/or Public Safety on how to self-isolate/return home immediately, as well as quarantine requirements.

4.3 Communication of Protocols

Communication is paramount in order to achieve the best results for keeping our campus community as safe as possible. Prior to returning to campus, all students and employees will be provided with appropriate information and guidance as to what to expect prior to and upon their arrival to campus. This information will include Fordham’s expectations, policies, procedures and requirements for sound public health practices. Specific details will be provided about the screening program VitalCheck, digital app Contact Tracing, social distancing protocols, facial coverings, health and hygiene best practices, dining facilities, residential housing accommodations, classroom structuring, and communal bathroom etiquette.

Additionally, the University community will be kept informed of current and relevant information through message campaigns delivered on various platforms, e.g., email, text, social media, etc., with the core messages readily accessible and available on a centralized webpage.

Appropriate signage will be posted at all high-volume key locations on campus as a reminder to adhere to proper social distancing, use of facial coverings, and proper cleaning/hygiene.

In addition, the Emergency Management Teams (EMTs) will continue to provide information to key representatives from every University Division. John Carroll, Associate Vice President for the Department of Public Safety is the Emergency Manager for all campuses who convenes and oversees these teams. Bob Howe, Assistant Vice President for Communications and Special Advisor to the President, is an integral member of this group and is responsible for providing all public statements.
5 SHUTDOWN OF THE CAMPUS IF IT BECOMES NECESSARY

5.1 Coordination with External Agencies

The University will stay in close contact with several offices at the federal, state, and local level to ensure that we have the most up-to-date information on the COVID pandemic, are compliant with all health department directives, and are coordinating closely with partner institutions. Valued sources of information include:

- COVID-related guidelines issued by federal agencies:
  - Centers for Disease Control and Prevention (CDC)
  - National Institutes of Health (NIH)
  - Occupational Safety and Health Administration (OSHA)
  - U.S. Department of Education (DOE)
  - Federal Emergency Management Agency (FEMA)
  - U.S. Department of State
  - Equal Employment Opportunity Commission (EEOC)

- COVID-related guidelines issued by state and regional agencies:
  - “New York Forward” issued from the governor’s office
  - New York State Department of Health
  - New York City Department of Health
  - New York State Education Department (NYSED)

Additionally, the Metropolitan Transportation Authority (MTA) has adopted an aggressive operational plan to require face coverings and keep regional trains, subways and stations plus buses cleaned and disinfected every day for our employees and commuter students using public transportation to travel to and from our campuses.

The New York City Regional Control Room monitors local health metrics and determines when New York City should safely transition between phases 1 to 4.

5.2 Triggers

The University will monitor seven health metrics for New York City on a daily basis and stay in close contact with New York City’s Department of Health and the NYC Regional Control Room. In addition, Fordham’s COVID-19 Coordinator will track daily screening data across the campus community to detect the early signs of a potential viral outbreak on any of Fordham’s campuses. Should the University’s contact tracing and isolation efforts require more beds than the University’s quarantine capacity, or if state or local health authorities indicate that New York City must curtail activities to reduce transmission of the virus, Fordham University will act promptly to move to a more restrictive phase in the table in Sect. 2.1 including the possibility of suspending face-to-face instruction, commencing a move-out of the residence halls, and
transitioning the work force to remote operations

### 5.3 Ramp-Down Activities

If the decision is made to ramp down activities on Fordham’s Rose Hill, Lincoln Center and/or Westchester campuses, the University will promptly execute any one or all of the following actions:

- Inform faculty and students that face-to-face instruction is suspended effective immediately
- Inform residential students of when they need to move out of their residence hall rooms.
- Discontinue food service on campus after residential students move out.
- Close university libraries, gym, walk-in offices, etc.
- Inform non-essential administrators and staff to work from home until further notice.
- Inform faculty that they must discontinue research activities and work from home.

#### 5.3.1 Continuity of Instruction

Fordham University has introduced a flexible hybrid learning environment in all its courses, beginning in Fall 2020. This means that amenable course elements (such as those that primarily involve the presentation of ideas or independent learning) will be designed ahead of time and delivered asynchronously, for students to access them as their schedules allow. Interactive components, such as discussions and small group meetings, will take place synchronously and will be taught in intensive, personalized ways.

Anticipating that at various points during the academic year, individual students or instructors may not be able to be physically present in class (for reasons of illness, self-isolation, a compromised immune system, delays in gaining a student visa, etc.), such individuals will still be able to engage in synchronous components of their courses through videoconferencing technology (e.g., Zoom or Blackboard Collaborate). If a resurgence of the virus necessitates that Fordham suspend all face-to-face instruction for a period, the asynchronous portions of courses would be unaffected, while the synchronous portions would continue via videoconferencing technology with minimal disruption.

#### 5.3.2 Communications

The University is committed to frequently communicate, with the campus community and the parents of our students, on all things related to COVID-19. Of great importance, the University will promptly inform faculty, staff, students and families of the following:

- Any new actions or policy changes the University is introducing to impede transmission of the virus,
- Regular updates on the number of new COVID-positive cases within our community,
- Advance notice of when Fordham is transitioning from one phase to another (See table in Sect. 2.1), and
- Specific directions for vacating the premises in the event of a campus closure.

### 6 CONCLUSION

The *Fordham Forward* plan conforms to the New York “TBD” and follows closely the recommendations of *Creating Safe and Resilient Campuses: Suggestions for Reopening and Reimagining Colleges and Universities in New York*, a May 2020 report produced by The Commission on Colleges and Universities (CICU) in New York in collaboration with the State University of New York (SUNY) system.

Fordham’s Board of Trustees has reviewed the plan and supports its stated purpose and approach. The successful execution of the Fordham Forward plan is the responsibility of the administration, led by Fr. President Joseph McShane, S.J., and the members of his Cabinet. Fordham’s COVID-19 Coordinator will manage policy development, daily monitoring of health screening information, and compliance with all federal, state, and city regulations/guidelines. Each division of the University will work in a coordinated and collaborative fashion to achieve the institution’s objectives under this plan.
7 REFERENCES

- “Considerations for Institutes of Higher Education,” Centers for Disease Control (CDC)
- “People Who Need to Take Extra Precautions,” CDC
- “Interim Guide for Businesses and Employers Responding to Coronavirus Disease 2019 (COVID-19)” CDC
- “Considerations for Events and Gatherings,” CDC
- “Information for Laboratories about Coronavirus (COVID-19),” CDC
- “New York Forward,” New York Governor’s Office
- “Reopening New York,” New York Governor’s Office
- “Interim Guidance for Office-Based Work During the COVID-19 Public Health Emergency,” New York Governor’s Office
- “Guidance on Preparing Workplaces for COVID-19,” Occupational Safety and Health Administration
- “Information and Guidance for Colleges and Universities in Response to the COVID-19 Emergency,” New York State Education Department (NYSED)
- “Guide for Resuming On-Campus Operations,” EduRisk by United Educators
- “COVID-19: Restart Guidance for Businesses,” New York City Department of Health
• “Novel Coronavirus,” New York State Department of Health
• “Disinfecting Books and Other Collections,” Northeast Document Conservation Center

8 APPENDIX A – MEMBERSHIP OF TASK FORCE

8.1 Steering Committee

Chair:
- Fr. Joseph McShane, S.J. (President)

Co-coordinators:
- Jeffrey Gray (Student Affairs)
- Dennis Jacobs (Provost)

Members:
- Martha Hirst (Finance)
- Frank Simio (Lincoln Center)
- Peter Stace (Enrollment)
- Kay Turner (Human Resources)
- Marco Valera (Facilities)

Supporting Staff:
- Bill Colona (Government Relations)
- Bob Howe (Communication)
- Dorothy Marinucci (President’s Office)
- Michael Trerotola (President’s Office)

8.2 Working Groups

COVID 19 Screening and Containment

Leads:
- Patricia Upton (Public Safety)
- Keith Eldredge (Student Affairs)

Members:
- Alex Fischer (Residential Life, Rose Hill)
- Kelly Sosa (Residential Life, Lincoln Center)
- Mary Ann O’Shea (University Health Services)
- Maureen Keown (University Health Services)
- Gulay Siouzios (Human Resources)
- Charles Sanson (Information Technology)
Liaison/Contacts:
- Mara Saumell (Enrollment)
- Helene Jacoby-Madigan (Strategic Sourcing)
- Dawn Lerman (Faculty Senate President)
- Linda White-Ryan (Graduate School of Social Service)

Facilities: Infrastructure and Sanitation

Lead:
- John Puglisi (Facilities)

Members:
- Garrett Barker (Facilities)
- Jon Friedrich (Fordham College at Rose Hill)
- Maureen Keown (University Health Services)
- Diana Lulgjuraj (Strategic Sourcing)
- Jeanne Malloy (Human Resources)
- Tyler Martins (Residential Life, Rose Hill)
- Vickki Massy (Residential Life, Lincoln Center)
- John McDonagh (Facilities)
- Kathy Raymond (Enrollment)

Liaison/Contacts:
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- Bill McSorley (Public Safety)

Human Resources Policies and Protocols

Lead:
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Members:
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- Michele Burris (Student Affairs)
- John Carroll (Public Safety)
- Benjamin Crooker (Provost’s Office)
- Jonathan Crystal (Provost’s Office)
- Ellen Fahey-Smith (Provost’s Office)
- Eve Keller (Faculty Senate)
- Corbin Wong (Human Resources)
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- Maureen Keown (University Health Services)
- Christina McGrath (Enrollment)
• Darin Neely (Law School)
• An Yan (Gabelli School of Business)

Advisors:
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• Falguni Sen (Gabelli School of Business)

Dining
Leads:
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• Mark Vallaro (Aramark)

Members:
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• Greg Bienkowski (Aramark)
• Fatou Bokoum (Aramark)
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• Christina Frankov-Sepsi (Student Involvement, Lincoln Center)
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Residential Life
Leads:
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• Alex Fischer (Residential Life, Rose Hill)

Members:
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• Tyler Martins (Residential Life, Lincoln Center)
• John McDonagh (Facilities)
• Ed Palermo (Facilities)
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**Student Experience and Experiential Learning**

**Leads:**
• Cody Arcuri (Student Involvement, Rose Hill)
• Juan Carlos Matos (Student Affairs, Office of Multicultural Affairs)

**Members:**
• Thomas Balestracci (Student Involvement, Rose Hill)
• Roxanne De La Torre (Community Engaged Learning)
• Annette McLaughlin (Career Services)
• Dan Patterson (Student Involvement, Lincoln Center)
• Stephanie Sheehan (Guerrera) (Residential Life, Rose Hill)
• Chloe Sigillito (Undergraduate Admission)
• George Smith (Public Safety)
• Dorothy Wenzel (Student Involvement, Lincoln Center)

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• Greer Jason (Gabelli School of Business)
• Jude Jones (Fordham College at Rose Hill)
• Christine Kelly (Graduate School of Arts & Sciences)
• Tracyann Williams (Fordham College at Lincoln Center)

**Intercollegiate Athletics**

**Lead:**
• Ed Kull (Athletics)

**Members:**
• Eric Cameron (Athletics)
• Charlie Elwood (Athletics)
• Joe Gilfedder (Athletics)
- Djenane Paul (Athletics)
- Steve Westerduin (Athletics)

**Liaison/Contacts:**
- Bill Cook (Public Safety)
- Maureen Keown (University Health Services)
- Patricio Meneses (Fordham College at Rose Hill)

**Learning Spaces**

**Lead:**
- Ellen Fahey-Smith (Provost’s Office)

**Members:**
- Cody Arcuri (Student Involvement Rose Hill)
- Gerry Cariffe (Information Technology)
- Ann Chillemi (Lincoln Center)
- Christina McGrath (Enrollment)
- Kevin Munnelly (Provost’s Office)
- Darin Neely (Law School)
- Anastasia Pappas (Enrollment)
- John Puglisi (Facilities)
- Dave Swinarski (Provost’s Office)

**Liaison/Contacts:**
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- Chris Gu (Fordham College at Rose Hill)
- Margo Jackson (Graduate School of Education)
- JiSeon Lee (Graduate School of Social Service)
- Bob Moniot (Fordham College at Lincoln Center)
- Joanne Schwind (Graduate School of Arts & Sciences)
- Consultation with designated school representatives

**Technology-Enhanced Teaching and Learning**

**Leads:**
- Fleur Eshghi (Information Technology)
- Roxana Garcia (Information Technology)

**Members:**
- Sergio Boniche (Information Technology)
- Mary Byrnes (Disability Services)
- Alan Cafferkey (Information Technology)
- Jonathan Crystal (Provost’s Office)
- Steve D’Agustino (Provost’s Office)
- Anne Fernald (Provost’s Office)
- Jeffrey Haynes (Gabelli School of Business)
- Dana Marlowe (Graduate School of Social Service)
- Stephen Reynolds (Information Technology)
- Falguni Sen (Gabelli School of Business)
• Ally Spencer (Information Technology)

Liaison/Contacts:
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• Eva Badowska (Faculty of Arts & Sciences)
• Bernard Matthews (Law School)
• Rachel Um (Graduate School of Education)

Study Abroad

Lead:
• Joe Rienti (Study Abroad)

Members:
• Rachel Annunziato (Fordham College at Rose Hill)
• Keith Eldredge (Student Affairs)
• Matt Holland (London Centre)
• Rafael Lamas (Granada Program)
• Francis Petit (Gabelli School of Business)
• Rebeca Stark Gendrano (Fordham College at Lincoln Center)

Liaison/Contacts:
• Maura Mast (Fordham College at Rose Hill)
• Megan Smiley (Law School)

Research Continuity

Leads:
• George Hong (Provost’s Office)
• Linda LoSchiavo (University Libraries)

Members:
• John D’Angelo (University Libraries)
• Yi Ding (Graduate School of Education)
• Kevin Gray (Finance)
• Maryanne Kowaleski (Faculty College at Rose Hill)
• Michele Kuchera (Institutional Review Board)
• Lau-Rene Manuel (Facilities)
• Jason Munshi-South (Faculty College at Rose Hill)
• Kris Wolff (Research)

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• Robert Beer (Fordham College at Rose Hill)
• Silvia Finnemann (Faculty College at Rose Hill)
• Iftekhar Hasan (Gabelli School of Business)
• Kelly Leong (Law School Library)

Coordination with External Agencies

Lead:
• John Carroll (Public Safety)

Members:
• Bill Colona (Government Relations)
• Margaret Blakeley (Public Safety)
• Bob Dineen (Public Safety)
• Ron Jacobson (Provost’s Office)
• Maureen Keown (University Health Services)
• Lesley Massiah (Government Relations)
• Christopher Rodgers (Student Affairs)
• Jeremy Slatken (Finance)

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• Anita Batista (Graduate School of Education)
• Nestor Davidson (Law School)
• Patrick Hornbeck (Faculty Senate)

External Events and Welcoming Guests

Lead:
• John Buckley (Enrollment)

Members:
• Cody Arcuri (Student Involvement, Rose Hill)
• Ann Chillemi (Lincoln Center)
• Dave Kogler (Enrollment)
• Liz Manigan (Development and Alumni Relations)
• Mike McGinn (Public Safety)
• Christopher Rodgers (Student Affairs Rose Hill)
• Michael Trerotola (President’s Office)