

Return to Campus for Research Operational Guidance & Calendar

Release Date: Friday, May 15, 2020

Guiding Principles for Return to Campus & Community

Since the beginning of the COVID-19 crisis, Emory's focus has been on the academic continuity of the university while protecting the health and safety of our faculty, staff, students, and trainees. Safely resuming additional on-campus and community-based research activities is crucial to our mission to create, preserve, teach, and apply knowledge in the service of humanity. The return to campus to support research in all its forms—physical laboratory and non-laboratory (clinical and epidemiological), funded and non-funded, humanistic, creative, and social scientific, as well as libraries and core facilities, and offices, both local and global—must be done gradually and pragmatically based on the best medical, scientific, and public health evidence. It should also be informed by our institutional commitments to support and maintain progress for students and trainees, and to diversity, equity, and inclusion as we make decisions that necessitate prioritization and the exercise of authority and oversight. Re-engagement of research and scholarly activities must also comply with all federal, state, and local laws and regulations and requirements of our accrediting bodies. The larger principles for decision-making that are informing the university's return to campus research activity will also guide this effort.

At present, there are no governmental limitations on Emory's ability to begin to expand current research and scholarly activities beyond those that are deemed necessary. Nevertheless, any ramp-up must involve implementation of best practices for mitigating the spread of the novel coronavirus causing COVID-19. This framework provides a timeline for a gradual, three-phased resumption of campus- and community-based research, creative, and scholarly activities at Emory University.

Importantly, the COVID-19 pandemic remains dynamic. **All steps in this process are subject to legal and public health contingencies**, such as new governmental restrictions or other public health measures that emerge in response to a resurgence. To support effective communication, necessary collaboration, and clear designation of responsibilities, a recovery calendar is included and will be maintained on the [university website](#). Implementation dates and procedures may need to be adapted to fit community and public health circumstances. Thus, activities should be resumed with **resilience strategies** in mind to minimize set-backs in the event of revisions to the calendar or process.

Green-light Conditions and Baseline Operations

KEY MITIGATION STRATEGIES AND PRACTICES NECESSARY FOR RETURN MUST BE IN PLACE

Resumption of campus- and community-based research activity will be linked with a systematic approach to detecting and controlling the spread of infection in the Emory community. Those

working in clinical partner sites should follow the instructions and requirements for the specific facilities:

- [Emory Healthcare \(Login Required\)](#)
- [Grady Health System \(Login Required\)](#)
- [Atlanta VA Health System](#)
- [Children's Healthcare of Atlanta](#)

A robust practice of community health monitoring will be combined with public health guidance for mitigating risk. Data will inform real-time assessment to determine whether and when to advance in the staged recovery efforts. Human Resources will provide guidance and support for persons with underlying conditions that put them at greater risk and those in living situations that present greater risk for household members.

- **Initial health screening:** All faculty, staff, students, and trainees returning to as well as those currently engaged in on-campus and community-based research activities will be subject to initial **health screening**. Details will be provided on or about May 20.
- **Monitoring:** All faculty, staff, students, and trainees returning to as well as those currently engaged in on-campus and community-based research activities will participate in routine **health monitoring**. Details will be provided on or about May 20.
- **Mitigation:** Each unit is responsible for formulating plans specific to their facilities, settings, and areas of activity for a phased return to campus (see operational calendar below; planning templates also provided). Minimally, these should include **physical distancing** plans for each area of activity, and designation of any **specific PPE or specialized hygiene gear and practices** as appropriate to each setting; and **matrices for specific minimum and maximum numbers of personnel** (faculty, staff, graduate students, trainees, others) required to be on campus to carry out necessary activities for each phase as defined in the calendar. Guidance and support will be provided by Emory's Environmental and Health and Safety Office with the Office of Research Administration. The university will support robust PPE and hygiene material pipelines. All units will have access to and will utilize relevant educational/training and communication materials; and appropriate cleaning and sanitizing schedules for related areas will be developed. All persons engaged in and supporting research recovery activities on campus will follow relevant Emory University (and Emory Health Care, as appropriate) [HR policies](#), including those developed to specifically address conditions arising from the pandemic mitigation. **Failure to comply with defined mitigation policies and procedures may result in postponement or termination of the specific research activities.**
- **Assessment:** The university will maintain a dashboard to assess progress and inform decision-making. All units engaged in research activity must agree to fully implement university guidance and provide timely information to monitor community health, ensure availability of workforce, and maintain appropriate supplies and protective gear. These data will be available to relevant managers throughout the institution.

A **COVID-19 Mitigation Taskforce on Community Health Monitoring** will develop a community health monitoring plan for the purpose of this activity and informed by the goal of supporting a larger resumption of activity on campus in the fall. Minimally, it will integrate recommendations for: initial screening and testing; testing protocols; temperature checks and any other on-going community health monitoring measures, including self-monitoring; practical information about how various aspects of the recommended practices will be implemented; any relevant and appropriate education and training needed; data reporting requirements; and designated oversight. The plan will include definitions of key metrics that will inform the assessment dashboards, and it should identify communication needs.

Implementation of the **Community Health Monitoring** plan will follow acceptance of the recommendations by the Provost and Executive Vice President for Academic Affairs and the Executive Vice President for Health Affairs.

Human Resources will provide guidance to managers and supervisors with respect to relevant return to campus policies, practices, and procedures.

The **Procurement Support Center** will support availability of required hygiene materials, related supplies, and Personal Protective Equipment, as recommended by the **Environmental Health and Safety Office**.

The **Environmental Health and Safety Office (EHSO)** under the **Office of Research Administration** is available to provide consultations for planning for physical distancing and developing health and safety protocols. EHSO has also developed supporting educational materials and required training for all returning employees and students. Details will be provided to deans, directors, managers, and supervisors and in subsequent communications.

The **Office of Research Administration** will communicate with Principal Investigators (PI) about further return to campus requirements and impact on services.

Appropriate and necessary communications and instructional signage will be provided by **Campus Services** for all units and facilities activated throughout the three-phase process.

The **Vice Provost for Academic Affairs—Graduate Studies** will have oversight and responsibility for policies and procedures relating to the return to campus for graduate and professional students. The **Laney Graduate School** will develop policies and procedures relating to the return to campus for graduate students and related trainees and will coordinate with schools and Emory College of Arts and Sciences for the return of graduate students to active, on-campus scholarship and research.

The Office of the Provost and Executive Vice President for Academic Affairs, in consultation and cooperation with the Office of the Executive Vice President for Health Affairs, will determine when the green light conditions have been met and baseline operations can be supported; initiation of each phase in the operational calendar will follow the same course.

The Operational Calendar

<p>Phase 1. Preliminary Planning and Assessment of Readiness—Effective Immediately <i>Units will develop specific plans (template provided below); HR will develop and communicate relevant policies and guidance; the COVID-19 Mitigation Taskforce on Community Health Monitoring will recommend health monitoring practices and metrics; working with the units, Environmental Health & Safety Office (EHSO) will develop hygiene and PPE templates; Procurement will develop a virtual stockroom and ensure supply chain; a designated Communications team will create and provide relevant signage and materials to be distributed by Campus Services; and the Office of the Provost will review all unit plans and support coordination with core research infrastructure units.</i></p>		
<p>Notice: During Phases 1 and 2, visitors will not be permitted entry to Emory facilities. Visitors may continue to be restricted through Phase 3.</p> <p>All campus buildings will remain card access only, and delivery persons must follow prescribed hygiene practices.</p>		
DATE	Activity	Responsibility
May 20	Distribution of guidelines for: <ul style="list-style-type: none"> • Required public health behaviors, including definitions for physical distancing, use of masks on campus in public spaces including buses and shuttles • Recommended organizational practices, such as staggered work shifts, 24/7 • Campus resources to support education, sanitation, and safety 	HR EHSO Communications Team Campus Services
May 20	Delivery of health monitoring plan, including definitions of key metrics	COVID-19 Mitigation Taskforce on Health Monitoring
Prior to May 25	Unit/school plans should be submitted by deans and directors to the Office of the Provost (see templates)	Deans and Directors
May 26	<u>Evaluate</u> the unit plans submitted by Deans and Directors	Office of the Provost
Prior to May 25	<u>Post</u> guidelines (to be provided by Communications Team) at all entrance doors, elevators, and other ingress points; consider marking spaces in elevators to demonstrate physical distancing	Building managers, chairs, other responsible individuals
Prior to May 25	<u>Confirm/validate</u> sufficient supply chain and distribution mechanisms for masks, wipes, sanitizers, and specialized Personal Protective Equipment (PPE)	EHSO Procurement Campus Services

Prior to May 25	<u>Develop</u> with schools and local units a plan for distribution and regular restocking of supplies to individual buildings	EHSO Procurement Campus Services
Prior to May 25	<u>Establish</u> clear guidelines and best practices for regular cleaning of facilities by custodial staff	EHSO Campus Services
Prior to May 25	<u>Plan</u> for return of Graduate Students and Professional School Students	Office of the Provost LGS & Professional School Deans
Prior to May 25	<u>Coordinate</u> Emory Shuttle and Bus system and parking lot access with number of personnel anticipated on campus during each phase (informed by unit plans)	Campus Services
Prior to May 25	<u>Plan and prepare</u> for restart of Core Facilities	Zwick, Emory Integrated Core
Prior to May 25	<u>Plan and prepare</u> for small-scale re-opening of libraries and Carlos Museum	Area Directors
<p align="center">Phase 2. Metered Small-Scale Restart <i>May 28-June 21: Dates to be adjusted if needed</i></p>		
<p align="center">Notice: During Phases 1 and 2, visitors will not be permitted entry to Emory facilities. Limitations on visitors may extend into Phase 3. All campus buildings will remain card access only, and delivery persons must follow prescribed hygiene practices.</p>		
May 28	<u>Small-scale re-opening</u> of libraries and Carlos Museum	Area Directors
May 28	<u>Reopen</u> of Core Research Facilities	Zwick, Emory Integrated Core
May 28	Research administration units have been open and working remotely. Will continue to practice physical distancing.	Nobles, ORA
May 31	<u>Allow</u> return to campus of postdoctoral associates and related trainees for research	As defined in approved unit plans
May 31	Graduate students will be allowed to return to laboratories that have been cleared for limited reopen, and only where critically necessary to maintain or establish research initiatives related to their academic progress.	LGS & Office of the Provost
May 28- June 21	<ul style="list-style-type: none"> • <u>Monitor</u> implementation of restart locations • <u>Monitor</u> shuttle and parking status • <u>Monitor</u> custodial cleaning and disinfection • <u>Monitor</u> episodes of unsafe behaviors • <u>Monitor</u> PPE and cleaning pipeline and distribution 	Office of the Provost Data collection will inform future decisions.

	<ul style="list-style-type: none"> • <u>Monitor for compliance</u> with guidelines for social distancing, staggered work shifts, 6-foot contact rules, mandatory use of masks • <u>Feedback</u> daily/weekly to Office of the Provost Partnership with HR for enforcement • <u>Assess</u> the restart • <u>Change/modify</u> as required 	
<p align="center">Phase 3. Expansion of Activity</p> <p align="center"><i>June 21 target date will be assessed in light of levels of compliance with relevant guidelines, the health and welfare of the campus and local community, as well as the effectiveness of campus infection control measures.</i></p>		
June 21	<p><u>Metered and monitored</u> re-opening of broader on-campus research activities aligned with university guidelines to maintain pre-defined total population density on campus. Local population densities monitored by local unit leaders, in collaboration as required for shared-use facilities</p> <ul style="list-style-type: none"> • Faculty (per guidelines from Dean/Director/Chair) • Staff <u>required</u> on campus to perform their duties • Postdocs and related trainees • Graduate and professional students (per guidelines from LGS and relevant Dean) <p><u>Ensure</u> the recovery procedures are provided to departments and accepted</p> <p><u>Ensure</u> EHSO training for personnel is complete and documented</p>	Office of the Provost
June 22-TBD	<ul style="list-style-type: none"> • <u>Monitor</u> implementation of restart locations • <u>Monitor</u> shuttle and parking status • <u>Monitor</u> custodial cleaning and disinfection • <u>Monitor</u> episodes of unsafe behaviors • <u>Monitor</u> PPE and cleaning pipeline and distribution • <u>Monitor for compliance</u> with guidelines for social distancing, staggered work shifts, 6-foot contact rules, mandatory use of masks • <u>Feedback</u> daily/weekly to Office of the Provost Partner with HR to develop a process that includes supervisors across campus • <u>Assess</u> the restart • <u>Change/modify</u> as required 	<p>Deans and Directors</p> <p>Office of Research</p> <p>Office of the Provost</p>

Return to Campus for Research Planning Template—Units, Schools, and Colleges	
<p>Baseline assumptions and considerations:</p> <ul style="list-style-type: none"> • Reopening/return will occur in phases, and some services may resume earlier than others. • All persons on campus, regardless of workplace or role, will be required to don masks and practice infection-control hygiene, including frequent hand-washing and sanitizing. • Physical distancing will be mandatory. • A comprehensive initial and on-going community health monitoring plan will be in place; data will inform forward planning, modeling, and decision-making. • Definitions of phased activity appear in the operational calendar. 	
Phase 1: Preliminary Planning and Assessment of Readiness	
Identify basic hygiene gear/equipment, PPE , and supplies required for various roles, responsibilities, and activities; and define needs for environmental modification	<p>Consult with EHSO and Office of Research Administration to project PPE, hygiene gear, and other related supply needs.</p> <p>Specify any necessary environmental barriers, controls, or modifications to support physical distancing.</p> <p>This information will be shared with Procurement.</p>
Physical Distancing	Identify areas to be reactivated and develop plans to ensure 6-foot distancing; plans may include reorganization of workspaces, staggered shifts (hrs/day and or days/week), expanded operational hours. During phased reopening, some areas may remain closed due to inability to support physical distancing and/or the staffing matrix. Templates for headcount matrices and space configurations will be provided.
Access	Identify the areas of the facilities that will reopen in each phase. Note that during phases 1 and 2, all facilities will remain card-access only, and no visitors are allowed . It is also possible that visitors may not be allowed in the early stages of phase 3 .
Communications	The university will provide signage and educational materials necessary to support the health monitoring and mitigation plans. Units should identify: 1) a dedicated representative for communications who will participate in a temporary communications group that will support the effort; 2) any additional specialized communications needs/considerations.
Sanitizing and Cleaning Protocols	EHSO will provide uniform guidance, and the university will support implementation. The unit plan should specify any specialized needs that will inform supply-chain monitoring.
Training and Education	Training will be provided for the appropriate and effective use of masks and facial coverings. Training will be provided in

	<p>the appropriate use and disposal of other hygiene materials. Unit plans should indicate needs for any specialized training.</p>
Definitions & Decisions for Phased Return	<p>Plans should include a decision matrix for identification and selection of faculty, staff, students and trainees who are permitted and/or required to return campus during each phase (small scale restart, expansion). Planning should account for disparities in lab spaces and not merely maximizing persons who can be in the lab. Consideration for inequities of lab space should be considered. Reopening may have inequitable results if larger labs are given priority. Where relevant, a plan for communicating and adjudicating requests and decisions should be specified. Plans for return of students must be developed in collaboration with LGS and the Office of the Provost. HR will also provide supporting guidance for managers and supervisors.</p>
Headcount Matrices	<p>Remote work will continue for those not performing critical operations functions, although some resumption of in-person services are critical and essential operations. Staff may be reassigned, may rotate, may stagger shifts as assigned by supervisors. HR will provide supportive guidance and related policies.</p> <p>Phase 1: (now-May 27) <u>minimum</u> number of personnel (faculty, staff) required to be on campus to carry out necessary activities during Phase 1 (Planning and Readiness)</p> <p>Phase 2: (May 28-June 21) <u>minimum</u> number of personnel (faculty, staff) required (and <u>maximum allowable</u>) to be on campus to carry out necessary activities during Phase 2 (metered, small-scale return); include total number of postdoctoral associates and related trainees that will return to research. Note that <u>some</u> graduate and professional students may be included provided agreement by the Office of the Provost.</p> <p>Phase 3: (June 22-TBD) This phase will include the return of graduate students and professional school students to campus activities. Unit plans should specify <u>maximum</u> number of personnel (faculty, staff) allowed to be on campus to carry out necessary activities during this phase in light of the continued need to keep population densities at reduced levels.</p>

Health Monitoring, Data Collection, and Reporting	A community health monitoring plan will be provided on or about May 20. Units should identify responsible party for implementing and report key metrics for the health monitoring plan.
Operational Procedures & Compliance Monitoring	Facility managers should ensure implementation of hygiene and infection control practices. The unit plan should identify the responsible part for overseeing compliance with health and safety measures in the facility.

See attached population density matrix to support planning for specific laboratory and other research areas. The population matrix is a suggested tool for every laboratory and common area to be opened through each of the three phases defined above. The matrix should be included as part of the unit plan submission.

Excel sheet templates will be provided to all deans, directors, and CBOs.

Research Capacity Matrix by Unit														
First, fill in Usable Sq. Footage for each category for each unit.														
Confirm "target square ft per person" values or CHANGE to appropriate values.														
The table will generate an approximate number of research personnel (faculty, staff, graduate students/trainees, postdocs and others) for each unit.														
This is intended to provide a rough approximation to assist in decision-making.														
Graduate students and other trainees must be included in the "Approx Persons / Unit".														
(Change cells C11, E11, G11, I11, L11, and M11 to desired sq ft per person for each type of space)														
Target Square Ft per person =	Laboratories:	250	Offices:	150	Other Rooms:	150	Other #1:	150	Other #2:	150	Other #3:	150		
Usable Sq. Ft	Central Admin	SOM	ECAS	RSPH	Nursing	Candler	GBS	Law	Oxford	Winship	Yerkes	Libraries	Carlos	TOTALS
Laboratories	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lab Persons	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Offices	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office Persons	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other room: Study areas	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Study Area Persons	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other room: Meeting rooms	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Meeting Room Persons	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other room: Lounges	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lounge Persons	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADD OTHER CATEGORY #1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Cat #1 Persons	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADD OTHER CATEGORY #2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Cat #2 Persons	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ADD OTHER CATEGORY #3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Cat #3 Persons	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL sq ft / unit	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Approx Persons / Unit	0	0	0	0	0	0	0	0	0	0	0	0	0	0
This doesn't address those who carryout research off campus. There will need to be an adjustment for those.														