Flexplan 2020
Our plan for the safe reopening in the fall.
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President’s Message

July 16, 2020

Dear Members of the MCPHS Community,

For nearly four months, our entire community has been forced to endure significant upheaval in our daily lives. It is hard to accept that the last time we were all together was before the start of spring break. At that time, the severity of the pandemic was growing quickly in Massachusetts, with the number of cases placing the state third in the country. We acted expediently to vacate our campuses, or safely accommodate those who needed to stay, and pivoted quickly to a fully online environment.

Our community came together quickly to confront this crisis, and since then, we have persevered in our ability to overcome unprecedented obstacles as they continue to present themselves. This resiliency, embedded in our 200-year history, is as strong today as it has ever been.

In early May, our Recovery and Planning Task Force was established to bring forth recommendations as to how we would safely reopen our campuses in the fall. These individuals have worked determinedly, in seven working groups, to engage with all stakeholders, monitor and apply federal, state, and local guidance, and consult with medical experts and higher education advisory groups. As the nation’s most comprehensive healthcare university, our faculty experts also helped the Task Force understand the virology of COVID-19, the best practices in contact tracing, and the public health implications of the pandemic.

Over the last several weeks, the Task Force has synthesized all of their findings and made data-informed decisions to develop safety measures that ensure our reopening protects the health and safety of our students, faculty, staff, and their families.

I am pleased to let you know that due to the significant progress that we have made in our planning efforts, we will be able to safely and confidently welcome all who are able to join us back to campus in the fall. For those of you who are unable to physically join us, we will provide a robust on-line academic experience that is consistent with the high standard that our University is committed to maintaining.

Our campus repopulation plan, Flexplan 2020, recognizes the ongoing challenges caused by COVID-19 and has incorporated flexibility for students, with options for the hybrid model, or for fully online courses with remote instruction. It addresses student and faculty support as well as residence hall plans, the academic calendar, and a glimpse into what campus life will look like. It also provides valuable insight into steps that we are taking to ensure that we have a safe and healthy environment for our entire community in the fall.

While we are proud of the commitment and devotion of those who have put these plans together, we all must recognize that the fall term will feel very different. To ensure low population density, only students, faculty, and staff scheduled for a particular day will be able to access their respective campus. Health screening questionnaires will be required before entering campus buildings. Face coverings will be required on campus and testing and contact tracing protocols will be in place. These are just some of the many notable adaptations that will take place across the University.
It is important to realize that our reopening plan is constantly being updated based on guidance from local, state and federal authorities. With 26 specialty accrediting bodies, our academic leaders and faculty have been working tirelessly on their individual program academic continuity plans to ensure that all program requirements and learning outcomes are met. Students will be receiving continual updates from their individual schools relative to students’ academic plans and the steps being taken to support and keep students on track in their respective programs.

Presently, our campuses have already begun to reopen. Certain clinical rotations have resumed and research labs have reopened with strict guidelines. In addition, a small number of essential employees have returned to work to prepare our campuses for the start of the fall term.

An extremely important component in the success of Flexplan 2020 is the commitment to a culture of shared responsibility where community members promote healthy practices and contribute to keeping MCPHS safe. Our ability to abide by these new norms and procedures will have a direct correlation to our expectation of positive outcomes. As a premier healthcare University we are trained in proper hygiene and safety protocols and we are confident that we will be able to implement these changes in a professional and effective manner.

Every day the dynamics of the pandemic are shifting across the country and the globe. Guidance from the Massachusetts health authorities on quarantines for people traveling to the state from different geographic regions continues to change. Accordingly, our Recovery and Planning Task Force will continue to meet regularly and refine our plans relative to this and other planning assumptions based on the most up-to-date guidance.

Although we have taken an exhaustive approach to our planning for the fall, we maintain the readiness for a quick return to an all-online instructional delivery model should our current plans be disrupted by circumstances beyond our control. Our faculty and staff demonstrated back in March a rapid and effective pivot from a predominantly on-campus program delivery to all online. Since then, we have further enhanced our technology infrastructure, online instructional design, and learning management systems to be even better prepared in the event of a reversal of course.

Flexplan 2020 is our guide for the reopening of our campuses, yet there are still many details to be worked out. We recognize that you will still have many questions, but please know that we are committed to keeping our entire community updated on our plans in the days and weeks ahead. Please also regularly consult our COVID-19 website for the latest updates, FAQs, and contact information.

Finally, I hold dear the mission and vision of MCPHS, and will not compromise the exceptional standards that serve as the foundation of our University. The fall will clearly be different, but through collaboration, respect, and kindness, our Community will emerge even stronger.

Thank you very much for your patience and confidence and we look forward to a safe and successful fall.

Sincerely,

Richard J. Lessard, Interim President
Planning Process

Preparations to reopen our campuses are being coordinated by the Recovery and Planning Task Force, consisting of the following Steering Committee members:

Richard J. Lessard, *Interim President*
Caroline Zeind, *Vice President for Academic Affairs/Provost*
Barbara Macaulay, *Associate Provost, Academic Innovation*
Henriette Pranger, *Associate Provost for Institutional Research and Effectiveness*
Kathleen Polley-Payne, *Dean, School of Nursing and Chief Nurse Administrator*
Jacinda Félix Haro, *Dean of Students and Senior Student Affairs Officer*
Sue Gorman, *Executive Director of Academic Affairs, Worcester and Manchester*
Charlie Breckling, *Chief Digital Marketing Officer*
Kathleen Ryan, *Chief Enrollment Officer*
Kevin Dolan, *Chief Human Resources Officer*
Tom Scanlon, *Chief Information Officer*
Seth Wall, *Executive Director, Worcester and Manchester*
Keith Bellucci, *Chief Business Officer*
Peg Crawford, *Purchasing Director*

The Steering Committee members serve as Chair or Co-Chair of seven working groups, covering the following areas, and they have been charged with formulating specific recommendations related to how MCPHS resumes operations safely in the fall.

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Steps to Reopening Our Campus

- **Phase 1 - Start**
  - Repopulate Research Labs, Medical, as well as Clinical Education and Services
  - Repopulate Limited Functions Necessary for Students to Return

- **Phase 2 - Cautious**
  - Relaunch/Pilot Limited Student Programming on Campus

- **Phase 3 - Vigilant**
  - Opening: Carefully Repopulate Residence Halls, Dining Halls, Classrooms

- **Phase 4 – New Normal**
  - New Normal Operations on Campus
Major Assumptions

- Recognizing that COVID-19 will continue to be present in the Fall, MCPHS University will use the best scientific and public health information available to determine the optimal path to safely reopen our campus.
- It will be necessary to plan for both remote education and remote work, reducing the numbers of students, faculty, and staff who will physically be present.
- We will be reducing the density on campus by modifying the capacity of our buildings in order to maintain appropriate social distancing.
- Students will be able to select the learning modality in which they engage—hybrid (a blend of some in-person instruction and online courses with remote instruction) or fully online courses with remote instruction.
- For professional programs with specialty accreditation requirements, Schools will determine the most flexible options possible for students that enable the programs to continue to meet their accreditation standards and learning outcomes.
- The on-campus portion of the fall semester will begin on September 2nd and end on November 24th (the Thanksgiving break) with the last two weeks of the semester being completed remotely. Certain programs, especially those with clinical requirements, may bring students back to campus prior to September 2nd and continue on campus after the Thanksgiving break in order to keep students on track with their program requirements.
- All academic programs with lab coursework will determine what will be offered on campus and online. These decisions will be made in alignment with any specialty accreditation requirements.
- Each academic program will ensure that decisions regarding clinical education are in alignment with specialty accreditation and regulatory agencies, as well as CDC, state and local guidance.
- The Center for Academic Success and Enrichment will continue to provide outreach and academic support services online.
- The Office of Academic Affairs will provide comprehensive support to faculty for teaching hybrid, online, and in-classroom courses.
- The residential move-in process will be spread over a multi-day period.
- Residence halls will include a mix of single and double occupancy and will include de-densifying and other enhanced safety protocols.
- The University will consider the ongoing needs of faculty and staff and their unique challenges due to COVID-19. It will evaluate the circumstances that impact their ability to work on-site rather than remotely, and will take a sensitive and thoughtful approach with its decision-making processes.
- MCPHS University is committed to supporting its community members with their ongoing financial, operational, and emotional challenges.
- Our Business Office will work closely with budget managers to reallocate resources commensurate with their evolving needs.
- We will keep the University community fully informed with regard to reopening plans for the fall.
- We will develop best practices, based on research-based information obtained from local, state and national experts.

The following pages provide the recommendations of the working groups. These groups will continue meeting regularly as information and guidance presents itself.
Healthy Community

MCPHS University is implementing the best guidance from public health authorities and experts to determine the optimal path for reopening our campus in a safe and healthy manner. We are relying on the direction of the Centers for Disease Control and Prevention (CDC), as well as local, state, and federal health and medical professionals in determining our best approach to a successful campus reopening for our Community.

Classrooms, Lecture Halls, Labs, and Common Areas
- New occupancy limits, based on CDC guidelines, will be implemented in each space.
- Cleaning and disinfecting protocols will be established consistent with CDC guidelines.
- Adequate social distancing will be maintained for all occupants.
- All students, faculty, and staff will be required to wear cloth face coverings or masks.

Circulation Areas (Elevators, Rest Rooms, Exits and Egress Areas, Parking Garages, etc.)
- Directional and circulation patterns may be established to guide the flow of foot traffic.
- Cleaning and disinfecting protocols will be established consistent with CDC guidelines.
- Adequate social distancing will be maintained for all occupants.
- All students, faculty, and staff will be required to wear cloth face coverings or masks.

Library, Study Spaces, Lobbies, and Other Common Areas
- New occupancy limits, based on CDC guidelines, will be implemented in each space.
- Furniture modifications will be made to support social distancing guidelines.
- Directional and circulation patterns may be established to guide the flow of foot traffic.
- Cleaning and disinfecting protocols will be established consistent with CDC guidelines.
- Adequate social distancing will be maintained for all occupants.
- All students, faculty, and staff will be required to wear cloth face coverings or masks.

On-Site Clinics
- All clinic visitors will be by appointment only and must provide a completed health screening questionnaire when they arrive for their scheduled visit.
- Visitors must wear cloth face coverings or masks at all times, unless they need to be removed for certain procedures.
- All students, faculty, and staff will be required to wear cloth face coverings, masks or other appropriate PPE.
- Adequate social distancing will be maintained, except in cases where it is not feasible due to the nature of the clinic visit.

Offices - Private
- Cloth face coverings or masks can be removed when working alone in a private office.
- Face-to-face visits should be limited and kept to only two total people, where possible.
- Adequate social distancing will be maintained.
- Wash or sanitize hands frequently after touching shared surfaces (e.g. doorknobs).
Offices – Shared

- Cloth face coverings or masks can be removed when working over six feet away from a colleague.
- If shared office space is too small to observe appropriate distancing, supervisors will arrange for flex scheduling so that one person uses the space at a time.
- Occupants are encouraged to keep a supply of hand sanitizer/cleaning materials in their office.
- Meetings with co-workers should be done via online/video platforms or phone.
- For necessary small group face-to-face meetings, reserve a conference room with the appropriate occupancy limits and observe social distancing.
- Wash or sanitize hands frequently after touching shared surfaces (e.g. doorknobs).

Residence Halls

- Carefully repopulate residence halls with a mix of single and double occupancies, and modify policies in accordance with best practices.
- In order to limit the spread of COVID-19, guests will not be allowed in any residence hall.
- Students must practice physical distancing throughout common areas in residence halls, including designated study spaces, common areas/lounges, laundry rooms, elevators, hallways, and common floor bathrooms (where applicable).
- Cloth face coverings or masks must be worn outside of individual student rooms/suites with the exception of eating and showering/grooming. This includes all common areas of the residence halls.
- Directional and circulation patterns may be established to guide the flow of foot traffic in hallways and common areas.
- Cleaning and disinfecting protocols will be established consistent with CDC guidelines, with special attention paid to shared communal restrooms.
- Signage, training, and coordinated messaging will communicate protocols and safety measures

- Isolation/Quarantine:
  - If a student tests positive for COVID-19, has been in contact with a positive case, or has symptoms, they will be asked to quarantine or isolate.
  - Residential students will be expected to follow the University’s requirements regarding personal behavior. Students who test positive will be moved to a designated room for isolation if they are unable to travel home with family.
  - Students residing in a unit with someone who requires isolation or quarantine may also be asked to quarantine to mitigate any further spread.
- Testing/Contact Tracing – residential students will be asked to follow guidelines established by the University.
Dining and Food Services

Safe and healthy dining on campus is an important part of maintaining individual health as well as building community. Our dining and food services vendors are committed to the safety and well-being of our campus community. Their practices will include daily wellness checks of associates and delivery drivers, increased sanitizing and disinfecting, the wearing of personal protective equipment (PPE), extensive associate training, and informational signage. We are working with them to create a plan for our dining facilities that ensures compliance with CDC, state, and local guidelines. We will share more details about meal plans and dining options in the coming weeks, but you can anticipate a variety of to-go options and staffed stations with more limited seating within the dining venues.

- In order to support the safe reopening of campus dining and food services, our vendor partners have each supplied us with detailed guides containing updated hygiene protocols and safety enhancements. These plans have been developed to ensure the health and safety of their own employees, as well as our campus communities.

Colleges of the Fenway Shared Facilities

- We will coordinate with other colleges/universities relative to policies and procedures for the use of shared facilities. More guidance will be forthcoming as each school finalizes their plans.

Co-Curricular Programs and Campus Activities

- To the extent allowed, programs will be held in safe spaces and in limited numbers with adequate supervision.
- Most engagement activities will occur in a remote format.
- All safety protocols, including physical distancing, will be implemented.

Cleaning and Disinfecting

Reducing the risk of exposure to COVID-19 by cleaning and disinfection is an important aspect of reopening our campuses. MCPHS has implemented an enhanced cleaning and disinfection program. The frequency and type of cleaning will be determined by the use of the space and the number of occupants. Cleaning supplies will be EPA-registered disinfectants, and specific cleaning protocols will be followed by our custodial staff.

- We have designated restrooms, entry door handles, stairway railings, elevator buttons, etc. as high-traffic/high-touch areas, and they will be disinfected multiple times throughout the day.
- Residential common areas will have increased frequency of cleaning protocols throughout the day and evening. Students will be responsible for cleaning their own bedrooms and other non-shared spaces within the residence halls.
- MCPHS will have assigned staff whose responsibility will be to clean and disinfect classrooms and study spaces when not occupied. These dedicated teams will make every effort to cover each classroom.
- Regular cleaning decreases the amount of COVID-19 virus that lives on surfaces. Each person is encouraged to clean the area they personally use. Libraries, study carrels, study rooms, and shared workstations are spaces where the individual is responsible for leaving a safe area for the next occupant. Employees also should regularly wipe down their personal work areas and frequently touched objects (i.e., workstations/desks, keyboards, and telephones).
Testing and Contact Tracing

- MCPHS will execute a screening and testing strategy that mitigates community spread through early identification.
- Each day, all students, faculty, and staff will be expected to fill out a short online or smartphone app-based self-diagnosis questionnaire before coming to campus to inform them about whether they should remain at home/in their residence hall rather than coming to campus.
- At this point, there will be a two-part testing program that will include (1) diagnostic testing of students, faculty, and staff returning for the Fall 2020 semester, and (2) diagnostic testing as appropriate of students, faculty, and staff who will be on campus during the Fall 2020 semester.
- In cases of potential exposure to COVID-19 on campus, contact tracing staff will reach out to individuals who were potentially exposed. Without identifying the source of the potential exposure, staff will inform individuals of the nature of the potential exposure and advise them on appropriate next steps.

Isolation and Quarantine

- Definitions:
  - Isolation: Separates sick people with a contagious disease from people who are not sick.
  - Quarantine: Separates and restricts the movement of people who were exposed to a contagious disease to see if they become sick.
- Any faculty or staff member who exhibits symptoms of illness, has been in contact with someone who has been infected with COVID-19, or tests positive for COVID-19 should notify Human Resources and may need to quarantine for 14 days.
- Any residential student who exhibits symptoms of illness, has been in contact with someone who has been infected with COVID-19, or tests positive for COVID-19 should notify the appropriate designee (Student Health Services or other persons) and may need to quarantine for 14 days.
- The University will provide support to students during the self-isolation/quarantine periods.
- The University will work with all students to minimize disruption to their academic progress during the self-isolation/quarantine period.
Teaching and Research

MCPHS University is fully committed to providing students with high-quality educational experiences, along with comprehensive academic advising and support. The University recognizes the ongoing challenges due to COVID-19 circumstances and has incorporated, as much as possible, flexibility for students with options for the hybrid model or for fully online courses with remote instruction. Given the twenty-six specialty accreditations of our various health sciences programs, the University continues to make every effort for students to progress within their programs as feasible, while also meeting accreditation requirements and dealing with evolving COVID-19 conditions. For professional degree programs with specialty accreditation and regulatory requirements, each School will determine if it is feasible for students to have fully online courses with remote instruction as an option, in addition to providing the hybrid model.

Hybrid Program Plans
- Academic programs will provide a combination of in-person instruction and online courses with remote instruction.
- Students will be able to select the learning modality in which they engage—hybrid (a blend of some in-person instruction and also online courses with remote instruction) or fully online courses with remote instruction. For professional programs with specialty accreditation requirements, schools will determine the most flexible options possible for students that enable the programs to continue to meet their accreditation standards and learning outcomes.
- Accessibility needs will be accommodated.
- While the on-campus portion of the fall semester schedule officially runs from September 2nd to Thanksgiving break (the last two weeks of the semester will be completed remotely), programs, especially those with clinical requirements, may opt to bring students back to campus before September 2nd and/or continue on campus after the Thanksgiving break to help students meet programmatic requirements.

Didactic Instruction (Lecture, Discussion, Demonstration, Group Activities)
- All academic programs will design courses using technology to support both in-person instruction and online courses with remote instruction.
- Technology will be used for delivery of lectures both synchronously and asynchronously, including online discussion, course projects, virtual labs, demonstration activities, and small group work.
- All classroom presentation components will be recorded and/or replicated for students participating in courses remotely.

Labs (Hands-On and Virtual)
- All academic programs with lab courses and/or lab components within courses will determine what will be offered in-person or online with remote instruction. These decisions will also be made in alignment with any specialty accreditation requirements and will be outlined within each program's academic continuity plan.
- Planning for hands-on labs will include CDC, DPH, and University requirements, including health screening questionnaires, online safety training, social distancing, and appropriate PPE.
- Any program that has identified the need for students to return for laboratory experience prior to the start of Fall 2020 Semester will submit a proposal to the Teaching and Research and Healthy Community Working Groups for review and approval.
Assessment and Exams
- As is standard, all academic programs will define learning outcomes by course and by program and will ensure that these learning outcomes are met.
- As much as possible, exams will be given virtually using online testing tools within Blackboard or with proctored testing solutions.
- Students will evaluate courses at the end of the semester consistent with usual practice.
- Feedback from students on their learning experiences will be solicited through course evaluations.
- A sub-group for online assessment and test integrity has been formed; this group will make recommendations for best practices and needed policies.

Clinical / Externship Rotations and Clinic-based Education
- The Clinical Education sub-group of the Teaching and Research Working Group will follow CDC and DPH guidelines relative to clinical education requirements and share best practices.
- Each academic program will ensure that decisions regarding clinical education are in alignment with specialty accreditation, regulatory agencies and clinical affiliate site requirements, as well as CDC, DPH, state and local guidance.
- Each academic program will determine the PPE needs of students within their programs based on the requirements of clinical affiliate sites. The University will support these PPE needs.
- All students will be notified in advance of their clinical rotation assignments and the site-specific screening requirements to ensure that they are prepared to follow the COVID-19 and other health screening requirements.
- The Clinical Education leadership team for MCPHS on-site clinics will determine when it is safe to reopen clinic-based education and patient care services based on CDC, DPH, and other relevant guidance (accreditation or regulatory). The Clinical Education leadership team, with the support of their academic Deans and Directors, will submit their reopening plans to the Teaching and Research and Health Community Working Groups for review and approval.

Research
- Research reopening proposals, in alignment with state and federal guidelines, will provide phased return of researchers and students based on priority needs through the end of the summer. These plans are reviewed and approved by the Teaching and Research and Healthy Community Working Groups.
- All persons working in labs should follow the CDC and DPH guidelines both inside and outside the laboratory. University requirements will include health screening questionnaires, online safety training, adherence to social distancing, and appropriate PPE.
- Plans for research during the Fall 2020 Semester for academic programs, including schedules, will be submitted by the schools for faculty and student research that follows the University protocols and CDC and DPH guidelines.
International Strategy
- The University recognizes the challenges of our international student population with regards to travel and visa restrictions. It will assist students to select the learning modality in which they engage—hybrid (a blend of some in-person instruction and also online courses with remote instruction) or fully online courses with remote instruction, based on their majors and degree program curricula, accreditation requirements and recent guidance from the Student and Exchange Visitor Program (SEVP) for Fall 2020.
- In addition to the University’s online orientation program, MCPHS will convert its Early Start Program to an online and engaging format available to all incoming new international students.
- For the Fall 2020 Semester, the University will build additional support for our international students. This includes comprehensive online academic support and tutoring from our English as a Second Language (ESL) faculty within the English Language Resource Center, Sciences, Writing, and Math Centers.

Library
- The Division of Library and Learning Resources will continue to provide comprehensive support to students and faculty remotely.
- Consistent with the Spring and Summer Semesters, specific plans will be outlined for the following: Reference Services and Research Consultations, Course Reserve Collection, Information Literacy Instruction, and Interlibrary Loan Services.
- Plans will be made for making the library facilities available to students attending classes on our campuses during the fall semester. The library and study spaces on all three campus libraries will be significantly reconfigured with de-densification to adhere to the University's protocols.

Academic Support
- The Center for Academic Success and Enrichment (CASE) will continue to provide outreach and academic support services online; this includes academic advising, tutoring, academic coaching strategies, development of Academic Success Plans (ASP), peer mentor support for the ITM courses, as well as other academic support resources. Online tutoring will be available to further support students in the mastery of course content.
- Peer tutoring and professional tutors have been retained via remote availability for the students in the Worcester and Manchester academic programs.
- Specialized tutoring will be provided online by the Writing Center, the English Language Resource Center, and the Math/Physics Center. Individual faculty will be engaged to offer discipline-specific tutoring as needed.

Faculty Support
- The Office of Academic Affairs, through its units for Academic Technology, Instructional Support, and Faculty Development, will provide comprehensive support to faculty for teaching hybrid, online, and in-classroom courses.
- Academic Technology will work with schools and programs to explore and implement technology solutions for didactic instruction, labs (virtual and hands-on), and simulations.
- Instructional Support will provide a variety of services to faculty for the development of hybrid and online courses, including webinars, virtual drop-in sessions, course development support, and one-on-one coaching.
- Faculty Development will provide virtual onboarding for new faculty (full-time and adjunct).
Students

Students choose to attend MCPHS University not only for the quality of the faculty and the academic programs, but also for its enriched campus life experience. The University is now balancing our immersive residential experience with the health and well-being of the entire campus community. Given this situation, campus life will be a different experience in the fall, with all members of the community playing an important role in mitigating the infection and spread of the virus.

Residence Life

- **Move-In**: In order to accommodate physical distancing during move-in, the University is planning to extend move-in to multiple days and use an appointment system to assign move-in times. Dates and times will be forthcoming as we coordinate with our campus partners and make room assignments.
  - We encourage students to limit the number of belongings they bring on move-in day to alleviate traffic and support a clean environment within their living space.
- **Arrival**: In accordance with state guidelines, students arriving from outside Massachusetts may be required to self-quarantine.
  - Throughout the fall semester we strongly advise students to refrain from extended personal travel.
- **Housing Protocols**
  - **Housing Unit**: Residence hall rooms within a suite or apartment create a “Unit.” Members of each Unit are encouraged to physically distance as much as possible in their shared space but are not required to wear masks within their room, apartment, or suite.
  - **Guests**: In order to limit the spread of COVID-19, it is necessary to limit contact between people, particularly in the residence halls. Accordingly, guests will not be allowed in any residence hall. Only students who reside in each hall will have access to that hall. Students will not be allowed to visit a residence hall in which they do not reside.
  - **Physical Distancing**: Students must practice physical distancing throughout common areas in residence halls, including designated study spaces, common areas/lounges, laundry rooms, elevators, hallways, and common floor bathrooms (where applicable).
  - **Common Space Amenities**: Some common space amenities, such as common kitchens, gyms, and small common spaces, may be closed or limited in usage as CDC guidance and social distancing dictate.
  - **Cloth face coverings or masks** must be worn outside of individual student rooms/suites with the exception of while eating and showering/grooming. This includes all common areas of the residence halls.
  - **Quarantine/Isolation**: If a student tests positive for COVID-19, has been in contact with a positive case, or has symptoms, they will be asked to quarantine or isolate. Residential students will be expected to follow the University’s requirements regarding personal behavior, and students who have tested positive will be moved to a designated room for isolation if they are unable to travel home with family.
  - **Testing and Contact Tracing**: Specific information regarding initial and periodic COVID-19 testing will be sent to all residential students in advance of arrival.
- **Engagement**
  - MCPHS staff will create virtual and limited in-person programming to engage the residential population aimed at building connections, supporting the mental health of our community, and relieving stress to support the residential community.
Campus Life
- Campus life staff will continue to advise and support students involved in student organizations.
- Small, in-person meetings and gatherings will be limited and must be held in accordance with guidelines from the Commonwealth of Massachusetts.
- Executive board and general board meetings should be conducted in a virtual setting to maintain social distance protocols.

Center for Academic Success and Enrichment (CASE) and Center for Professional and Career Development (CPCD)
- These centers will increase the use of video calling for appointments.
  - The focus will be on first-year and transfer students to build rapport.
- A robust online tutoring program will be enhanced.
  - There will be increased communication to students about online support.
- All programs, workshops, and events will continue to be delivered by online/video platforms.
- Faculty collaborations for classroom presentations will continue with the CPCD components delivered by online/video platforms or recorded webinars.

Community Standards
- All students coming to campus will be asked to agree to help mitigate the spread of COVID-19.
- New student policies relative to the “new normal” will be drafted.
  - Policies will clearly state expectations for cloth face covering or mask-wearing, social distancing, and other matters, and these guidelines will be communicated and posted around campus.
- A space on each campus will be designated for in-person student conduct meetings, if needed.
  - Otherwise, most hearings and investigative meetings will be conducted via online/video platforms.

Counseling Services
- Counseling Services will continue to use Telehealth, provided by our clinicians from their homes whenever possible, to replace face-to-face meetings on campus.
- Counseling will provide outreach modules that address the needs of our students in the current environment.
- Virtual programming will be continued on Health and Wellness throughout the academic year.

Office of Student Access and Accommodation (OSAA)
- Staff will hold the majority of its meetings online and will set up remote “drop-in hours.”
- Students should submit an online intake form through the OSAA website.
- OSAA will work with students to ensure accommodations are in place prior to the academic year.
- OSAA will eliminate shared materials in the interest of safety.
Admission and Student Financial Services (SFS)
- Admission and SFS will set up a shared staffing schedule and cross-train more of their staff.
- Admission and SFS will continue to host a robust schedule of virtual engagements.
- Admission will work with academic departments to host virtual admission interviews.
- Additional staff training will be assessed to support the need for a high level of virtual activity.
- Fall travel will be restricted, and most meetings will be conducted via online/video platforms or other means.

Optum Health Services (Boston)
- Optum Health Services will maintain telemedicine access throughout the fall semester.
- There will be flexible staffing (on- vs. off-site) to best manage clinical space and patient needs.
- “Sick vs. Well” spaces for patient visits are in development in conjunction with MassArt.
- Additional details regarding Optum Health services will be communicated as plans develop further.

Center for International Studies, English Language Resource Center, Immigration and International Support Services, International Academic Services
- Student meetings will primarily be conducted virtually; in-person meetings may be scheduled on a case-by-case basis.
- These departments and centers will develop and follow clear and robust outreach protocols to communicate with international students and ensure optimal engagement.
- International and multilingual students will benefit from opportunities for synchronous online interactions and face-to-face interactions while on campus.
Faculty and Staff

The Faculty and Staff Working Group is developing plans to support our faculty and staff, as the health and safety of our employees remains paramount in planning for a safe return to our campuses. We are taking an inclusive approach that considers the needs of our employees and aligns with overall University planning.

The health and safety of our faculty and staff remains a top priority for the University.

- The University will consider the ongoing needs of faculty and staff and their unique challenges due to COVID-19. It will evaluate the circumstances that may impact their ability to work on site rather than remotely and will take a thoughtful approach with its decision-making processes.
- Special considerations will be given to those who have the greatest risk of exposure, such as those who are in high-risk categories based on their risk factors or the nature of their roles given the social distancing protocols.
- For employees who also spend time in clinical settings (external clinical sites and on-site clinics), the University will have protocols with regular check-in points to ensure that employees feel supported and that they are able to adhere to clinic protocols.

The University will continue to foster open, transparent communication and a collaborative approach with the reopening plan.

- Human Resources will maintain regular communication with employees to keep them informed of University plans and other important information that is relevant.
- An Employee Advisory Committee, comprised of faculty, staff, and administration will be created to foster open, honest, and collaborative communication between employees and University leadership regarding the reopening plans before and during the implementation phase.
- Human Resources will conduct a survey of our employees to understand concerns they may have regarding recommended reopening plans and how they feel a return to our campuses may affect them.
- A communication mechanism will be devised for those in settings with higher risk of exposure to stay informed of possible spikes in clinical settings along with an appropriate plan for response.

For the health and safety of the collective community, the University will adhere to public health protocols for COVID-19 with the appropriate monitoring.

- MCPHS will provide training on protocols to be implemented upon reopening that follow recommended behaviors and best practices.
- We will aspire to create a culture of shared responsibility and role modeling, where community members promote good health practices and contribute to keeping MCPHS safe.
- Policies and procedures will be updated to ensure that our University sets clear expectations that are monitored to make sure that we are collectively following the appropriate protocols.
- Human Resources will continue to provide flexibility for employees who can successfully work from home to support de-densification, as well as implement staggered schedules and other creative approaches for those returning to campus.
The University will continue to assess its business practices and implement improvements that streamline processes during COVID-19 and thereafter.

- We plan to continually evaluate how we do business and where we can improve our systems, particularly with the use of technology, in alignment with the University’s strategic priorities.
- Based on our feedback from the COVID-19 transition in Spring through Summer 2020, Human Resources will make recommendations for Fall 2020 to improve the delivery of our academic and administrative services to key units within the University and externally.
- MCPHS will implement best practices and innovative programming that will continue to promote faculty and staff development, particularly during these challenging times.

Given the evolving circumstances due to COVID-19 and other important factors including the flu season, MCPHS is engaged in scenario and contingency planning.

- Human Resources will focus on framing scenarios and contingency plans to account for various options we may need to consider with reopening, including what to do if federal, state, and local guidance changes, in order to be able to adjust accordingly.
- Repopulation plans will be developed to review the ways employees may be able to continue their work this fall (e.g. remote, staggered schedules, alternate weeks in the office).

### Institutional Research

The Institutional Research Working Group researches best practices and shares this information with the Steering Committee, seven Working Groups, and related sub-committees.

#### Real-time Responsiveness

- Ongoing review of CDC, WHO, and other national agencies providing research-based guidance.
- Daily review of regional, state, and local mandates about the pandemic, including public health departments.
- Proactive review of guidance proposed by professional associations (e.g. Colleges of the Fenway, Higher Education Case Managers Association, American Council on Education) and both regional and professional accrediting agencies.
- Ongoing monitoring and flexible adaptation to support the data needs of the University.
Communications

The purpose of the Communication Working Group is to ensure that the University community is fully informed in a timely manner regarding reopening plans for Fall 2020. The Group is committed to ensuring that all stakeholders receive regular, consistent, and accurate information on all components of the reopening plan.

Communication Distribution
- All communications are sent by email or by social media and text messages when appropriate.
- Non-academic communications come from the Office of the President, Provost, and other senior administration officials.
- Academic communications for students come from the Provost’s office, individual school Deans and Directors, and the Dean of Student’s office.
- Past communications are archived in the Community Notifications section of the University COVID-19 website.

Web Presence
- The University COVID-19 website is the primary platform used to publish new information, community-sourced FAQs, contact information, and past email communications.

University Community Members
- Communications will be directed to collective or individual University community members as appropriate. University community members include:
  - Current and incoming students
  - International students
  - Families
  - Alumni
  - Faculty and Staff
  - Visitors
  - Patients of on-campus clinics and treatment centers
  - Outside partners, affiliates, and vendors

Community Input
- Community members and interested parties have a number of contact points regarding input, feedback, and questions.
  - An info@mcphs.edu email box is available to take questions, concerns, and feedback. This mailbox is monitored regularly, and responses are provided within 24 hours.
  - A telephone hotline at (617) 879-5999 is in place to take questions, concerns, and feedback. It is staffed Sunday through Friday from 8:30 a.m. to 4:30 p.m. Callers who get voicemail will have their calls returned within 24 hours.
  - The University COVID-19 website, also includes contact names, phone numbers, and email addresses for key University personnel by school and program who are available to address concerns and questions.
- Input and feedback from community members will be used to add new and update existing Frequently Asked Questions (FAQs) that can be found on the University COVID-19 website.
Finance and Legal

Recognizing that these are uncertain times, our Business and Legal teams will actively and professionally support the financial, regulatory, and operational needs of our students and employees. Unprecedented disruption to higher education has caused significant challenges, and our commitment to service and support will not be compromised.

Insurance
- The Business Office will take a lead role with ensuring financial resources are in place to support student, faculty, and staff health insurance coverage for COVID-19 related expenses and care.
- We will ensure that University insurance coverages are reviewed and updated regularly regarding potential COVID-19 claims and risks.

Student Financial Services and Financial Aid
- We will monitor evolving financial aid regulations as they pertain to all aspects of student financial aid including online learning provisions, extended aid periods, and loan administrative forbearance programs, in order that we may provide optimal assistance to our students.
- We will bill students commensurate with changing academic plans and modified auxiliary services as applicable, including housing and other services.
- A primary goal will be providing students with affordability counseling.
- We will administer the CARES Act in accordance with government guidelines.

Departmental Budgets
- The Business Office will work closely with budget managers to reallocate resources commensurate with evolving needs related to changing instructional approaches and activities.
- We will support all academic and administrative units with the reengineering of their processes due to the disruption caused by COVID-19.
- We will ensure there is adequate funding for all new safety procedures and PPE requirements.

Accounting and Reporting
- We will provide effective continuance and completion of all University accounting, reporting, and financial administration, including all payroll-related federal and state reporting compliance.
- The Business and Legal teams will continue to complete all regulatory filings and financial audits.

Financial Administration
- As we plan for changes in FY21 revenue and expenses, we will continue to support all aspects of departmental needs for the safety of students, faculty, and staff.
- We will support all initiatives of departments and schools for student academic achievement, including safety precautions and learning environment adjustments.
- We will administer departmental budgets and purchasing activity with flexibility and sensitivity to the changing needs of the University’s schools and budget managers.

Legal Affairs
- Our Legal team will work with outside counsel on compliance matters relating to COVID-19.
- All contract review and management issues as they relate to the impact of COVID-19 will be closely and actively reviewed.
- We will continue to oversee immigration and immunization activities, and assist with challenges being created by healthcare system and travel disruptions.