



The Return Team

Moving Forward to Fall 2020

May 17, 2020

Executive Summary

Temple University's plans to re-open campus operations.

The current context

The world is now engaged in a battle with SARS-CoV2, the virus that causes COVID-19 disease.

As the global scientific community increasingly gains insights into this novel coronavirus, Temple University is prepared to contribute to that charge, while educating the next generation of critical thinkers and experts. We know that viral spread, the load on our local healthcare system, and government mandates and guidelines will all influence our ability to return to campus operations. Temple is ready to safely resume operations in a phased approach and with great care to safeguard the health of our population and the surrounding community.

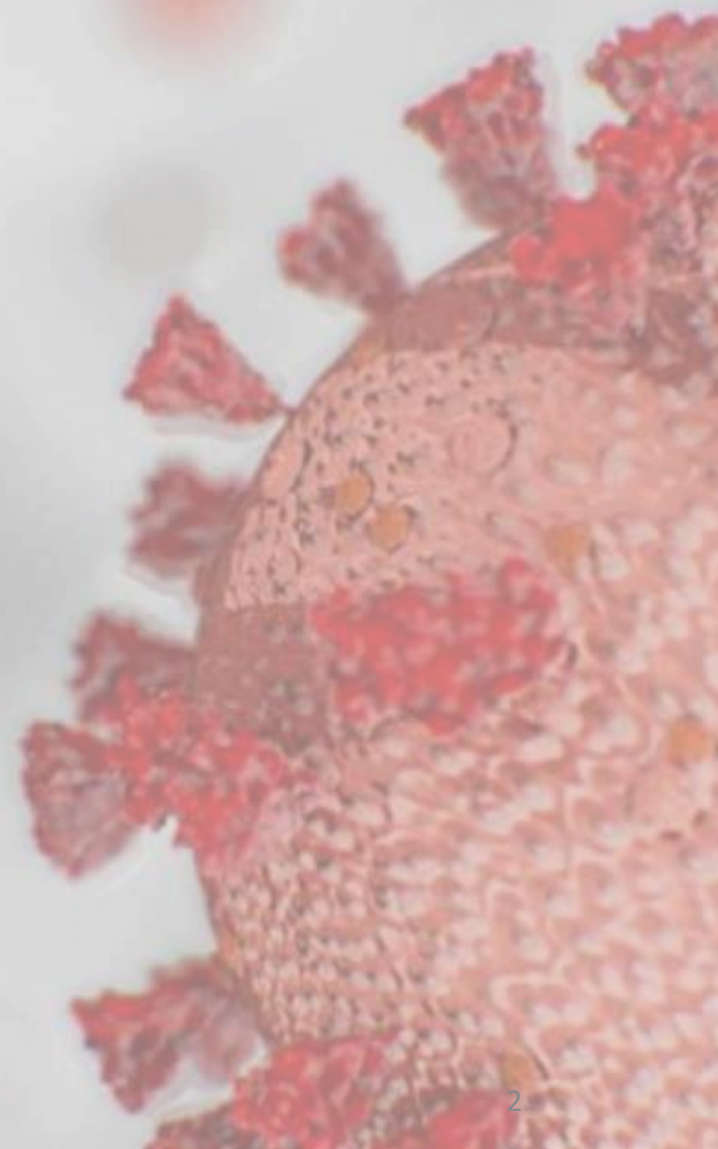
We are part of the solution

Temple University is designated by the Carnegie Classification of Institutions of Higher Education in the "highest research activity" category and is a university with boundless educational opportunities for nearly 39,000 students. As an economic powerhouse for Southeastern Pennsylvania, Temple's contribution to the region's economy is inarguable.

In the fight against COVID-19, Temple brings many resources to the table: Expertise in diseases, a respected healthcare enterprise, world-renowned leaders in the scientific community, and a cohort of talented and experienced practitioners. We are healers and researchers who are determined in our fight against this pandemic.

We are equally well prepared to re-open campus operations. Temple is prepared to mitigate risks, provide a quality education, and offer safe housing to our students.

Temple's motto is Perseverance Conquers. That's the drive we bring to this effort.



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Our Goals



SAFEGUARD LIVES



SAFEGUARD THE
INSTITUTION

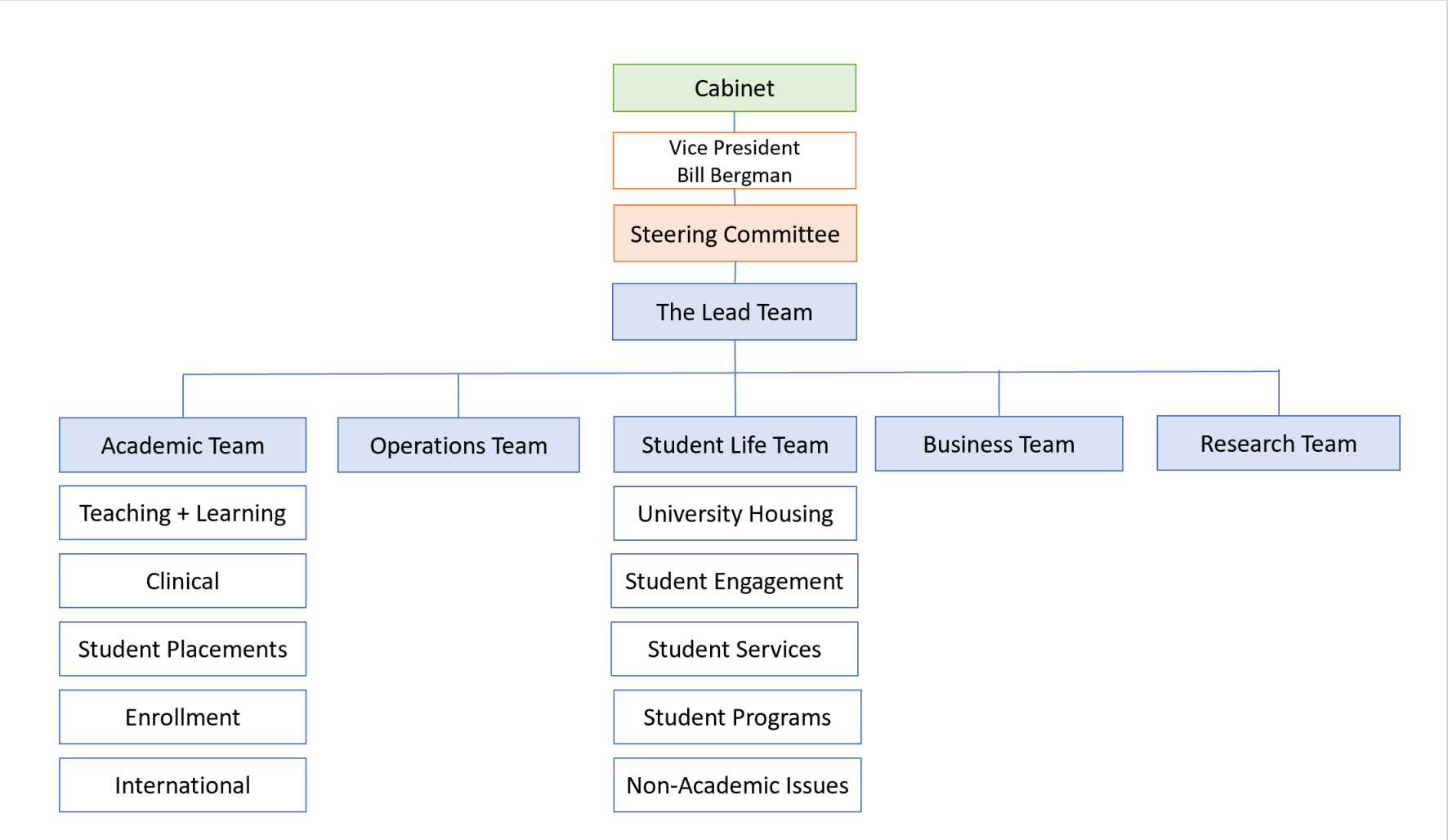


PROVIDE QUALITY
EDUCATION

Our Planning Structure

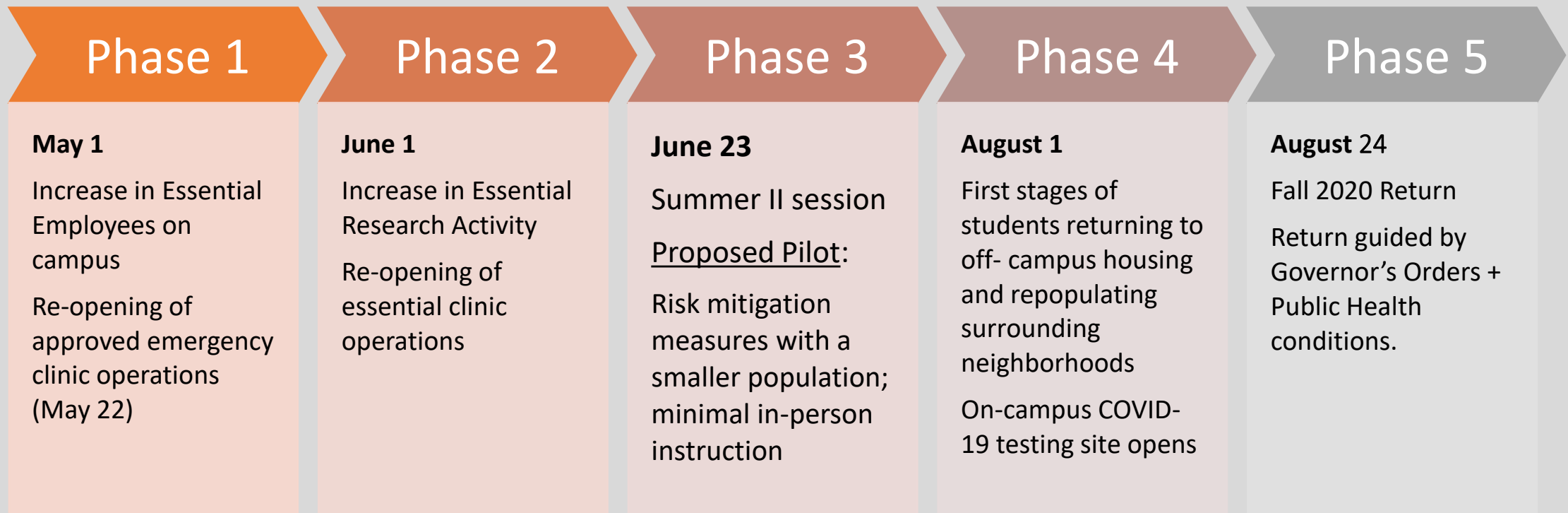
More than 120 people are engaged in planning for a safe return to Temple’s campuses. We are fortunate to have infectious disease, epidemiology, public health and emergency medical care experts from our health system, schools, and colleges to help inform and guide decision-making.

All mission-critical functions of Temple are represented in the planning effort. Through extensive modeling, collaboration, and coordination, we are building plans for the best-case scenario and all possible futures.



The Return Team: Temple is united in building a comprehensive plan

Planning a Phased-in Return to Campus Operations



There is tremendous value in **taking small steps** to ensure the safety of the Temple population and surrounding community. Temple plans to approach return to campus operations in phases, starting with essential personnel and research, then moving towards only those classes that must be conducted in person, such as medical school and nursing training. From there we will increase in-person instruction, if and when possible and permissible.

In this way, we will learn from our risk mitigation strategies, step-by-step, to ensure a safe environment.

We've learned a lot about COVID-19 at Temple

The City's Office of Emergency Management needed a facility and Temple immediately stepped up to provide the space and support.

Mark Denys, Senior Director of Health Services at Temple, was instrumental in creating a COVID Surge Facility (CSF) at our Liacouras Center.

In partnership with experts at Temple University Hospital, Mark gained deep insight into operations, policies and procedures specific to COVID-19 care. He managed professional staffing, housing, pharmacy, radiology, laboratory, and security operations for the site. Mark worked with experts in infectious disease and emergency response, and the site became a model for the nation.

From the first day of planning, the CSF was ready to receive patients in only 15 days.

Mark is an example of the wealth of experience being brought to Temple's phased return plans.



The Liacouras Center CSF Site.

6 patient units of 36 beds each

180 Beds with oxygen supply

100 Staff

16 Days of Operation

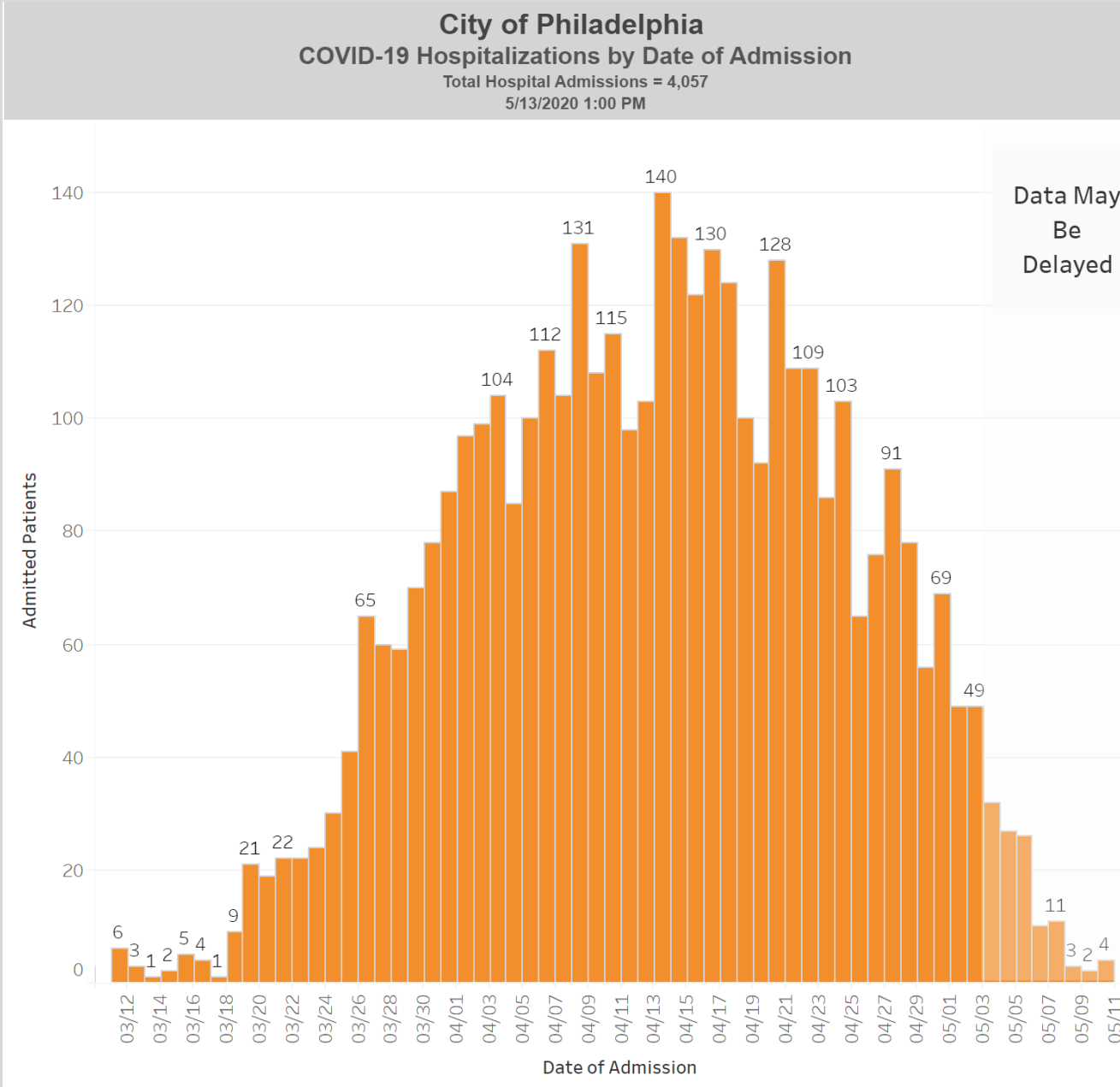
Philadelphia must remain prepared.

We know what metrics to watch. We have learned that new hospital admissions and the percentage of ICU assets in use are key determinants for the region’s readiness for return operations. The good news is that our great city is already showing a decline in hospitalizations that is forecasted to continue into the days and months ahead.

We have built alliances across the city. Temple has a strong partnership with Philadelphia Department of Public Health (PDPH). Last year's campus mumps outbreak brought us into alliance with PDPH to create a mass vaccination clinic, with live vaccine from the nation’s Strategic National Stockpile.

Having already invested years in public health preparedness and planning efforts with PDPH, and with at least fifteen years of partnership with the current team in Philadelphia’s Bioterrorism & Public Health Preparedness Program, Temple was ready for mumps.

Now Temple is ready for the hard work that lies ahead.





Government

- Protect and restart the economy
- Mandate specific public health measures
- Coordinate response
- Enforce policies



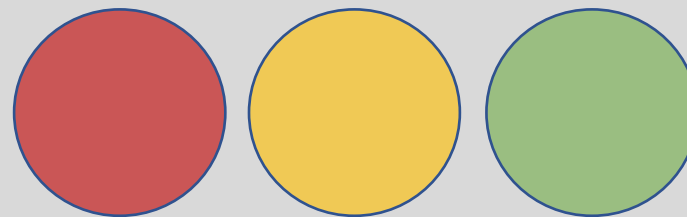
Public Health

- Contain viral spread
- Test, Trace, Treat
- Distribute vaccine
- Protect the public
- Guide government actions



Universities

- Provide a quality education
- Resume sustainable operations
- Protect employees + students
- Ensure a safe environment
- Follow government mandates
- Follow public health recommendations



Planning must align with public health guidance and government directives.

As we consider the safest scenarios for students, employees and the community, we must also abide by the authorities who govern our operations.

Scenario Planning allows us to consider a portfolio of options to use, depending on where we find ourselves at any given point in Gov. Wolf's formula for reopening Pennsylvania – Red, Yellow, or Green

Governor Wolf's Plan for re-opening: <https://www.governor.pa.gov/plan-for-pennsylvania/>

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Four Pillars: Public Health Precautions



Facial
Coverings



Social
Distancing



Hand
Hygiene



Health
Monitoring



During a public health emergency, **Prevention, Detection, & Response** are necessary for success. We are focusing on these broadly applied measures to prevent the spread of COVID-19 within our population. As a baseline, and in conjunction with other measures, these four pillars are essential for all operations until a vaccine is available. Personal responsibility to the greater community is an intrinsic element, and as a university – and as a nation – we depend on one another to protect those most at risk.

Additional Public Health Precautions

COVID-19 Testing Center

Contact Tracing Unit

Serological Testing

Isolation + Quarantine for Housing

Building Safety

Travel Restrictions

Occupancy Restrictions

COVID-19 Testing Center

University Health Services is in the process of creating a new COVID-19 Testing & Treatment facility that is separate from its normal operations. Staffed by experienced clinicians, this center will be coordinated with efforts at Temple Hospital and testing clinics operated by the city.

Visits will be by appointment only, and pre-screening will be conducted via telemedicine. Health Services has been testing staff and students continuously since February and is working to bolster rapid-testing capabilities in the weeks ahead. Additionally, Temple Hospital has capacity to test 10k people per day.

Contact Tracing Unit

Because of its critical value as a containment measure, Temple is partnering with Philadelphia Department of Public Health (PDPH) to develop an internal Contact Tracing Unit. The unit will be responsible for identifying those who test positive for COVID-19 and determining with whom they have had close contact.

Our College of Public Health is developing a training program that will benefit the university and the commonwealth, as other, similar units could be likewise trained. A collaborative survey between CPH and PDPH has identified 400 interested volunteers.

Isolation & Quarantine

Providing safe and supportive on-campus housing for our students is a crucial part of our mission. Those who test positive for COVID-19 in university residence halls will be placed in quarantine for a 14-day period. High risk contacts may be asked to isolate in separate housing for a period to monitor their health for the emergence of symptoms.

Members of the contact tracing unit will provide case management for those who are quarantined and isolated, including daily check-ins to assess physical and mental health.

Building Safety

Social Distancing
Barriers

Hand Sanitizer

Signage

Touchless
Features

Floor Decals

Enhanced
Ventilation



The Key to Our Success

We believe that a **combination** of precautions will help us meet with **success**, including:

- Protective public health measures
- Physical safety tools, including social distancing **barriers** and floor **decals**
- Changes to our facilities, including **touchless** faucets and door openers, **contactless** ID card readers, and automatic water bottle fillers.
- Enhancements to **internal building systems**, such as upgrades to HVAC filtration and modifications to ventilation
- Ramped up **disinfection &** housekeeping protocols
- And a **concerted effort** to build a **culture** of **communal protection** and community care

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Scenario Planning approach

One of the best strategic approaches to making decisions in a time of heightened uncertainty is to explore scenarios of what must be true for us to operate and what might be true regardless of our wishes. It is **our intention** that **we will return** to some level of campus-based operations for our Fall 2020 semester.

Scenario planning provides us with a portfolio of options to meet that goal. Exploring all possible variables allows for new policies, communication strategies, and action steps that we can take.

Using scenario planning, we will prioritize our efforts – and as we monitor local public health conditions and government directives – work towards a safe, healthy “new normal” for the Temple community.

Scenario Planning Framework



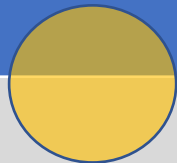
Reasonably Normal

- In-person classes
- Face coverings
- Residents in UHRL
- No mass gatherings
- No large lectures
- Recreation with extra cleaning
- NCAA sports



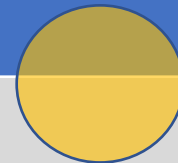
Restricted Semester

- <50 people per space
- No sports & recreation
- Restricted housing
- Some in-person classes
- Take-out meals
- NCAA with restrictions



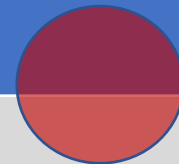
Essentials Only

- <25 people per space
- No sports & recreation
- More restricted housing
- In-person classes heavily restricted
- Take-out meals only
- No NCAA sports



Comprehensive Remote

- <10 people per space
- Essential employees
- Planned Online Instructional Design
- Emergency Housing
- Research prioritization
- Strategic Decisions about classes
- Enhanced supports for staff, faculty & students



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Academic quality in the time of COVID-19

- Regardless of what circumstances arise by late August, quality instruction and meaningful educational experiences are crucial. Although we are proud of how successfully we moved online this spring and learned from that experience, we know that **planned, intentional and flexible instructional design** and pedagogy are necessary for all courses.
- This spring and summer, we have been focused on teacher training. The Center for the Advancement of Teaching (CAT) and schools and colleges are hard at work developing new programs.
- We will continue to provide **outstanding on-line and in-person education** to all of our students. As a SARA (State Authorization Reciprocity Agreement) participant, Temple is authorized to provide quality online education throughout the country in accordance with the *Interregional Guidelines for the Evaluation of Distance Education*.
- Assuming that the spread of COVID-19 will place at least some restrictions on our ability to conduct in-person coursework, we are preparing for all options.



All Capacities

	M	T	W	R	F
800	57	91	61	89	53
810	57	91	61	89	53
820	57	91	61	89	53
830	59	94	62	91	55
840	59	94	62	91	55
850	17	86	19	85	16
900	144	91	154	87	140
910	139	91	148	87	134
920	162	22	171	19	157
930	169	231	172	226	162
940	165	221	168	216	162
950	51	249	51	245	44
1000	219	257	224	252	210
1010	219	257	224	252	210
1020	216	245	220	239	209
1030	195	244	198	238	187
1040	213	243	212	238	208
1050	48	37	46	36	38
1100	239	249	240	242	220
1110	238	249	240	242	220
1120	237	250	239	244	220
1130	238	221	239	215	219
1140	232	256	233	251	219
1150	25	241	24	237	14
1200	188	245	186	243	172
1210	188	245	186	243	172
1220	180	50	179	53	172
1230	187	238	183	243	173
1240	179	238	175	243	173
1250	48	232	41	236	37
1300	212	241	209	240	196
1310	193	241	190	240	178
1320	210	199	207	197	198
1330	210	230	208	229	198
1340	201	229	197	227	196
1350	46	45	44	43	41
1400	192	241	199	238	159
1410	192	241	199	238	159
1420	188	241	195	238	159
1430	166	242	175	237	139
1440	174	242	183	238	154
1450	53	232	56	228	40
1500	147	240	150	232	98
1510	146	207	150	199	97
1520	138	23	144	16	96
1530	146	227	149	207	100
1540	135	227	137	207	100
1550	51	224	51	205	26
1600	117	226	123	204	53
1610	115	226	121	204	53
1620	104	211	112	197	52
1630	107	212	110	200	48
1640	97	212	98	200	49
1650	58	54	59	43	24
1700	56	48	58	42	17
1710	49	19	49	14	11

Academic Scheduling

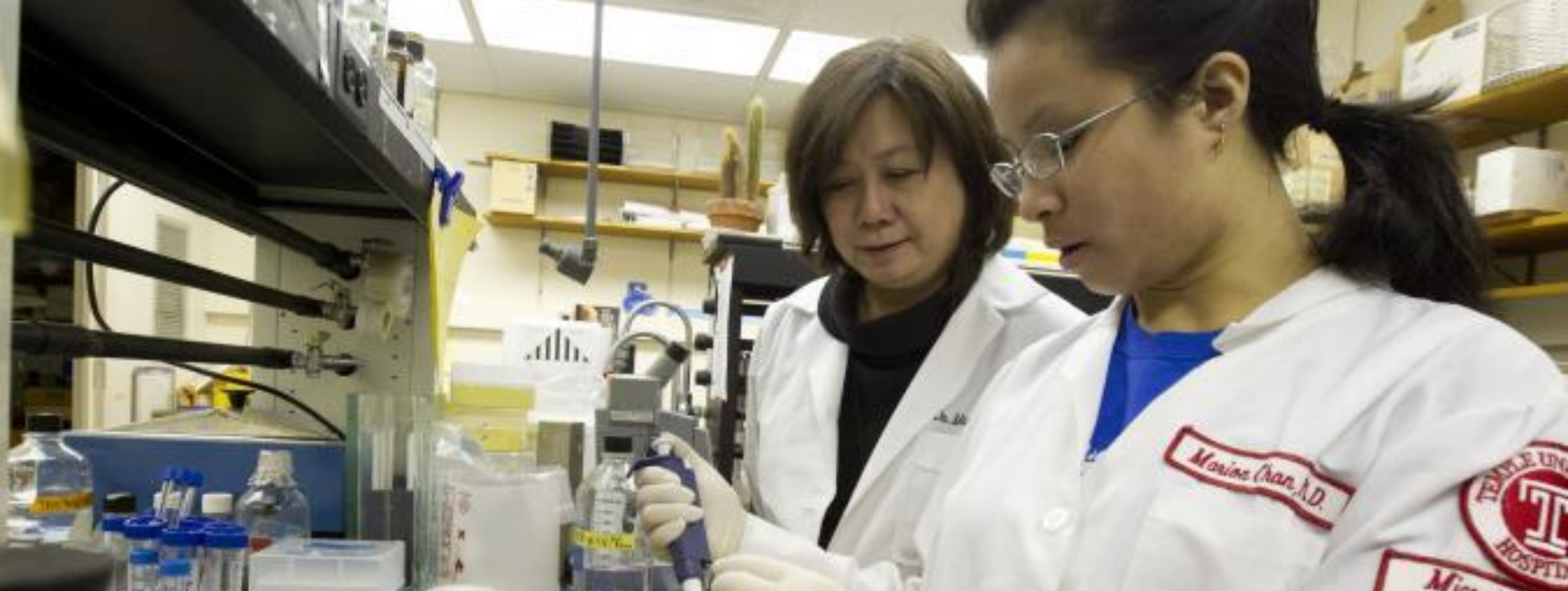
The University is mindful of the complexities of scheduling courses in a way that enables both **safety & quality**. We must strike a balance that prioritizes both the health of our whole population, including those most at risk, and the learning experience afforded to all of our students. Some of the complexities we face include:

- Complex registration grid: **603** programs, **5500+** course sections; **195,000+** individual course registrations
- Concentration of class meetings on Tuesday and Thursday from 10am to 2pm.
- Most students (except freshmen) are already registered, so changing the schedule in substantive ways for fall 2020 will cause disruption. We can, however, work now to make innovative scheduling changes. For spring 2021, this might include “stretching the grid” to add more class times or weekend days.
- Other options for fall 2020 include: prioritizing classes that must take place in person to be successful – such as science labs, studio art, and musical performance; creating hybrid classes, including in-person small group sessions in concert with online lectures; rotating groups of students in a class between online and in-person participation; and considering new technologies & practices to enhance online learning experiences.

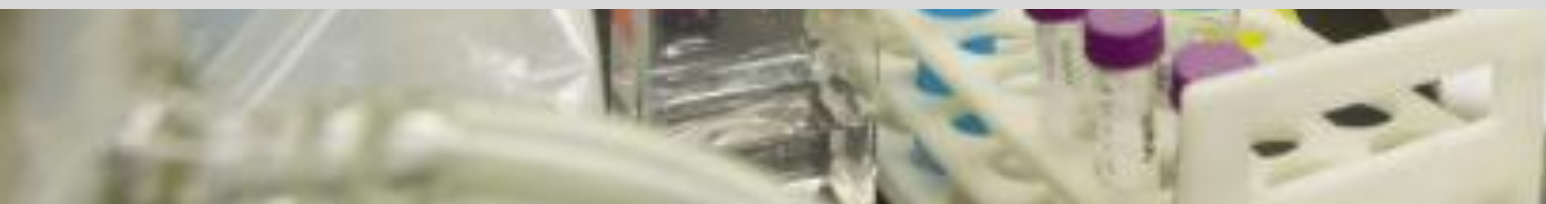
In-Person

Hybrid

Online

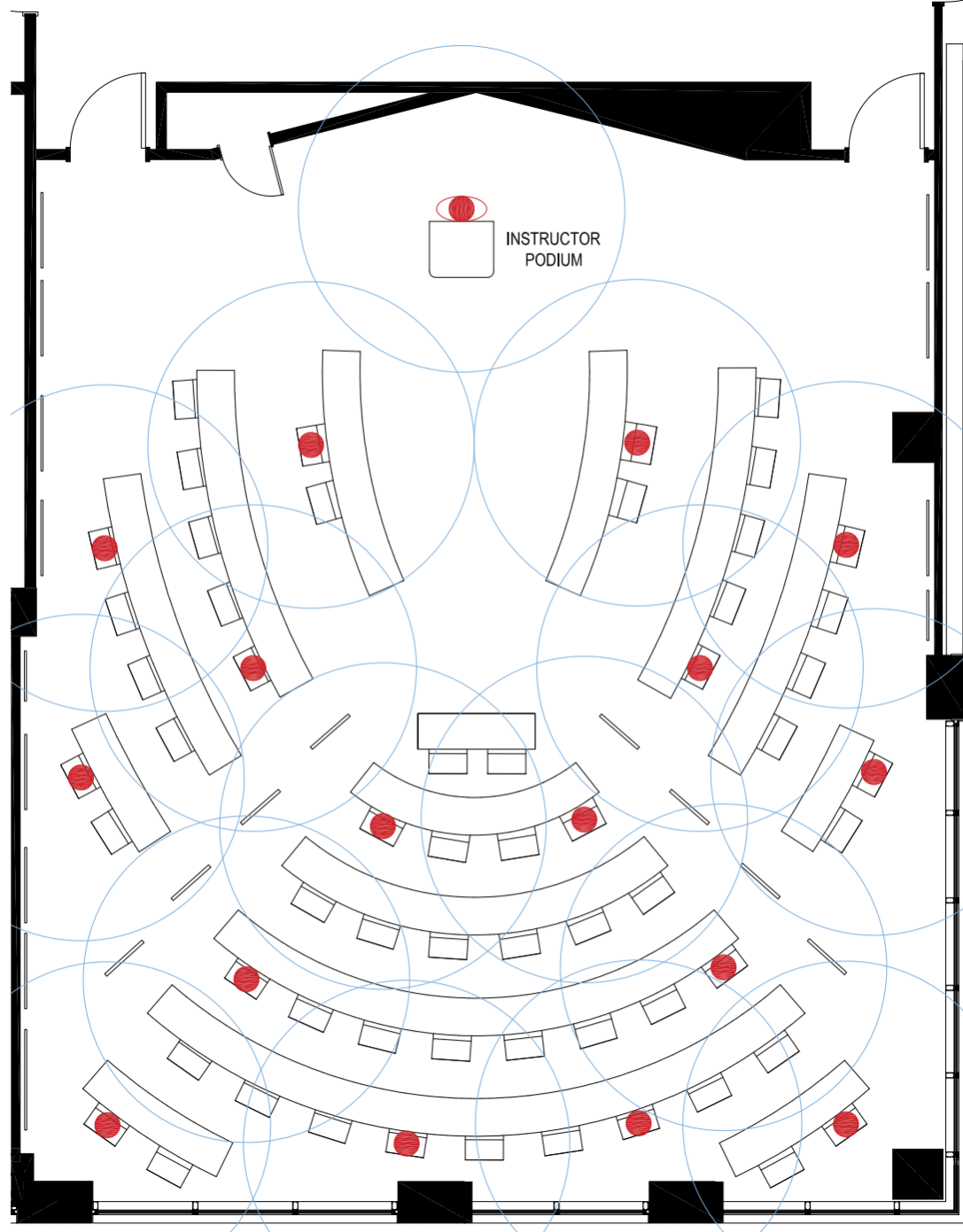


Our goal is to provide rich academic learning opportunities within the wider student experience.



Social Distancing Measures & Classrooms

- 6 feet of space between students
- Reduction of available classrooms
- Cleaning + Disinfection Protocols
- Retain quality instruction
- Tech solutions = Alternative learning options
- Considerations for those most vulnerable to COVID-19



Academic Life goes hand in hand with Student Life



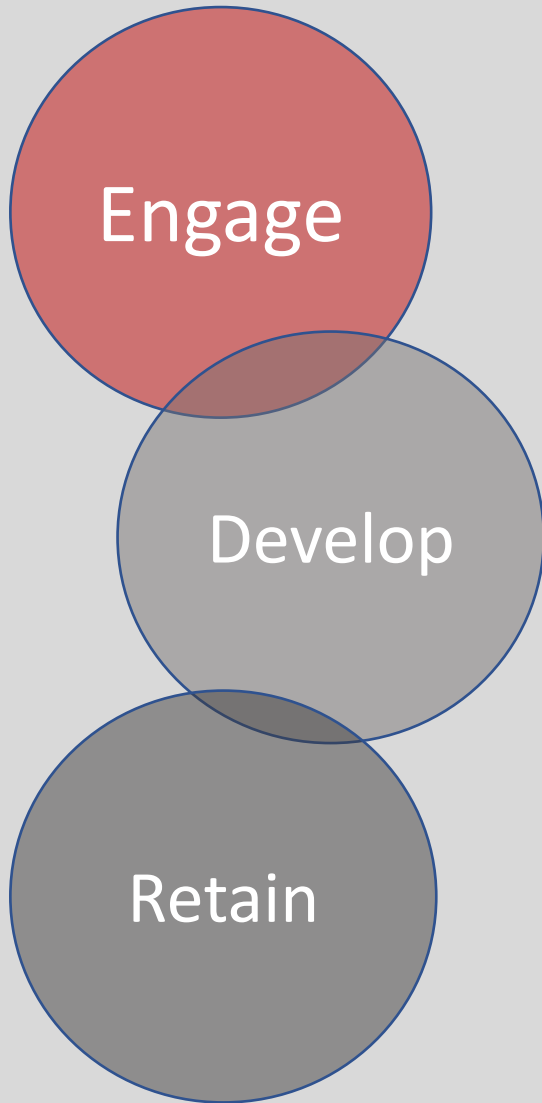
Academic

- What *must* be done on campus?
- How will we maintain social distancing?
- What about ***experiential learning?*** i.e. lab science; research; performance in dance, theater, music; art studios; internships and placements, including student teaching and clinical rotations



Student Life

- How do we create a ***meaningful, connected experience*** while still engaging in proactive, public health measures?
- What programs, services, and activities can reasonably be offered in person and/or virtually?
- In what way can we provide safe dining options?
- How can we promote safe and compliant student behavior on and around campus?



Student Life

Now, more than ever, we see the value that students place on a vibrant, on-campus experience where there are opportunities to develop the skills necessary to thrive in life. Students learn to become leaders, foster lifelong relationships, and develop the emotional and social intelligence needed to make them successful in work and life.

Our task in a COVID-19 world is to continue to create connection and meaningful experiences with more limited in-person interactions.

We must continue to provide vital services to students, whether through safe in-person interactions or via the Zoom platform. We've already developed HIPAA telemedicine solutions for Tuttleman Counseling and Student Health Services, and we continue to serve our students' wellness needs every day.

In our efforts to address food insecurity and other financial needs, we've created food pick-up stations, bolstered our emergency fund for students, and considered the complex needs of the thousands of students who live off-campus.

Creating new ways to Engage, Develop, and Retain our students will continue to be the primary focus of Student Affairs.

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Housing

University Housing and Residential Life (UHRL) seeks to cultivate responsible community members by developing inclusive living and learning environments.

Housing our students during a global pandemic involves the same challenges faced by any communal living environment right now: how do we protect our residents, build a culture of responsible, communal protections, and care for those most vulnerable and at-risk to COVID-19.



**Occupancy
density**



**Isolation +
Quarantine**



Contact Tracing



**Vulnerable
Populations**



**Grab & Go
Dining**



Risk Mitigation

Housing

- We normally have 5,262 beds available.
- Most rooms are multiple occupancy
- Because 2 of our residence halls have communal bathrooms, we will move to single occupancy rooms in those buildings to reduce density and facilitate cleanliness.
- 6 feet is always provided between beds.
- Room selection has been live since April 1

Density of
Residential
Space

Richness of
Experience

We must ethically
and safely achieve a
“new normal”

Student retention &
academic success is
linked to 1st year
residential experience

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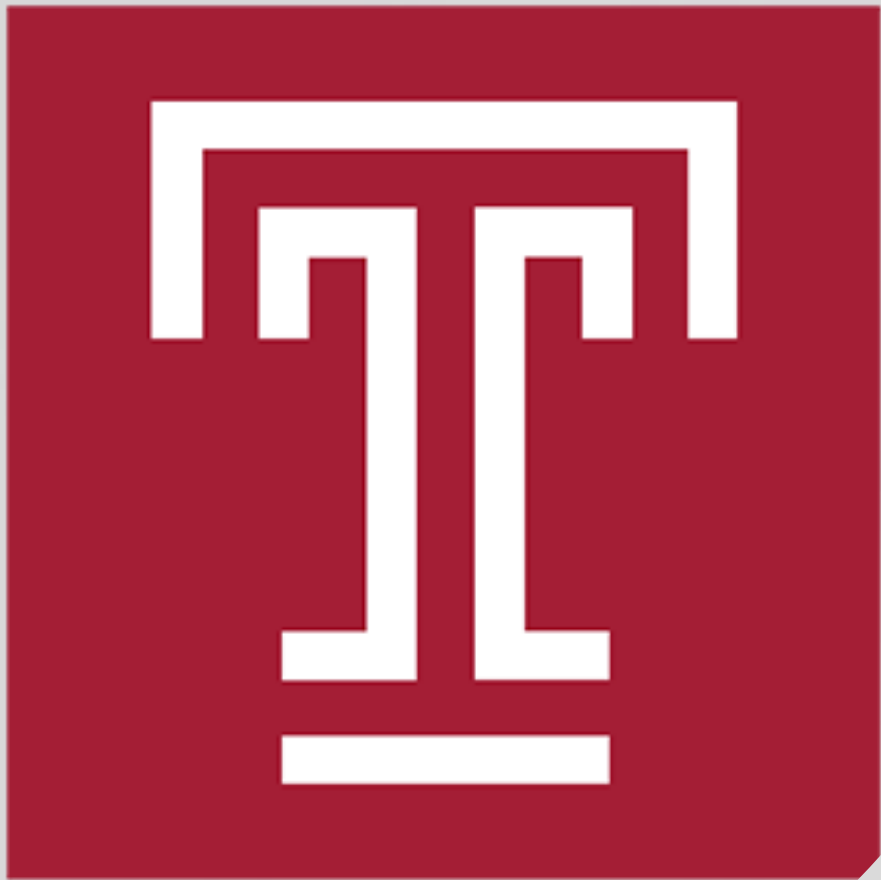
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Our Workforce

We are making every effort to consider the health & safety of our workforce. We must accommodate those at highest risk while continuing to fulfill our mission. Workspaces are being altered to meet the needs of our employees. Policies are being drafted. We are ready.


On-Site, Essential	Includes employees who must do their work on our campuses, including facilities maintenance, campus safety operations, essential researchers, and clinicians
On-Site, Flexible	Includes employees who need to be on campus some of the time, but where flexible scheduling can be used for only certain hours of the day or certain days of the week
Remote, Flexible	Includes employees who are able to continue to perform high-quality work performance remotely but can effectively operate in any location.
Remote, Complete	Includes employees who may be at higher risk and need to continue to work remotely until there is a vaccine or effective antiviral for COVID-19 that is widely available.



Culture & Education Campaign

We are developing a university-wide social marketing campaign to enhance community, foster compliance with public health measures, and emphasize our responsibility to one another. In this way, we hope to fight COVID-19 together while continuing to achieve our goals in education, research, and service.

Temple Strong, Temple Proud.



We know it won't look
like it did before the
global fight against
COVID-19, but our
community is **ready** to
achieve our goals,
together.

