EDWARD WATERS COLLEGE
CAMPUS OPERATIONS RE-ENGINEERING
(C.O.R.E.)
A Comprehensive Approach to the Resumption of On-Campus Operations

A Plan in Response to COVID-19
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Greetings to the Edward Waters College Campus Community:

As I write this letter, reflecting over the past several months’ events, I am ecstatic, yet cautious regarding the return to campus operations for the 2020-2021 academic year. Though I am excited about the impending Fall 2020 semester, the return to students on-campus, and a semblance of normalcy, I am acutely empathetic to the fact that this has been and still remains a dauntingly challenging time for our entire Tiger family. Undoubtedly, the introduction of the global COVID-19 pandemic to the American landscape during the Spring 2020 semester caused an unprecedented disruption to the College’s regular and normal educational and business operations. In so many ways this unprecedented period of upheaval has caused us all to rethink the ways in which we move, operate, and function in our everyday lives. Relatedly, this period has also demonstrated our uncanny and extraordinary capacity to adapt, grow, and use our ingenuity to create positive opportunities that have far exceeded even our own cognition. In keeping with the College’s storied higher education lineage that spans over 150 years, indeed our venerable legacy is one that has been largely personified by our ability to rise above even the most formidable of challenges.

As such, the institution was faced with the incredulous task of implementing new and responsive actions, strategies, and plans in order to operate in the “new normal” due to COVID-19. Towards that end, as we continue to work through the challenges of the pandemic together, the health and safety of Edward Waters College (EWC) students, faculty and staff remain paramount. This point cannot be emphasized enough. We are committed to the health and safety of our entire College community; this is our priority. And every decision we make is through that lens.

Therefore, in May 2020, I appointed the COVID-19 Campus Operational Re-Engineering (CORE) Task Force, a 52-person team charged with the development and implementation of a comprehensive plan which allows for an intentional, strategic, and safe resumption of campus operations. The CORE Task Force is comprised of a cross-section of stakeholders representing the campus and local community, including faculty, staff, students, and community officials. Organized into smaller working groups, and meeting over the course of roughly six to eight weeks, the collective recommendations of the CORE members were submitted to the EWC Executive Leadership Team towards the development of a comprehensive plan that is far-reaching to all aspects of campus operations including academic affairs, business and finance, student engagement, athletics and communications.

I would be remised if, at this time, I did not offer my sincerest gratitude to the commitment and tireless efforts of the CORE Task Force members. Accordingly, I am pleased to present the results of those herculean efforts. This attendant resumption of on-campus operations plan will provide you with a comprehensive overview of the institutional shifts necessary for constituents to maneuver on-campus, while acknowledging the role we all play in maintaining academic and business continuity.

In closing, along with the entire EWC administrative team, I am exceedingly pleased to welcome back to campus all of our outstanding scholars, faculty and staff. We look forward with great anticipation to your presence on campus and to an outstanding academic year. Despite this pandemic, EWC continues to soar as the higher educational crown jewel of Jacksonville and the state of Florida’s “Destination Institution” of Emerging Eminence, providing a dynamic and memorable academic experience that is indeed Nulli Secundus—Second to None!

Yours for Edward Waters College,

Dr. A. Zachary Faison, Jr.
President & CEO
Edward Waters College (EWC) has been working diligently to ensure an effective and sound resumption of on-campus operations. An institutional realization of the local, state, and national impacts of the (COVID-19) pandemic has created a state of ever-evolving implications on the re-engineering and movement to a new operational normalcy.

The EWC resumption of operations plan and its subsequent details regarding the resumption of on-campus operations will remain contingent upon information received through the ongoing and continuous monitoring of infection rates, recommendations from local, state, and national health authorities (i.e. Centers for Disease Control, National Institutes of Health, etc.); the State of Florida; and City of Jacksonville health and safety assessments, testing, and treatment outcomes, guidance and protocols.

The College’s Fall 2020 resumption of on-campus operations plan is the product of broad discussions held among the 52 member COVID-19 Campus Operations Re-Engineering (C.O.R.E.) Task Force established on May 20, 2020 by the President, with the development and implementation of contingency plans that will allow the College to resume comprehensive campus operations safely.

This C.O.R.E. Task Force was comprised of various individuals across the campus and local community, including faculty, staff, students, and community officials, that ultimately ensured a comprehensive plan for all aspects of campus operations including Academic Affairs; Finance, Administration, and Business Innovation; Student Success and Engagement; Athletics and Communications. The community’s collective voices are represented in the College’s plan.

EWC is also aware of its unique responsibility and remains true to its historic mission. The College’s academic programs provides access and opportunity to a high-quality 21st century undergraduate education consisting of a reinvigorated, practical, and engaged liberal arts curriculum buttressed by an array of comprehensive academic services to support high academic scholarship, achievement, and overall student success. Towards that end, a recent survey of returning students highlighted student preferences with regard to offering both online and face-to-face choices.

As you read the comprehensive resumption of on-campus operations plan, it is important to bear these complexities in mind, as a solution that works for a peer institution may not work well for Edward Waters College’s campus community.

As such, after the submission of initial reports by the various C.O.R.E. Task Force committee and subcommittee chairpersons, and the evaluation of information that resulted from these reports, this document is framed around the following strategic areas of focus that were identified as critical operational functions for on-campus resumption:

- Return of Staff
- Facilities, Spaces, and Cleaning
- Instruction
- Classroom Capacity and Hours of Availability
- Expanded Academic Course Schedule
- Faculty Training and Development
- Employee and Student Personal Protection Equipment (PPE) Kits
- Physical Distancing
• Control Access to Facilities
• COVID-19 Education and Training
• Student Housing
• Testing, Screening, Cluster Study and Transmission Mitigation
• Athletics
• Communications

Therefore, the aforementioned adaptive conceptual framework was established by the COVID-19 Campus Operations Re-Engineering Task Force and will serve as the collective framework for the resumption of on-campus operations plan.

The institution is planning for a hybrid academic model this Fall where some students and faculty will be in the classroom and some will not. Specific arrangements will be informed based upon the academic discipline and course content, as well as risk to faculty, staff and students regarding underlying medical conditions or concerns over transmission.

Further, it is understood that some members of the Edward Waters College community will not be comfortable engaging in face-to-face instruction or a residential campus environment this Fall due to underlying medical conditions or a concern over transmission to friends or family members.

To the extent possible, Academic Affairs senior administration will discuss with faculty instructional format and the attendant teaching responsibilities. Academic advisors will consult with students to design plans that maximize learning opportunities.

Additional details regarding course offerings will be provided no later than July 15, 2020. The College will provide Personal Protection Equipment (PPE) to its employees, along with cleaning/sanitization supplies for the purpose of minimizing cross-contamination and maintaining individual workspace as part of an Edward Waters College Return to Campus Kit. Additional provisions of PPE will be provided to employees in high contact areas.

This comprehensive resumption of in-person on-campus operation plan for Fall 2020 and the EWC COVID-19 Response Center website contain valuable information that is relevant to the various campus stakeholders and should be used as a guide when traversing the campus and conducting business and academic operations.

The resumption of in-person on-campus operations at Edward Waters College will be in phases. Critically essential personnel have remained and have always had access to the physical campus. The declaration that the City of Jacksonville is in Phase 2 of reopening, “deep cleaning” protocols, and physical distancing guidelines have been developed for workspaces; thus, the College will begin a phased return to campus. EWC staff will return to normal on-campus operations on July 13, 2020.

The College will use this phase to continue re-engineering the campus for the return of students and faculty for Fall 2020. During this transition back to campus, it is imperative that all staff actively commit to adhering to the new processes regarding physical distancing in order to ensure the safety and well-being for one another, our families and our communities.

Therefore, EWC is continuing to adhere to all recommended regulations and guidelines from government authorities related to the containment of COVID-19. As such, when staff arrive on July 13th, they must come to their workspace wearing a face mask. All employees are expected to fully adhere to this mandated institutional protocol. Any EWC employee found not adhering to the mandatory face mask requirement will be subject to disciplinary action up to immediate workplace dismissal without pay and/or termination of employment.
The first day of classes for undergraduate students will be on Monday, August 17, 2020 and run through Tuesday, November 24, 2020. Students will return home for Thanksgiving and will not return to campus until the start of the Spring term. The final examination period will take place after Thanksgiving. Final exams are scheduled to be provided online.

Relatively, Graduating Senior Exams will be conducted online Friday-Monday, November 27-30, 2020. All other Final Exams will be conducted online Monday-Thursday, November 30 - December 3, 2020. From a health and safety perspective, ending Fall 2020 semester courses prior to Thanksgiving will limit the movement of students and faculty, mitigating the exposure and possible proliferation that may result from holiday travel.

Additionally, this will be a cost-savings to students and their families, eliminating the need to return to campus for a short stint simply to complete final course requirements.

This COVID-19 pandemic resumption of on-campus operations plan is intended to be a “living” document, subject to adjustment as necessary. EWC will continue to update and revise the comprehensive operation plan, in order to accommodate changes to protocols and procedures pursuant to local, state, and federal officials, health agencies, and internal and external assessment and evaluation of conditions relative to COVID-19.

The Fall resumption of on-campus comprehensive operations plan can be found on the EWC COVID-19 Response Center, located on the EWC Website.

**Fall 2020 Classes Begin**
**Monday, August 17, 2020**
**and run through Tuesday, November 24, 2020**

**Accreditation**
Edward Waters College is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097a or call 404-679-4500 for questions about the accreditation of Edward Waters College.
Health & Wellness
At Edward Waters College

The leadership at EWC desires for faculty, staff, and students to return to an educational, social, and work environment that supports a strong detection and response framework as well as enhanced cleaning and physical distancing protocols necessary to comply with health and safety best practices. To that end, EWC has initiated a phased approach for return of personnel and students for the Fall 2020 semester return to on-campus operations.

The health, safety, and wellness of the EWC community is paramount to the resumption of on-campus operation. As such, it is up to the entire community of students, employees, vendors, visitors, volunteers, and all friends of the institution to share in the responsibility of maintaining the collective health of campus spaces and environments. Therefore, EWC continues to implement enhanced “deep cleaning” protocols and transmission mitigation strategies. Further, the College practices these protocols as recommended and aligned with state, federal, and local guidelines for re-opening.

Consideration will be given for the implementation of alternative work arrangements for those employee populations that are aged 65 and above, as well as those with pre-existing health conditions, are pregnant, have chronic medical conditions, or have immunocompromised conditions that may prohibit their immediate return to work on-site. Individuals that fall within these parameters must contact the Office of Human Resources to self-identify.

Employees are encouraged to utilize TELADOC for health support as well as the Employee Assistance Program for mental wellness support. The Office of Human Resources is the point of contact for this and other resources.

Furthermore, EWC is continuing to adhere to all recommended regulations and guidelines from government authorities related to the containment of COVID-19. As such, the College has employed the following protocols and guidelines:

- Face masks or face coverings are mandatory and must be worn by everyone on campus when in the presence of others and in public settings where other physical distancing measures are difficult to maintain (e.g., common work spaces, meeting rooms, classrooms, etc.). All employees and students are expected to fully adhere to this mandated institutional protocol.

- Any EWC employee found not adhering to the mandatory face mask requirement will be subject to disciplinary action up to immediate workplace dismissal without pay and/or termination of employment.
• Any EWC student found not adhering to the mandatory face mask requirement will be subject to disciplinary action up to immediate suspension from the College as outlined in the EWC Student Code of Conduct.

• Implementation strategies to decrease the number of contact points in buildings will be completed by Fall 2020. Summarily those items are:

• The installation of touchless light switches, automatic touchless soap and paper towel dispensers, and the use of contactless payment methods wherever possible.

• Hand sanitizer will be readily available throughout campus at entry and exit points, high traffic areas (outside of elevators, bathrooms, classrooms, etc.).

• Technology tools will be issued to all faculty, staff, and students. Laptops will be assigned to EWC staff, faculty and students to support on-campus virtual meetings in an effort to facilitate physical distancing. A web camera will be assigned as needed to staff and faculty.

• Employees and students are required to wear their ID badges and should contact the IT Helpdesk via support@ewc.edu to obtain an ID badge prior to returning to campus.

• Keep at least six feet between yourself and another person in all public places and inside all buildings.

• Avoid close contact with others.

• Remain at home, or in a residence hall room, if you have a fever or other symptoms associated with COVID-19.

• The Schell-Sweet Community Center will provide medical access for students and employees through its on-site clinic. This initial medical service will be provided through Telehealth with phased in face-to-face access. Note: These services may or may not require insurance and/or payment. For more information, contact Ms. Marie Heath in the Schell-Sweet Community Center at mheath@ewc.edu.

SIGN TO SELF-IDENTIFY

Fever
A fever of about 100° F is the most common symptom of COVID-19

Cough
Cover your cough or sneeze with a tissue, then throw the tissue in the trash and wash your hands. Coughing is a symptom of COVID-19.

Shortness of Breath
Breathing harder or having trouble getting air each time you exert yourself is a symptom of COVID-19.
'NEW* College Specific Health Services

Further, the institution is seeking to provide students with College specific Health Services as an on-site option throughout the COVID-19 pandemic period and beyond. In addition to traditional, non-urgent or emergent health care, the planned new EWC Health Center will operate:

- To provide the appropriate level of necessary medical care or make the appropriate off-campus referral.
- To protect the campus and its constituents, including non-COVID-19 patients, from infection.
- To assist in preparation for a potential surge in patients, in particular those with respiratory infections.

The planned new EWC Health Center will operate Monday through Friday, four hours each day, with alternating morning and afternoon hours, or per the recommendation and assessment of a third-party collaborative medical partnership.
Limiting close face-to-face contact with others is the best way to reduce the spread of coronavirus disease (COVID-19).

Physical Distancing
Limiting close face-to-face contact with others is the best way to reduce the spread of coronavirus disease (COVID-19).

Washing Hands
Wash your hands often with soap and water for at least 20 seconds.

Don’t Touch
Do not touch your eyes, nose, and mouth. Make sure that frequently touched objects and surfaces have been cleaned for your protection.

Cover With Mask
When in public, wear a cloth face covering over your nose and mouth.

Personal Safety
Practices and Protocols

COVID-19 prevention measures are similar to those utilized against the common cold and flu. Those measures include frequent hand washing, avoiding touching one’s face with unwashed hands, and coughing into one’s elbow, if needed. The College will conduct more frequent cleaning in common areas and on commonly touched surfaces, including in dining, classroom, office, restroom and residential spaces.
Towards that end, EWC is continuing to adhere to all recommended regulations and guidelines from government authorities related to the containment of COVID-19. As such, the College will be distributing wellness kits with essential items for the protection and monitoring of health to every campus stakeholder (students, faculty, staff and employees) upon return to campus.

**During the Phase I scheduled return of staff on July 13th, the wellness kits will include:**
- Four, 3-ply disposable masks
- One reusable white cloth mask (washable)
- Disposable gloves
- Individually packaged disinfecting wipes
- One 8 oz bottle of hand sanitizer

Additionally, employees in high traffic, high impact areas will receive the additional PPE:
- Plastic face shields
- KN95 Masks
- EWC Executive Cabinet Members will be issued an infrared thermometer

**During Phase II, slated for August 1st and beyond, welcome back kits will be issued for all faculty and students. Additionally, staff will receive a second welcome back kit. This kit will include:**
- Four, 3-ply disposable masks
- One reusable EWC logo cloth mask (washable)
- Disposable gloves
- Individually packaged disinfecting wipes
- One 8 oz bottle of hand sanitizer
- One digital thermometer for self-screening

Additionally, employees in high traffic, high impact areas will receive the additional PPE:
- Plastic face shields
- KN95 Masks
Enforcement

Enforcement of all protocols and requirements will be a collective undertaking of all institutional units and leads. The “new campus normal” protocols are as follows:

• Directors, Chairpersons, and Area Vice Presidents are responsible for ensuring employees and students, if applicable, adhere to the standards of operating and movement about campus.
• The Office of Human Resources will provide additional enforcement of policies for all employees and accountability for non-compliance.
• Campus Safety and Security will maintain authority relative to overall enforcement of campus health and safety protocols and will remove individuals from campus who do not adhere to the procedures as outlined in this and other related documents.
• The Division of Student Success and Engagement is responsible via the Student Conduct policy to enforce such policies for students, as well as student accountability for non-compliance.

Training

Education and training on expectations related to COVID-19 and the resumption of on-campus operations is required for all members of the EWC community. This training will be provided through the Office of Human Resources as well as the Division of Student Success and Engagement in partnership with the Division of Finance, Administration, and Business Innovation (specifically, Information Technology).

Mandatory training that includes, but is not limited to, social distancing, PPE, symptom screening and testing, hygiene and sanitation, and self-quarantining, will be required for faculty, staff and students prior to the resumption of on campus operations for Fall 2020.

The College will provide employees with training in various formats:

• Training via videos and/or the use of the Moodle platform (or other recommended badging platform) to indicate the employee has reviewed the training components relative to COVID-19 and symptoms, College expectations and practices regarding the use of face coverings and personal protective equipment, cleaning protocols, physical distancing, and use of technology.

• Training will be provided at the Faculty/Staff Institute scheduled for August 6-7, 2020, and will be conducted as a part of the Institute workshops.

• The Division of Student Success and Engagement will provide students with training in various formats:

• Training via videos and/or the use of the Moodle platform (or other recommended badging platform) to indicate the student has reviewed the training components relative to COVID-19 and symptoms, College expectations and practices regarding the use of face coverings and personal protective equipment, cleaning protocols, physical distancing, and use of technology.
Masks and Temperature Checks are mandatory in public spaces.
Helping EWC Employees and Students Navigate A Safe On-Campus Environment

EWC will work as a community to operate in the safest manner possible that promotes the health and wellness of our campus community. Our campus is multi-generational and diverse, and all the solutions proposed may not be suitable for every single member of the campus community. However, the College is prepared to do its best in reasonably accommodating all employees and students, where possible.

Edward Waters College is currently engaged in dialogue with a third-party medical provider regarding a campus testing site. However, the College strongly recommends that all faculty, staff, and students take a COVID-19 test within seven days prior to the return to campus. Free community testing locations are available in and around the City of Jacksonville. The City of Jacksonville COVID-19 testing information can be found on their JAX READY COVID-19 Information Page.

The Office of Human Resources has worked with the College’s medical insurance providers to obtain coverage, or preferably, provide free COVID-19 testing, for EWC insured faculty and staff. The incorporation of the COVID-19 testing service under insurance coverage will be for a limited time within network. Additionally, the protocols to mitigate further viral transmission at EWC is as follows for faculty, staff and students where applicable:

- Students who have either tested positive, have results pending, or are showing symptoms for COVID-19 should immediately self-isolate while ensuring their medical, social, and academic needs are met (See Appendix, Students with Confirmed Positive COVID-19 Diagnosis).

- Employees who have either tested positive, have results pending, or are showing symptoms for COVID-19 must stay home and self-isolate.
  - Employees will be required to self-report to the Office of Human Resources immediately and complete the HR COVID-19 LINK on the HR webpage.
  - Failure to report COVID-19 symptoms or to falsify said report will be subject to disciplinary action up to immediate workplace dismissal without pay and/or termination of employment.

- Faculty, staff and students must be medically cleared in order to return to campus if diagnosed or exposed to COVID-19. Where applicable, medical clearance documentation has to be provided to the Office of Human Resources, the Dean of Students in the Division of Student Success and Engagement, and the Office of the Provost.

- Faculty, staff and students are encouraged to be re-tested and screened at a frequency determined by health professionals based on health indicators designed to measure the prevalence of the virus on campus or in the geographic region.
In addition to the aforementioned testing recommendation, individuals who work or fall into any of the following groups identified as having a high risk of exposure are strongly encouraged to undergo additional testing:

- Symptomatic individuals and exposed contacts;
- Campus Safety and Security;
- Facilities, including custodial;
- Athletics coaches and staff;
- Campus Housing (select groups); and
- Select Vendors (including food service).

At the time a Coronavirus vaccine becomes available, the Office of Human Resources, along with the Division of Student Engagement as points of contact, will be charged with working with the Duval County Health Department to conduct mass vaccine clinics for the EWC community. Faculty, staff, and students are also strongly encouraged to get the seasonal flu vaccination, which will be offered for free with those who have health insurance, $20 for those without at the Schell Sweet Community Center.

Contact Tracing

Considerable monitoring, tracking, and oversight is required to mitigate the risk of a local resurgence of the coronavirus. The College anticipates establishing an EWC Health Center by the Fall 2020 semester. This center will work with the Office of Human Resources and Student Success and Engagement, along with Communications and Marketing to help manage documentation of testing and case management, vaccination records, sick/ill employees leave, quarantine, return to work, contact tracing, notification of contacts, and surveillance. Within the same timeframe, the College will seek to build or contract the creation of a secure database to maintain this sensitive information. The EWC Health Center is slated to provide an app that tracks the medical history of individuals as a part of its database, of which EWC will have the availability to use. However, due to HIPPA, that information may not be accessible by College staff.

Surveillance and Reporting:

The anticipated EWC Health Center, will serve as a lead for College surveillance activities, following industry guidance for the “ongoing, systematic collection, analysis, and interpretation of health-related data essential to planning, implementation, and evaluation of public health..” Analysis of the EWC environment, in consultation with senior leadership, will inform future assessments regarding student extracurricular activities and social gatherings. At EWC surveillance activities will include the following:

- Monitoring national, state, and local rates of infection to facilitate early identification of community spread
- Monitoring of screening activities to help identify clusters of symptoms reporting and/or absences
• Rapid identification of persons with positive test results for COVID-19 with required isolation, contact tracing and quarantine of identified close contacts

• Management of persons with COVID-19 symptoms and/or diagnosis to provide support, referrals as needed and to monitor for compliance with quarantine or isolation

• The Office of Human Resources along with the Division of Student Success and Engagement and will track the presentation of influenza-like illnesses and COVID-19 symptoms among employees and students, respectively, that present on campus for medical services, or until a health related unit can either be created or identified. The College will implement a process to assist in managing this portfolio.

**Cluster Threshold**

A cluster of two or more positive COVID-19 cases at any EWC location will result in additional restrictions to mitigate transmission risks. A “cluster” is defined as cases with common times, geographic locations and/or exposures. Only if deemed necessary, will additional measures be taken in consultation with Senior College Leadership, as well as internal and external, local, and state health and other officials.

**Guidance on Isolating Stakeholders who are Exposed to COVID-19**

The health and safety of all Edward Waters College faculty, staff and students are our number one priority. The College will provide masks and/or face coverings and sanitizing agents to all faculty, staff and students as part of an initial wellness package. Additional provisions of PPE will be distributed to those stakeholders in high traffic areas. The most important and critical mechanism to manage the spread of COVID-19 is compliant individual behavior and self-assessment. We are asking each Edward Waters College stakeholder to monitor their individual actions to ensure they are operating in the safest manner possible. As recommended by the CDC the protocols to mitigate further viral transmission at EWC is as follows for faculty, staff and students where applicable:

• If you are unwell, or have an elevated temperature, please do not attend classes in person and employees should not report to work on campus, but arrange with your supervisor to work remotely.
• Faculty, staff and students diagnosed with COVID-19 should isolate in their home or residence hall (for on campus residence) as recommended by the CDC.
• Faculty, staff and students who are symptomatic or have significant exposure to COVID-19 are required to quarantine for 14 days as recommended by the CDC.
• Faculty, staff and students must be medically cleared in order to return to campus if diagnosed or exposed to COVID-19. Where applicable, medical clearance documentation has to be shared with the Office of Human Resources, the Dean of Students in the Division of Student Success and Engagement, and the Office of the Provost.

Additionally, when a confirmed case of COVID-19 has been identified on campus and in order to help prevent the transmission of COVID-19 among students, faculty, and staff EWC will follow the recommended Higher Education CDC* protocols:
• Coordinate and work with public and local health officials.
• Determine cancellation of classes and closure of buildings and facilities if needed.
• Communicate with students, staff, and faculty.
• Clean and disinfect thoroughly.
• Ensure continuity of education (i.e. on-line instruction).
• Ensure continuity of safe housing for on-campus residence.

*Centers for Disease Control Guidance for Higher Education Institutions*

**Resurgence**

Recognizing that there will be factors - predictable and unpredictable - outside of the College’s control that will arise during the academic year such as a resurgence that poses a significant threat to the health and safety of campus community, EWC will surveil and rapidly identify any reemergence of an outbreak. As such, the institution will work in coordination with the Florida Department of Health as required and respond accordingly. Towards that end, in the event of a resurgence of the virus beyond containment (outbreak) or by direction of the Florida Department of Health, the State of Florida or the City of Jacksonville, the campus will consider remote instruction and remote work from home as implemented in Spring 2020 in the event of a resurgence.

Remote and online instruction for all courses will be re-implemented and staff will be re-transitioned to entire remote work operations. As implemented during Spring 2020, only essential personnel would remain on campus. All of the aforementioned protocols will be determined upon review with senior level administration, with the executive privilege of instituting the Remote Instruction and/or Remote Work protocol at the exclusive approval of the President & CEO.

**College Communications Plan**

The Division of Institutional Advancement, Development, Marketing, and Communications is responsible for the orderly and timely dissemination of information as related to constituency knowledge of operations and expectations related to COVID-19 and the College re-engineering for fall 2020.

The Office of Marketing, Communications, and College Relations (MCCR) will implement the following:

• Comprehensive on-campus signage

• Engagement with internal and external campus communities through the College’s official multi-media platforms for communication, such as the EWC website, EWC emails, and EWC social media outlets as per EWC branding strategies. The EWC website features a COVID-19 Emergency Response microsite, where internal and external college constituents can locate information relative to updates, changes, procedures, and protocols related to institutional shifts and operational enforcement. The website will also feature a Frequently Asked Question section that is organized and stakeholder specific.
• Coordinate and work with local, state, and federal authorities to garner information on changes regarding the COVID-19 pandemic and will inform the appropriate divisions in an effort to adjust in an impromptu manner.
• Develop crisis management documents including, but not limited to, press releases and responses to media requests related to the institution, with sensitivity to the COVID-19 pandemic.
• Development of informational videos and/or securing a series of videos to collect and/or record and produce for student and employee re-acclimation and education to the “new normal” on campus.
The College will de-densify all classrooms to allow for physical and social distancing, with an enhanced commitment to the health and safety of our campus community.

The following protocols will be in place and enforced for in-person classroom settings:

• All class participants (students and instructors) must wear face masks and students will be encouraged to face the same direction as much as possible.

• Student occupant capacities in all classrooms will be reduced by approximately 55% or more of standard capacity.

• In classrooms, a safe distance of at least 6 feet will be maintained between instructor and students, and appropriate accommodations will be made to protect instructors and students (plexiglass barriers, face shields, etc.).

• Classroom protocols, including new entry/exit procedures and additional disinfection and cleaning procedures, will be posted accordingly throughout the classroom buildings.

The academic calendar was adjusted to accommodate the Fall 2020 start and ending dates. As such, the institution will have an on-time start date for classes beginning August 17, 2020 and ending instruction prior to Thanksgiving Break, Tuesday, November 24, 2020. After Thanksgiving, students will complete final exams remotely beginning the Monday after Thanksgiving Break.
• Additional plexiglass barriers will be provided in instructional labs and other spaces where occupancy of more than 50% must be maintained. Students and faculty are also encouraged to use hand sanitizing stations at the entrances to classroom buildings prior to entering classrooms.

• Additional personal hygiene measures will be required for common contact points. **Students and faculty will be provided hand sanitizer and sanitizing wipes to disinfect the surfaces of desks and learning stations both before and after use.**

• Students and faculty experiencing symptoms consistent with coronavirus infection are strongly encouraged to avoid classroom settings and seek care from either the campus Student Health Center or their independent health care provider.

• Any student who is unable or unwilling to wear a mask or face covering, for whatever reason, should consider online courses, as allowing students in campus classrooms who are not compliant with this protocol could undermine its efficacy and encourage other students to do the same.

• Additionally, the library will re-open when the College resumes on-campus classes, with limited capacity determined by physical and social distancing and maximum occupancy requirements.
In addition to physical distancing protocols, EWC will offer a range of instructional options for students and faculty during the Fall 2020 semester. Towards that end, based on the feedback received via stakeholder working groups and campus surveys, instruction for the fall 2020 semester will be offered to all EWC student populations using an adaptive instructional delivery approach that combines a robust combination of on-campus, hybrid, and online options.

To accommodate students who cannot or elect not to return to campus, EWC will offer a fully online option. Online offerings will include a subset of available undergraduate courses, selected intentionally based on past enrollment, broad use across majors and plans of study and input from department chairs.

Effective Fall 2020, Edward Waters College will resume in person, on-site instruction. This method of instruction, though modified, will allow students the opportunity to engage with faculty and experience an adaptive traditional classroom feel.

The Division of Academic Affairs at EWC does understand that some students may not feel comfortable returning to face-to-face classroom instruction. To that end, the institution has established three options for modified instruction to accommodate students who cannot return or elect not to return to campus, including the introduction of the “hyflex” model along with traditional online learning modes.

Student Instructional and Learning Options

Individual course sections will be offered either in a multi-instructional format or exclusively online. This will allow students three options for instructional delivery.

• Option 1: For commuter and on-campus students, a hybrid approach to course delivery – which combines a mixture of face-to-face classroom instruction in conjunction with real-time online instruction – will be available.

  With this option, students will alternate scheduled class meeting days to ensure physical distancing and safety protocols. They will attend class one day face-to-face with the professor and the next class meeting will be in real-time via Zoom, where they will be able to interact with their instructor and classmates.

  *For more information and examples on this and other instruction methods and options for students, please view the Guide to Instruction.

• Option 2: A hyflex approach to course delivery is where off-campus students can elect and register to attend the course section exclusively online. These students in the course can attend along with the hybrid students in real time (synchronous) via Zoom, while having the flexibility to attend in a self-paced (asynchronous) format as needed.
Option 3: Another option for off-campus students is a fully virtual (traditional online) approach to course delivery. The mode of instruction is designed for exclusively self-paced (asynchronous) learning. The entire class is conducted exclusively online and based upon the student’s self-pace, participation in discussion boards, and completion of assignments, as the student logs into Moodle. Faculty are not in the physical classroom, rather providing instruction via virtual, recorded, or other means (i.e. Zoom, Moodle). Further, instructors will post content, assignments, and communicate information via Moodle and other platforms.

Additional Academic Resources

The following information is also provided regarding additional academic resources for students and faculty:

• An IT remote learning guide has been posted to help students prepare to learn effectively online.

• Faculty are being trained to teach effectively online.

• IT and other campus stakeholders are collaborating with faculty to create content and design these courses for ensuring the same content and learning opportunities as their on-campus counterparts.

• Online courses will be tailored for the online environment, including high-quality video and audio, engaging activities, opportunities for student-to-student interaction and connections between students and faculty.

• Academic advisors, tutors, counselors and writing assistance, etc., will be available for all online learners through The Center for Academic Persistence and Success (TCAPS), the Writing Center, and TRIO Student Support Services has been posted to help you prepare to effectively learn online.
As an institution of higher education, the EWC will collaborate and coordinate work with local health departments in slowing the spread of disease while protecting students, staff, and faculty, ensuring a safe and healthy learning environment.

The Facilities Management team provided by Sodexo, Inc. at Edward Waters College plays a vital role in ensuring a clean environment to enhance the health and safety of the college community. In addition to the environmental services conducted by the facilities staff, all College stakeholders also play an essential role in helping to maintain a clean campus environment.

Thus, Edward Waters College is taking precautionary steps to minimize the introduction and spread of COVID-19 into the college community that includes the residential halls, classrooms, academic buildings, and office areas. Relatedly, EWC has taken additional steps to ensure the health and well-being of its campus community.

Relatedly, EWC has taken additional steps to ensure the health and well-being of its campus community. Accordingly, as of May 20, 2020 the COVID-19 campus operations re-engineering task force has been developing a comprehensive resumption of in-person on campus operation plan for Fall 2020. The plan in part includes a new campus wide “deep cleaning” protocol. This deep cleaning may include the disinfecting of spaces by a third-party vendor using specialized teams equipped with appropriate Personal Protective Equipment (PPE) gear, that includes, but is not limited to masks and hazmat suits.
Furthermore, as a result of COVID-19, EWC has been forced to embrace new cleaning strategies to provide critical protection for students, faculty, and staff. As such, the college is currently in discussion with a third-party vendor for increased campus sanitization and disinfection. Additionally, this level of cleaning will include the use of virucides – chemicals capable of killing a virus – and fogging equipment.

Summarily, deep cleaning of the facilities at Edward Waters College will remain consistently ongoing and include the following:

- All glass entrances are to be cleaned using a disinfectant solution containing QC-50.
- All furniture and other hard surfaces are to be cleaned using a Peroxide based multi-surface cleaner and disinfectant. Additional disinfectant misting with an Ecolab Rayburn Fog Master Junior, which meets CDC guidelines, will be used.
- All bathrooms are being cleaned and sanitized with a bathroom solution containing a QC-73 acid.
- Other areas to receive continuous cleaning are those high-touch, high-traffic, and high-dusting (i.e. above the window) areas; all doorknobs and handles; and the regular mopping/sweeping/and or vacuuming of floors. Floor cleaner solution will contain an A456-2 disinfectant which meets CDC guidelines.

Please be advised that Sodexo will need to access offices, so employees need to be prepared to provide access if they do not have keys to your area. To contact cleaning facilities directly, please email cleaning@ewc.edu or call 904-470-8164.

Further, the EWC facilities team will increase cleaning frequencies in buildings campus-wide and improve efficiency and effectiveness of microbial cleaning by using a Peroxide multi-surface cleaner and disinfectant. Ecolab, the provider of the product, has set the 6 ounces per gallon dilution requirement to ensure the 45 second kill time necessary to fight the COVID-19 virus within the EPA regulation guidelines.

During the transition back to campus, it is imperative that all staff actively commit to adhering to the new processes that will be implemented to ensure the safety and well-being for one another, our families and our communities.

Regarding cleaning protocols, the cleaning schedule before COVID-19 for our facilities was once per day. However, post COVID-19, the college will expand its cleaning services to the designation of at least one housekeeper assigned to specific residential halls, office buildings, and academic buildings across the campus Monday through Friday, multiple times a day. Additionally, the residential halls will be cleaned on Saturdays and Sundays by the campus cleaning service, i.e. Sodexo or third-party vendor.

To protect the risk of exposure to the facilities team exposed to the virus and any effects of cleaning chemicals, all staff temperatures are tested daily before reporting to any facility on campus. Additionally, facilities staff must wear appropriate PPE for cleaning and disinfecting. Training will be provided on how to use products effectively. As changes occur – with federal, state, or local guidance – so will this plan to address specific circumstances due to COVID-19.
Increased Frequency Facilities Schedule

Regarding cleaning protocols, the schedule for cleaning EWC facilities was previously twice (morning and afternoon) per day, and one custodial professional rotated between multiple buildings. The cleaning protocols at that time included the bathrooms, common areas, and high touch areas. However, to increase cleaning protocols throughout the campus post-COVID-19, the college has expanded its cleaning services frequencies and protocols to include the designation of at least one Sodexo custodial professional assigned full-time to each on-campus building (residential halls; academic, office, and activities buildings). The custodial professional is scheduled to clean their assigned building continually throughout day, Monday through Friday from 7:30 a.m. - 4:00 p.m.

However, EWC residential halls will be cleaned three times a day, Monday through Sunday, starting each morning at 7:30 a.m., during the afternoon at 1:00 p.m., and nightly at 7:30 p.m. by the campus facility management service provider. Cleaning protocols include all bathrooms, common areas, and high touch areas.

To protect the risk of exposure to the facilities team exposed to the virus and any effects of cleaning chemicals, all staff temperatures are tested daily before reporting to any facility on campus. Additionally, facilities staff must wear appropriate PPE for cleaning and disinfecting. Training will be provided on how to use products effectively. As changes occur – with federal, state, or local guidance – so will this plan to address specific circumstances due to COVID-19.

Further, the College will be researching a third-party vendor to assist with cleaning services during off-peak hours. However, a dedicated Sodexo custodial professional will be assigned to each on-campus building to ensure appropriate areas are cleaned in a timely manner, to include:

1. Handrails
2. Doorknobs
3. Elevator buttons
4. Sink and faucets
5. Countertops
6. Desk
7. Windowsills/High Dusting
8. Light Switches
9. Cabinets and doorknobs
10. Vending machine
11. Chair arms
12. Telephones
13. Copier/printer/control bottoms
14. Sockets covers
15. Toilets

Increased Facilities Protocols

• **Hand sanitizer stations** will be deployed in all common and high traffic areas in every building on campus and all floors along with all entrances near restrooms.
• The college has checked all of its systems with regards to **HVAC and filters** to increase the frequency changing of all filters to ensure that the air flow its flowing properly.
• For facilities that have been shut down for a prolonged period of time, **ventilation and water systems will be checked for safety.**
• Special attention will be given to cleaning and disinfection of all elevator surfaces due to their heavy usage and confined area. All vertical surfaces including interior and exterior doors and control panels will be disinfected.
Residence Life & Housing

Edward Waters College will work closely with our campus partners to deliver optimal service and aligned standards of health and safety protocols. The College is doing everything possible to accommodate as many students as possible, but we must do so in a manner that puts the health and safety of our students first. If you have not done so already, students are strongly advised to register for classes immediately. This will help the College to plan for the fall semester. A student with a fully online schedule may opt to attend the College remotely.

Reduced Occupancy

EWC on-campus housing has been reduced by 50% through the conversion of all double room occupancy to single room occupancy in the residence halls for the 2020-2021 academic year. In order to ensure the health and safety of on-campus residents, no double occupancy will be available due to physical distancing guidelines. Occupancy protocols are as follows:

• The Office of Housing and Residence Life will work with Sodexo to include space indicators (tape) on the floors and throughout the residential communities.

• The Office of Housing and Residence Life will work with the Office of Communications and Marketing on appropriate signage throughout on-campus residential facilities to include best practices, hygienic protocols, capacity limitations, and “Do Not Enter” signs for students to use if the maximum number of people inside has reached capacity inside of a single space, including bathrooms.
• Students will be required to wear face coverings in the common areas of the buildings, but not in the privacy of their rooms.

**Students will use QR Codes to submit maintenance work orders to the Area Coordinators. Staff will coordinate with the student on a date/time to physically inspect the Work Order requested. The Area Coordinators will follow up with the students via EWC email and submit the work order into the Sodexo maintenance system.**

**Housing Waiting List**

It is understood that many students with expressed interest in EWC student housing may be placed on a waitlist given the adaptive housing protocols of single occupancy. **Though the institution is working to acquire additional student housing in an off-campus setting, note the College will not have sufficient on-campus spaces to meet the demand of all students who are waitlisted.** Students need to know the following:

1) It is **unlikely** that waitlisted students will receive a housing assignment.
2) Consider visiting Apartments.com to explore the rental communities near EWC and in the surrounding community.

To increase the likelihood of obtaining a space in on-campus housing, **students must timely financially clear and register for fall courses.**

**Residence Hall Student Engagement**

Residence Hall Student Engagement will initially consist of small groups of digital and virtual meeting platforms, moving to 10 or less students with the potential to increase capacity as continual review of COVID-19 throughout the phased approach. Staff is currently engaging students and their families through virtual experiences this summer. A new hierarchy of needs for virtual learning model (staff training and residential education) has been created to ensure all residential staff are aware of the COVID-19 safety guidelines and contributing to positive student experiences.

Housing will continue to leverage technology (EWC email, EWC website, YouTube, Twitter, Facebook, Instagram, etc.) to communicate with current and potential students about the required COVID-19 Education Module to be completed prior to staff and student’s arrival on campus, but no later than August 17, 2020. Information sharing will occur in all residential facilities with posted information in common areas and entry points concerning COVID-19 prevention.

**Students will be restricted to their assigned residence halls.** Students cannot visit or move from hall to hall, nor can they receive on- or off-campus visitors. Enhanced cleaning protocols continue to be implemented for common areas and restrooms. Sodexo, as monitored by Division of Finance, Administration, and Business Innovation, will execute the same deep cleaning
strategies and more frequent disinfectant of high touch areas as provided in campus facilities (i.e. bathrooms, common areas).

**Additional details regarding engagement activities and protocols are outlined in the DSSE student guides on the EWC COVID-19 Response Center.**

**Student Dining**

Edward Waters College’s hospitality partner is committed to providing a safe means for dining services to our students. Food will be available in a “grab-and-go,” take out method, with students having access to the cafeteria to pick-up breakfast, lunch and dinner. Students will not be allowed to sit in the cafeteria, Student Union Building or congregate in surrounding common areas outside of the building. Pre-order and pick-up options will also be available for Tiger Stripe Café. If on-campus housing residents have been relocated to quarantine housing, temporary meals will be provided to these students by delivery for the duration of their isolation/quarantine. Hours of operation are:

<table>
<thead>
<tr>
<th>Monday – Friday</th>
<th>Saturday &amp; Sunday</th>
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</thead>
<tbody>
<tr>
<td>Breakfast 7:00 a.m. – 9:00 a.m.</td>
<td>Brunch 10:00 a.m. – 1:00 p.m.</td>
</tr>
<tr>
<td>Lunch 11:00 a.m. – 2:00 p.m.</td>
<td>Dinner 5:00 p.m. – 7:00 p.m.</td>
</tr>
<tr>
<td>Dinner 5:00 p.m. – 7:00 p.m.</td>
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**Transportation**

Regarding employee and/or student transportation, only essential transit of College constituents will be approved per the President’s authority (i.e. athletics). Such transport will require all to wear face coverings and avoid touching surfaces with your hands. Upon disembarking, riders are asked to wash their hands or use hand sanitizers as part of the College-wide prevention regimen.
Event Management & Campus Tours

Consistent with social distancing, the College has temporarily paused live events on campus. Gatherings of more than 50 people are not permitted in Florida during Phase 2 of the State’s re-opening. Our current planning assumes gathering limits will continue to be in effect through the fall semester. All major College gatherings have been impacted by the pandemic.

Per State of Florida Re-Open Guidelines and CDC recommendations the will has implemented the following protocols:

- Limit group size, with social distancing protocols in place, pursuant to Florida’s guidance of no more than 10, 50, or 250 people during Phases 1, 2 or 3, respectively.
- Pursue virtual group events, gatherings, or meetings, if possible, in lieu of in-person, and promote social distancing of at least 6 feet between people if events are held.
- Large gatherings, such as assemblies and in-person social events, must be canceled in consideration of social distancing requirements and Florida’s guidance noted above.

Campus Tours

The Office of Admissions will offer virtual and limited in-person services during the fall semester. Campus visits/tours will be limited to individual/family member groups of (10) or less to adhere to social and physical distancing guidelines. Individuals may register for tours by reserving an appointment per the protocols established by Executive Director of Admissions (phone, email, Calendly appointment). In conjunction with Admissions, virtual information sessions will be offered to prospective students, family members and civic/community organizations.
Intercollegiate Athletics

In accordance with the College’s expectations and within the framework of the evolving guidance from the National Collegiate Athletic Association (NCAA), National Association of Intercollegiate Athletics (NAIA), and the National Athletic Trainers Association (NATA), the EWC Division of Intercollegiate Athletics established base guidelines for student athletes in Fall 2020, as well as expectations for competition, game-day operations, and fan experience.

As such, the EWC Division of Intercollegiate Athletics has developed a comprehensive action plan that details the following:

- **Football, Basketball, and Volleyball student athletes will report to campus on Monday, August 3, 2020.**

- **Student Athletes from areas experiencing significant community transmission of the virus will be quarantined for the requisite 14-day period before engaging in countable athletically related activities as recommended by the CDC.**

- **Remaining student athletes scheduled to participate in sports will arrive with the general student population.**

**Student Athletes and Coaches will have to undergo COVID-19 testing within 5 days of each athletic competition and as determined by the NCAA/NAIA for competition purposes in partnership with the College. All aforementioned individuals must be medically cleared in order to participate in athletic competition. Medical clearance documentation must be shared with the EWC Director of Intercollegiate Athletics or his designee.**

- **Per the NAIA, competition officials will have to complete a COVID-19 test 5 days prior games and are required to wear mask. Officials must be medically cleared in order to officiate a game at EWC. Medical clearance documentation must be shared with the EWC Director of Intercollegiate Athletics or his designee.**
Spectatorship for GCAC Athletic competitions during the 2020-2021 academic year will be via online viewing only.

• There will only be online viewing and no spectators will be allowed at EWC for the GCAC Fall 2020 or Spring 2021 in-person sport competitions.

• Athletic trainers will wear appropriate personal protective equipment (PPE) when interacting with all student athletes.

• The EWC Division of Intercollegiate Athletics has adopted best practices by partnering with Sodexo to establish protocols for the sanitization and maintenance of athletic equipment, uniforms, and apparel, weight training sessions and competitions.

It includes, but is not limited to, the fieldhouse and football offices; Adams-Jenkins offices, JWJ, training and locker rooms, and competition facilities; and the EWC Community Field and Athletic Stadium.

• The Athletics Department is working with Sodexo and the Division of Finance, Administration and Business Innovation to audit all spaces and adjust occupancy accordingly to align with social and physical distancing requirements.

• The gymnasium will remain closed for spectatorship and non-athletic related activities until further assessment allows for congregating of larger groups.

• Currently, the EWC Community Field and Stadium is slated for 1,000 seat capacity to allow for social distancing. However, that is contingent upon further evaluation and updates provided by local, state, and federal health officials, as well as consultation with medical professionals.

• The Athletics Department is also coordinating with its medical consultant to review international students’ status to ensure safe return to campus.

The Athletics Department has developed a targeted framework for screening, testing, and monitoring of student athletes in their individualized action plan that includes:

   a. Athletic Training
   b. Game play/Competition
   c. Travel
   d. Game-day operations (includes spectatorship)

The action plan includes strategies for providing additional medical access for student athletes and is available upon request to the EWC Director of Intercollegiate Athletics.
Conclusion

Edward Waters College has faced unprecedented challenges since the introduction of the global COVID-19 pandemic. Accordingly, the EWC Campus Operations Re-Engineering comprehensive approach to the resumption of on-campus operations plan in response to COVID-19 reinforces the College’s adroit ability to adapt in an urgent, intentional and non-traditional manner while maintaining seamless operational and academic quality in the midst of a global pandemic. As such, and despite the challenges that the COVID-19 pandemic has presented, this plan as developed by the C.O.R.E. taskforce demonstrates EWC’s comprehensive development and implementation of responsive approaches to the re-engineering of campus operations. In closing, despite these unforeseen circumstances the collaborative and collective efforts of institutional stakeholders continue to make our venerable institution a best-in-class destination institution of superlative excellence and a higher educational model institution of Emerging Eminence.
The Fall resumption of on-campus comprehensive operations plan can be found on the EWC COVID-19 Response Center, located on the EWC Website.