

FORDHAM FORWARD

RETURN TO CAMPUS GUIDELINES FOR MANAGERS AND ACADEMIC LEADERS

OFFICE OF HUMAN RESOURCES MANAGEMENT



FORDHAM

THE JESUIT UNIVERSITY OF NEW YORK

TABLE OF CONTENTS

- Letter from Kay Turner, Vice President - Office of Human Resources Management** 3
- How We Return to Campus** 5
 - Return to Campus Work Plan..... 5
 - Designate an Area COVID-19 Coordinator 5
 - Reduce Campus Density..... 5
 - Ensure Continued Support of the Remote Workforce..... 6
 - COVID-19 Temporary Accommodation for High-Risk Staff, Administrators, and Faculty..... 8
 - Staffing Considerations to Decrease Density to 50% of Capacity 8
 - Other Staffing Options for Consideration..... 9
 - Testing (Procedures Currently Being Developed)10
 - Screening by VitalCheck.....11
 - Preparing Office/Work Spaces to Receive Employees11
- Return to Campus (RTC) Roadmap**12
- COVID-19 Prevention Building Blocks** 15
 - Screening/Monitoring 15
 - Personal Protective Equipment (PPE).....15
 - Cleaning and Disinfection.....15
 - Physical Distancing16
 - Communication.....16
- Contact Information** 17

LETTER FROM KAY TURNER

VICE PRESIDENT - OFFICE OF HUMAN RESOURCES MANAGEMENT

DEAR COLLEAGUES,

We would like to thank you for your ongoing support of and cooperation with the University and its mission as we return to campus.

For the past few months, we have been closely monitoring the COVID-19 conditions and studying the ongoing challenges. Fordham has been working diligently to create a multifaceted plan for screening, social distancing, cleaning, testing, contact tracing, and isolation protocols on each of our New York campuses.

As we continue University planning in keeping with the *New York Forward* guidelines for reopening institutions of higher education, we strive to minimize risk with the goal of successfully returning our faculty and staff to Fordham campuses. Although COVID-19 has caused major disruptions, especially in New York City, we want to assure our employees that as they return to campus, the health and welfare of our community is our No. 1 priority.

In preparation for restarting campus activities, the University formed 13 working groups across every area of operations—COVID-19 screening and containment, dining and residential life, student experience and experiential learning, and infrastructure and sanitation, among others. The working groups are coordinated by a steering committee that developed a comprehensive University-wide plan.

The *Fordham Planning for 2020 website* (fordham.edu/fordhamforward) provides the charge and membership of each working group and gives you the *opportunity to direct questions or concerns* to any of them.

We agree that the best working and learning environment is one in which faculty, staff, and students are supported both physically and mentally. The Manager's Return to Campus Guidelines provide detailed information so you can confidently transition back to on-campus activities. Our plan is based on government health and safety guidelines, and it reflects best practices and current scientific understanding of the virus.

Should you have any questions or concerns, please feel free to contact the Office of Human Resources Management at HR_RTC@fordham.edu (HR_RTC stands for "HR Return to Campus").

Best,

Kay Turner, Esq., SPHR, SHRM-SCP
Vice President for Human Resources

RETURN TO CAMPUS GUIDELINES FOR MANAGERS AND ACADEMIC LEADERS

FORDHAM EMPLOYEES ARE RETURNING TO CAMPUS IN ACCORDANCE WITH THE NEW YORK FORWARD GUIDELINES.



HOW WE RETURN TO CAMPUS

Below you will find the steps necessary to prepare your unit, once your area vice president or the provost determines that your department may begin returning to campus. To minimize risk, each individual returning to campus will have to be tested, and will be screened and cleared by the University's screening partner, [VitalCheck](#).

RETURN TO CAMPUS WORK PLAN

Designate an Area COVID-19 Coordinator

It is recommended that each major area (e.g., academic affairs, student affairs, administration, athletics, etc.) designate an **area COVID-19 coordinator** to assist with implementing the University's COVID-19 Plan. This coordinator will help ensure protocol compliance and support the following functions:

- Daily review of the [VitalCheck](#) dashboard and manual check-in process that screens all employees every day to help minimize the risk of spreading COVID-19.
- Assist in the scheduling of employees' return to campus. Options include:
 - Prepare a COVID-19 work schedule, if appropriate, dividing employees of a department or departmental area into cohorts, excluding those who have received an accommodation from the Office of Human Resources Management. Each cohort works on campus one week, and then works remotely for at least two weeks, limiting exposure of employees to only others in their cohorts.
 - Stagger employee arrival and departure times to reduce density at entrances and exits.
 - Create multiple shifts beyond the traditional workday.

- Ensure no more than 50% of the office/workspace personnel capacity is filled on a daily basis.
- Implement the proper procedures if an employee/student becomes sick on campus or is exposed to COVID-19.
- Upon employees' return to campus, give them "welcome back" kits and review how the items should be used, if necessary.
- Verify workspaces contain required modifications, such as barriers (plexiglass), proper spacing of furniture, clean desk, if applicable, etc.
- Direct high-risk individuals, as determined by the [CDC High-Risk Categories and People Who Need to Take Extra Precautions](#), to the Office of Human Resources Management to complete the [Request for an Accommodation](#) (fordham.edu/accommodations) paperwork.
- Review procedures for keeping work areas clean by wiping down surfaces before starting and before leaving work, as well as protocols for common areas.

Reduce Campus Density

The University is implementing measures that will benefit individual employees and reduce density on campus, making it easier to adhere to physical distancing protocols and minimize potential exposures:

1. Permitting administrators and other employees to work remotely if the nature of their work allows.
2. Ensuring continued support of the remote workforce.
3. Accommodating high-risk employees.
4. Ensuring no more than 50% of the office/workspace personnel capacity is filled on a daily basis.
5. Developing and implementing alternative work schedules and arrangements including, but not limited to, adjustments to workplace hours, compressed workweeks, COVID-19 cohort scheduling, shift design, and/or breaks.

Ensure Continued Support of the Remote Workforce

Since July 1, 2020, the University has been moving to make laptops, rather than desktop computers, the primary type of equipment provided in response to all new personal computer requests. All leased desktop computers will be replaced by laptops when their lease is up for renewal. Exceptions and alternate equipment will be provided with supervisors' and budgetary approval.

To facilitate remote work, the University will:

- Continue its loaner laptop and hot spot program currently in use (*Fordham IT Teaching and Learning Environment*, fordham.edu/itteach).
- Assist with the procurement and use of specialty technology and tools as approved by budget administrators and supervisors.
- Provide tools for online research and learning, consistent with the scholarly and pedagogical needs of the particular area.
- Help employees who want to use their own equipment to be consistent with the resources available to IT.
- Provide and assist with installing and upgrading security and risk management software mandated by Fordham to protect University data and systems, including:
 - Antivirus
 - Endpoint detection and response
 - Data loss prevention/protection
 - Enterprise mobility management
 - Desktop support
 - Vulnerability management
 - Full-disk encryption
- Provide Fordham *IT Standard Software* (fordham.edu/itsoftware).
- Set up a process for employees to receive basic office supplies needed for their jobs, consistent with area budgets.

Employees permitted to work remotely must:

- Continue to perform their essential duties.
- Be available when their supervisor needs to communicate with them via audio, video, or other means.
- Get their supervisor's approval before making schedule changes.
- Get their supervisor's prior approval for changing the terms of the remote work schedule; for using sick leave, vacation days, compensatory time off, or other leaves of absence; or for overtime.
- Notify the supervisor immediately of any work-related injury and complete all necessary documentation.
- Maintain and repair employee-owned remote work equipment at personal expense.
- Provide a secure location for University-owned equipment and limit its use to University business.
- The University will maintain, repair, and replace its own equipment issued to remote workers. If the equipment malfunctions, the employee must notify their supervisor immediately; if the repairs will take time, the University will find another way for the employee to keep working, and may ask the employee to come to the office in the meantime.
- Return University equipment, records, and materials upon request or at the end of the remote work period, as these remain University property.
- Implement good information security practices in the remote work setting and notify the supervisor when security matters arise.
- Be responsible for all expenses related to working remotely. In addition to the above, these include, but are not limited to:
 - rent, maintenance, insurance, and utilities (including phone and internet connections); and
 - travel expenses associated with commuting to the central office.
- Be responsible for any tax and insurance consequences of the remote working arrangement, and for conforming to any local zoning regulations.



Managers with employees working remotely must do the following.

- Develop a remote work plan specifying:
 - The core responsibilities of the area, and which can be performed remotely.
 - Resources necessary for remote work. (See technology and software requirements above.)
 - Who will perform which functions and how it was decided who must work on-site and who must work remotely. Supervisors can base the decision on job designation and responsibilities, skills needed for the work, or desire to work on-site.
- Set clear expectations for performance.
- Ensure ongoing communication with employees through virtual team and individual meetings and project check-ins.
- Maintain documentation of performance.

Resources for Managers and Employees:

- [IT Resources Remote Access Policy](http://fordham.edu/remotearchive) (fordham.edu/remotearchive)
- [Guidance on Employee Pay and Working from Home](http://fordham.edu/workfromhomepay) (fordham.edu/workfromhomepay)
- [Best Practices When Working from Home](http://fordham.edu/workfromhome) (fordham.edu/workfromhome)
- [Self-Care for Employees](http://fordham.edu/selfcare) (fordham.edu/selfcare)
- [Telecommuting for Faculty and Administrators](http://fordham.edu/telecommuting) (fordham.edu/telecommuting)

The following technical support is available:

- Training on methodology and tools, including how to use certain work tools
- Training for remote security and risk management, including a mandatory online course on working remotely, mobile devices, and protecting your home computer

COVID-19 Temporary Accommodation for High-Risk Staff, Administrators, and Faculty

Fordham University is committed to providing a work environment that sustains our important mission of education and minimizes risks for the successful return of its employees to campus.

Employees may request an accommodation because they are high risk, they live with or care for a high-risk individual, or for other personal circumstances. Employees who self-identify as falling into one these categories, pursuant to *CDC High-Risk Categories and People Who Need to Take Extra Precautions*, may apply for an accommodation from the Office of Human Resources Management.

Faculty and instructional staff who wish to teach remotely can indicate their preferred modality for fall 2020 course(s) without the need to request an accommodation. If they have already submitted an accommodation request to the Office of Human Resources Management, they can either continue with the accommodation process or withdraw the request by contacting Human Resources at occ-health-medicine@fordham.edu.

Note: Please visit [Fordham's Email Encryption website](#) and follow the process to safeguard and ensure the privacy of your medical information.

Visit fordham.edu/accommodations for information regarding requesting an accommodation.

Staffing Considerations to Decrease Density to 50% of Capacity

To the greatest extent possible, managers should allow employees who, by the nature of their work, can perform their duties remotely to continue to do so.

As noted above, faculty, administrators, and staff may be able to obtain an accommodation to work or teach remotely. For administrators and staff who must return to campus, below are suggested staffing options that should be implemented:

- Divide employees of a department or departmental area into cohorts, excluding those who have applied for and received an accommodation from the Office of Human Resources Management. Limit exposure of employees to only others in their cohorts.



- Prepare a COVID-19 work schedule, i.e., each cohort works on campus one week, and then works remotely for at least two weeks.
- Stagger employee arrival and departure times to reduce density at entrances and exits.
- Create multiple shifts beyond the traditional workday.
- The density of the on-campus faculty population may be decreased by a policy for a flexible work year, including summer-fall teaching. The Office of the Provost will develop this policy in concert with the Faculty Senate, the Office of Human Resources Management, and the Office of Legal Counsel.

Other Staffing Options for Consideration

Below you will find options that meet or exceed the requirements and best practices set forth in the [New York State Office-Based Work Guidelines](#) for the reopening of administrative offices.

- Maintain as much space as possible between employees—a minimum of 6 feet.
- Install transparent partitions in front of employees who are public facing.
- Do not share private office spaces, tools, equipment, desk items, etc.
- Limit occupancy of open shared areas as much as

possible. Consider converting conference rooms to offices.

- Keep desks cleared; keep all desk items in drawers or cabinets and please place your wastepaper basket outside your closed door at the end of your work day.
- Limit or prohibit visitors to the office.
- Continue to hold meetings via electronic means to accommodate all departmental employees, including those who are still working remotely, and to limit gatherings of those who are working on campus.
- Discourage employee socializing in common areas.
- Limit access to kitchens and break rooms.
- Designate an intake/reception/meeting room for appointments so employees do not have to use offices or personal workspaces.
- Replace in-person appointments with tele-appointments to the extent possible.

Continue with the best practices above, and with the cohort model, but increase the size of the cohort if necessary to increase staffing levels in the office, still excluding those who have received an accommodation or who can continue to work remotely. Cohorts could work one week on and one week off. Staffing should be limited to 50% capacity for the foreseeable future.



Testing (Procedures Currently Being Developed)

The University will be following the recommended best practices outlined in the New York state's [*Reopening New York guidelines*](#). The University's testing plan will include:

- The protocols for screening and diagnostic testing of employees, students, and faculty for COVID-19 prior to or upon their return to campus, especially any individuals with recent international or long-distance travel, particularly from areas with widespread community transmission of the virus.
 - Employees, students, and faculty will be tested for COVID-19 using a molecular diagnostic test.
 - If feasible, the University will retest individuals seven to 14 days after arrival, or upon development of symptoms.
- There will be ongoing random testing of a subsample of the Fordham community on a monthly basis to gauge the potential emergence of an outbreak.
 - The University will require individuals who become symptomatic but tested COVID-19 negative to continue to stay home or in isolation while sick, as well as consult their health care provider about the need for additional testing and when to resume normal activities.
 - The testing plan will include:
 - when individuals will be tested;
 - who will be tested;
 - the frequency of testing;
 - the method of testing;
 - notification of test results; and
 - the process for those arriving to campus untested.



SCREENING BY VITALCHECK

The University is partnering with [VitalCheck](#), a screening program, to perform daily health screening of all employees returning to campus, as required by the [New York State Reopening Guidelines](#). The screening process is being implemented to ensure that employees are free of COVID-19 symptoms before returning to campus and to minimize the risk of transmission of the virus. Visit fordham.edu/vitalcheck for more information on this process.

Testing Positive for COVID-19

If you test positive for COVID-19, as required by the [New York State Department of Health](#), the lab will immediately notify the state and local health departments to cooperate with contact tracing efforts. This includes notification of potential contacts, including co-workers or visitors, who had close contact with you. This process will be handled discreetly to maintain confidentiality as mandated by New York state and federal laws and regulations.

Please note that this screening is meant to capture as many cases as possible; however, it will not identify those individuals who are infected but are asymptomatic.

For undergraduate/graduate students, please contact [University Health Services](#) (fordham.edu/healthcenter).

For guest and vendor protocols, please contact [Public Safety](#) (fordham.edu/publicsafety).

Shutdown of Campus Operations

The University will provide procedures to decrease, scale back, or shut down the campus, as well as remind employees how operations will be conducted remotely. Procedures for an orderly decrease or shutdown will include phasing, milestones, and involvement of key personnel, as well as a plan to communicate internally and externally throughout the process.

Student Affairs will provide the plan for how students would safely depart campus.

PREPARING OFFICE/WORK SPACES TO RECEIVE EMPLOYEES

- Attend the Manager's Return to Campus Safety Briefing regarding workspaces for managers, supervisors, academic leadership, and faculty who have an administrative appointment.
- Ensure office/work spaces are COVID-19 ready. No employee can enter the campus unless the supervisor confirms with Facilities that the workspace is ready.
- Ensure that all employees returning to campus complete the mandatory Employee Return to Campus Orientation. A personalized link will be sent directly to each employee.





RETURN TO CAMPUS (RTC) ROADMAP



PRE-PLANNING FOR RTC

TWO WEEKS PRIOR TO RTC

ONE WEEK PRIOR TO RTC

THREE DAYS PRIOR TO RTC

WELCOME BACK

PRE-PLANNING

PRE-PLANNING FOR RTC

- Designate an area COVID-19 coordinator.
 - Identify employees who will be returning to campus.
 - Accommodate high-risk employees.
 - Ensure no more than 50% of the office/workspace personnel capacity is filled on a daily basis.
 - Develop and implement alternative work schedules and arrangements.
 - Prepare office/work spaces to receive employees.
-

TWO WEEKS PRIOR

TWO WEEKS PRIOR TO RTC

- Notify employees of when they are expected to return to campus and their work schedules.
 - Ensure that employees' contact information (smartphone number and personal email) is current in the Employee Profile section of my.fordham.edu. If not, ask the employee to update it.
 - Remind employees of their ability to request a COVID-19 temporary accommodation.
 - Complete the Manager's Return to Campus Safety Briefing.
-

ONE WEEK PRIOR

ONE WEEK PRIOR TO RTC

- Submit a list of employees who are scheduled to work on campus to the Office of Human Resources Management and, if applicable, the Office of the Provost. This list is the mandatory roster for our screening partner.
- Advise employees to self-certify and respond to the screening question(s) daily, including weekends and holidays, even if they will not be on campus that day.
- Confirm employees will complete the Employee Return to Campus Orientation and orientation checklist. Employees will receive an email from the University's instructional partner, Get Inclusive, with a link to complete the 15-minute orientation.
- Ensure that employees are aware of the travel/commuting University resources.
- Mention to employees the COVID-19-sponsored employee purchasing programs.
- Remind employees that they are required to be tested before returning to campus. The University partnered with the [*Broad Institute*](#) to acquire testing materials and will oversee the testing process.

THREE DAYS PRIOR

THREE DAYS PRIOR TO RTC

- Ensure that employees have completed the Employee Return to Campus Orientation.
- Ensure each returning employee has completed an orientation checklist of protocols and procedures.
- Ensure employees know how to get their “welcome back” kits and personal protective equipment (PPE), if they have not already received it.

FIRST DAY BACK

WELCOME BACK

- Confirm employees have been cleared to return to work by the University’s screening partner and have been issued a campus pass in the form of a QR code on their smartphones or in an email.
- Ensure that, while on campus, employees observe the COVID-19 prevention building blocks of screening/monitoring, protective equipment, physical distancing, and communications.



COVID-19 PREVENTION BUILDING BLOCKS

In compliance with the [*New York State Guidelines*](#), “employees who are sick must stay home or leave the campus, if they become ill at work.” Screening and symptom monitoring are a priority while faculty, staff, administrators, and contract workers return to campus and on a daily basis thereafter. All information is kept confidential and follows privacy laws.

Screening/Monitoring

- Fordham will focus on screening and continuous monitoring to identify those who need to seek diagnostic testing, working with its screening partner, [*VitalCheck*](#).
- Visitors, guests, or members of the Fordham community who are not able to use the screening program will be required to complete a health screening questionnaire and a temperature check before being given access to campus. Some guests may be screened before arrival on campus.
- International travel is an evolving situation. The [*CDC*](#) is currently recommending that people quarantine for 14 days upon returning to the U.S. following international travel.
- New York state is requiring those who come to New York from states with significant community-wide spread of COVID-19 (“restricted states”) to quarantine for 14 days upon arrival. Consult the [*New York State COVID-19 Travel Advisory*](#) for a list of restricted states.

Personal Protective Equipment (PPE)

- The University will maintain an adequate supply of face coverings and other required PPE for visitors and for employees who need replacements.
- Employees are required to wear an acceptable face covering provided by Fordham—or one meeting the standards of Fordham-issued face coverings—in all common, public areas and while interacting with any other employee.
- Face coverings must be worn by every person in all common areas.
- Face coverings must be worn at all times on campus in public settings.
- Face coverings can be temporarily removed when at least 6 feet of separation can be maintained and while eating and drinking.
- Employees are required to wash their hands when in contact with shared objects or frequently touched surfaces.
- Wearing gloves is optional.

Cleaning and Disinfection

- Each individual should personally wipe off and disinfect shared and common surfaces after touching them with supplies that will be provided. Disinfectant wipes will be provided.

Physical Distancing

- Employees are expected to maintain a distance of at least 6 feet among 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 physical distancing.
- Employees are expected to avoid socializing in common areas.
- Employees must follow published guidelines for the use of restrooms, elevators, corridors, stairwells, meeting rooms, break rooms, coffee makers, refrigerators, common areas, and conference rooms.
- Maintain staffing levels at 50% of capacity, to be determined by each office.
- Convert conference rooms to offices, as needed.
- Guidelines are available to help departments assess open work environments and meeting rooms and create more distance between employees, contractors, and other co-workers.
- Office sharing is prohibited unless the required minimum interpersonal distance of 6 feet can be maintained.
- If more than one person is in a room, face coverings should be worn at all times.
- Designate an intake/reception/meeting room for appointments with students or employees from other departments so personal workspaces are protected.
- Replace in-person appointments with tele-appointments to the extent possible.
- Fordham is encouraging a “clear desk” policy—all supplies, files, documents, and personal items should be kept in drawers and/or cabinets, and please place your wastebasket outside of your closed office door.
- Continue holding virtual meetings via Zoom or similar method in order to reduce density and so that employees who are working remotely can join.
- Sharing of office material and supplies is strongly discouraged. One staff member should be designated as the responsible person for copiers.
- Legally compliant contact tracing—The University will pursue a digital application to perform contact tracing for employees in order to assist in identifying contacts and, potentially, with notification of potential exposure.

Communication

- Communicate to employees COVID-related new policies and protocols implemented to minimize the risks in reopening our campuses. Refer to the [University’s COVID-19 web page](https://fordham.edu/coronavirus) (fordham.edu/coronavirus) for the most recent updates.
- Fordham’s communication plan includes:
 - signage inside and outside of campus buildings reminding the community and visitors of proper hygiene and social distancing;
 - cleaning and disinfecting protocols;
 - manager safety briefings and the Employee Return to Campus Orientation; and
 - frequent health and safety communications with the campus community via the website, email, and other channels in accordance with guidelines issued by the State of New York.

The content of these guidelines reflects the laws, regulations, and governmental guidelines as of the time the document was published or communicated by Fordham. As these requirements evolve, Fordham’s practices and policies will be revised to remain compliant with all current local, state, and federal laws and regulations. While this document is subject to change without notice, Fordham will endeavor to update it as soon as practicable following any material change.

CONTACT INFORMATION

If you have any questions or concerns regarding the information contained in this guide, please contact:

Office of Human Resources Management

Rose Hill Campus

Faculty Hall, Room 506

718-817-4930

hr_rtc@fordham.edu

FORDHAM
THE JESUIT UNIVERSITY OF NEW YORK

