



Owning Our Future

The Fall 2020 Re-Start

A Framework for Instruction and Operations
during the COVID-19 Pandemic

Revised as of:

September 1, 2020

Table of Contents

Executive Summary	3
I. Reducing Density for Fall 2020	5
1.1 Instructional Methods	5
1.2 Researchers on Campus	6
1.3 Residence Hall Operations	6
1.4 Administrative and Campus Operations	7
1.5 Campus Visitors	7
II. Health & Safety	8
2.1 Expectations for International and Out-of-State Students	8
2.2 Screening & Testing	9
2.3 Contact Tracing & Containment	10
2.4 Personal Protective Equipment	12
2.5 Social Distancing Protocols	12
2.6 Hygiene Protocols	14
III. Cleaning	16
3.1 Priority Cleaning	16
3.2 Routine Cleaning	16
3.3 Cleaning When Infection is Reported	17
3.4 Cleaning Products and Supplies	17
IV. Support and Development Activities	18
4.1 Campus-wide Support	18
4.2 For Students	18
4.3 Faculty & Staff	20
V. Preparedness in the Event of Re-Emergence	22
5.1 Academic Transition	22
5.2 Campus Life Transition	22
5.3 Administrative Transition	23
VI. Communications and Education	24
6.1 Communicating the Re-Start	24
6.2 Communicating in the Event of Infection	25
6.3 Ongoing Education	25
6.4 Emergency Shutdown Communications	26
VII. Financial Implications	27
Appendix	29
Checklist – Adherence with State Guidance	29

Executive Summary

All associated with SUNY Old Westbury can safely say the spring 2020 semester was like none ever experienced before. Of course, our campus is not alone in that sentiment as colleges and universities across SUNY, the state and nation had to make unprecedented adjustments as a result of the Coronavirus pandemic.

Guiding Principles

Every planning meeting and discussion for fall 2020 centered on the following guiding principles:

1. **Ensure Safety:** Protect the health and safety of students, faculty and staff
2. **Sustain Academic and Learning Excellence:** Enable students to achieve learning goals in each course and make progress toward their larger educational objectives
3. **Promote Access and Equity:** Minimize inequity in learning opportunities among students in different social, health, and economic circumstances
4. **Achieve Academic and Operational Synergies**
5. **Provide Stability:** Allow for educational and operational functions to be conducted with minimal disruptions for students, faculty and staff.
6. **Prepare for the Long-term:** Create an academic and operational model that may be sustainable beyond one semester if the situation requires

Plan Development

The College's plan was developed through the strengths of its faculty and staff. Leading the effort is the College's Coronavirus Leadership Team, which is chaired by the college president and includes leaders from academic affairs, business and finance, student affairs, human resources/legal, student health, information technology services, advancement, public and media relations, maintenance and facilities and University Police.

Critical in this plan's development were the efforts of more than 50 members of the College's faculty and staff who painstakingly reviewed all aspects of the College's academic, campus life, and administrative functions and then applied the guiding principles to make recommendations for how the college should proceed.

These professionals acted primarily through three work groups:

- **Academic Contingency:** Developed in coordination with the Old Westbury Faculty Senate, this group explored instructional modalities, faculty preparation, technological solutions and policy impacts before making its recommendation.
- **Student Life:** Comprised chiefly of professionals from the Division of Student Affairs, this group reviewed spring 2020 experiences and impacts, reviewed potential operating models for housing, athletics, student development and more, and developed plans and potential programs to support student engagement for fall 2020.
- **Enrollment/Retention:** This group featured professionals from a wide spectrum of campus offices and services and focused on policies, procedures and practices related to

the engagement and retention of current students through the registration process and the recruitment and solidification of new student enrollee pools at both the undergraduate and graduate level.

While our region, state and nation pull slowly into what we hope will be a recovery, the work to restart instruction and operations for fall 2020 now takes precedence. Using the insights and experiences of a spring like no other, SUNY Old Westbury remains committed to giving its students a fall to remember.

I. Reducing Density for Fall 2020

1.1 Instructional Methods

Social distancing requirements (approx. 24 square foot per person) will require SUNY Old Westbury to offer predominantly distant methods of instruction for fall. In this model, approximately 90% of course sections will be offered via distance learning with the remaining 10% identified as facilities-dependent courses with limited face-to-face instruction.

Distance Learning courses will be offered in two varieties:

- **NET Courses:** Traditional online courses with asynchronous instruction
- **Remote Courses:** Online courses offered with synchronous instruction scheduled in the same manner as a face-to-face course might be structured.

Facilities-dependent courses will also feature a significant amount of synchronous or asynchronous distance instruction with campus visitation geared towards critical laboratory experiences, studio sessions, proctored exams, and similar high-value, high-contact activities.

Student learning assessments will be conducted in a manner suited to the remote, traditional online and facility-dependent course modalities. A combination of proctoring options will be employed for examination periods, which include online proctoring software service solutions, videoconferencing tools and limited on-campus exam rooms.

Expected Impact on Student In-person Attendance

The College will open all classes via distance learning for the first week of the fall semester before allowing participants in Facilities-dependent courses to visit campus. Once that limited schedule of campus visits commences, it is expected that no more than 10 percent of the College's student body (approximately 500) would visit campus per week, with those visits distributed across the College's five-day, eight class period schedule. This schedule is expected to provide for visits no more frequently than twice every week per student. All other students would not attend classes on campus for the duration of the semester.

Expected Impact on Faculty Attendance

The College employs 185 full-time faculty and approximately 225 adjunct faculty in a traditional semester. Of these, approximately 40 will be engaged in facilities-dependent instruction and will be the only faculty expected to visit campus to uphold their instructional responsibilities.

Expected Impact on Academic Calendar

There are no tangible changes to the College's Academic Calendar, but one requirement is being added for Facilities-dependent courses related to COVID -19. SUNY Old Westbury will begin classes as previously planned on August 31 with final examination week scheduled to commence on December 16. Schedules for facilities-dependent classes will be coordinated so that no on-campus instructional sessions occur in these courses after November 25, resulting in no on-campus instruction after the Thanksgiving Break.

1.2 Researchers on Campus

Research and scholarly activities are a vital component of the evolution of a faculty member's expertise and, therefore, their ability to educate and serve their students.

Scientific Research

Scientific research will continue, as the research labs in the Natural Science Building are enclosed and assigned to two faculty members per academic year. In total, the College has 15 faculty conducting research in these lab spaces. Lab time will be rotated to ensure no more than one faculty researcher and one assistant is present in the space at a time.

Non-Scientific Research

Much of the research, scholarly and creative works of the faculty in many disciplines will continue remotely. Some of the creative works in the areas of studio and media arts may require on-campus activities. This work will be facilitated following reduced density and social distancing protocols. Should the need arise for faculty in other disciplines to periodically return to the campus, such will be permitted in accordance with campus wide efforts to maintain low population density presence within academic departments.

1.3 Residence Hall Operations

SUNY Old Westbury will offer no residential opportunities on its campus for fall 2020, reducing the approximate population of 1,100 resident students to zero. In addition to not housing its own students, this includes the absence for the fall of students from New York Institute of Technology, which rents halls on campus.

This difficult decision was made in the interest of ensuring the health and safety of our own students, NYIT students and our community at large with the likelihood of a second wave of COVID-19 in the fall.

The State of New York, with the assistance of the Army Corps of Engineers, constructed a 1,024-bed Alternate Care Facility on the College's campus in spring 2020 to assist with regional healthcare needs during the pandemic. While the facility has not been used to date, New York State Governor Andrew Cuomo has required it to be left available through the fall flu season as a precautionary preparation against a second wave of COVID-19.

In the development of the facility, the expectation was made clear that the College would need to keep up to three of its Woodlands Residence Halls available to house medical personnel in the event the Alternate Care Facility on campus must be activated.

By foregoing student housing for the semester, the College will:

- Ensure the ability to rapidly open the Alternate Care Facility for the good of the region.
- Be able to commit to students that their experience will be safe from the impacts of Alternate Care Facility

- Eliminate potential disruptions for students who might otherwise experience a hasty "move-out."

1.4 Administrative and Campus Operations

The College expects to continue to limit the number of employees on campus each day to contribute to a reduced overall density. SUNY Old Westbury traditionally employs approximately 325 non-instructional employees during a fall semester.

An essential personnel pool of approximately 80 will arrive on campus each day. This pool will include:

- Directors and/or managers of key operational areas (business & finance, academic affairs, student affairs, maintenance/facilities, human resources, purchasing, business compliance, financial aid, bursar, registrar)
- Custodial workers and grounds crew members
- Technology service providers
- Mailroom staff
- Campus Bus Drivers
- Auxiliary Services personnel
- University Police Officers
- Others as assigned

At the divisional and departmental level, schedule rotations will be created to allow for both on-campus and work-from-home activities among the remaining 245 personnel as conditions and college needs warrant.

Schedules for on-campus attendance will be coordinated with the respective building coordinators on campus to ensure reduced density is achieved on a daily basis and that arrival and departure schedules are staggered to avoid crowding conditions at points of entry and exit. **To ensure social distancing can be maintained, no more than 50% of staff in a given area will be on campus on a given day in most functional areas of the campus.**

1.5 Campus Visitors

In general, the College will seek to allow only invited guests to campus, and those guests will undergo healthcare screening upon arrival via an emailed survey. Please see section 2.1 for details.

The College will consider providing campus space for external events subject to an exception/review process for mission-critical events that can meet physical distancing and other applicable safety standards as specified with reference to federal, state and local guidelines and directives.

II. Health & Safety

2.1 Expectations for International and Out-of-State Students

International and Out-of-State Student Attendance

In accordance with requirements of New York State, the college will monitor the performance of non-New York residents to the degree possible to ensure conformance with expectations set by New York State public health officials.

International Students

Student arriving to the U.S. this summer/fall to take classes in fall 2020:

- Must provide the college with their anticipated local address, as the college will offer no student housing for the fall, prior to the student's arrival date in New York. Any student having difficulty locating off-campus housing should contact the Office of International Enrollment Services.
- Should arrive in New York State no later than August 17, 2020 (two weeks prior to the first day of classes). No matter the date of arrival, the College advises students to self-isolate for 14 days upon arrival, making minimal contact with the public and adhering to all mask/face-covering and social distancing protocols.
- Must self-monitor for symptoms (including temperature taking). The appearance of any symptoms should be reported to the Student Health Center who will consult with the student on potential next steps.

The College will maintain regular contact with international students while in quarantine to monitor adherence and offer assistance if needed.

International students who have not left the country since the completion of the spring semester will be asked to offer an affidavit outlining travel they conducted within the United States over the summer and, if travel within 14 days includes a state currently listed in the New York State Travel Advisory, a 14-day quarantine will be requested.

Domestic Students traveling to Campus from U.S. States on the New York COVID-19 Travel Advisory List

- Should arrive in New York State no later than August 17, 2020 (two weeks prior to the first day of classes).
- Must provide the college with their anticipated local address, as the college will offer no student housing for the fall, prior to the arrival date. Any student having difficulty locating off-campus housing should contact the Office of Residential Life.
- Must complete the online New York State Traveler Health Form and provide a screenshot of the submission confirmation page from said form to the Office of Residential Life on the day of the student's arrival in New York.
- Must self-isolate for 14 days upon arrival in New York, including avoiding contact with others and self-monitoring for symptoms (including temperature taking). The appearance of any symptoms should be reported to the Student Health Center who will consult with the student on potential next steps.

In accordance with requirements of New York State, the college will seek evidence of compliance with reporting and 14-day quarantine requirements set by New York state for students traveling to New York from foreign countries or from domestic states included on the New York COVID-19 Travel Advisory List to attend classes with SUNY Old Westbury. Those students will be advised as follows:

2.2 Screening & Testing

Daily Screening

Students and Employees

All employees and students who have been instructed to return to campus must self-monitor their health and symptoms ***every day*** before arriving.

Employees and students will be expected to login to the College's ConnectOW Portal and complete a daily COVID-19 screening form prior to reporting to campus. The form will ask:

- Name
- Email address
- Department
- Supervisor (for employees)
- Instructor: (for students)
- Four health-related questions:
 - Do you currently have a fever?
 - Have you had any known close contact with a person confirmed or suspected to have COVID-19 in the past 14 days?
 - Do you currently have any of the following symptoms?
 - Cough (new or worsening)
 - Shortness of breath (new or worsening)
 - Troubled breathing (new or worsening)
 - Chills
 - Muscle pains (new or worsening)
 - Headache (new or worsening)
 - Sore throat (new or worsening)
 - New loss of taste or smell
 - Have you tested positive for COVID-19 through a diagnostic test in the past 14 days?

If all answers are “no,” the user may come to campus and a record of the survey will be available to Human Resources (for employees) or the Student Health Center (for students) for use in tracking health and safety conditions on campus.

If the answer to any of the above questions is “yes,” a message will appear stating that the user should not visit campus. An email announcing the result will be sent to Human Resources (for employees), the user's supervisor (for employees) and/ or the Student Health Center (for

students) so that precautionary actions can be taken if necessary and for use in tracking health and safety conditions on campus. Also:

- Employees will be instructed to call their primary health care provider or the local health system COVID-19 hotline.
- Students will be required to inform their professors and call either their primary health care provider or the local health system COVID-19 hotline.

Visitors & Contractors

In general, the College will seek to allow only invited, scheduled visitors and vendors to campus.

For guests of administrative and/or academic departments, the department responsible for the invitation must email a healthcare screening survey to the guest, which must be returned via email to the inviting department in the morning before the guest is scheduled to arrive. If all answers are “no,” the guest may come to campus. If any response is “yes,” the guest will be advised not to visit campus. The inviting department must send all completed healthcare screenings to Human Resources upon receipt.

Contractors working on health or safety mission-critical projects must comply with the State University of New York Directive 1C-14 COVID-19 Procedures for Consultants and Contractors before they are allowed on campus. The Office of Capital Planning and the Facilities Department are responsible for monitoring the work of these contractors.

Testing

SUNY Old Westbury does not plan to run a COVID-19 diagnostic test on members of its campus community. Testing in this way is not feasible because:

- Currently all COVID-19 tests available for use in our Student Health Center are unreliable and not worth the investment.
- A better option is to refer students to area labs or urgent care centers (City MD, Lab Corp, ProHealth) for reliable, accurate COVID-19 testing. Fortunately, our surrounding area has many healthcare facilities and labs offering free COVID-19 testing to individuals with symptoms or exposure.
- The commuting nature of the student body in what is primarily a distance setting means constituents, when symptomatic, would likely seek testing in their communities and the college would not be privy to the results of those tests.

Testing will only be requested when symptoms are present or reported or the party involved has reported recent proximity to a person who has tested positive for COVID-19.

2.3 Contact Tracing & Containment

Communications and Contact Tracing

In the event a student or employee reports symptoms during daily healthcare screening or the onset of symptoms while on the campus, that party will be told to go home immediately and asked to contact their personal healthcare provider.

All events of this nature are to be reported to the Student Health Center. The Student Health Center director has an ongoing relationship with the Nassau County Department of Health and is designated as the College's liaison with the agency for the COVID-19 emergency. The Student Health Center director will also maintain contact with the State University of New York to assist in ensuring accurate reporting and record-keeping of cases system-wide.

The College has been informed by leaders of Nassau County that the Nassau County Department of Health will be conducting contact tracing for cases involving the college. In addition, five staff members of the Student Health Center have completed training via Johns Hopkins University to serve as contact tracers. This number of tracers exceeds the number recommended by the Commission on Independent Colleges & Universities, which suggests 3 tracers for every 10,000 students.

Containment & Instructional Continuance

Upon a positive test, students and faculty/staff would be expected to self-isolate in their homes. As the College is not offering a housing option for fall, no areas for isolation will be required on campus.

In addition to reporting a case to the county health department, the Student Health Center will maintain contact with those who have reported a positive COVID-19 diagnosis to gauge progress and needs so that assistance can be arranged if necessary.

During the spring semester deans and department chairs were asked to anticipate that other fulltime and adjunct faculty might be called upon to substitute for faculty who are unable to continue teaching. Department chairs will continue to include such contingency planning in their department meetings and communications.

Trends and Benchmarks for Action

Central in keeping the campus safe will be the ongoing review and analysis of data gained through the healthcare screening process.

The benchmark the College will use as potential tipping points for decision-making are:

- A. A 5% or higher rate of respondents weekly reporting symptoms or close contact with the virus.
- B. A 1% or higher COVID-19 infection rate among all campus visitors in a given week.

For example, with a maximum anticipated weekly campus population of approximately 900 students, faculty and staff in a given week:

- 45 people reporting symptoms that week would result in review, analysis and a potential immediate reversion to distance education for all classes and remote workplaces for all but essential employees.
- 9 people receiving positive COVID-19 test results that week would result in review, analysis and a potential immediate reversion to distance education for all classes and remote workplaces for all but essential employees.

2.4 Personal Protective Equipment

Campus Requirement

Appropriate use of cloth face coverings/disposable masks is critical in minimizing risks to others.

All who come to SUNY Old Westbury will be required to wear masks or other face coverings if they can medically tolerate doing so. Masks/face coverings will be required in all common areas including elevators, lobbies, hallways, restrooms, when traveling around offices, etc., and in any instance indoors or outdoors where social distancing of 6-feet between parties cannot be achieved (including classrooms and laboratories).

Acceptable face coverings include but are not limited to cloth (e.g. homemade sewn, quick cut, bandana), disposable masks, medical grade surgical masks, and face shields.

Employees and students will be provided disposable masks (if they don't already have one) daily that must be worn as noted above. Visitors to campus will be required to bring and wear a mask of their own.

Equipment Availability

The College currently has 60,000 disposable masks at the ready for fall 2020. These masks will be distributed at the division and departmental level, in quantities commensurate with expected campus population for each area, in August 2020. Additionally, supplies of masks will be placed in all instructional locations that are scheduled to house Facilities-dependent courses. Reordering of disposable masks will be triggered when the College's supply diminishes to 10% of the current quantity.

Additionally, the College has 2500 medical grade surgical masks and 250 N95 respirators reserved for healthcare workers, University Police and other approved personnel with task-specific hazards as determined by SUNY Old Westbury's Office of Environmental Health and Safety. Reordering of these materials will be triggered when the College's supply diminishes to 10% of current quantities.

2.5 Social Distancing Protocols

Public Spaces

All members of the campus community must make every effort to maintain the six-foot social distancing standard. Signage is in preparation and floor and/or walk markings will be in place to provide visual cues.

The following public spaces will be closed:

- Campus Library reading/study/computer areas

The following public event spaces are being converted to support academic instruction:

- Student Union Multipurpose Room A
- Student Union Multipurpose Room B
- Student Union Multipurpose Room C

Instructional Spaces and Functions

While the method of instruction will dramatically lessen the population of faculty and students on campus on a given day, the College will implement a variety of protocols to ensure social distancing.

Facilities-dependent courses will be taught in classrooms and laboratory spaces whose physical layouts have been modified to ensure social distancing. Examples of the spaces that will be used for such courses include:

- **The Natural Science Building:** The NSB currently has a large instructional lab with a maximum capacity of approximately 150 students. Through staggered scheduling of critical high-touch activities, no more than 40 students are expected to be scheduled to use this space at a given time.
- **Media Production Facilities:** The Media Innovation Center in the Campus Center includes among its facilities a large television studio and individual, enclosed production bays. These sites can accommodate small group instruction and time for individual student work. The College's radio/audio production studios in the Student Union can also be used for limited small group instruction.
- **Visual Arts Studios:** The F-Wing of the Campus Center houses a large, open studio/classroom for the Visual Arts Department. Slight modifications, including the removal of furniture, will make the space more conducive to required social distancing practices.

The uses and procedures for additional academic spaces include:

- **Classrooms:** The preponderance of classrooms on campus cannot adequately house full class attendance while maintaining the suggested six-foot spacing. Large spaces including the multipurpose rooms in the Student Union, the multipurpose room in the New Academic Building, the Natural Science Building lecture hall and the two campus theaters are considered to serve as instructional space.
- **The Campus Library:** The physical library space will be closed. Services will be provided online which will include virtual desk hours, video-conferenced instructional workshop periods and online chat messaging. The limited face-to-face operations will be conducted by appointment to assist technology insecure students who participate in the College's laptop and tablet loan program.
- **Faculty Offices:** Most faculty offices on campus are not conducive to social distancing. For this reason, office hours will be conducted virtually for the fall semester. If a faculty member must meet a student on campus, masks must be worn and meetings should take place within a space where social distancing can be achieved.

Administrative Spaces and Functions

The College expects to continue to maintain a reduced density by limiting the number of employees on campus each day. As stated earlier, no more than 50% of staff in a given area will be on campus on a given day in most functional areas of the campus.

Campus Offices

In administrative offices, the college will adhere to the six-foot spacing standard for social distancing and require that masks be worn at “forward-facing” functions where interaction with the public takes place. Where they do not exist already, protective barriers (Plexiglas, etc.) will be installed.

Where the six-foot standard cannot be maintained or where departments function with less than 10 staff members, schedules may be staggered to provide for employees to work both from campus and remotely on alternating bases or to work completely remotely if needed.

Conference and Meeting Rooms

Virtual tools will be used for meetings to the greatest extent possible to reduce the number of face-to-face interactions occurring. When face-to-face meetings are required, they will be conducted in spaces that allow for social distancing and masks are to be worn.

Occupancy caps for all conference and meeting rooms will be reduced to allow for 24-square-foot per participant, with new occupancy caps posted at the entry of each facility.

Communal Areas

Shared kitchens and employee lounges will be limited in capacity to allow for social distancing.

Student lounges in the Student Union will be reorganized, with furniture removed where necessary, to achieve social distancing.

Dining Facilities

With no residential students on campus and a very limited number of commuter students and faculty visiting campus, Chartwells will operate only The Market outlet, providing takeout options and Starbucks products. Line queues will be marked via floor and wall-mounted signs to provide for 6-foot intervals. Protective barriers (Plexiglas, etc.) will be installed where not already present. Tables will be rearranged or removed to allow for proper social distancing.

University Police Department

Common areas within the headquarters building, including locker rooms and kitchenette, are to be used by one person at a time. No more than two people at a time will populate the arrest processing room.

2.6 Hygiene Protocols

Hand Hygiene

Signage will be present at prominent locations across campus promoting hand hygiene procedures. Those procedures include:

- Regular hand washing with soap and water for at least 20 seconds should be done
 - Before and after eating.
 - After sneezing, coughing, or nose blowing.

- After using the restroom.
- Before handling food.
- After touching or cleaning surfaces that may be contaminated.
- After using shared equipment and supplies like electronic equipment such as keyboards, mice and phones.

Alcohol-based hand sanitizer dispensers are already located in most public spaces on campus. This supply is being augmented by the installation of more dispensers during the summer. Each unit will dispense New York State Clean sanitizer. Such areas will include:

- Building entrances/exits
- Points of reception

Said dispensers will contain sanitizer that is at least 60% alcohol. Signage accompanying the dispensers will note that visibly soiled hands should be washed with soap and water as hand sanitizer is not effective on visibly soiled hands. Signage will also remind users that alcohol-based hand sanitizers can be flammable and may not be suitable for certain areas on campus.

Respiratory Hygiene

Similar to hand hygiene, signage will be placed in high traffic areas to remind the campus community of proper respiratory hygiene practices, including:

- Covering coughs and sneezes with tissues or the corner of elbow
- Disposing of soiled tissues immediately after use.

III. Cleaning

The College is committed to meeting the guidelines of the Center for Disease Control and the New York State Department of Health.

3.1 Priority Cleaning

Priority cleaning on campus is defined as cleaning that takes place multiple times in the workday. Custodial supervisors will maintain logs that include the date, time and scope of cleaning/disinfecting that took place.

The locations identified for priority cleaning and the planned number of daily cleanings are:

Restrooms

As per CDC guidelines, bathrooms will be cleaned three or more times daily in those areas where facilities-dependent courses are taking place and in areas where essential staff members regularly report.

Building entryways and high traffic public areas

Vacuuming/damp-mopping of floors and cleaning of high-touch surfaces in entryways to each building and in high traffic public areas such as the hallways of the New Academic Building, Natural Science Building and the Campus Center Atrium will take place at least twice daily.

Classrooms/Labs

Spaces used for facilities-dependent courses will be thoroughly cleaned after each use. Scheduling of the spaces will be staggered so that no concurrent use of such facilities takes place to allow time for cleaning.

Dining Areas

While the number of dining outlets in operation will be minimized, counters, tables, and chairs will be cleaned and disinfected multiple times a day.

3.2 Routine Cleaning

As part of standard infection control practices, routine cleaning will be rigorous and ongoing. Routine cleaning is defined as cleaning that occurs daily whenever possible and no less than once every 72 hours. Custodial supervisors will maintain logs that include the date, time and scope of cleaning/disinfecting that took place.

Surfaces touched most frequently will be prioritized for routine cleaning because these surfaces can be reservoirs for germs and an exposure pathway for transmission to people through contact with these surfaces.

Examples of priority areas for routine cleaning on campus include:

- Door handles and push plates
- Handrails
- Kitchen and bathroom faucets
- Desks and chairs
- Counters
- Appliance surfaces
- Light switches
- Handles on equipment (e.g., carts)
- Remote controls
- Shared computers, keyboards and mice
- Shared electronics and phones

Low traffic areas, due to reduced or no on-site staffing presence, will receive less frequent attention than regularly staffed areas.

The College will also encourage employees to clean their own workspaces and devices and will provide disinfectant wipes. Currently, the College has 60,000 disinfectant wipes on hand, which will be distributed to campus offices upon request.

3.3 Cleaning When Infection is Reported

In the event an individual who has visited campus is confirmed to have COVID-19, cleaning and disinfection, at a minimum, will take place in all heavy transit areas and on high-touch surfaces. In addition, the College will:

- Close off areas used by the person who is suspected or confirmed to have COVID-19. Operations in areas in close proximity to the affected area may not be altered if the affected area can be suitably confined.
- Open outside doors and windows to increase air circulation in the area.
- Wait 24 hours before you clean and disinfect. If 24 hours is not feasible, wait as long as possible.
- Clean and disinfect all areas used by the person suspected or confirmed to have COVID-19, such as offices, classrooms, bathrooms, and common areas.
- Once the area has been appropriately cleaned and disinfected, it can be reopened for use.

If more than seven days have passed since the person who is suspected or confirmed to have COVID-19 visited or used the facility, additional cleaning and disinfection is not necessary, but routine cleaning and disinfection should continue.

3.4 Cleaning Products and Supplies

Cleaning supplies are procured by the Maintenance and Facilities Department, which requires its supplies to meet current guidance of the New York State Health Department and the CDC.

Agents currently in use include:

- Virex II 256 – One step Disinfectant Cleaner & Deodorant
- Mediclean – Germicidal Cleaner Concentrate

IV. Support and Development Activities

4.1 Campus-wide Support

Panther Pantry

The Panther Food Pantry is available for students, faculty and staff on our campus. The food pantry provides access to food and other necessities for those in need. The pantry is located in the Student Union, Room 301b. The pantry is open Tuesday 12 p.m. to 3:30 p.m. and Wednesday 12 p.m. to 3:30 p.m. Access to the food pantry is available outside those hours in case of emergency.

4.2 For Students

Academic Services

Academic Offices

The college will schedule the on-campus work of secretaries for academic departments and schools so that no more than 25% (and often less) of the staff visits campus daily. When not on campus, department staff will continue to work remotely using virtual technologies.

Academic Advising

Will interact as much as possible through virtual means. No more than two staff members per department will be on campus daily.

Tutoring Services

The majority of services will be conducted by appointment virtually or will be provided directly in the remote instruction classrooms.

Educational Opportunity Program

Will be prepared to interact as much as possible through virtual means. As face-to-face services are often important, EOP will be available by appointment to accommodate students. The EOP campus offices will be staffed in keeping with reduced density guidelines and available to provide services on a limited schedule. Updates on that schedule will be posted on the College website.

Services for Students with Disabilities

The Office of Services for Students with Disabilities will provide accommodations, access and advocacy remotely, including the provisions of accessibility hardware and software, note taking, reader, interpreter and scribe services. Proctoring of students with disabilities will take place with the rest of the class unless special circumstances necessitate individualized proctoring.

Specialty Programs (First-Year, Honors College, etc.)

Will interact as much as possible through virtual means. No more than two staff members per department will be on campus daily. Face-to-face services, if required, will be conducted by appointment only.

Information Technology Services

The College's ITS Service Desk will provide remote tech support to all registered students. Additionally, remote support will be available for students as they engage with Blackboard Collaborate.

Technology Insecure Students

Students faced with technology insecurity can access assistance as follows:

1. The College will make devices and other resources available for students who qualify under the requirements of the CARES Act. Funding from this source will be used to provide these resources.
2. The EOP Program will be providing its students with laptop devices. Service for the devices will be provided by Information Technology Services (ITS).

Campus Life/Student Organizations

Center for Student Leadership and Involvement/Campus Activities

The campus will not host in-person events that are open to the public during the fall 2020 semester. Instead, we will encourage departments and programs to host virtual events. The College will work with its Student Government Association, which organizes, funds and coordinates more than 350 student clubs on campus, to develop meaningful ways for all clubs to meet virtually and continue their club activities online.

The Division of Student Affairs is establishing a working group to develop virtual student life events with particular emphasis upon cultivating a sense of belonging for new students. The College is also investigating the creation of a virtual Student Union by collaborating with the Campus Activities Board for late night and day programs, as well as office hours and services.

Student Development Offices

Offices related to Career Planning & Development, Residential Life, Student Affairs, Dean of Students, Student Conduct, and Orientation will function as much as possible through virtual means. Meeting with individual or small groups of students, whether in-person or virtually, will be done by appointment. Any in-person exchange will require the use of masks and a meeting space that provides for socially distant spacing. Meetings and programs will be conducted remotely and individual assistance will be provided either in response to inquiries (telephone, email, etc.) or by appointment.

Intercollegiate Athletics and Campus Recreation

The development of the Alternate Care Facility on campus required the use of all athletic amenities on campus. Currently, the F. Ambrose Clark Recreational Center fieldhouse, locker rooms, and meeting space house facilities that were renovated to meet the specific needs of the Alternate Care Facility. In addition, the Panther Park soccer field, practice field and the baseball and softball fields that comprise the Jackie Robinson Athletic Complex now house tents and supportive infrastructure for the Alternate Care Facility.

Administrative aspects of the intercollegiate athletics program will function from the Clark Center as long as the Alternate Care Facility is not in use. Activities related to practice, sports medicine, and intercollegiate contests will occur off campus as no facilities are available on

campus due to the care facility. Students and coaches will be bound by the health and safety requirements of those facilities where practices and games will be held. SUNY Old Westbury has an agreement in place with Farmingdale State College, whose facilities will be used for practices and home contest dates.

Recreational sports programs are suspended for the foreseeable future due the presence of the Alternate Care Facility.

Bookstore

Under low-density the bookstore may be open 1-2 days each week depending on the number of students on campus. If no students are on campus, the Bookstore will operate fully online.

Psychological and Physical Health

Student Health Center

The Student Health Center will operate on an appointment only basis and use tele-health practices to triage and screen students. Staffing schedules will be staggered to allow both for lower density and to limit exposure among colleagues in the event a staff member is afflicted with COVID-19. Preventative care services will be offered to students.

Counseling & Psychological Wellness

The Office of Counseling and Psychological Wellness Services will operate on an appointment basis and will provide treatment, both psychological and psychiatric, via tele-health, utilizing a combination of video-chats (Microsoft Teams) and phone appointments. CaPWS staff will continue to coordinate refill services to clients who are prescribed psychotropic medication.

4.3 Faculty & Staff

Instructional Support

The Instructional Design Unit and the Center for Excellence in Teaching and Learning (CETL) will provide instructional resources for faculty. The faculty development resources will incorporate available SUNY based supports (e.g., SUNY Workplace Groups for Remote Teaching in the Disciplines, SUNY Remote Teaching Institute, Checklist for Remote Teaching). Instructional Design will provide training activities during the summer and fall semester.

Those lab activities taking place in a NET or Remote instruction modality will be virtualized, with the following tools available:

- Windows Virtual Desktops available to Faculty and Students remotely
- Remote access Gateway for on campus labs that cannot be virtualized (i.e. - Adobe Creative Suite, Scientific and Computer Science applications)

Instructional Design – Training and Support

The College's instructional designers will offer ongoing support through the summer and fall, including:

- Blackboard Learn training – Sessions on Ally, Collaborate, Basic and Intermediate Level courses on how to use Blackboard Synchronously or Asynchronously
- Remote Instruction Mode – Synchronous Training Modules available to Faculty
- One to one support sessions available to faculty
- Assistance with video platforms – Panopto, Collaborate, MS Teams

Remote Instruction for Facilities Dependent Classes

For High Touch Courses that are Facilities dependent the classroom, lab or studios have been equipped with

- Remote Access Capabilities (Web Cameras, Microphones) to allow participation and interaction between remotely attending students and students present in class
- Course lectures, Lab experiments, in class course content can be live streamed synchronously and/or captured, edited and stored in Panopto for asynchronous use by the student.

Employee Assistance Program (EAP)

The New York State Employee Assistance Program (EAP) was established in 1983 to help state employees balance the demands of work, home, and life. EAP is a Work-Life Services benefit sponsored jointly by labor and management. As an employer, the state recognizes that employees are subject to stress and pressures that can affect their ability to be effective at work. The EAP Coordinator & Wellness Ambassador understands the unique culture of their agencies and can recommend appropriate resources for state employees.

V. Preparedness in the Event of Re-Emergence

Should a second wave of COVID-19 in fall 2020 force closures in the Long Island region as the first wave did in the spring, SUNY Old Westbury will be in a strong position to smoothly transition to completely remote operations. Our expectation is that movement to reduce further our density will be made in reaction to publicly declared requirements at either the county or state level.

Listed here are how such a transition would be made for academics, campus life, and administrative operations.

5.1 Academic Transition

SUNY Old Westbury will be well-positioned in the event that we experience another disruption to our academic course delivery in fall 2020. Virtually every course delivered this fall will already be either fully online or online with limited face-to-face interactions for facility dependent courses. The model puts a heavy emphasis on the availability of NET and Remote courses which have no in-person elements on campus. Courses that begin the semester in a distance learning format will remain in a distance learning format throughout the semester.

Instructors of facility dependent courses will prepare contingency plans in case the public health situation requires the closure of campus. The contingency plan should be clearly articulated in the syllabus and explained to students in the beginning of the semester. All courses that start with on-site components will be prepared to pivot to a remote status if circumstances require.

The College is also in a position of strength in offering student support for academic success. Tutoring services have adapted well, and we will continue with tutoring support to both virtual and limited in-person interactions in the fall.

5.2 Campus Life Transition

Due to the absence of students living on campus and the use of virtual technologies for the delivery of most services for fall, the transition of campus life should public health requirements shift is expected to be smooth as well.

Areas that will be most impacted would include:

- **Dining Facilities:** Without students on campus the main dining facilities will be closed with one retail outlet open to serve “grab & go” selections to those on campus. If even less activity, employees and visitors may be required to bring their own lunches from home. If the Alternate Care Facility is activated, our main dining facility may be used to serve and support their personnel.
- **Intercollegiate Athletics:** Intercollegiate athletic practices and contests, which are already scheduled to occur off-site, will follow guidelines and directives issued by the NCAA and the Skyline Conference.

5.3 Administrative Transition

Here also the planned widespread use of virtual technologies and "work-from-home" opportunities in fall 2020 would be expected to smooth the transition should it be required. With the College seeking to return employees to campus in a slow, phased and methodical way in order to reduce density on campus, administrative units that will already be conducting a majority of their functions remotely would be in a position to continue to do so if public health restrictions must be enhanced.

VI. Communications and Education

Communicating with its constituents and local community and educating both on the practices and procedures in place for fall 2020 will be of vital importance for SUNY Old Westbury.

6.1 Communicating the Re-Start

Leadership Messaging

Leadership Messaging relates to messages conveyed via email from campus leaders on the overall re-start effort and on specific operational or policy adjustments required in advance of, and during, the restart process. The first Leadership Message concerning the restart will be sent by the College President to the entire campus community announcing the approved plan and key next steps. In general, Leadership Messages will be distributed by the following officials:

- College President
- Acting Provost/Senior Vice President, Academic Affairs
- Senior Vice President, Business & Finance, and CFO
- Vice President for Student Affairs
- Assistant to the President for Administration
- Student Health Center Director
- University Police Chief

College Website

An "Owning Our Future: Fall 2020" section of the College website is in development to provide information on COVID-19, safety and hygiene recommendations, and information to specific operations and areas of the campus. The intent is for the "Owning Our Future: Fall 2020" portion of the website to serve as a hub of operational and academic information throughout the semester.

Constituent-Specific E-Letters

- Students: The existing Student Connections e-letter, distributed weekly, will offer updates and information as the restart commences and throughout the semester. In most instances, Student Connections will seek to drive users to the College website for more detailed information.
- Employees: The existing faculty/staff e-letter, *The Current*, runs twice weekly on campus traditionally. For fall 2020, each edition will feature an "Owning Our Future: Fall 2020" section with pertinent news and updates. Like the student e-letter, *The Current* will seek to drive users to the College website for more detailed information.
- Town/Gown : The Office of the President leads the College's government relations efforts and maintains regular contact with elected officials at the local, state and federal levels of government. A focused e-letter for governmental officials is being developed.
- Alumni/Parents/Friends: The Office of Institutional Advancement will use its "Old Westbury Update" quarterly e-letter to inform these constituencies of ongoing developments of the campus and key information in response to COVID-19.

Social Media

Social media will be used to support and extend the reach of Leadership Messaging by posting summaries and vignettes from key messages with the intent of driving traffic to the message itself. The college posts appear on Instagram, Twitter, and Facebook.

Posts on social media will also be used to provide reminders of key deadlines and other actionable content.

Town/Gown Relations

College leaders have presented the framework of its restart plan to the representatives who comprise the Long Island Regional "Control Room." The same framework was shared with the institution's College Council. As no meeting of the council is scheduled for summer 2020, the council members will receive updates via email with a more formal report at the group's first meeting of fall 2020.

6.2 Communicating in the Event of Infection

Should a member of the campus community test positive for COVID-19, the following actions will occur:

- The Student Health Center will report the case immediately to the Nassau County Department of Health for contact tracing.
- The Office of Public & Media Relations will coordinate a Leadership Message to be sent to all students, faculty and staff.
- The Office of Public & Media Relations will post the announcement to the "Owning Our Future: Fall 2020" website.

Requirements of the Family Educational Rights and Privacy Act and the Health Insurance Portability and Accountability Act will be adhered to in all such announcements.

6.3 Ongoing Education

Video Training

All employees have been required to view the SUNY-developed video regarding COVID-19, safety and hygiene recommendations, etc. Approximately 50% of current employees have completed the viewing, as noted in tracking by the Office of Human Resources. Follow up campaigns to capture all other employees will take place throughout the summer.

Signage and Printed Collaterals

Temporary signage related to social distancing and mask requirements have been posted in all high traffic areas of the campus.

More formal signage is being created by the Maintenance and Facilities Department in collaboration with the Office of Public and Media Relations related to:

- Mask wearing
- Hand hygiene
- Respiratory hygiene
- Revised Capacities/Social Distancing Instructions for public areas and meeting rooms
- Cleaning and Facility Use Expectations
- Social distancing
- Hand sanitizer use and precautions

6.4 Emergency Shutdown Communications

Leadership Messaging via campus email will be used to report on changes that would be required if public health requirements grow more stringent. These messages would be supported with text messages and social media posts.

The college posts appear on Instagram, Twitter, and Facebook.

VII. Financial Implications

SUNY Old Westbury is faced with a financially challenging 2020-21 academic year.

The New York state budget could have a shortfall of up to 25%, which will affect all SUNY campuses. A commensurate reduction in state aid would equate to more than \$2.2 million for our campus. The state budget also did not include an offset payment as it had in the previous year to pay for \$1.4 million in collectively bargained costs which will be paid this year out of the college budget unless relief is provided by the state.

Additionally, we expect to lose approximately \$525,000 in the coming year from cancelled events due to unavailability of campus facilities because of the presence of the Alternate Care Facility. An additional \$200,000 in rental revenue will not be available due to the recent exit of Empire State College from the Trainor House on campus.

We are also uncertain of whether the College will meet its enrollment targets and we must plan for the absence of roughly \$5 million in fees related to room and board for the fall semester with no student housing being offered. Also, we will experience a loss of approximately \$1.25 million in revenue from NYIT from the absence of their residential students from campus. With no students on campus this fall, we will also forego more than \$1.4 million in fee revenue since there will be significantly reduced or no transportation services, athletic events or on campus student activities for students. In addition to the above revenue losses, Old Westbury may incur costs ranging from \$975,500 to \$1,665,500 in implementing our Re-Starting Plan. Such costs include purchases of PPE, cleaning materials, technology software and equipment, training for remote instruction and facility enhancements.

We will receive approximately \$5.5 million from the CARES Act (of which half is to be directed solely to students) to offset costs associated with impacts from COVID-19. In addition, we expect to receive \$419,000 in CARES Act funding for our role as a minority service institution. There is the hope that more aid may come as the federal government considers other forms of support to state governments.

The outcome of these circumstances is that SUNY Old Westbury has a very difficult year ahead. As a result, the College has developed a SUNY-approved Spending Constraint Plan containing several measures to help mitigate the financial impact the pandemic is having on our campus. This plan includes:

- Implementing a hiring freeze and developing a hiring plan that reviews open positions in concert with the next twelve months of planned hires and replacements. Open positions, planned hires, and replacements should be prioritized based on health and safety, essential instruction and research, critical student facing needs and revenue generation;
- Restricting the use of overtime to health, safety and emergency matters;
- Reviewing faculty workloads and eliminate or defer non-essential extra service and course releases;
- Reducing energy consumption and costs by closely monitoring usage and costs and employing energy-efficient energy measures recommended by prior audits;
- Restricting travel to trips that are critical to the College's mission, academic standing and accreditation purposes;

- Using technology for online training, seminars and meetings;
- Instituting emergency purchasing procedures (see OTPS restrictions below) for routine purchases requiring review by both the Purchasing and Budget offices before approval;
- Using University-wide contracts or regional contracts where available and continue our managed print services program designed to reduce print and paper costs; and
- Temporarily suspending campus cash funded capital projects unless directly related to health and safety or revenue generating activities.

Savings from implementing any of the above actions are to be held centrally and utilized to fund operational reserves and to redirect available resources to areas that may need funding. The College's Offices of Human Resources and Budget are jointly reviewing all requests to recruit, appoint or change status of personnel to determine if they meet newly enacted New York State Division of Budget's requirements.

In addition, the following restriction of OTPS will be instituted:

- Each division will receive an initial 15% reduction in their OTPS budget for the remainder of this fiscal year. Additional reductions may be required by DOB throughout the year.
- Purchases will be restricted to essential items (health and safety/mission critical). No invoice will be paid without an approved Purchase Order. Essential purchases and single purchases of \$15,000 or more must have documented justification and approved by the Divisional VP or administrative Department Head (includes academic Deans). Payment will not be made on proposed purchases that fail to meet these requirements.
- No P-Card, T-Card or NET Card purchases will be allowed without prior justification and approval by the Divisional VP, Administrative Department Head or designee and the P, T or NET Card Administrator.
- Discretionary Spending – All discretionary spending, including the hiring of outside consultants, must be critically reviewed and suspended immediately if not mission critical. This includes memberships, food/meals, events, recognition banquets and other expenditures that are not critical to the operation of the College. Essential expenditures that directly support the College's mission must be approved by the Divisional VP or Administrative Department Head and the Chief Financial Officer.

While unfortunate, these austere measures are necessary for SUNY Old Westbury to continue to provide quality educational services to our students for fall 2020 and beyond.

Appendix

Checklist – Adherence with State Guidance

1. Repopulation of Campus

Capacity to Maintain Social Distancing

- 90 percent of instruction via distance learning.
- The college will offer no on-campus housing opportunities for fall 2020 for its own students or for tenant institutions.
- Large public gathering spaces closed or repurposed for instructional purposes with social distancing parameters in place.

PPE

- Masks required for all on campus in public spaces (hallway, elevators, classrooms, labs, reception areas, etc.).
- Disposable masks available to all employees and students who visit campus. Masks being made available via the main unit office for each division, key forward-facing offices (admissions, financial aid, bursar, registrar) and in school offices for academic units.
- Employees and students welcome to use personal face coverings.
- 60,000 disposable masks on hand for distribution to students and faculty.
- 250 N95 masks on hand for use by healthcare workers, University Police, and others for whom they are deemed necessary.

Screening /Testing

- Daily online healthcare screening required for all employees and students who are expected to report to campus. Screening to be completed before leaving home.
- Screening of visitors to campus to be conducted manually through an emailed survey by the office which made the invitation prior to the arrival of the guest on campus.
- All results of screening surveys to be reported to Human Resources (for employees and visitors) and Student Health Center (for students) daily for review and record-keeping.
- Testing will not be conducted by the campus for any of its constituents.

Residential Living

- The college will offer no on-campus housing opportunities for fall 2020 for its own students or for tenant institutions.

Operational Activity

- The college's course schedule is undergoing revision to accommodate the move to NET, Remote and Facilities-Dependent courses.
- No more than 10 percent of the College's student body (approximately 500) is expected to visit campus per week, with those visits staggered across the College's five-day, eight class period schedule.

- Meetings for the campus will be conducted in virtual settings in almost every instance. When face-to-face meetings are required, they will be conducted in spaces that allow for six-foot spacing and masks are to be worn.

Restart operations

- The College has remained open throughout the pandemic with cleaning taking place on a reduced schedule.
- All campus utilities are in place and operational.

Extracurricular Activities including intramurals and student performances

- The campus will not host in-person events that are open to the public during the fall 2020 semester.
- Co-curricular activities will be conducted in a virtual environment for the semester to minimize physical interaction.
- Intramurals and other recreational activities will not be conducted as no facilities are available due to the presence of the Alternate Care Facility.

Vulnerable Populations

- Technology Insecure Students will have the ability to obtain computer and other related resources via the Office of Academic Affairs and the Information Technology Services units.

Hygiene, cleaning and disinfection protocols

- Priority cleaning (multiple times daily) will be in place for the following locations: restrooms, building entryways and high traffic public areas, classrooms/labs, dining areas.
- Routine cleaning (at least once every 72 hours) will be enacted for all other spaces.
- Employees will be encouraged to clean/disinfect their own spaces, with disinfectant wipes provided by the college.
- Hand and respiratory hygiene will be the focus on postings and communication/education messages throughout the semester.

2. Monitoring

Testing responsibility

- The College will not test its community.
- Students and employees who report or exhibit symptoms will be advised to seek testing that is widely available in their communities at private and public healthcare and laboratory providers.

Testing Frequency and Protocols

- Testing will only be requested when symptoms are present or reported or the party involved has reported recent proximity to a person who has tested positive for COVID-19.

Early Warning Signs

- In monitoring ongoing trends and being watchful for spikes or outbreaks, the College will use as its benchmark a less than 1% infection rate among its campus population. So, for a maximum 500 students visiting campus in a given week, the infection of five (5) would result in a reversion to distance education for all classes.

Tracing

- College has relationship with Nassau County Department of Health which has stated it will conduct contact tracing for cases related to SUNY Old Westbury.
- Student Health Center has 5 staff members trained for this purpose if needed

Screening

- Daily online healthcare screening required for all employees and students who are expected to report to campus. Screening to be completed before leaving home.
- Screening of visitors to campus to be conducted manually through an emailed survey by the office which made the invitation prior to the arrival of the guest on campus.
- All results of screening surveys to be reported to Human Resources (for employees and visitors) and Student Health Center (for students) daily for review and record-keeping.

3. Containment

Isolation

- With no housing being offered in fall 2020, students will be expected to isolate themselves at home upon a positive diagnosis for COVID-19.

Quarantine

- No quarantine spaces are required on campus as no residential students will be in place for fall 2020.
- Student Health Center will maintain contact with those self-isolating/quarantining off campus or at home to gauge progress and needs so that assistance can be arranged if necessary.

Students confirmed or suspected to have COVID-19

- With no housing being offered in fall 2020, any student suspected or confirmed of having COVID-19 will already be living at home or independently.

Hygiene, cleaning and disinfection

- When a case is reported, areas used by the person will be closed for a period of 24 hours before cleaning and disinfecting is conducted. If 24 hours is not feasible, wait as long as possible.
- Outside doors and windows will be opened to increase air circulation in the area.

Communication

- Student Health Center director is assigned liaison with county health department and responsible for communicating when positive results are known.
- Leadership Messages to the community will be sent via email, supported by text messages, will be used to report new cases and to provide updates as necessary.
- All Leadership Messages will be posted to the "Owning Our Future: Fall 2020" website.

4. Return to Remote Operations

Operational Activity

- Virtually every course delivered this fall will already be either fully online or online with limited face-to-face interactions for facility dependent courses, easing any transition that might be required to fully remote learning.
- Similarly, academic support services, campus life and student development activities will be taking place virtually in most instances, with limited opportunities for face-to-face gatherings by appointment. Those face-to-face gatherings will be moved seamlessly to virtual environments if necessary.
- With the College seeking to return employees to campus in a slow, phased and methodical way in order to reduce density on campus, administrative units that will already be conducting a majority of their functions remotely would be in a position to continue to do so if public health restrictions must be enhanced.

Move-out

- No student housing is planned for fall 2020 resulting in no requirements for "move-out" experiences.

Communication

- Leadership Messages sent via email, supported by text messages, will be used to report new conditions and to provide updates as necessary.
- All Leadership Messages will be posted to the "Owning Our Future: Fall 2020" website.