Plan to
RESTART CAMPUS
and
RESTORE NORMAL OPERATIONS

Principles and Objectives for Restarting On-Campus Educational Experiences

UNIVERSITY OF WYOMING

Plan to Restart Campus and Restore Normal Operations
Principles and Objectives for Restarting On-Campus Educational Experiences at the
University of Wyoming

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Introduction

This draft plan was developed to provide an overview of the actions, activities, and guidelines that will support restarting on-campus instruction at the University of Wyoming (UW) in August 2020.

As UW embarks on restarting on-campus instruction, the University has the opportunity to reinvent the way the organization teaches, learns, works, and grows. Some requirements of this pandemic state will fall away as vaccines are developed and improved methods of caring for those affected by the disease are developed, but today UW is called to seize this opportunity to reimagine and recreate its environment.

UW must remain cognizant of the important role the University plays in local, county, and State education systems. Some will look to this plan for ideas to manage their own challenges; we welcome this leadership role. However, elements of UW's plan will necessarily be different from community college or K-12 restarting on-campus instruction plans because UW's student population comes to Laramie and Casper from all over the United States and the world.

This plan seeks to protect the health and safety of each UW community: staff, faculty, students, and citizens of the regions where we teach, learn, and work. We will do this by trying to keep the virus out of Wyoming and then, when it occurs, reducing the risk of transmission. This plan also focuses on maintaining the quality of educational outcomes, experiences, and work products. All actions and activities outlined in the plan have been tested against these priorities and full adherence to public health directives and University policy. The plan is designed to be adaptable and will change with the environment and virus transmission. For example, decisions regarding testing of campus communities may change as testing technology evolves.

Over 100 faculty, staff, students, and administrators committed their time and energy over six weeks, in five working groups, developing the plan that follows. The working groups' final reports in their entirety can be found at http://www.uwyo.edu/uw/news/2020/06/fall-return-working-group-final-reports.html.

The plan is based on the following five principles:
- Keep the virus out to the extent possible
- Reduce the probability of transmission
- Rapidly identify and contain cases
- Reduce environmental contamination by modifying teaching, research, work, and communal spaces to reduce human density and implement a plan to increase cleaning and disinfecting of all UW facilities
- Provide clear communication and academic resources/support

This preliminary plan has been drafted for review and consideration by the University of Wyoming Board of Trustees. However, it will need to be flexible to allow for up-to-date information and changing conditions. UW will vigilantly communicate further developments as they emerge.

Restarting On-campus Instruction Steps

The University's transition back to residential teaching, learning, and research will be done in a measured, disciplined way that provides for the safety and well-being of the students, faculty, employees, and the greater community. UW will move through each of the following steps while continually evaluating the safety of all constituents.

Step 1 – Welcome student-athletes to campus (started June 1, 2020)

Step 2 – Prepare restarting plan to mitigate risks associated with COVID-19 including changes to educational delivery system

Step 3 – Implement complete restarting plan and adjust to environmental changes

Step 4 – Welcome students to campus for the Fall semester (late August)

Step 5 – Allow students to hold extracurricular activities if they comply with size gathering guidelines

COVID-19 Policy – For all members of the University community

Before returning to campus and normal operations in August 2020, all students, faculty, and staff will be required to:

- Take a test for active COVID-19 disease 7-10 days prior to returning to campus, and
- Complete the COVID-19 online required training.

Once on campus, all students, faculty, and staff will be required to abide by the COVID-19 Policy, including but not limited to the following:

- Wear a mask or face covering (e.g., cloth that covers both nose and mouth) while on University-owned property or when conducting University business or activities, including instruction and research. Masks and face coverings will be made available to all employees and students. The University will follow its normal processes and procedures for any exceptions to this requirement.

- Conduct a daily temperature and symptom check and self-report the results to the COVID Pass App prior to entering University-owned property or conducting University business or activities, including instruction and research. As with the wearing of masks or face coverings, the University will follow its normal processes and procedures for any exceptions to this requirement. Additionally, the University will provide ADA compliant masks/face shields upon request.
- Immediately report symptoms that might indicate COVID-19 to Student Health Services, Employee Health[1] or a health care provider, self-quarantine, and submit to a COVID-19 test.
- Comply with social distancing guidelines.
- Comply with all posted social distancing markers and navigational signs.

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[1] More details on an Employee Health function forthcoming.

- Limit gatherings based on CDC, Federal, State, and county guidelines with the goal of reducing risk. UW guidelines will change as CDC, Federal, State, and county guidelines dictate.
- Carefully consider the consequences of non-essential personal travel on the UW community. Non-essential personal travel is highly discouraged.
- Seek approval from a vice president before embarking on institutionally-sponsored travel outside of Wyoming (must be deemed mission critical). The travel policy will be updated regularly.

Compliance with these requirements is critical to the University community and will help to support UW's goal to restart the campus for teaching, learning, and working. Non-compliance with these requirements compromises that goal and increases chance of disease transmission. Incidents of noncompliance for employees will be managed through the employee handbook and "corrective action" policies and procedures. Incidents of noncompliance for students will be managed through the Student Code of Conduct. Violations of the COVID Policy could result in disciplinary action, up to and including termination of employment or and dismissal from the University.

Plan's 10 Elements

The following 10 elements and protocols support a safe and healthy environment and a return to in-person learning. The success of these protocols depends on personal responsibility and accountability.

1. ***Pre-Return Social Distancing, Self-Screening, Testing, Tracking, and Support for Students, Faculty, and Staff***

Pre-Return Social Distancing: The University recommends consistent social distancing, wearing of masks or face coverings, and frequent handwashing.

Prior to Return: To establish a baseline for restarting all UW campuses and resuming normal operations, all students and employees must be tested 7-10 days prior to returning to campus or work. The University is working with a company that will provide an email with a unique code to each student and employee with information on how to receive and submit an at-home saliva test. The results of the test will be provided by the company directly to the student and the employee and to the University via a secure, HIPAA and FERPA compliant database. Students, faculty, and staff will **not** be responsible for the cost of testing. More information regarding testing will be provided.

Testing Upon Arrival: If UW does not receive a test result prior to an individual returning to campus/work or if the student, faculty member, or staff is unable to be tested (e.g., students that are not currently in the U.S.), the individual will be required to take a test upon return.

Test Results:
- Students, faculty members, and staff who are awaiting test results must self-quarantine and practice social distancing.
- Per the Wyoming Department of Health and CDC guidelines, symptomatic individuals who test positive for COVID-19 should isolate until at least 3 days have passed since recovery defined as resolution of fever without the use of fever-reducing medications and improvement in respiratory symptoms AND at least 10 days have passed since symptoms first appeared. Asymptomatic individuals who test positive and never develop symptoms should isolate until at least 10 days have

passed since the date of their first positive COVID-19 diagnostic test. A negative test result will be required before leaving quarantine or isolation.

Daily Self-Screening: UW will utilize self-screening for COVID-19 like symptoms. All students, faculty, and staff will be required to complete a brief self-screen on a daily basis through the COVID Pass App prior to entering University-owned property or conducting University business or activities, including instruction and research. The COVID Pass App allows UW to create its own free digital symptom screening tool using open-source code that can be accessed using a web address for computers or a smartphone application. The purpose of the COVID Pass App is to slow down the spread of COVID-19 by keeping individuals with symptoms from entering campus and communal spaces.

COVID Pass: A mobile-responsive application and web portal that provides guidance about next steps based on if an individual has symptoms or not. Web portal login will be made available for those without a smartphone.

> If YES symptoms – the APP provides guidance about next steps, testing locations, and other resources.
> If NO symptoms – the student or employee must attest with initials and receive a one-day pass to enter University-owned property or to conduct University business or activities, including instruction and research.

The COVID Pass App does not track data, location, personally identifiable information or medically sensitive information.

Testing and Isolation of Symptomatic Students who have Tested Positive: To support symptomatic students and those with concerns that they have been exposed, UW will:
- Direct students to Student Health Services for testing (not that students must call prior to arrival). See http://www.uwyo.edu/shser/ for more information of Student Health Service guidelines.
- Students awaiting test results will be required to self-quarantine.
- The University will provide alternative housing for those who test positive and live on-campus. Off-campus students who test positive must isolate in their off-campus residences.

For those on-campus students who test positive and are required to isolate, UW will:
- Provide meals and other necessities for daily living.
- Support access to medical care through Student Health Services or community providers.
- Require a negative test for students to return from isolation.

Surveillance Testing: In addition to the baseline test and testing of symptomatic individuals, the University is considering requiring monthly surveillance testing for all students and employees based on resources, cost, and availability of tests. This protocol will be modified accordingly as conditions evolve.

Contact Tracing: UW will support the Wyoming Department of Health's efforts to trace the contacts of students and employees who are positive for COVID-19. To support contact tracing, UW will:

- Report COVID-19 test results to the Wyoming Department of Health and provide necessary information/resources to assist the Public Health Officer with contact tracing.

- Encourage students and employees to use a contact tracing mobile application, which would alert individuals if they have been potentially exposed to COVID-19.

2. *Academics*

The University will provide central resources and support for its faculty and researchers while also allowing for decentralized and flexible decision making at the college and unit level. Flexibility and efficiency are critical to teaching and student success. Decisions in appropriate areas must remain fluid and based on the dynamics of the virus, new information, and other important factors.

The academic plan outlined here was informed by recommendations made by the University Structure Working Groups, including the Schedule and Instructional Delivery Group, Research Group, and Reflection, Assessment and Lessons Learned Group. The working groups' final reports in their entirety can be found at http://www.uwyo.edu/uw/news/2020/06/fall-return-working-group-final-reports.html.

Course Calendar*:* Redesign the course calendar, timetable, and delivery options to mitigate the spread of the virus to and from the campus community**.**
- **Fall semester**: 15-week long semester, with classes beginning on August 24, 2020 and ending on December 4, 2020. All courses will transition to fully online instruction beginning November 23, 2020. Final exams administered through distance modalities after December 4, 2020. An updated final exam schedule will be provided. The two-day mid-semester break and three days prior to Thanksgiving will be converted to instructional days.
- **Spring semester:** 15-week long semester, delayed opening by one week, with classes starting on January 25, 2020. In order to maintain a 15-week long semester, the revised calendar eliminates spring break. Subject to change as conditions evolve.

A combination of online and face-to-face learning with online components will be offered to allow for greatest flexibility and to provide students with the in-person experience where feasible. At the discretion of the faculty, Saturday classes and/or asynchronous online instruction may be offered to compensate for the loss of instructional time.

Faculty will work with students who are unable to attend in-person classes to find alternative arrangements. All classes must be able to shift to online delivery should conditions associated with COVID-19 require this change.

Adjustments to academic policies and schedules may be made to ensure student success and progress toward graduation. Guidance will be provided by the Office of Academic Affairs.
The revised academic calendar also provides additional opportunities for innovative courses and flexibility in learning via online courses through the **January (J) Term** (December 21 – January 25). Modifications to the start of the spring semester allows for an additional week in the J-Term. Any study abroad course offered during the J-Term must be evaluated for safety implications.
Department Planning*:* With guidance from the Office of Academic Affairs and College Deans, begin departmental planning now. Unit heads may use the decision tree and planning tools developed to support their decision-making for course assignment and delivery.

Units will classify their Fall 2020 offerings as those that:
- Must be taught entirely face-to-face.

- Can be taught entirely online in either a synchronous or an asynchronous manner.
- Have some components that can be taught online and some that must be taught face-to-face (Mixed).
- Can be broken into one small face-to-face class and one (typically large) online class with students in the online class participating through *synchronous simulcasting.*
- Can be taught on a rotating face-to-face basis, where a portion of the class meets face-to-face, with different students participating face-to-face on different days of the week, and the other students learning synchronously online.

Faculty Development*:* Provide faculty development to ensure quality teaching, learning, assessment, and research.
- Invest in the Ellbogen Center for Teaching and Learning to provide faculty development to safeguard quality teaching and learning.
- Evaluate a summer stipends program for faculty and graduate assistants for summer work needed to prepare for 2020-21 academic year pedagogical model shift and impact on research programs.
- Examine outside resources to provide online pedagogical support.

Faculty Support*:* Provide support for faculty success in scholarship, creative activity, teaching, service, and extension.
- Examine flexibility and efficiencies in faculty workload, evaluation, enhancement of infrastructure for research, and collaborations across disciplines, academic units, and colleges.
- Begin acquisition and installation of technological equipment and resources needed to support residential teaching and learning.
- To support social distancing in the classroom, develop staffing plans and begin hiring/contracting the staff needed to support faculty and to prepare and maintain the physical teaching environment for safe, effective teaching and learning.

Technology: To support social distancing in the classroom, provide critical technological support to ensure synchronous and asynchronous "e-learning" and the ability to more effectively pivot to entirely online learning if needed. To ensure the ability for all to provide e-learning opportunities, IT has developed a COVID-19 investment plan. The plan included:
- Investing in hardware and software and IT support technicians.
- Creating and purchasing any special applications required to mitigate the spread of COVID.
- Training for staff and faculty to enable IT solutions.

Delivery of the curriculum is contingent upon provision of the funding needed to make this investment.

3. *Research*
Recognizing that research is a foundational pillar of UW and is a key element of both education and statewide service, UW is committed to enabling the research enterprise be as productive as possible, given safety guidelines regarding social distancing and so forth.
Impacts of current restrictions have been profound for all categories of UW researchers, across all types of research and scholarly activity, and all disciplines. The University's actions for allowing the constraints on research to evolve will depend on the class of research activity and the evolution of the viral intensity and transmission conditions and public health guidelines.

The research plan outlined here was informed by recommendations made by the University Structure-Working Group that focused on research. The working groups' final reports in their entirety can be found at http://www.uwyo.edu/uw/news/2020/06/fall-return-working-group-final-reports.html.

General recommendations for research conduct (common to all scenarios and research types)
Whatever course of action is followed for any class of research, the following set of guidelines for research will be followed:
- Apply general guidelines on following public health directives, protecting the mental and physical health and safety of personnel, and ramping up research activities in a safe and compliant way.
- Allow informed decentralized decision making at the level of the college, department, or research entity, recognizing the diversity of UW research contexts and constraints.
- Develop and apply research-specific best practices for general building operations.
- Recommend to lab-based researchers a set of proactive actions to minimize research disruption in transitions from more permissive to more stringent public health restrictions.
- Support flexibility in timing for key events, such as the duration of T&P clock stops, time to degree for graduate students, and timing of required research experiences for undergraduate degrees.
- Support flexibility in research experiences and expectations, such as programs of graduate study, the nature of undergraduate research experiences, and college and departmental T&P research expectations.
- Provide resources to mitigate research impacts, such as a small-grant program as well as a research and teaching scholars program.

Examples of programs to mitigate research impacts include:

- **Recovery Grants Program.** A summer/AY20-21 small-grant program that would mitigate the severe effects of restrictions on travel to non-local field sites as well as archival collections, performance spaces, and galleries. It would enable UW researchers to pivot to conduct more of their scholarly work in place and maintain both their individual research productivity and standing in their field, as well as UW's research reputation.
- **Recovery Research Scholar Program.** A special pool of additional GRA funding to mitigate COVID-19 impacts on the graduate education timeline and to enhance career success of graduate students and mentoring faculty, as well as assist the Wyoming workforce in re-tooling for re-establishing their careers and economic security.
- **Recovery Teaching Scholar Program.** A special pool of additional TA/GA funding to assist faculty with developing and implementing online coursework, and thus mitigate COVID-19 impacts of increased teaching workload on faculty research productivity.

A portion of resources for each program be targeted towards women, minority, and disabled researchers due to the documented disproportionate impact of COVID-19 on these groups, which may be exacerbating gender, racial, and ability imbalance and inequity in academia.

4. *Athletics*
See *Appendix B* for Athletics Department Plan.

5. *Student Life and Housing*

UW will repurpose Crane Hall as a 300-bed residence hall and a second student dining facility. UW will also convert all residence halls to single rooms and modify the residential dining plan to facilitate social distancing. There will not be an increase in cost for single rooms. Students in Crane Hall will receive a reduced rate for housing. **6-23-20 UPDATE:** At the June 23, 2020, Special Meeting, the Board authorized modification to the *Plan* to allow for limited double occupancy rooms.

Move-In: To reduce risk during move-in, UW will:
- Modify the move-in schedules and procedures to reduce density through extended move-in times and days. Stagger arrival and drop-off times or locations by cohort or implement protocols to limit contact between cohorts and parents.

Living and Learning at UW: Students will be required to:
- Complete the COVID-19 online required training prior to move-in day or returning to campus.
- Follow proper hygiene practices and regularly clean their living spaces.
- Adhere to the posted limits on the number of people allowed in communal spaces such as laundry rooms, dining halls, retail venues, and learning environments.

Additionally, students must limit:
- Non-resident visitors.
- Unnecessary visitation to other residence halls. If necessary, sign-in will be required.
- Unnecessary travel outside of Wyoming.

6. *Environmental Health and Safety*

UW will implement an environmental health and safety plan built around increased cleaning regimens, modifications to work and communal spaces, changes to dining and retail areas, and visitors to campus.

Cleaning: To achieve CDC and OSHA recommendations regarding cleaning and sanitizing, UW will create detailed cleaning schedules for workspaces, common areas and high-touch surfaces in addition to regularly performed cleaning routines. To maintain a safe environment, UW will:
- Ensure UW Operations is adequately staffed and prepared to clean classrooms between sessions and highly trafficked areas, doorknobs, etc.
- Turn off water fountains and only allow the use of bottle filling stations.
- Secure an adequate supply of cleaning products and face masks.
- Place hand sanitizer and face mask stations in high traffic areas and outside of offices, classrooms, and common areas.

Communal Spaces: To reduce risk in communal spaces, UW will:
- Allow events for a maximum number of participants per guidelines established by county, State and Federal authorities. These guidelines will evolve and be communicated as conditions change.
- Install face mask and hand sanitizer dispensers at the entry of communal spaces.
- Modify current communal areas for employees and students across campus to encourage adequate social distancing and reduce density. Possible modifications include:
  - Enforcing staged occupancy limits with signage detailing maximum occupancy.
  - Spacing seating in meeting and conference rooms for proper social distancing.

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- o Suspending the use of small meeting and conference rooms.
- o Removing furniture from waiting areas, break areas, and lounge spaces.
- o Creating modified cubicles with higher barriers and ensure proper distancing for workspaces.
- o Installing Plexiglas "sneeze guards" at all high contact service counters.
- o Marking floors of retail waiting lines and other areas to indicate suggested waiting position/distance.
- o Marking ingress and egress for one directional travel in highly trafficked spaces such as Classroom Building, Half Acre, Union, Washakie, Rendezvous, etc. (e.g., enter through one entrance and exit through another).
- o Installing signage across campus (Prexy's Pasture, buildings, etc.).
- o Encouraging virtual meetings.
- o Providing for touch free building entry and exits, to the extent possible.
- o Following Mountain West Conference and NCAA guidelines for spectators at sporting events.

Retail Services: To reduce risk in retail locations, UW will:
- Reopen retail operations and catering with some services limited to reduce density. This will evolve as conditions change.
- Limit or prohibit the use of cash.
- Increase the availability of grab-and-go/pick-up options at destinations.
- Encourage students to pre-order for direct pick-up.
- Create a plan to deliver food to students who are quarantined.
- Restrict visitors from entering communal spaces and dining halls.

Dining Services: To reduce risk in Washakie and/or alternate dining locations, UW will:
- Pre-assign students a timeframe for meals with flexibility to accommodate course schedules.
- Require a card swipe into dining locations prior to entry.
- Require students to select one of five dining lines upon entry.
- Reduce or remove seating to encourage students to take food to-go.
- Eliminate buffets.
- Modify meal plan offerings and eliminate all-you-can-eat options.
- Extend opening hours with a late-night option.
- Use disposable flatware and prepacked food.
- Require workers to wear masks and gloves. Also promote hand washing after removing gloves.
- Provide full face guards/visors for dining services employees.

Dining options may change as conditions evolve.

Teaching and learning environments: Additional requirements for teaching and learning environments include:
- Ensuring ventilation systems operate properly and increase circulation of outdoor air to classrooms.
- Ensuring that student and employee groupings are as static as possible and limit mixing between groups.
- Consider the installation of plexiglass/physical barriers between instructors and students.

Visitors to campus: The University will provide guidance for visitors before the start of the fall semester to address health and safety concerns, including guidance for athletic events in conjunction with the Department of Intercollegiate Athletics.

7. *Staff and Faculty Safety and Success*

UW will implement adaptable and responsive work schedules and plans. Each Vice President and Dean, in consultation with Human Resources, will create adaptable staffing plans (remote work and flexible work schedules) that are guided by University policy and state and federal employment law. Plans must be submitted to HR no later than July 15, 2020, for implementation in August. These plans are temporary and do not constitute permanent working schedules and conditions.

Plans should reduce density in the workplace, minimize exposure, and meet the needs of faculty and staff who have, or live with someone who has, a condition that places them in a high-risk category. See https://www.cdc.gov/coronavirus/2019-ncov/need-extra-precautions/groups-at-higher-risk.html

Human resources will:
- Support UW leadership to develop and implement work schedules and methods that promote low density environments.
- Examine and revise policies for leave, remote work, and flexible work schedules while ensuring compliance with state and federal laws, including EEOC and the Americans with Disabilities Act.
- Ensure compliance with evolving COVID-19 federal regulations.
- Provide guidance for new employees with no sick leave.
- Assist managers and supervisors with adherence to the *COVID-19 Policy* and advise when corrective action may be required for their employees.
- Ensure employees who return to work after COVID-19 infection or exposure are cleared to do so by a health care provider and the Wyoming Department of Health.
- Provide managers and supervisors with the tools required to track attendance and expenses associated with COVID-19 related absenteeism.
- Provide guidelines to allow remote work for individuals who are in high risk categories or who reside with, or care for, others in high risk categories.

UW will work with the responsible parties to:
- Provide intensive support for faculty engagement with students, online best practices, and training.
- Equip classrooms with modern technology, including laptops and good wireless internet connection.
- Create a back-up staffing plan and provisions for alternate arrangements.
- Provide guidelines to support managers and supervisors in decisions regarding flexible work options.
- Coordinate with Albany County School District and childcare providers as their operations/services will directly affect many of UW's employees and implement FMLA extended-leave policies.
- Develop a contingency plan for the University to provide childcare services, in addition to ECEC, for students and employees.
- Maximize availability of behavioral health services through the UW Employee Assistance Program.

8. *Pre-Return Plan*

To prepare for the restarting of on-campus instruction and resuming normal operations, UW will:
- Review HR policies fir compliance with COVID-19-related legislation and protections.

UPDATED 06/23/20

- Encourage faculty, staff, and students to talk with people they trust regarding their concerns about returning and how they are feeling.
- Create orientation trainings for supervisors, faculty, staff and students, including modules, videos, trainings, and policies.
- Send welcome packets (to potentially include face masks/face coverings, hand sanitizer, thermometer, etc.).
- Post signage for the national distress hotline and other mental health resources.

9. *Modified Operations in Case of Widespread Infection*

The safety protocols included in this plan are being implemented in an ever-changing environment. With this in mind, UW will modify its operations in the event of widespread infection, which may include returning to online classes, remote work, and moving students out of residential halls. The decision to modify its operations will be made in consultation with county and State health officials. Though there is no exact number of cases that will trigger this protocol, UW will vigilantly communicate and evaluate its ability to operate safely as cases appear and as the environment changes.

To prepare in case of any widespread infection, UW will:
- Track number of individuals testing positive for COVID-19.
- Ensure faculty prepare in-person and online curriculum to allow easy transition to online environment.
- Work with Residence Life to create a move-out plan to allow for safe and timely departures.
- Create a plan for international students if they cannot return home.
- Create a plan to communicate modified operations to employees.

10. Communication Plan

The goal of the communication plan is to ensure consistent and broad communication to University constituents, State, county, local governmental leaders, and local healthcare providers regarding the University's COVID-19 mitigation efforts. The plan also includes methods to receive important communication from local, county, and State leaders regarding legislative activities and funding opportunities.

This communication plan is centered on a "Communication Hub" that is closely linked to the Project Management Office. The Hub is the fulcrum for messaging. It will support all University constituents, promote one voice, provide consistency, and ensure clarity of all messages related to COVID-19. The Hub will be responsive to the need for emergent messaging and communication and will quickly deploy targeted or general messaging.

The Hub will develop a detailed communication plan and program and will update the plan as needs evolve. The communication plan includes audiences, key messages, vehicles/tactics for transmission, and frequency of messages.

A priority for the Communication Hub is the development of a dedicated COVID-19 web page that will include all messages and resources.
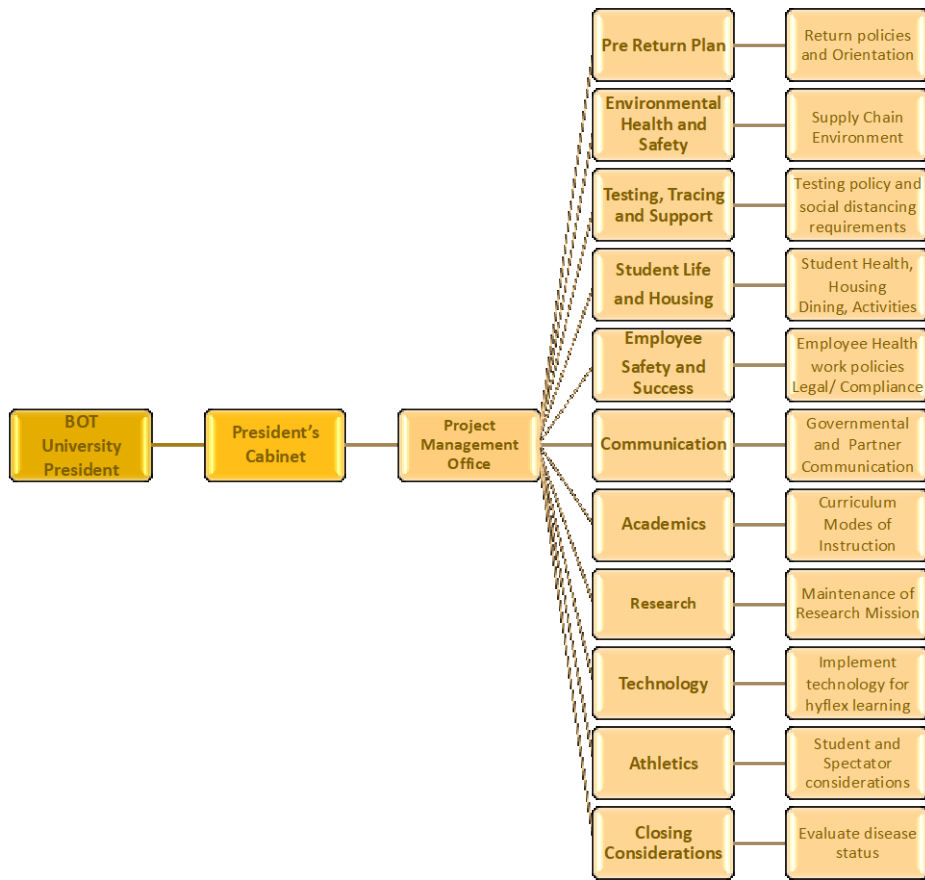
11. *Project Management Office*

Execution of this plan requires coordination with faculty, staff, students, and the communities we learn, work in, and serve. To facilitate this broad focus and ensure accountability in execution of the plan, a COVID-19 Project Management Office (PMO) will be established with one individual designated to lead this effort.

To ensure appropriate attention and resources, the PMO will be led by an individual who will be accountable for all issues related to COVID-19. The PMO will:

- Facilitate all COVID-19 related working groups and ensure effective communication between working groups to avoid duplication of effort and resolve competing priorities.
- Work closely with the Communication Hub to ensure consistent and broad communication to University communities, State, county and local governmental leaders, and local health care providers regarding the University's COVID-19 mitigation efforts.
- Receive and facilitate the resolution of issues related to the University's COVID-19 response.
- Develop and ensure execution of a detailed project work plan that includes a budget, timelines, and accountability.
- Work with University leadership to track and quantify expenses related to the COVID-19 response.
- Support student and employee health programs and efforts related to COVID-19.
- Regularly report to University leadership regarding issues and execution of the work plan with emphasis on those activities that fall behind schedule or require additional leadership intervention.

Below is a proposed organizational structure for the PMO. The PMO does not in any way disrupt the current organizational structure. It is specific to coordination of this project.

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BOT                President's          Project
University  ────── Cabinet    ────────  Management
President                               Office
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Category	Detail
Pre Return Plan	Return policies and Orientation
Environmental Health and Safety	Supply Chain Environment
Testing, Tracing and Support	Testing policy and social distancing requirements
Student Life and Housing	Student Health, Housing Dining, Activities
Employee Safety and Success	Employee Health work policies Legal/ Compliance
Communication	Governmental and Partner Communication
Academics	Curriculum Modes of Instruction
Research	Maintenance of Research Mission
Technology	Implement technology for hyflex learning
Athletics	Student and Spectator considerations
Closing Considerations	Evaluate disease status

Glossary

Center for Disease Control (CDC): The *CDC* is a federal branch of the Department of Health and Human Services that "works 24/7 to protect America from health, safety and security threats, both foreign and in the U.S. Whether diseases start at home or abroad, are chronic or acute, curable or preventable, human error or deliberate attack, CDC fights disease and supports communities and citizens to do the same." See CDC.gov.

Contact Tracing: Identifying and monitoring people who may have come into contact with an infectious person.

COVID-19: *COVID-19* is a respiratory virus that is spread by respiratory droplets from infected people and caused by SARS-CoV-2 and is short for "Coronavirus Disease 2019" (CDC). *See symptomatic* for symptoms.

COVID Pass App: *COVID Pass App* is a mobile-responsive application that provides guidance about next steps based on if an individual has symptoms or not. When an individual has no COVID-19 symptoms, "A 'glance-able' pass is created that could be viewed by staff or faculty (TBD), and the pass can be exported to user logs on at least a daily basis. The pass is displayed on the screen and a copy is automatically sent to the user's email address. If the user is not showing symptoms, an attestation is required to receive the COVID Pass for the day." If an individual has one or more COVID-19 symptoms the app will give them a list of next steps. Web portal login will be made available for those without a smartphone. UW will create its own free digital symptom screening tool using open-source code that can be accessed using a web address for computers or a smartphone application. The purpose of COVID Pass is to slow down the spread of COVID-19 by keeping individuals with symptoms from entering campus and communal spaces.

Occupational Safety and Health Administration (OSHA): *OSHA* is a federal branch of the United States Department of Labor that works to "ensure safe and healthful working conditions for working men and women by setting and enforcing standards and by providing training, outreach, education and assistance." See OSHA.gov.

Quarantine: (A) The physical separation and confinement of an individual or group of individuals that has been, or may have been, exposed to, or is reasonably believed to be infected with, a contagious or possibly contagious disease, from nonquarantined individuals, to prevent or limit the transmission of the disease to nonquarantined individuals; (B) The isolation of a geographic area where individuals are located who have been or are reasonably believed to have been exposed to or infected by a contagious or possibly contagious disease; or (C) The physical separation and confinement of an individual or group of individuals or the isolation of a geographic area where a public health emergency of unknown effect has occurred or is reasonably believed to have occurred.[2]

Self-Isolation: Isolation is the restriction of an individual's freedom which is necessary to ensure individual and/or public health and welfare. (i) A person may be advised by the Health Officer and/or authorized designee to voluntarily restrict his or her freedom of movement so as to limit contact with other persons. (ii)

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[2] Wyoming Statutes Title 35. Public Health and Safety 35-4-115

Action may be taken by the Health Officer and/or authorized designee for the protection of public health and welfare to legally and formally restrict a person's freedom of movement or performance of an activity.[3]

Self-Screening/Self-Reporting: All students and employees will be required to complete a brief self-screen on a daily basis through the COVID Pass App to assess whether they have any COVID-19 symptoms.

Social Distancing: *Social distancing* requires individuals to maintain at least 6 feet of physical space between themselves and other people and to not gather in large groups. In addition, masks must be worn when in communal spaces to keep others safe.

Symptomatic: Individuals showing symptoms of COVID-19. Symptoms of COVID-19 include fever or chills, cough, shortness of breath or difficulty breathing, fatigue, muscle or body aches, headache, new loss of taste or smell, sore throat, congestion or runny nose, nausea or vomiting, and diarrhea. See https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html.

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[3] Wyoming Department of Health Regulations

Appendix

A. Athletic Plan

The University of Wyoming is committed to keeping student-athletes, staff, and coaches safe from COVID-19. To this end, the Athletic Department's transition back to sport participation will be done in a measured, disciplined way that accounts for the safety and well-being of everyone involved. In consultation with medical professionals and University administrators, we have developed a logistical, tactical, and data driven plan that will allow for the return of student-athletes to University facilities. It is important to note that this initial plan shall remain flexible in order to adequately conform to the most recent guidance from the Center for Disease Control (CDC), the U.S. Department of Education, and the State of Wyoming. So, while the information below is not all inclusive, it does provide an overview of the steps our institution is taking to address your student-athlete's safety.

COVID-19 Testing – All student-athletes returning to Laramie for supervised summer weight room workouts will receive required surveillance testing for (COVID-19). Surveillance testing will also be done on all University personnel who will regularly interact and come into contact with student-athletes.

Self-Quarantine – All student-athletes returning to Laramie for supervised summer weight room workouts will complete a 14-day self-quarantine upon return (to Laramie).

Summer Weight Room Access – Will be limited to only student-athletes and coaches/staff who have completed a 14-day self-quarantine, been tested (COVID-19) and have been cleared by the Sports Medicine staff. Sports Medicine clearance will occur on a daily basis and include a daily temperature check and completion of a quick medical questionnaire/survey.

Cleaning – Policies and procedures will be implemented to ensure that all areas/equipment is cleaned after usage and at additional times throughout the day. Athletics facilities staff will also conduct additional cleaning at night including "deep cleanings" multiple times per week.

Housing – All student-athletes returning to Laramie for supervised summer weight room workouts will have access to University residence halls (dorms) during the 14-day self-quarantine period as needed. Additional residence halls (dorms) will be available for student-athletes returning to Laramie for supervised summer weight room workouts in the event of a positive COVID-19 test.

Food – Student-Athletes will be provided 3 meals a day and snacks during the 14-day self-quarantine (using an established pick-up and/or delivery process) through the Athletic Department Training Table. In addition, student-athletes will be provided info for local grocery stores/restaurants that deliver/provide curbside service.

Workout Apparel – All student-athletes will be provided multiple sets of workout apparel. A process will be implemented for all student-athletes to drop-off dirty workout apparel/pick-up clean workout apparel after each workout session.

Additional Safety Measures – All student-athletes/coaches/staff will initially be provided face coverings/masks and will be required to wear them at all times except when otherwise approved by our

Sports Medicine staff. As always, all student-athletes will have access to Dr. Boyer (Primary Care Physician/Medical Director) and the Sports Medicine staff for all medical needs if/when necessary.

We will work with the football coaching staff to set-up Zoom meetings over the next few weeks. This will provide you the opportunity to ask any questions you may have about this process. Please note, as we state above, the safety of our student-athletes is paramount. However, even with the above described plan we have in place there is a risk that some student-athletes (or coaches/staff) may test positive (COVID-19). If/when that occurs, we will have the appropriate measures in place to quickly and safely address the issue (e.g., separate housing, tracing policies/procedures, additional testing, etc.).

B. Working Groups

Five working groups of faculty, staff and students have been formed to put together policies and procedures that could be used if the trustees decide to reopen campus this fall. The five working groups focus on:

University Operations: On-campus education/activities present numerous challenges (e.g., visitors to campus) that UW must mitigate with rules, regulations and policy changes.
Vice President/General Counsel Tara Evans and Acting President Neil Theobald, co-chairs.
Other members: Athletics Director Tom Burman, Interim Vice President for Administration Bill Mai, Director of Government Relations Meredith Asay, Wyoming State Veterinary Lab Director Will Laegreid, Student Health Service Director Mary Beth Bender, Director of Education Abroad Shelley Jewell.

Social Structure: Residence hall practices and student interaction guidelines.
Vice President for Student Affairs Kim Chestnut, chair.
Other members: Residence Life and Dining Services Executive Director Eric Webb, Center for Student Involvement and Leadership Director Jeremy Davis, Associate Vice President/Dean of Student Success and Graduation Nycole Courtney, ASUW President Riley Talamantes, Associate Vice Provost for Enrollment Management Kyle Moore, Senior Project Coordinator Courtney Thomson-Lichty, Deputy Athletics Director Matt Whisenant, Student Health Service nurse Holly Bowlds, Sports Medicine Dr. Matt Boyer.

Personnel Policies: Protecting older populations, especially those with underlying health problems and guidelines for working remotely.
Associate Vice President for Human Resources Tom Koczara, chair.
Other members: Deputy General Counsel Paula Whaley, HR Operations Director Mark Bercheni, Chief Diversity Officer Emily Monago, Vice President for Information Technology Robert Aylward, Staff Senate representative James Wheeler, Faculty Senate representative Rudi Michalak, ASUW representative Jason Wilkins, Executive Assistant to the Provost Mandy Gifford.

Community and State Interaction: Protecting Albany County residents, coordination with Wyoming Department of health, coordination with community colleges.
Interim Vice President for Community Affairs Chris Boswell and Associate Vice President for Marketing and Communications Chad Baldwin, co-chairs.
Other members: Director of Government Relations Meredith Asay, Chief Risk Officer Tim Wiseman.

University Structure: Curriculum procedures such as class size restrictions and modes of instruction for larger classes.
Vice Provost Tami Benham-Deal and Associate Vice President for Financial Affairs David Jewell, co-chairs.

Other members: Associate Vice Provost for Undergraduate Education Anne Alexander, Associate Vice Provost for Graduate Education Jim Ahern, Associate Vice President for Research Diana Hulme.

Additional subgroups under the University Structure working group:

Scheduling and Instructional Delivery
College of Arts and Sciences Associate Dean Danny Dale, facilitator.
Other members: College of Engineering and Applied Science Interim Dean Cam Wright, School of Nursing Dean Sherrill Smith, Department of Visual and Literary Arts Head Ricki Klages, Department of Music Head Scott Turpen, Department of Plant Sciences faculty member Randa Jabbour, Department of Chemical Engineering faculty member Joe Holles, Faculty Senate Chair Rudi Michalak, Ellbogen Center for Teaching and Learning Director Janel Seeley, Director of Enrollment Marketing Jenny Petty, Registrar Kwanna King, Scholarships and Financial Aid Director Debra Hintz, Campus Architect Matt Newman, Wyoming Cooperative Fish and Wildlife Research Unit graduate student Rhiannon Jakopak.

Research
Department of Botany Head Naomi Ward, facilitator.
Other members: College of Health Sciences David Jones, School of Pharmacy Dean Kem Krueger, Wyoming Agricultural Experiment Station Interim Director John Ritten, American Heritage Center Director Paul Flesher, Department of Zoology and Physiology Head Scott Seville, School of Energy Resources Executive Director Holly Krutka, Department of Chemical Engineering faculty member Patrick Hopkins
on, Department of Economics faculty member Dave Finnoff, Department of Theatre and Dance faculty member Marsha Knight, Department of History and American Studies Head Isa Helfgott, Director of Research Integrity and Compliance Carolyn Broccardo, Office of Sponsored Programs Senior Director Comfort Brownell, Associate Vice Provost for Graduate Education Jim Ahern, Associate Vice President for Research Diana Hulme, neuroscience/pharmacy research assistant Danny Burns, Assistant to the Vice President of Research and Economic Development Karyn Bercheni.

Reflection, Assessment and Lessons Learned
College of Business Dean Dave Sprott, facilitator.
Other members: College of Education Associate Dean Leslie Rush, Department of Family and Consumer Sciences Head Chrissy Wade, Department of Mathematics and Statistics Head Jason Williford, Department of Theatre and Dance Head Margaret Wilson, Department of Economics Head Dave Aadland, WWAMI Medical Education Program Director Tim Robinson, School of Nursing faculty member Ann Marie Hart, Ellbogen Center for Teaching and Learning faculty member Christi Boggs, Learn Programs Director April Heaney, Outreach Credit Programs Manager Jayne Pearce, ASUW President Riley Talamantes, Wyoming Survey and Analysis Center Interim Director Tiffany Cook.

Additionally, several other groups continue to handle UW's response to the pandemic:

Emergency Executive Policy Group: General Counsel Tara Evans, Vice President for Student Affairs Kim Chestnut, Vice Provost Tami Benham-Deal, Associate Vice President for Financial Affairs David Jewell.
Provides overall direction, management and coordination for all operational functions. Establishes operational priorities and strategies.

Emergency Operations Group: Vice President for Information Technology Robert Aylward and Interim Vice President for Administration Bill Mai, co-chairs.

Other members: Chief Risk Officer Tim Wiseman, Associate Vice President for Human Resources Tom Koczara, UW Police Chief Mike Samp, Associate Vice President for Operations John Davis, Facilities Engineering Deputy Director Jen Coast, Safety Officer Curtis Cannell, Student Health Service nurse Holly Bowlds, Sports Medicine Dr. Matt Boyer, Associate Vice Provost for Undergraduate Education Anne Alexander, College of Health Sciences Dean David Jones, Residence Life and Dining Services Executive Director Eric Webb, Interim Dean of Students Ryan O'Neil, Associate Vice President for Research Diana Hulme.
Provides policy direction and general support, defines emergency policy, and determines program closures and resumptions.

Government Relations Working Group: Director of Government Relations Meredith Asay, chair.
Other members: College of Health Sciences Dean David Jones, School of Pharmacy Dean Kem Krueger, College of Engineering and Applied Science Interim Dean Cam Wright, Associate Vice Provost for Graduate Education Jim Ahern, Associate Vice President for Research Diana Hulme, veterinary science Associate Professor Brant Schumaker, and botany Professor Alex Buerkle.
Leverages the knowledge of UW employees and research base to serve Wyoming and its citizens during the pandemic.