



Planning and Executing Your Return to Campus

Considerations for Leaders in Education

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The COVID-19 pandemic has already inflicted significant disruption to the global education ecosystem and has unleashed significant uncertainty regarding its near- and longer-term future. Schools, colleges and universities abruptly transformed into remote learning and remote work to educate and serve millions of students and employees. While based on anecdotal data, it seems as though this grand remote “experiment” has been uneven at best, with the potential for significant negative consequences from both an experiential and financial perspective. Thus, the pressure to return to some semblance of “campus life” has been quite high.

Determining if, when, and how to reopen requires balancing competing priorities and risks associated with curricular needs, personal health and safety, economic realities, institutional mission, and community (“town/gown”) relations; this is an exceptionally daunting task.

The following document is not intended to be entirely prescriptive, but represents Deloitte’s best thinking, with input from United Educators, on the myriad considerations that institutional leaders and stakeholders should take into account when developing a playbook for bringing students, faculty, and administrators back to campus, as well as strategies to consider should closing down again become necessary. Schools, colleges and universities are not unlike individual cities, and the complexities involved in continuing academic operations during a pandemic are no less formidable. We hope that the material that follows will be useful as you develop your own plans for your institution.

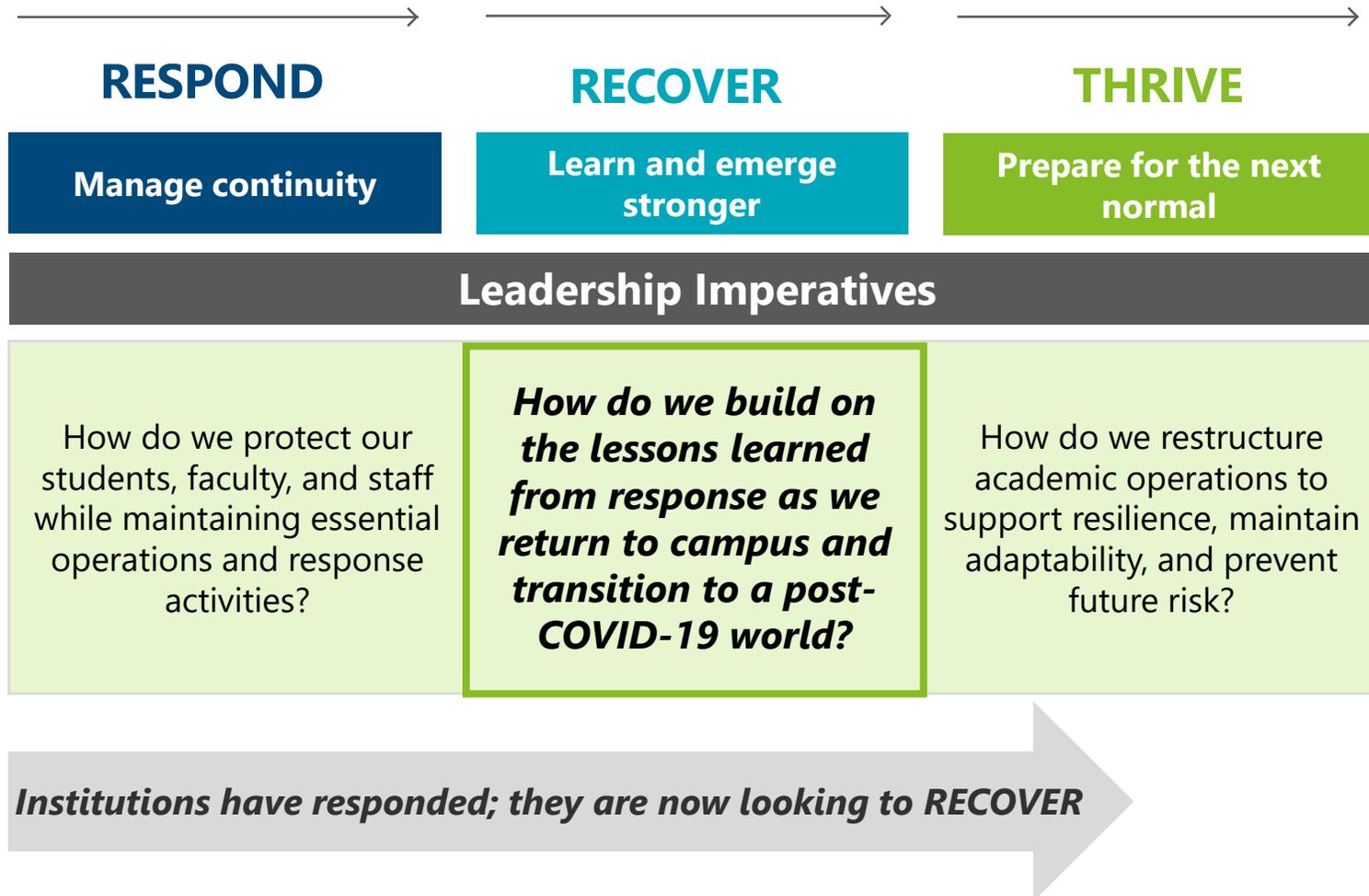
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How Can Education Build Resilience to COVID-19



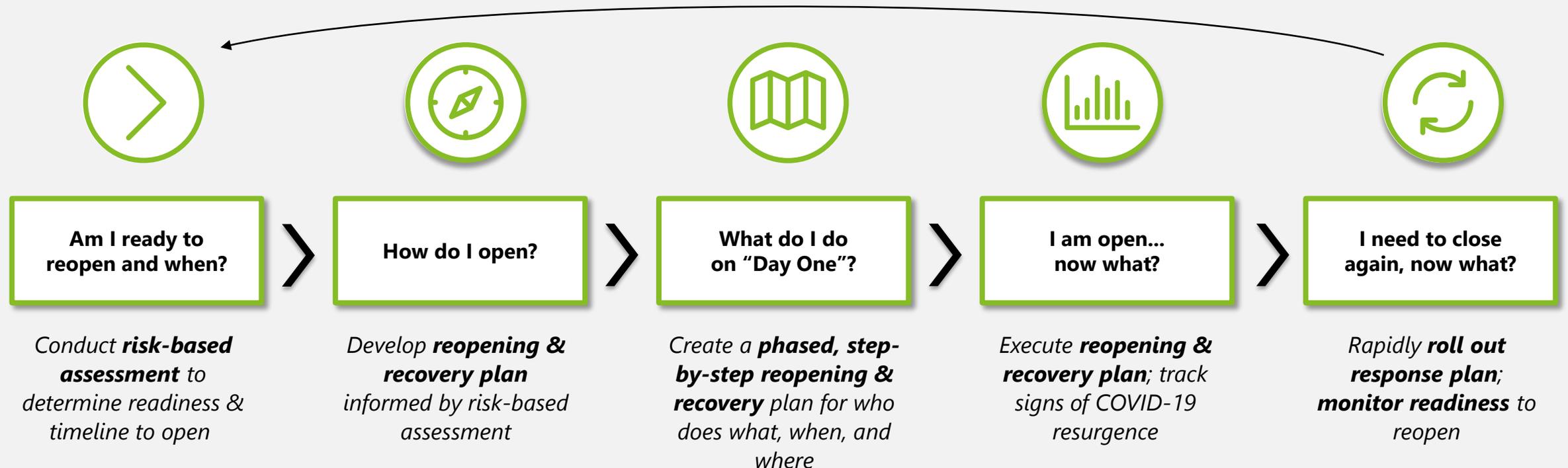
Balancing broad-based institutional needs across multiple variables is required to **respond, recover, and thrive during** the COVID-19 pandemic.



Recovery will require leaders to balance reopening with the health of **students, faculty, and staff.**

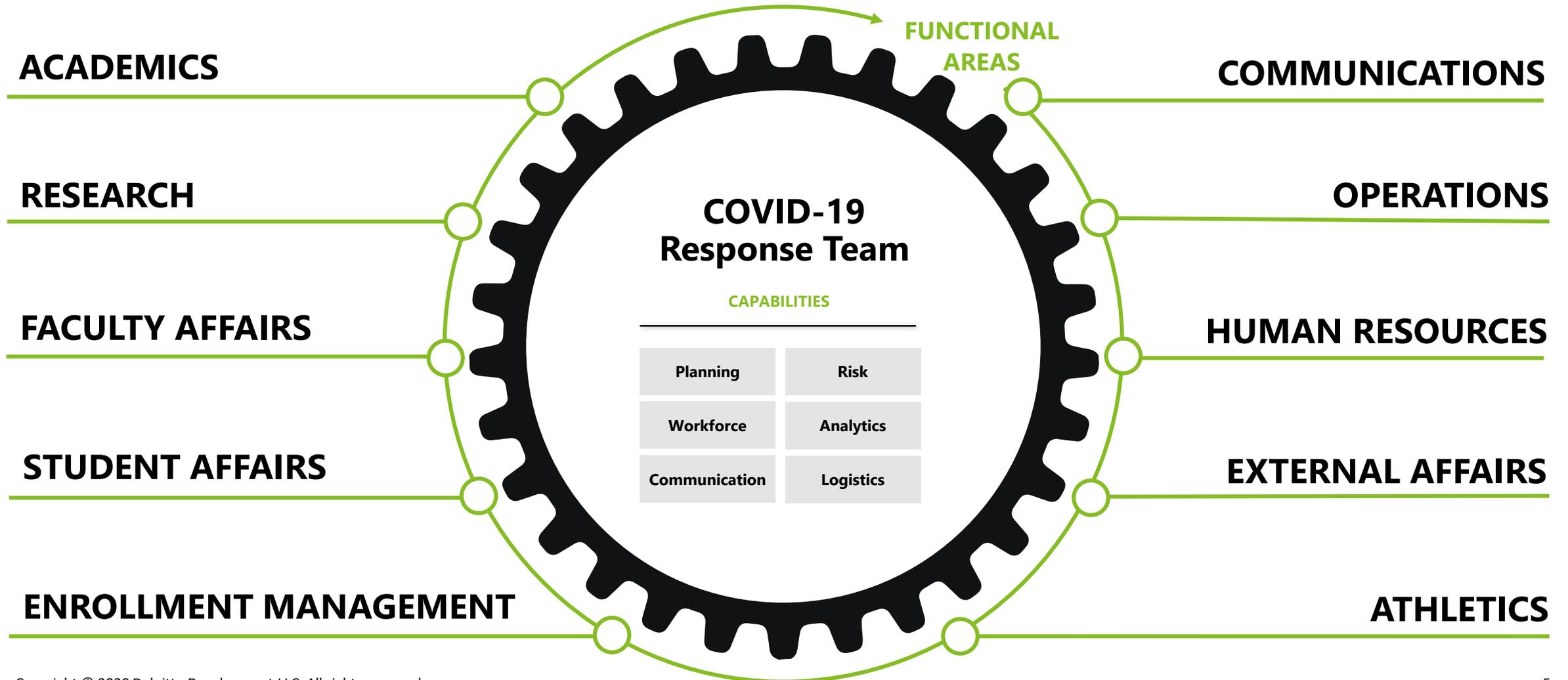
Supporting Reopening & Recovery

Transitioning from crisis response to reopening your campus and academic operations poses key questions every step of the way. Central management is typically needed to coordinate and act, while a phased, risk-based approach can guide decisions.



Identify Leaders to Oversee the Process

Identify a COVID-19 response team that supports risk-informed leader decisions, directs capabilities, and integrates action across critical functional areas as your institution plans to reopen and transitions from recovery to a next normal



Conduct Tabletop Exercises

Tabletop exercises stress test and rehearse reopening plans and scenario-based contingencies.

Preparations

- Develop risk-based core reopening plan
 - Build tabletop exercises and scenarios
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Execution

- Run tabletop exercises
 - Inject scenario changes using action and reaction game play
 - Leaders outline their actions to:
 - Prepare their function for reopening
 - Conduct reopening activities
 - Respond to challenges
 - Prepare for move to next phase of reopening
 - Provide coaching for staff
 - Conduct after-action reviews
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Outcomes

- Updated plans that have been tested
 - A prepared COVID-19 response team
 - Leaders are prepared for varying scenarios and change
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Key Reopening Activities – Academics & Operations

	Am I ready to reopen & when?	How do I open?	What do I do on “Day One”?	I am open...now what?	I need to close again, now what?
COVID-19 Response Team	<ul style="list-style-type: none"> Schedule response team meetings and check-ins; conduct tabletop exercises; evolve governance as needed 				
Academics	<ul style="list-style-type: none"> Develop strategies to support and protect high-risk faculty or staff Update minimum enrollment and course scheduling strategies, including adjunct instructor needs Determine parameters for a reduction or consolidation of courses, programs, and employees 	<ul style="list-style-type: none"> Engage employers and clinical sites to determine impact on internships and clinicals Adjust class offerings and modalities to meet new population demands Develop an employee, course, and program reduction strategy Review COVID-19 guidelines that impact large or super section face-to-face courses 	<ul style="list-style-type: none"> Provide safety/security instructions at the start of each class Implement classroom technology that allows quarantined students to partake in in-person classes while unable to physically attend, including telework and virtual meetings where possible Closely monitor courses and collect student absentee counts Review real-time course enrollment, drops, and waitlists 	<ul style="list-style-type: none"> Closely monitor potential shifts in students’ preferred courses of study and be prepared to shift academic resources to meet demand Identify procedures to enable all face-to-face courses in the online learning management system (LMS) to support a rapid transition back to virtual if needed Review ongoing accreditation and Department of Education policy changes Use flexible work hours and sites and consider staggered shifts or classes 	<ul style="list-style-type: none"> Implement processes to rapidly transition courses and academic resources back to fully online Provide opportunities for academic leaders to collaborate with other divisions (e.g. IT, student affairs, enrollment management) to address issues quickly Address “digital divide” gaps (device and bandwidth access)
Operations	<ul style="list-style-type: none"> Document lessons learned from transitioning services Continue response activities (virtual operations, remote solutions) Develop a staff reduction plan across all operations Review potential administrative office consolidations and opportunities for productivity gains through technology modernization 	<ul style="list-style-type: none"> Create a phased step-by-step reopening & recovery plan for who does what, when, and where, informed by risk Evaluate and implement ongoing cost reduction strategies Establish quarantine facilities for potential outbreaks Verify the equipment in classrooms and other spaces work properly 	<ul style="list-style-type: none"> Ensure facilities and offices have appropriate cleaning and sanitization supplies Review performance and service level metrics Stress-test “last mile” CTT system to ensure integrity Implement testing protocol Prioritize and resolve issues in academic and student spaces Implement policies for use and of access to cloth face coverings, hand hygiene, and respiratory etiquette 	<ul style="list-style-type: none"> Fully implement new workplace, security, and safety guidelines / rules Monitor budget and use of funds Conduct tabletop exercises to test new closure strategies Stop, start, transition, and continue identified back office activities, iterating based on evolving needs Analyze daily employee absentee rates to proactively identify rising trends Notify faculty, staff, families, and the public of closures and any restrictions due to COVID-19 exposure Isolate infected individuals for 14 days and consider quarantining those who have been in close contact 	<ul style="list-style-type: none"> Rapidly shift services and operations virtually Activate essential personnel plans based on the evolving situation and risks Provide safety equipment and supplies for necessary, mission-critical onsite functions

Key Reopening Activities – Research, HR & Faculty Affairs

	Am I ready to reopen & when?	How do I open?	What do I do on “Day One”?	I am open...now what?	I need to close again, now what?
Research	<ul style="list-style-type: none"> Develop institution-wide emergency response team specific to institutional research governance, management and support Comply with federal guidance for COVID-19 Pandemic Contingency Planning for Animal Care and Use Programs Assess guidance specific to Federal Award Impact and particularly regarding the use of human subjects Develop plan detailing guidance for oversight of research facilities (onsite and offsite) 	<ul style="list-style-type: none"> Direct faculty and research administrators to central resource / website for research-related questions and answers Develop resources providing guidance to researchers on continued management of active projects and upcoming proposals Prepare guidance specific to research operations that accounts for the safety of individual researchers Ensure adequate approach is in place to support review and approval of IRB and IAUCUC protocols, COI issues and other regulatory items 	<ul style="list-style-type: none"> Request that only essential staff are present to conduct an assessment of onsite support needed for ongoing research activities Determine if there are gaps for researcher support due to absences and mitigate accordingly Communication guidance from research emergency response team Confirm infrastructure (such as shared use facilities) is in place to adequately support researchers 	<ul style="list-style-type: none"> Continue to assess the appropriate number of staff to be onsite in accordance with the number of local cases on a weekly basis Distribute new / revised guidance as it becomes available and communicate regularly to broad research community Highlight federal policy updates and research priorities Maintain 360 feedback between researchers and institutional administrators Establish and document the circumstances that warrant a campus shutdown 	<ul style="list-style-type: none"> Communicate about the ongoing management and oversight of research efforts Instruct researchers to document the impact of the shutdown on their ability to make progress on deliverables and meet deadlines Ensure predefined critical roles and essential personnel continue to manage ongoing research to institutional plan Monitor continued needs of researchers during period of shutdown
Human Resources	<ul style="list-style-type: none"> Conduct workforce sensing to understand perspectives Provide guidance to executives on workforce transition or reduction strategies Review federal, state, and local guidance on reopening, contact tracing, and employee care Assess and monitor public health metrics published by nearby communities 	<ul style="list-style-type: none"> Apply insights from workforce sensing and risk-based assessment to develop workforce readiness plan Determine what flexible / remote solutions to stop, start, and continue Prepare safety and security workplace guidelines to address COVID-19 risks 	<ul style="list-style-type: none"> Determine who will come back to the office and when Develop step-by-step plan to stop, start, and continue flexible / remote decisions Assess the ongoing impact and absentee rate of workforce 	<ul style="list-style-type: none"> Update staffing plans and job descriptions to reflect workforce changes or reductions Continue to engage faculty and staff frequently to understand evolving perspectives Provide regular, transparent communications on the status of reopening to faculty and staff 	<ul style="list-style-type: none"> Rapidly scale remote / flexible work solutions as needed Determine / implement workforce response plans based on risk and lessons learned from wave one of COVID-19
Faculty Affairs	<ul style="list-style-type: none"> Work with faculty governance to understand faculty demographics and develop appropriate protocols and norms to protect higher risk populations Revise expectations around faculty productivity, and clearly define expectations 	<ul style="list-style-type: none"> Conduct training for faculty on teaching modalities and expectations Clearly outline social distancing expectations, and illustrate examples for common faculty – student interactions; ensure that policies comport with faculty productivity and work expectations 	<ul style="list-style-type: none"> Closely monitor and ensure safety guidelines are being followed Continue to gather feedback from faculty on their experience Engage faculty to understand needs and concerns Encourage telework for faculty and staff especially higher risk persons 	<ul style="list-style-type: none"> Consider additional ongoing training and faculty direction to align with potential shifts in students’ preferred courses of study Establish support center for faculty around teaching modalities and expectations Develop plans and set expectations for grades and exams in event of a shift in learning modality 	<ul style="list-style-type: none"> Shift faculty back to 100% virtual teaching Communicate expectations around grading and exams Provide pedagogy and technology support to faculty

Key Reopening Activities – Student Affairs & Communications

	Am I ready to reopen & when?	How do I open?	What do I do on “Day One”?	I am open...now what?	I need to close again, now what?
Student Affairs	<ul style="list-style-type: none"> Assess the ongoing COVID-19 impact on students Define reopening goals and identify gaps between goals/current state Develop engagement strategies that adhere to safety guidelines Update orientation and onboarding strategies for new students Implement testing and safety protocol 	<ul style="list-style-type: none"> Develop department-specific reopening plans (e.g. housing, dining, career, recreation, health, counseling) Update residence hall move-in procedures to reduce crowd size Communicate new guidelines for promoting a safe environment to students and families as well as quarantine procedures should an outbreak occur 	<ul style="list-style-type: none"> Closely monitor and ensure safety guidelines are being followed Continue to gather feedback from students on their experience Engage students to understand needs and concerns Engage and communicate required changes with student organization leaders Limit nonessential visitors, volunteers, and activities involving external groups 	<ul style="list-style-type: none"> Identify gaps in safety practices and update plans Refine and develop improved virtual engagement strategies for each department Develop enhanced safety protocols that could be used during the transition period of a future closure Based on lessons learned, decide and be prepared to partially or fully close during a future crisis Issue antibody tests to students when available 	<ul style="list-style-type: none"> Activate enhanced safety protocols for the transition to being fully or partially closed Communicate closure and transition plans to students and families Implement virtual operations and engagement strategies Develop policies on refunds of tuition/room/board in advance of closure
Communications	<ul style="list-style-type: none"> Establish key points of contact with legislators, public health officials, and local officials Establish early and regular interactions with community officials to maintain “town-and-gown” relations 	<ul style="list-style-type: none"> Evaluate impact on reopening to local community Test communication channels, and develop channel-specific plans for different scenarios Develop protocols for information sharing Reach out to students, parents, employees, alumni and donors to share reopening strategy: engage them in the roll out of the reopening plan 	<ul style="list-style-type: none"> Communicate, communicate, communicate: ensure that local officials know what to expect, and who to contact with concerns Establish a strong leadership presence and partnership in the community to show united effort Capture the moment: document and share progress with students, parents, employees, donors and alumni 	<ul style="list-style-type: none"> Establish regular checkpoints with local officials to avoid surprises Keep alumni and donors apprised of your successes 	<ul style="list-style-type: none"> Leverage communication pathways to keep officials apprised of the situation and what is known Keep students, parents, employees, donors and alumni apprised of plans and focused on the future of the institution

Key Reopening Activities – Enrollment Management & Athletics

	Am I ready to reopen & when?	How do I open?	What do I do on “Day One”?	I am open...now what?	I need to close again, now what?
Enrollment Management	<ul style="list-style-type: none"> Review discounting and aid strategies to determine if changes are needed Review changes made to admissions requirements in response to COVID-19 and update as needed Forecast net tuition impact Determine need for digital and social engagement platforms 	<ul style="list-style-type: none"> Refine and update recruitment and marketing strategies to meet target enrollment and class composition as new insights emerge Monitor enrollment analytics on student demographics and course modality preferences (e.g., fully online, face-to-face, hybrid) 	<ul style="list-style-type: none"> Continue daily year-over-year monitoring of application and enrollment statistics Continue to measure financial impact of students and families Update student retention plans to provide early support to new students admitted without standardized test scores or lowered requirements 	<ul style="list-style-type: none"> More clearly articulate value of virtual experience Update recruitment and marketing strategies to reflect demographic shifts and expanding markets to meet enrollment goals Update or refine virtual processes and solutions to improve student retention 	<ul style="list-style-type: none"> Activate plans to support students and provide 100% virtual support Shift recruitment and prospect engagement activities to virtual Rapidly share data analytics insights to inform response decisions
Athletics	<ul style="list-style-type: none"> Align institutionally around the role of athletics post-pandemic Review athletics budget to support return of operations (testing, scheduling, scholarships, housing, equipment) Develop a strategic approach to scholarship and grants adjustments Develop financial scenarios for an expected decrease in donors and corporate sponsorships Develop contingency plans for reopening without athletic events that involve student / fan participation 	<ul style="list-style-type: none"> Develop plan for providing health services and testing as well as procedures for positive exposure Prepare for local, state, and institutional regulatory requirements; understand legal exposure Define scheduling strategy with regard to all on- / off-campus considerations (e.g. travel limitations, other school approaches, conference and broadcast obligations); set competition schedule Adapt contracts for games, sponsorships to reflect pandemic 	<ul style="list-style-type: none"> Conduct testing of staff and student athletes, review process and improve as necessary Inform athletes of protocols and deliver support services for health and well-being Communicate approach with fans, sponsors, staff, donors and media Develop training and operating plans 	<ul style="list-style-type: none"> Monitoring student athlete health and health of competition Engage in communications with institution, staff, fans, students, and community Update training and competition schedule based on information from states and institutions Monitor news and national and regional guidelines as well as other schools 	<ul style="list-style-type: none"> Enact remote management plan for student-athletes Rapidly transition staff and operations to support student athlete health and well-being Implement institutional guidelines for closing, including special considerations for athletic activities Assess and communicate impact on remaining schedule Communicate strategy to fans, sponsors, donors, and media Evaluate financial impact of ticket refunds and sponsorship strategies Prepare for impact to student eligibility and scholarships

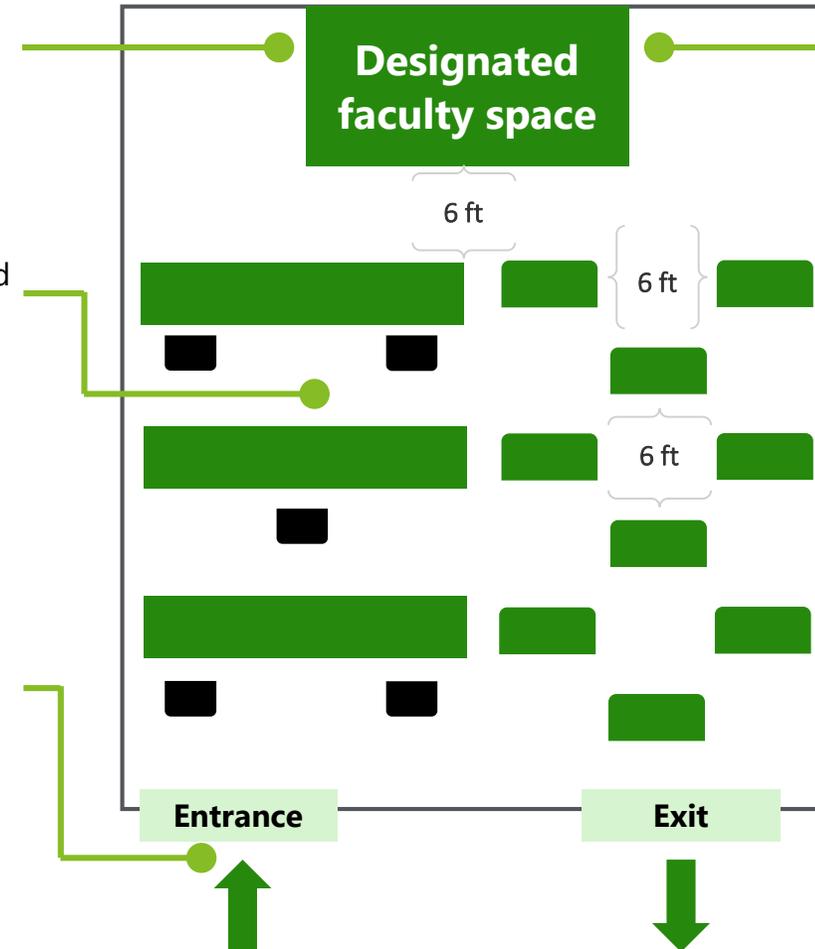
Sample Classroom Safety Practices

Classroom spaces require additional attention and planning. Consider the physical modifications below to ensure classroom safety:

Sample Physical Modifications

1. Designate faculty spaces with partitions, sneeze guards, or floor tape at least 6 feet from student spaces
2. Assign student seats
3. Space out desks and seats 6 feet apart and remove any extras
4. Schedule cleaning between sessions and deputize custodial staff to reset classroom layout after sessions
5. Install hand sanitizer stations at classroom entry or exit points
6. Provide physical guides on floor with one-way routes in classroom with separate entry and exit points

Sample Classroom **After** Safety Practices



Sample Behavioral Modifications

1. Train faculty on ways to encourage social distancing practices and address inappropriate behavior
2. Implement longer class meeting sessions with fewer meeting times to reduce in-person contact and deep-cleaning sessions for custodial staff
3. Schedule students and corresponding faculty together in groups to:
 - Stagger class sessions to reduce hallway interactions
 - Alternate onsite class days
4. Reduce shared objects and encourage students to label their supplies and belongings

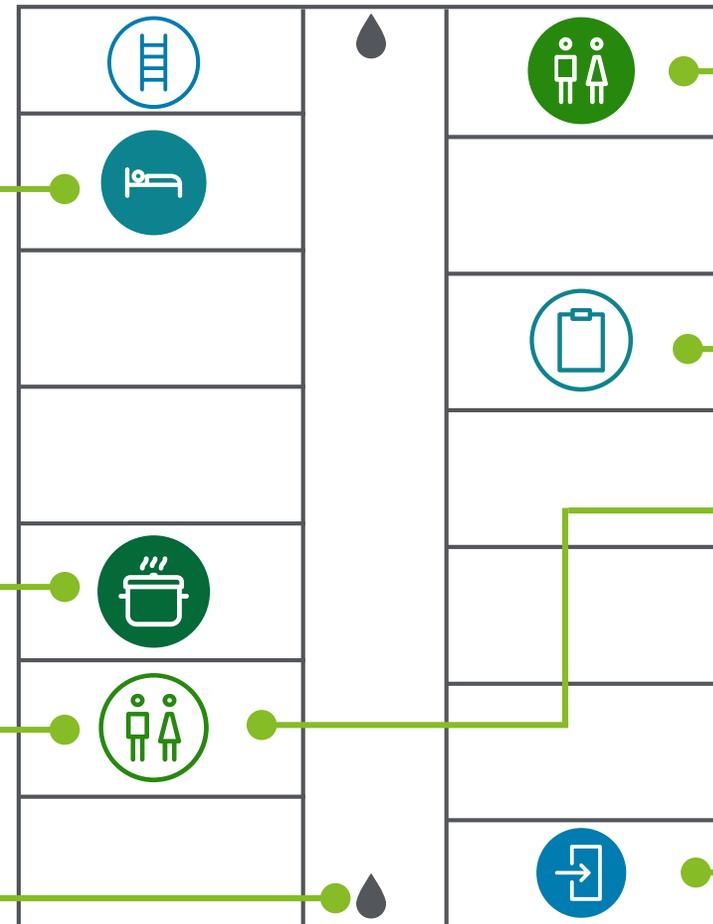
Sample Residential Life Safety Practices

Residential spaces require additional attention and planning. Consider the physical modifications below to ensure dorm safety:

Sample Physical Modifications

1. Place beds at least 10 feet apart from head-to-head
2. Prohibit rearranging rooms and bunk beds
3. Close shared lounges, study rooms, and kitchens in dorms or make them available for single-resident reservation followed by cleaning
4. Install Plexiglas partitions between sinks and other bathroom facilities
5. Install hand sanitizer stations in each hallway and shared space
6. Prioritize single rooms and low-density residences or halls for students who request special accommodations

Sample Residence **After** Safety Practices



Sample Behavioral Modifications

1. Train Resident Assistants (RAs) to discuss safety expectations with residents
2. Hire extra RAs to fill in when others are unable to perform their duties due to COVID-19
3. Guide residents to discuss "rules of the room" for COVID-19 safety, including defining exclusive spaces for each roommate
4. Assign each toilet, sink, and shower to groups of residents to limit outbreaks
5. Define entry and exit doors to reduce crossing foot traffic
6. Implement training for residents living with family members or children

Risk-Based Decision Framework

Illustrative

A "traffic light system" of prioritization and key actions can help guide what to do, when, and where to fully reopen operations and prepare for the "next" normal.

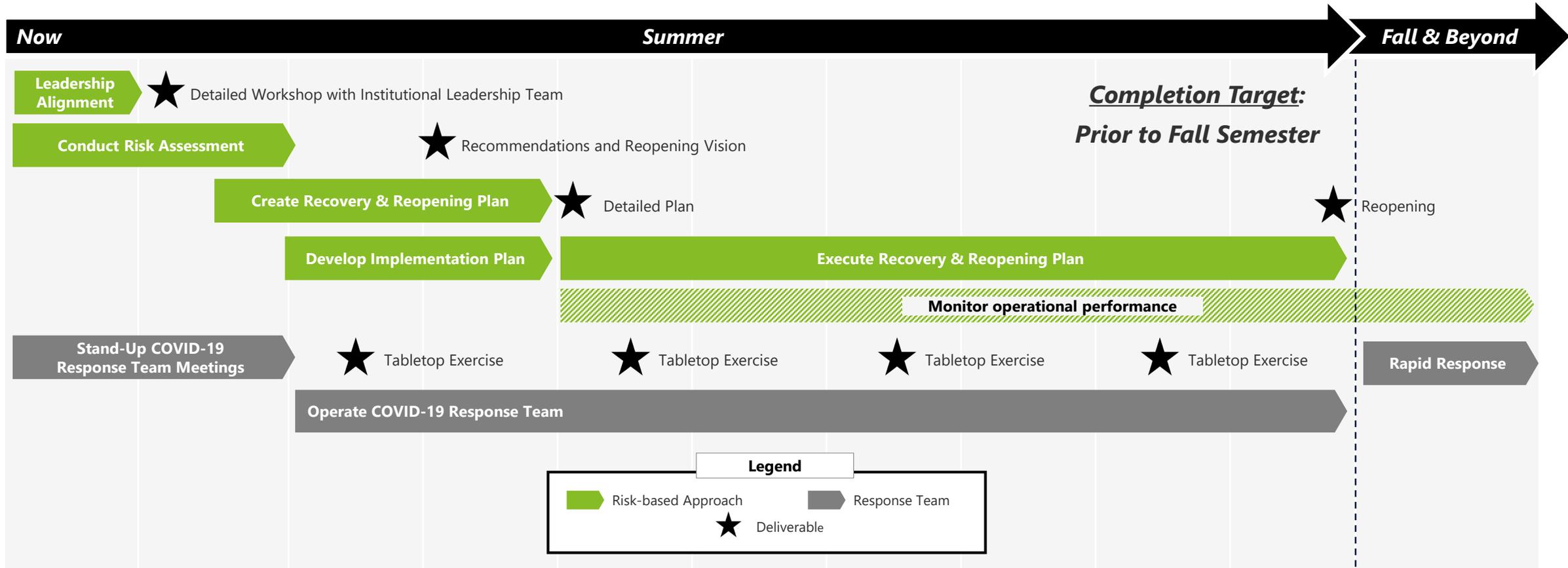
Illustrative Actions	Red Crisis Management Response	Orange Initial stages of response	Yellow First wave cleared, entering recovery	Green Entering a "New" Normal
Allow	<ul style="list-style-type: none"> Necessary, mission-critical onsite functions that support crisis response 	<ul style="list-style-type: none"> Phased reopening of critical, academic operations that support COVID-19 crisis response <i>and</i> recovery 	<ul style="list-style-type: none"> Full reopening of critical academic operations that support COVID-19 crisis response and recovery Phased reopening of onsite activities 	<ul style="list-style-type: none"> All normal activity
Prohibit	<ul style="list-style-type: none"> Non-critical onsite functions Travel Gatherings > 10 people 	<ul style="list-style-type: none"> Vulnerable populations onsite Non-critical onsite functions 	<ul style="list-style-type: none"> Vulnerable populations onsite 	<ul style="list-style-type: none"> No restrictions
Suggest	<ul style="list-style-type: none"> Maximum flexible telework / virtual learning policies Use of face masks for onsite functions Implement 6-foot social distancing between people 	<p>TRIGGERS</p> <ul style="list-style-type: none"> Limitations on critical, academic operations / service hours Adapting academic / operational policies 	<p>TRIGGERS</p> <ul style="list-style-type: none"> Health surveillance mechanisms Policies for renewed lockdown if second or third wave 	<p>TRIGGERS</p> <ul style="list-style-type: none"> Some restrictions on travel Some restrictions on conferences & large gatherings
Do	<ul style="list-style-type: none"> Monitor testing and sanitation guidance Assess and prepare strategy for reopening and recovery Prepare new roles and functions required to monitor and manage onsite student, faculty and staff wellness 	<ul style="list-style-type: none"> Continued flexible telework policies Consider onsite temperature checking and wellness testing Consider contact tracing Reopening plan execution, continuous risk monitoring and response 	<ul style="list-style-type: none"> Intensive monitoring for second or third wave 	<ul style="list-style-type: none"> Monitoring of employees' health, temperatures, infection, etc.

Understanding trigger points between phases and monitoring aggressively is paramount for your institutions.

Example Roadmap to Recovery and Reopening

Illustrative

The approach outlined herein is grounded in action and activation, intended to help you to establish what you need, assess and build your return and recovery plan, and translate strategy to action.



Potential COVID-19 Resurgence – Institution Needs to Close Again

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