



Risk management and control is a science devoted to anticipating and identifying outcomes related to activities. All human actions and behaviors involve risk; however, perception is largely limited to lived experiential learning. COVID-19 does not afford learning by experience until it's too late. However, there is science available and underway, which defines a range of risk control measures to reduce likelihood of exposure, and thereby reduce risk. Given the consequences of COVID-19, KSC has striven to reduce risk to as low as reasonably practicable (ALARP). To arrive to ALARP it is necessary to use a cross-functional team (to seek balance of risk perception and science) with a variety of professional experiences, and select the most conservative controls—such as social distancing of six feet indoors and outdoors, 100% mask use, limiting group sizes to 10 except where designated and controlled, addressing off-campus and on-campus behavioral issues, assessed building air handling to then maximize outdoor air, and daily attestation from students, faculty, visitors, and vendors. Appreciably, risk of infection remains high, requiring strategic and timely response.

The following outline addresses Keene State College's approach. We welcome further insights from DHHS or the Governor's office to improve our readiness.



FALL 2020 COVID-19 RISK MITIGATION AND MANAGEMENT PLAN FOR OPENING, OPERATING, AND A NEW NORMAL

INTRODUCTION

The Keene State College (KSC) Fall 2020 COVID-19 Risk Mitigation and Management Plan for Opening, Operating, and a New Normal is the continuation of the College's Pandemic Plan and Response Team work. At President Treadwell's request, the Pandemic Response Team moved to create an early assessment of conditions required to reopen KSC in Fall 2020. That work transitioned to the creation of the following plan, the goal of which is to meet or exceed germane regulations and guidelines as a conscientious institution of higher education and community partner.

Keene State College's risk mitigation and control requirements will be applicable on and off campus, to students, staff, faculty, visitors, and contractors and/or vendors. This plan will be updated following State, CDC, USNH Board of Trustees requirements/recommendations, and/or KSC College President direction, with the intention to apply peer review/consensus science to reduce and control risk of COVID-19 infection. The Appendix includes contributions from over 100 Faculty, Staff and Students from Academic Affairs, Student Affairs, Finance & Administration, Facilities, Enrollment Management, and Marketing and Communications.

COVID-19 Risk Mitigation and Management Plan elements are now being implemented and tracked in preparation for the Fall 2020 semester. The plan is a synthesis of collaboration across the campus and is based on legal, technical and/or guidance from Governor Sununu's COVID-19 Task Force;¹ USNH Board of Trustees Minimal Requirements to Open; USNH Chancellor's Office and COVID-19 Coordination Committee; NH Department of Health and Human Services;² NH State Epidemiologist; Mayor of Keene, George Hansel; City of Keene Public Works Director/Emergency Management Director, Kurt Blomquist; Keene Fire Department; Keene Police Department; Cheshire Medical Center; State Senator, Jay Kahn; regional public health coordinators; Centers for Disease Control and Prevention;³ Occupational Safety and Health Administration; American Society of Heating, Refrigerating and Air-Conditioning Engineers; Department of Defense; Johns Hopkins University; World Health Organization; Prevent Pandemics Organization; Governor's COVID-19 Reopening Guidance for Museums & Art Galleries; Performing Arts

¹ NH Governor Sununu <https://www.governor.nh.gov/>

² NH Department of Health and Human Services <https://www.nh.gov/covid19/>

³ Centers for Disease Control and Prevention (CDC) COVID-19 <https://www.cdc.gov/coronavirus/2019-ncov/index.html>

Center Consortium Guide to Reopening Theatrical Venues; Event Safety Alliance Reopening Guide; State and Federal Departments of Education; and benchmark colleges/universities such as Nebraska University, SUNY Plattsburg, Stanford University, Elon College, Dartmouth College; and collaborative information-sharing between Keene State College, Granite State College, Plymouth State University, and University of New Hampshire.

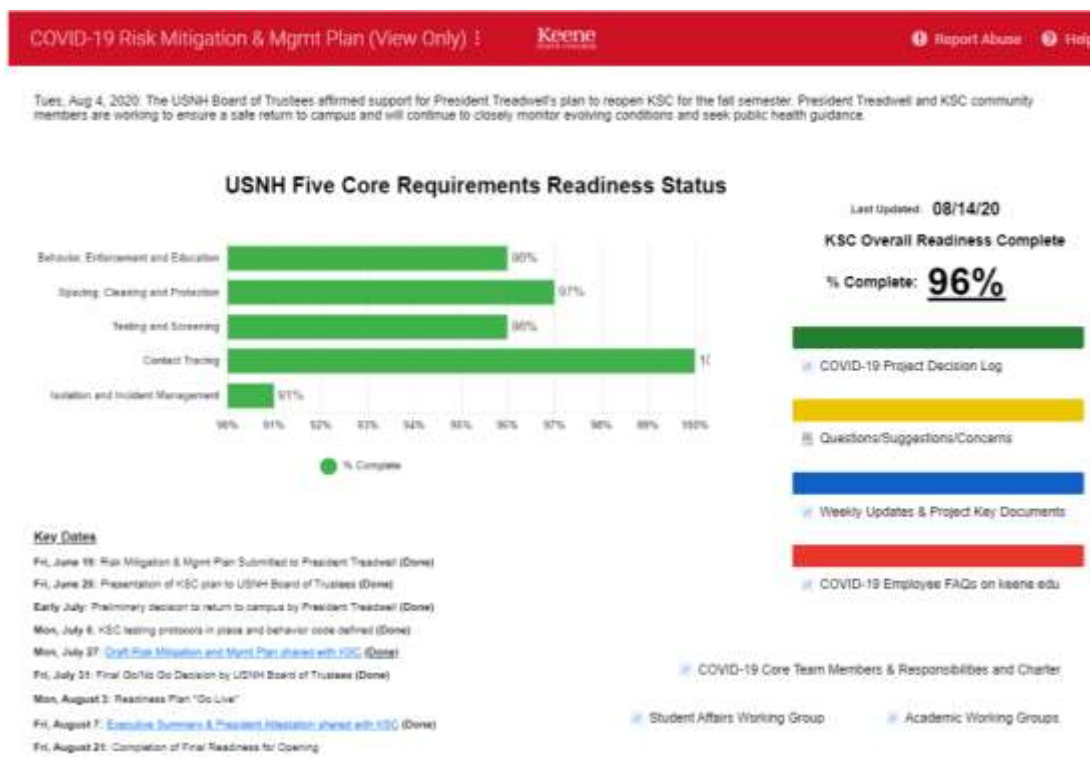
Keene State’s Fall 2020 COVID-19 Risk Mitigation and Management Plan is organized according to the requirements established by the University System of New Hampshire COVID-19 Committee and Board of Trustees Requirements. To assure project completion, KSC has developed a Project Management Process.

KSC PROJECT MANAGEMENT PROCESS

KSC’s Sustainability & Vitality Plan Strategic Portfolio (SVP) process is being applied to the Fall 2020 Covid-19 Risk Mitigation and Management Plan to assure that project steps are fully met. Plan application questions, metrics (leading and lagging actions), changing or updated medical information, plan updates and troubling shooting will be led and managed by a team process.

Colin Burdick, Construction Manager, Facilities Management at Keene State College is the COVID-19 Project Manager, and conducts at a minimum, two project meetings a week with key contributors to stay abreast of developments, opportunities, changes, and potential barriers. The Dashboard below provides a clear accounting of status. The COVID-19 Project Manager meets with President Treadwell twice weekly for a check-in to specifically monitor progress and areas in need of specific action.

Figure 1. Project Management Dashboard



Weekly Updates provide a recap and note potential barriers and are circulated to the team, which includes Dr. Kemal Atkins, VP Student Affairs; Bonnie Blanchard, Chartwells Director; Karen Crawford, VP Human Resources; Kent Drake-Deese, Assistant Dean Student Affairs and VP Residential Life; Kristin Eineberg, Chief Medical Officer; Jennifer Ferrell, Director of Student Activities; Dr. Wayne Hartz, Department Chair; Dr. Ockle Johnson, Provost; Dr. Loren Launen, Professor and KSCEA; Frank Mazzola, Director Facilities; Deirdre McPartlin, Director of CDC; Barbara Preston, President's Executive Assistant; Dr. Brian Quigley, Wellness Center Director; Kelly Ricaurte, Communications Director; Jackie Romito-Carey, Chartwells Dining Services; Laura Seraichick, VP IT; Christy Taylor, Student Affairs Administrative Assistant. Student leaders, athletes and representatives of campus teams, clubs and organizations have been engaged in plan development and have done remarkable work advising the education campaign, behavior, and enforcement expectations for Keene State College. The President will establish a COVID-19 Plan Management Team. This team will advise the President, monitor plan actions, and demand actions to mitigate risk under this plan for AY20/21.

BEHAVIOR, ENFORCEMENT AND EDUCATION

BEHAVIOR EXPECTATIONS

Faculty, staff and student behaviors in public, on and off campus will be key to assuring infection rates are maintained at a low level. Keene State College community members will hold each other accountable to the requirements to stop the virus from spreading.

RESIDENCE HALL BEHAVIOR EXPECTATIONS

Masks will be required in residence halls except for the bedrooms. Students are going to be expected to maintain physical distancing and mask-wearing while visiting friends in other rooms. Restrooms will be cleaned twice a day; however, students are encouraged to help each other and practice proper hygiene and cleanliness.

The Desk Attendant Program will be reinstated so that only KSC students will be allowed in residence halls.

Educational posters from the communications campaign will be posted in public spaces, lounges, and near elevators. Residence halls with digital screens will run hygiene reminders and other prevalent COVID-19 proper practices.

Residence Directors will still hold office hours; however, if more than one student is meeting with the RD, a larger space other than the office will be utilized.

DINING BEHAVIOR EXPECTATIONS

The Dining Commons staff (Chartwells) has created a social media campaign and revised traffic flows. Students will learn how to navigate the setup in the Dining Commons, how to order via Boost online system, and have access to menus and customization tools for meals at the Dining Commons, Lloyd's Marketplace, and the Night Owl Café. See Appendix 8 and 27 for details.

PUBLIC SPACES BEHAVIOR EXPECTATIONS

Visitors will be asked to complete a health screening by their KSC point of contact. The form can be found on the Q: drive.

Visitors, contractors, and vendors are encouraged to reach out to their KSC point of contact to understand requirements prior to arrival on Campus.

Likewise, KSC faculty and staff are encouraged to communicate to their vendors/contractors/visitors to emphasize KSC's commitment to community safety and the requirements of Campus.

Visitors will be required to wear a facial covering while on Campus. KSC will provide disposable masks in strategic locations throughout Campus.

KSC is fully committed to the health and well-being of all faculty, staff, students, visitors, and the greater Keene community. Any contractor, vendor, or visitor who refuses to comply to KSC's requirements will be asked to leave immediately.

ATHLETICS BEHAVIOR EXPECTATIONS

Athletes will be expected to adhere to the Community Agreement and will be subject to greater testing protocol (see Testing and Screening section). Rec Sports and Club sports will follow the decision of the NCAA and LEC. <https://keeneowls.com/news/2020/7/28/general-an-update-on-keene-state-college-athletics.aspx>

STUDENT BEHAVIOR EXPECTATIONS

The acknowledgement and acceptance of the Keene State Community Commitment Acknowledgment (CCA) will be an essential part of our return to on-campus academic and student life experiences. The protocols are available on the KSC COVID-19 webpage <https://www.keene.edu/featured/fall2020/> and the Student Code of Conduct <https://www.keene.edu/administration/policy/detail/handbook/code/>. The Student CCA can be found in Appendix 4.

Failure to comply with the policies, protocols, or guidelines established by KSC, whether on campus or off campus, will be a violation of the Student Code of Conduct.

PROTOCOL FOR OFF-CAMPUS EDUCATIONAL LOCATIONS:

These sites include, but are not limited to: faculty-led tours, internships, practicums, student teaching, preceptor program, nursing rotation. Students, faculty and staff and must take extra steps to protect themselves and others by following these guidelines:

Four weeks before the visit, ask for a written explanation of COVID-19 protocol for the off-campus site, and fulfill requirements (such as testing).

Apply KSC COVID-19 Management Plan.

Wear a cloth face mask or comparable, and/or additional Personal Protective Equipment (PPE) as required by host organization (perhaps face shield, gown, gloves), practice disciplined hand washing, do not touch your face, etc. If an N95 Respirator is required, contact KSC EHS for a required fit testing.

Participate in testing if/as requested.

FACULTY AND STAFF BEHAVIOR EXPECTATIONS

Faculty and staff are expected to set an example by modeling behaviors expected of students. As such, faculty and staff will be required to adhere to all established expectations. Further, faculty and staff will complete online training regarding COVID-19 safety and precautions and will be expected to read and acknowledge understanding of responsibilities for the entire community established by our CCA.

RETURN TO WORK

Employees (faculty, staff, student workers): Discuss your work situation with your supervisor or department chair before returning to work to develop any alternative plans for work (e.g., working remotely) and how to report your leave time.

Keene State College has established a process for employees and students to request remote access under defined accommodation requirements.

Individuals with confirmed cases of COVID-19 must stay home or in their dorm room until symptom-based criteria are met for discontinuation of isolation:

At least 10 days have passed since symptoms first appeared AND

At least three days (72 hours) have passed since recovery (recovery is defined as resolution of fever-reducing medications plus improvement in other symptoms).

NOTE: Testing requirements are being finalized with our commercial partners and some testing clearances may be reflected in future campus requirements.

SELF-MONITORING FOR FACULTY, STAFF AND STUDENTS

IF an individual experiences any or all of the following:

A fever (greater than 100 degrees).

Respiratory symptoms such as runny nose, sore throat, cough, or shortness of breath.

Flu-like symptoms such as muscle aches, chills, and severe fatigue.

Changes in sense of taste or smell.

THEN that individual must stay home (residence hall room, apartment).

- As applicable: individuals must notify their roommate(s), RA, professors, supervisor by email.
- Employee: call health care provider.
- Student: call KSC Health Services.

STANDARD PREVENTATIVE BEHAVIOR EXPECTATIONS

HANDWASHING

During the day, and especially when feeling well, individuals should wash their hands often with soap and water for at least 20 seconds, especially after having been in public, or after blowing one's nose, coughing, or sneezing.

If soap and water are not readily available, individuals should use hand sanitizer that contains at least 60% ethyl alcohol, covering all surfaces of hands, finger pads and nail beds, and rubbing them together until they feel dry.

COVERING COUGHS AND SNEEZES

In a private setting without a cloth face mask, individuals should cover the mouth and nose with a tissue when coughing or sneezing, or use the inside of the elbow.

Used tissues should be disposed of immediately.

Individuals should wash hands after coughing or sneezing with soap and water for at least 20 seconds.

AVOID TOUCHING EYES, NOSE, AND MOUTH WITH UNWASHED HANDS

MAINTAINING SIX FEET OF DISTANCE BETWEEN THEMSELVES AND OTHERS

Physical distancing requirements always apply to all areas, including the KSC Quad, dining areas, athletic events, transaction counters, and classrooms. This is an essential core requirement of our planning and risk mitigation activities.

Public Spaces such as the Zorn Dining Commons, Student Center, Mason Library, Spaulding Gymnasium, and classrooms have reduced seating, signage, and markings to assist in guiding proper distances. The College will also limit access to public spaces to limit risks of viral transfer from individuals outside the Keene State College faculty, staff and student community.

Classrooms have been equipped to limit occupants to 6 feet of separation. (Classroom occupancy has functionally been reduced by 63%.)

WEARING A SOLID FABRIC FACE MASK

COVID-19 is spread by live virus in exhaled breath during speaking, singing, coughing, and sneezing. Cloth face masks are required in public, whether on or off campus, to reduce spread. An individual may remove their mask when in their private office or residence hall room.

A face mask should snugly cover the nose, and mouth, and is meant to protect others.

Bandannas, scarfs, neck turtles, or masks with buttons or exhalation valves are not acceptable. Cloth face coverings must meet the CDC guidelines: Use of Cloth Face Coverings to Help Slow the Spread of COVID-19.

KSC will provide three reusable cloth masks per student and employee. Contractors or vendors should supply their own cloth face coverings. Disposable masks will be available in common campus spaces to support adherence to this explicit requirement for all community members.

Cloth face coverings should not be placed on young children under age two, anyone who has trouble breathing, is unconscious, incapacitated, or is otherwise unable to remove the mask without assistance.

A cloth face mask is not a substitute for social distancing.

TRAVEL

KSC Travel restrictions remain in effect, given the rapid spread of COVID-19 and the fluidity of the situation, all non-essential Keene State-sponsored travel is prohibited until further notice. Essential travel will be considered on a case-by-case basis, requires Cabinet-level approval, and will require additional testing, quarantine or symptom assessment after travel and before returning to on-campus activities. Currently (per NHDHHS), anyone traveling out of the New England area will need to quarantine for 14 days prior to returning to KSC. This is subject to change and will be communicated if NHDHHS changes the requirements. KSC employees and

students will be asked to fill out the “KSC Travel Registration Form, COVID” for travel outside of New Hampshire. Form can be found here: <https://personnelfile.wufoo.com/forms/x1cp0is70rpta10/>

EMPLOYEE ILLNESS

If sick with fever > 100 degrees F, have a cough, shortness of breath, or other signs of respiratory illness, contact the NH Bureau of Infectious Disease Control: 603-271-4496 (after-hours: 603-271-5300) or your local state department of public health and tell them about your symptoms and that you are under possible COVID-19 quarantine. Do not go out in public.

- Do not take public transportation, taxis, or ride-shares.
- Try not to have any visitors to your house during this time. If you have visitors tell them that you are under possible COVID-19 self-quarantine.
- Keep your distance from others (about 6 feet or 2 meters).
- If you need to seek medical care for other reasons (such as necessary infusions, dialysis, lab draws, etc. for other chronic conditions), call ahead to your provider and tell them about your quarantine status.
- If you have a medical emergency, call 911. Tell them your symptoms and that you are being monitored for possible COVID-19.
- People who may have mild symptoms of COVID-19, even if they haven't been tested, should stay home until at least 7 days have passed since symptoms first appeared AND you have had no fever for 72 hours (3 days) without the use of fever-reducing medications AND other symptoms, such as a cough or shortness of breath, are improved.
- Individuals with confirmed cases of COVID-19 must stay home or in their dorm room until symptom-based criteria are met for discontinuation of isolation:
 - At least 10 days have passed since symptoms first appeared AND
 - At least three days (72 hours) have passed since recovery (recovery is defined as resolution of fever-reducing medications plus improvement in other symptoms).

ENFORCEMENT

STUDENT CODE OF CONDUCT UPDATES

The following addendum was made to The KSC Student Code of Conduct on April 29, 2020:

Effective immediately, we will be strictly enforcing the following directives for students with enhanced sanctions for violations until further notice:

You are not permitted to organize or attend parties or social gatherings with no connection to a college-sponsored event of more than ten people on campus or off campus. If you participate in a non-college sanctioned gathering of more than ten people, regardless of who hosted it, you will be subject to discipline.

Students found responsible for hosting social gatherings of more than ten people will be subject to enhanced sanctions.

If you live in assigned college housing, you are not permitted to have any guests in your assigned residential facilities—with the exception of other Keene State students approved to live on campus, in groups of ten or fewer.

You must comply with any directive from the NH Government. The Keene State College COVID-19 web content will be updated frequently with any relevant directives.

DISCIPLINARY PROCESS

The College expects faculty, staff and students to respect the health and safety of all people by taking necessary protective measures to prevent the spread of COVID-19. In the event anyone chooses to ignore the health and safety of others by not wearing a cloth face mask in public, respecting social distancing, or following quarantine or isolation requirements, a disciplinary process will be initiated (this process is under review):

First offense: coaching on desired behavior with no consequence.

Second offense: coaching on desired behavior and discussion of disciplinary process with written explanation and warning of consequences if a third offense occurs.

Third offense: restriction of access to on-campus experiences or suspension for a defined period.

EDUCATION

KSC has developed a multi-layered communication and education process, including means to both collect and disseminate information across the campus and community. Communications with the whole campus are available on the KSC Website “COVID-19” and personally via President Treadwell’s weekly Town Hall meetings. The KSC COVID-19 webpage provides is updated regularly. Access to the website is unrestricted and open to the public. President Treadwell’s active communication with the campus and community serves as the first step of a comprehensive communication plan, by stating her expectations of partnership and responsible behavior on and off campus, as a part of the college’s mission and values.

STRATEGIC COMMUNICATIONS-STUDENT OFF CAMPUS

VP of Student Affairs will send an email to all students at the beginning of the year to welcome them back to KSC. Code of conduct will be linked to this email. Students were asked to review and acknowledge the CCA on 7/24/2020.

STRATEGIC COMMUNICATIONS-MUNICIPAL LEADERS

President Treadwell has direct and frequent communication with Mayor George Hansel, City of Keene, City Officials, and elected board members. Keene City Government website keeps all COVID-19 activities posted. The President has presented plans in City Town Halls, before the City Council, through Rotary and the Chamber of Commerce.

Dr. Kemal Atkins, VP Student Affairs, Dr. Brian Quigley, Executive Director, Student Health Clinic, Dr. Wayne Hartz, Professor, Department Chair and Manager WorkWISE (NH Small Business confidential health and safety consulting), were actively involved with the City, supporting the eventual location of an Alternate Care Site (ACS) in the gymnasium spring 2020.

KSC provided twice weekly Zoom meetings to coordinate Campus, City (EMS, Police, Public Works), Cheshire Hospital, regional public health, Cheshire County, and State, at times hosting 35 participants to coordinate services.

STRATEGIC COMMUNICATIONS-FACULTY AND STAFF

President Treadwell also provides a Virtual Town Hall, 1:00 PM every Friday, available to all KSC faculty and staff. Students have been engaged in numerous webinars and town halls and updates have been shared regularly as planning progressed. Summer participation has averaged 225 for faculty and staff Town Halls and student and family events. The President has been asking Project Manager Colin Burdick to join her and provide a 10-minute update on the campuses COVID-19 Plan. President Treadwell also addresses other topics such as enrollment, strategic planning, HURON work, budget status, etc. Town Hall agendas purposely leave 20-40 minutes for open questions and answers from participants logged into the meeting. Meeting Q&As are later posted on the President's Page, allowing access for those unable to attend.

BEST PRACTICES TO SHIFT BEHAVIOR CHANGE

Common Messaging of risks and Behavioral Expectations including creation of a social contract with students and parents before returning to KSC. The contract would clearly address necessary student conduct to control COVID-19 risk on and off campus. Student Affairs is also revising the student conduct code to be included in all campus orientation and residence hall expectations.

COVID-19 education and training has been developed by KSC and is consistent with CDC Guidelines and materials.⁴

In collaboration with USNH EHS Colleagues, KSC Environmental Health and Safety has developed in education and training both delivered by PowerPoint in person and available online via CANVAS with a KSC account. This training will be required for all faculty and staff and will require acknowledgment of the CCA: <https://keene.instructure.com/courses/1410794>

KSC COMMUNICATION AND PUBLIC EDUCATION CAMPAIGN:

Situation overview: Keene State students, faculty, and staff are returning to modified campus operations in fall 2020 during the COVID-19 pandemic. In order for the return to happen safely and successfully, each member of the college community will need to practice safe behaviors to reduce risk of spreading the virus, to avoid, ultimately, needing to move learning and living to a remote mode once again. Clear communication, modeling, positive influence, and understanding of consequences if poor choices are made, are key elements in motivating a collective effort to keep the Keene State community, and those our community comes in contact with, safe and healthy.

Objectives: The goal is to achieve consistent safe and healthy behavior choices among our college community members while on campus, and off campus. Contributing to this goal is the objective of cultivating a community culture—on and off campus—that support these ongoing choices for lasting positive health outcomes. Specifically, students who receive our messaging should:

- Be able to identify the primary methods that prevent the spread of COVID-19.
- Be able to identify the symptoms of COVID-19, self-quarantine and how to access campus and local resources if experiencing symptoms.
- Be able to identify and feel confident about accessing campus and local resources available for those experiencing concerns surrounding emotional well-being.

⁴ CDC Communication Materials <https://www.cdc.gov/coronavirus/2019-ncov/communication/index.html>

- Feel that their health, safety and emotional wellbeing are a priority for the campus community.
- Feel a sense of responsibility for the health, safety and emotional wellbeing of others.
- Believe that self-care is one of the most important methods for staying physically and emotionally healthy and feel confident in their ability to pursue self-care.
- Be able to effectively intervene when they witness behavior that does not comply with best infection prevention practices.

Audiences: Keene State students are the primary audience. Students’ parents/families; faculty and staff; Keene residents; Keene business leaders; city government officials are secondary key audiences.

Partners and collaborators: Success of the campaign depends largely on active participation from faculty and staff, Athletics staff and coaches, students, and influencers in the city of Keene. It will be important for students to have a lead role in communicating messages about safety and health in a friendly and accessible way.

Campaign title: “Owls United: We each do our part...for our community, for each other, for ourselves.” Below are the key focus areas of the campaign messaging:

Prevention and reducing risk:

- Wear a mask when in public and cover coughs and sneezes.
- Wash your hands thoroughly for at least 20 seconds. Or use hand sanitizer if soap and water aren’t available.
- Physical distancing, at least 6 feet apart from other people. Stay home if you feel sick.
- Get a flu shot so that COVID-19 doesn’t become more threatening.

What to do if you have symptoms:

- Mild symptoms may include nasal congestion, sore throat, and achiness, nausea, vomiting, diarrhea, loss of taste/smell. Call the Wellness Center or your local Primary Care Provider if you are experiencing cough, shortness of breath, and/or a fever (>100F). When in doubt, call the Wellness Center.

Make it a priority to care for yourself:

- Seek emotional help when needed.
- Encourage seeking out resources in wellness and student supports.
- Be there for your friends if they need help, encourage contacting the Wellness Center.

LEGAL REVIEW

The University System of New Hampshire and the Board of Trustees have been engaged in weekly review of campus reopening plans since June 2020. Legal counsel has been retained to review all plan details, to advise and develop informed consent recommendations, to advise planning and requirement to ensure civil liberty protections and public health action protections. The campus Presidents and Board

of Trustees are actively engaged to ensure that the campus plans address necessary conditions and that actions and requirements are warranted, justified, and appropriate.

SPACING, CLEANING, AND PROTECTION

CLASSROOM OCCUPANCY LIMITS

- KSC Physical Plant staff analyzed the effect of 6' physical distancing in select classrooms, which resulted in an occupancy reduction of approx. 62-63%. This was in line with a Duke University analysis of 65-73% reduction as presented during a June 12 APPA Town Hall: "Dedensifying Your Spaces". The KSC analysis can be found in Appendix 13.
- Furniture is being arranged to comply with 6' spacing in classrooms and public spaces.
- Depending on room size and schedule, some courses could be fully online or moved to larger classrooms permitting six feet spacing.
- A full list of classrooms and the impact of 6' distancing on capacity can be found in Appendix 14.

BLENDED DELIVERY

TECHNOLOGY

- 50 classrooms were selected to receive technology enhancements through a technology upgrade project coordinated by USNH. This project will enhance the learning experience through Zoom with cameras, microphones, speakers, and other applicable technology. In addition, 25 mobile technology carts have been developed to support synchronous classroom delivery given physical distancing impacts for classroom occupancy.
- This technology will allow faculty to teach to roughly half a class in person, while the other half would attend via Zoom. Students would alternate between in and out of class.
- Students will be given until August 7th to choose to return to Campus or the option of choosing remote access if their schedule can be crafted to include only remote offerings.

FACULTY PROFESSIONAL DEVELOPMENT

- Faculty have been identified, with training ongoing, to receive professional development training for remote instruction.
- Faculty teaching remotely and in the "HyFlex" enhanced classrooms will be included as part of faculty development.

ACADEMIC CALENDAR ADJUSTMENT

- The academic calendar has been adjusted to maximize class engagement. All classes will start the week of August 24 using remote, asynchronous access using Canvas. In-class delivery begins the week of August 31. Classes will be held on Labor Day however; Veterans Day will still be observed as a holiday. There will not be a Fall Break. In-person classes for fall 2020 will end Tuesday 11/24. Remote instruction will occur 11/30 and 12/1, with final exams completed by 12/5. Students will not return to campus after Thanksgiving Break for the remainder of the Fall term.

RESIDENCE HALL OCCUPANCY LIMITS

- Residence Halls rooms will be doubles, there will be no triples or quads for the AY20/21 year.
- There will be no change to suites or apartments. These rooms are equipped with individual bedrooms with shared bathrooms, kitchens, and living areas. Cleaning support and materials for suite-style residence halls are being assembled and decisions regarding cleaning processing in residence halls in general, for suite-style units specifically will be presented in the final campus plan.

DINING

- The Dining Commons will have seating on the first floor only. Chairs and tables have been set up to accommodate 6' spacing, resulting in a reduced seating capacity of 222.
- Boost online ordering will be utilized for online ordering and take-out orders.
- All meals will be prepackaged. KSC will increase trash removal routes to manage the increase in waste.
- Traffic patterns have been designated to reduce congestion and minimize gathering.
- The complete Dining Commons reopening guide can be found in Appendix 8.

PUBLIC SPACES (INDOOR)

- Public Spaces such as Zorn Dining, Student Center, Library, Gymnasium, and classrooms have signage and markings to assist in guiding proper distances.
- Restrooms will have reduced occupancies, signage for proper hygiene, air hand dryers disconnected, and trash receptacles placed in corridors.
- Signage will dictate enter/exit only exterior doors.
- Elevators will be marked to allow only one passenger at a time to maintain physical distancing.
- The Library will have reduced hours and will only be accessible to campus students, faculty, and staff with a valid KSC ID. Students enrolled remotely will not be able to enter the Keene State College library as they will not be subject to the COVID-19 status testing or surveillance requirements. Students enrolled remotely will be able to pick up material available at the Mason Library at the Keene Public Library.
- KSC is prepared to introduce 100% outside air into buildings and exhaust interior air in buildings where this is possible. Most of KSC's highly concentrated buildings have this capability. Those that do not will be encouraged to open windows and in select areas, HEPA filters will be considered in higher risk areas. The Library and Science Center will have MERV-14 filters installed in their respective air handling units while other buildings will utilize MERV-13 filters. KSC Physical Plant is researching and working with Siemens to assess the efficiency of ionization in select buildings. It should be noted that when going to 100% outside air/exhaust, comfort levels may not be achievable on unseasonably warm/cold days. See Appendix 24 for details.
- Guidelines for Meetings & Events on-campus and in all KSC facilities can proceed using current scheduling procedures and must follow the same base expectations outlined in the KSC Covid-19 management plan. The campus will be closed to external business except for the College Camp, Alumni Center's Norma Walker Hall and select outdoor locations. Tentative reservations will be accepted for events starting December 1, 2020, and a decision about these events will be made on November 25, 2020, or sooner. For more detailed information about Meeting & Event Guidelines, see Appendix 28.

PUBLIC SPACES (OUTDOOR)

- Physical distancing requirements always apply to all areas, including the KSC Quad, dining areas, athletic events, transaction counters, and classrooms.
- When possible, it is encouraged that classes be held in outdoor spaces. Physical distancing and facial coverings would still be required.
- Indoor & Outdoor events hosting 50+ persons are required to submit an assembly permit through the City of Keene (Town of Swanzey for College Camp). The following outdoor spaces can hold 50+ persons and will require KSC COVID Management Team approval along with an approved assembly permit:
 - Oya Hill
 - Student Center Lawn
 - Fiske Quad
 - A-Fields
 - College Camp

ATHLETICS

- Student athletes will be engaged in team activities, practices, conditioning, leadership development and personal growth opportunities as we focus on their well-being in the face of the cancellation of competitive competition by the LEC.
- The Conference and its athletic directors will also explore what opportunities may be available to conduct Fall sports regular seasons and championships during the Spring 2021 semester as they continue to monitor the ever-changing local, regional and national landscape as it relates to the pandemic.
- Final decision on external competition has not yet been made and will only be done if KSC standards can be upheld. KSC will not participate in external competition if other schools do not have a testing schedule comparable to KSC's.
- Student Athletes participating in team activities will still be required to follow the testing protocols outlined in the Testing and Screening section.

REQUIREMENTS FOR PROTECTION

- All faculty, staff, students and visitors will be required to properly wear (covering nose and mouth) a CDC recommended facial covering (mask) while on Campus.
- Disposable masks will be available at select locations across Campus that include but are not limited to Campus Safety, Student Center, Dining Commons.
- Facilities Management has a detailed cleaning plan for all Campus Buildings and/or PUBLIC surfaces with hospital-grade disinfectants. Custodial Services employees from C&W Services apply the disinfectant following manufacturer instructions, assuring solution concentration and contact time.
- Public surfaces are being cleaned at least twice per day, and include, but are not limited to tables, doorknobs and panic bars, door surfaces, light switches and covers, countertops, handles, toilets, faucets, and sinks, and floors.
- Individuals should clean surfaces they use daily, such as but not limited to keyboards, desk surfaces, office fixtures. Most common EPA-registered household disinfectants will work if following manufacturer instructions, including required contact time.
- See Appendix 15 for C&W's cleaning schedule.

EQUIPMENT

- Personal Protective Equipment (PPE) and other cleaning supplies are being ordered through UNH. <http://kscehs.kscopen.org/>
- Cloth facial coverings will be provided to faculty, staff, and students at the testing site.
- See Appendix 23 for KSC's PPE request order through UNH.

ON HAND

- KSC received all requested items from UNH and is storing in secured areas on Campus.

DISTRIBUTION

- Physical Plant will store and distribute PPE and cleaning supplies.
- Equipment specific cleaning supplies will be directed to KSC EHS Manager for procurement.

TRAINING

- KSC EHS Manager has been meeting with lab & shop faculty/staff to review expected procedures and expectations. Plans submitted by various academic departments have also been reviewed by KSC EHS Manager.

PHYSICAL PLANT

PROTECTIVE BARRIERS

- KSC Physical Plant purchased pre-made Lexan barriers with a pass-through slot to be installed in areas where transactions occur.
- KSC Physical Plant purchased sheets of Lexan to create custom physical barriers where necessary (Joslin food lab for example).
- Supply chain and material concerns will dictate that these will be installed in higher risk areas. KSC will not install in individual offices, classrooms, or labs where alternative arrangements can be made.

ROOM/SPACE LIMITS

- KSC is applying 6' physical distancing in all spaces.
- EHS Manager has analyzed lab spaces and applied a 100 sf/person standard, with adjustments based on room layout, ventilation patterns and activities hosted in specific spaces.
- Meeting rooms, lobbies, study rooms, lounges, etc., have been assessed by KSC Physical Plant staff for appropriate occupancy limits.

VISUAL MARKINGS

- Floor space distancing decals will be placed every 6' at transaction counters.
- Exterior doors will have posters of the #OwlsUnited campaign. See Appendix 25.
- Drinking fountains will have signage to instruct that fountains are for bottle filling only.
- Restrooms, classrooms, and other reduced occupancy spaces will have maximum occupancy signage posted.
- Restrooms will have signage to promote handwashing and proper hygiene.
- Department-specific and small office settings will post signage to inform of any procedural changes.

- Signage at strategic Campus entry points will notify visitors that facial coverings are always required while on Campus.

QUARANTINE AND TESTING SPACE

- Select Owl’s Nest buildings will be used for quarantine space, giving KSC the capacity to house quarantined students. The University System of New Hampshire is working collaboratively with DHHS experts to detail spacing and support restrictions for quarantine and isolation of students, faculty, and staff.
- See Appendix 26 for Dining Services Plan for Q&I Students.
- Weekly testing site will be provided by Quest Diagnostic.
- Wellness Center Satellite Clinic will also have testing capabilities.

TRAINING/EDUCATION AWARENESS OF SPACING, CLEANING AND PROTECTION REQUIREMENTS

EMPLOYEE ENVIRONMENT (FROM PHYSICAL PLANT)

EHS Manager has created a training course in Canvas for faculty, staff, and students. The course can be integrated into a classroom by importing the module. Human Resources will distribute to faculty and staff.

EQUIPMENT/USE LIMITATIONS

KSC EHS Manager has been working with lab faculty to advise on the appropriate procedure in the space and around equipment.

Redfern Arts Center has protocols in place to clean equipment before and after use. Student workers will be trained on the new procedures.

TESTING AND SCREENING

DETERMINE TESTING METHOD/FREQUENCY

SARS CoV-2 testing

- For purposes of screening, surveillance, and diagnostics
- Definition:

“Generally, viral testing for SARS-CoV-2 is considered to be diagnostic when conducted among individuals with symptoms consistent with COVID-19 or among asymptomatic individuals with known or suspected recent exposure to SARS-CoV-2 to control transmission, or to determine resolution of infection. Viral testing is screening when conducted among asymptomatic individuals without known or suspected exposure to SARS-CoV-2 for early identification, and surveillance when conducted among asymptomatic individuals to detect transmission hot spots or characterize disease trends” (CDC, 2020b).
- Conducted by
 - QUEST Diagnostics and their subcontractors per USNH contract
 - Fallon Ambulance

2. Stewarts Ambulance
 - ii. By Keene State College Wellness Center Health Staff

PROPOSED SAMPLING APPROACH BY POPULATION GROUP. The following is a list of groups and subgroups who will be tested. For detailed information on frequency and type of test, please see Appendix 30.

STAFF and FACULTY

- All
- Healthcare staff
- Campus Child Development Center Staff (includes students & student workers)
- Campus Safety
- Residential Life Staff
- Domestic Partners of Residential Life Staff
- Maintenance/IT staff
- Athletic Trainers, coaches, assistant coaches
- Contractors (full time)

STUDENTS

- All
- Special Populations
 - RA's
 - Athletes
 - Clubs
 - Nursing & clinical field-based students
 - Student Teachers, Educator Prep Field-Based students and applicable faculty
 - Antioch, River Valley

DOCUMENTING/COMMUNICATING/TRACKING STATUS

KSC's Medcat software program, utilized by the Wellness Center, will integrate with Quest Diagnostic's Quantum software. The Wellness Center will track student testing results while Human Resources will do the same for faculty and staff. Simultaneously, NHDHHS will receive results and record/communicate positive cases to KSC. Data from testing results will be shared with the COVID-19 Response Team that will be established to track COVID-19 related issues throughout the semester on the KSC campus and greater Keene Community.

University System of New Hampshire residential campus representatives are actively engaged with Department of Health and Human Services leaders to clarify collaboration and communication processes and responsible parties for testing, tracking, and contact tracing. Details of our rapid case management, communication, and incident management expectations will be detailed in final campus plans.

HIPAA/EPHI PROTECTION

USNH to provide a HIPAA/EPHI point of contact.

ESTABLISH APPROPRIATE SAFE TESTING ENVIRONMENT

Students, faculty, and staff will be required to participate in a testing process including but not limited to arrival for College activities or return to work.

Keene State College will work with Quest Diagnostics, Fallon Healthcare, ConvenientMD, and the University of New Hampshire to detail testing expectations, scheduling, and communication expectations for faculty, staff, and students. These details will be shared in the final campus plan.

Sampling and analytical methods will be refined for SARS-CoV-2. Regular communication will be shared with faculty staff and students as we seek to make the testing requirements as comfortable and effective as possible to mitigate risk of viral transmission in our community.

Testing, communication, and movement restrictions following a positive test result or exposure to known positive case of COVID-19 will be detailed as we work with our commercial providers and DHHS.

In general, self-quarantining will be required until results are provided after exposure to a known positive carrier. Individuals sampled should return to their residence (residence hall room, apartment, home) to await results, and must wear a face covering and maintain six feet of distance from other individuals. More explicit details of our quarantine requirement will be in our final plan.

Testing and Screening

USNH campuses, working with regional hospitals and the state emergency professionals, will develop screening and surveillance COVID-19 status testing protocols. Approaches will specify consistent methodologies, testing intervals, and supply chain issues and expectations. Data collection, analyses, and privacy protections must be explicitly addressed. Campuses will develop Memoranda of Understanding with regional healthcare partners to characterize and implement testing and screening procedures. Campuses will also stipulate and deliver healthcare to self-isolated or quarantined students.

The campuses of the University System of New Hampshire are developing three tiers to support SARS CoV2 (COVID-19) testing.

First, we will establish Memoranda of Understanding with regional hospitals to support technical consultation, administration of testing, and skilled professional support for healthcare, quarantine, and campus health centers. Second, we will establish Memoranda of Understanding with Convenient MD, Quest, and other commercial providers as needed to complete analysis, records waivers, records transfer, and initiation of contact for positive status tests. Lastly, and importantly from a long-term testing infrastructure perspective for USNH, the University of New Hampshire is standing up nasal swab sampling and RT-PCR analyses capacity to meet the needs of the University, to support state needs, and to support colleague institutions across the USNH system as we move into academic year 20/21.

-
- **Return to campus Universal COVID-19 status testing**

Memoranda of Understanding with regional hospitals, Quest and ConvenientMD:

University of New Hampshire campuses are establishing partnerships with Quest Diagnostics and ConvenientMD to conduct baseline COVID-19 status testing (nasal swab, RT-PCR prep) for return to campus, fall and spring. Testing intervals to be scheduled in accordance with campus calendars and communicated to affected individuals.

Partners will conduct continued COVID-19 status testing (nasal swab, RT-PCR prep). During the semester, campuses will work with hospitals and analytical partners to schedule intervals of testing and to develop statistically relevant sample approaches to monitor population COVID-19 status.

Hospitals will provide medical care professionals to augment campus capacities at KSC and PSU. Campuses are requesting qualified nursing care supports for our wellness/health centers generally. In the event of outbreak, these professionals will staff and support quarantine and isolation facilities on campus.

Hospitals will provide ongoing consultation and update advisories, as appropriate, to partners as campuses manage infectious disease and epidemiological indicators and risks.

- **Surveillance testing of campus population**

After universal return to campus testing, faculty, staff, and students will be required to be tested by the RT-PCR method (involving a nasal test swab to be administered on campus) regularly under the intervals for various populations outlined in this section of the campus/university mitigation and management plan. Faculty and staff will also complete daily status monitoring/attestation reporting of temperatures critical status indicators.

If the incidence of infection starts and remains at 1% or less (this trigger is under active deliberation with our DHHS colleagues), we will consider using a “pooled” testing protocol (consistent with the published pooling strategy implemented by the Nebraska Public health lab, or other pooling protocols approved by the CDC) where 10 samples are combined and tested with a single test to reduce costs. The 1% infected value is important because if the rate is much higher it will not result in a significant reduction in tests since every positive “pool” would then require each person to be tested again (a positive pooled test, therefore, generates 11 tests, not 10, for a pool of 10 patients). It may also be possible to segment the population by level of risk, e.g., pooled samples for faculty or staff with low exposure potential, individual tests for students, etc. By controlling our own testing, we have the ability to change the testing rate as necessary.

It should be noted that, at present, nasal swabs may be unpleasant and expensive but they are the best practice for identifying currently infected patients. Our commercial partners and the UNH CLIA lab staff will monitor the rapidly evolving testing options and will adopt less onerous or less expensive tests so long as those tests have sufficient reliability, sensitivity, and specificity to be actionable on mitigating campus risks. UNH researchers are exploring LAMP-based testing and Droplet Digital PCR (ddPCR), which may offer better sensitivity, more rapid processing, and/or lower per-test costs. The potential to run more than one testing procedure may increase capacity (number of tests per day) and accuracy significantly.

After the first several intensive weeks of the Fall 2020 semester, a routine sampling plan will be developed in collaboration with our commercial partners, public health professional as well as the State of NH Department of Health and Human Services. The following sampling approach will be refined for campus risk mitigation and management.

- **Support for broad population surveillance through UNH SARS CoV2 RT-PCR Laboratory at UNH**

Creating Statewide asset, augmenting hospital, and commercial capacities for USNH:

UNH researchers are collaborating with NH DHHS in the development of testing protocols, and plan to bring the “gold standard” CDC and FDA approved test online with sufficient capacity to test the entirety of the UNH community. Gold standard testing (RT-PCR) signifies the patient is actively infected with the virus. Testing via RT-PCR requires expensive equipment and materials, and is slower, but the results are exceptionally reliable. If there are future pandemics or public health outbreaks the earliest solutions are

often going to start with RT-PCR, meaning this experience and capacity will serve us into the future if maintained. UNH is contracting with a CLIA consultant who will assist in certification of the lab. Current expectations are that the UNH CLIA lab will be operational in the first two weeks in August, with the capacity to do 2,000 tests each day with a 24-48-hour turnaround time for results. This capacity will allow 20,000 tests over a two-week cycle which should be sufficient to test the entirety of the UNH community. Sampling will utilize nasal swabs (not nasopharyngeal) that sample one inch inside the nose. Future improvements in sensitivity may allow the substitution of sampling saliva. Ideally, students and employees will be able to self-sample and deposit swabs in centralized locations on campus. Each swab kit will be coded with an identifier.

Monitoring waste effluent from campus as an early indication of COVID-19 circulation on campus UNH SARS CoV2 RT-PCR Laboratory at UNH

Keene State College, in collaboration with the City of Keene, is exploring the benefit of wastewater epidemiology testing to provide an early warning detection system of possible COVID-19 in wastewater. Details can be found in Appendix 24.

CONTACT TRACING

CONTACT TRACING PLANS AND RESOURCES

KSC Wellness Clinic is leading the campus effort as part of the USNH planning team. This system-wide collaboration with NH-DHHS is directed to ensure rapid management and risk mitigation with positive case identification. The product of this collaborative work is the creation of the Rapid Response Team (see appendix 31 for action item flow chart), which will follow the general approach:

Definition of Roles:

- Rapid Response Leader – Will provide direct leadership of Tracing Response in coordination with The Wellness Center and serve as Team Leader 1.
- Team Leaders - These leaders will report to the RR Leader that will then activate their respective teams based on current numbers of cases and contacts.
- Investigator – This person will fulfill the role of both Investigation and Tracing. They will report to their respective Team Leader.

Number of anticipated Teams/Members:

- A total of 4 Teams consisting of 1 Team Leader and 2 Investigators.
- 4 Team Leaders (1 being the RR leader)
- 8 Investigators
- The Rapid Response Leader will also function as Team 1 Leader
- Should the anticipated team numbers be exceeded by the number of cases/contacts – the RR leader will consult with TWC Director to either add/train additional team members.

Using a Scalable Workforce Model

- Assuming a 24-hr response model, the RR team will function in a group of small teams.
- The RR leader will follow-up with Cases and Contacts Monday through Friday, 8:00am - 4:00pm.

- Each Team Leader will be 'On-Call' one night a week and will rotate weekends once a month. Weekday hours will be from 4:00 pm – 8:00 am the next morning. Weekend hours will be Friday 4:00 pm to Monday 8:00 am.
- Each Team will consist of at least 2 Investigators 'On-Call' with that Team Leader.
- Should the Team Leader receive a case(s) they will activate their team members as needed immediately.
- These Teams will be expandable as needed and in consultation with RR Leader, can activate additional teams.

Data Management:

- MedicaT EHR will be upgraded to include the contract tracing platform and will be used to manage/store data.

Persons Needing Isolation:

- Isolation: "Isolation means the separation of a person known or reasonably believed to be infected with a communicable disease and potentially infectious from those who are not infected to prevent spread of the communicable disease. Isolation for public health purposes may be voluntary or compelled by public health order. People in New Hampshire who are under isolation are also under active monitoring" (DHHS, 2020).
 - Students
 - Off-campus and Commuters
 - If needing to isolate, will do so at their own off-campus residences or be responsible for finding alternative place to safely isolate. On-campus option will be made available for extenuating circumstances.
 - On campus, Residential (**On-campus capacity for Isolation = 133**)
 - Will be housed in designated on-campus space for isolation students (133 beds meet criteria; but capped at lower number established by trigger point of 20) or, if preferred by student and can be arranged safely, will be supported to return to permanent residence.
 - Staff and Faculty
 - Will isolate at their own residence or be responsible for finding alternative place to isolate

Contacts Needing Quarantine:

- Quarantine: "Quarantine means the separation of a person reasonably believed to have been exposed or potentially exposed to a communicable disease but not yet symptomatic, from others who have not been so exposed, to prevent the possible spread of the communicable disease... People in New Hampshire who are under quarantine are also under some form of self-monitoring" (DHHS, 2020).
 - Students
 - Off-campus and Commuters
 - If needing to quarantine, they will need to quarantine at their own residence or be responsible for finding alternative place to quarantine. On-campus option will be made available for extenuating circumstances.

- On-campus, Residential (**On-campus capacity for Quarantine = 30**)
 - Residential (on-campus) students will be expected to quarantine for 14 days at their permanent home residence. Exceptions will be made case-by-case to allow an on-campus quarantine for students with extenuating circumstances including any of the following circumstances:
 - Student who live outside of a 200-mile radius of KSC
 - Students with family members at home that are within higher risk populations
 - Students with homes that wouldn't be safe for quarantine (e.g., not adequate space for quarantine)
 - Students with permanent residence that doesn't have needed technologies for remote learning
 - International students
 - Staff and Faculty
 - Will quarantine at their own residence or be responsible for finding an alternative place to quarantine

PARTNERSHIP AND DELEGATION OF CONTACT TRACING W/ DHHS

- KSC COVID Contact Rapid Response Team will work in support of NH-DHHS as a “tier one, initial urgent response” for members of the KSC community
- Provides collected information and data to NH-DHHS to support their comprehensive contact tracing response
- Objective is to immediately respond to suspected or confirmed case of COVID-19 by identifying, ideally, within 24 hours any persons with potential exposure to case

ISOLATION AND INCIDENT MANAGEMENT

DEFINITION OF TRIGGER POINTS

Note: Values in provided in these tables for listed conditions are for initial reference only. Final trigger points, metrics, and operational responses will be determined in consultation with additional KSC representatives and external partners including Cheshire Medical Center and NH-DHHS.

- 1) Leading Measures – reported weekly over the semester.
 - a) Percent of students, faculty, staff that have received training, weekly measure showing percent change week-to-week.
 - b) Testing Capacity – Weekly report of number of tests, results, and percent change week-to-week.
 - c) Elapsed time between test and results. Report percent on time (goal is within 78 hours).
 - d) Contact Tracing 1) Number of “reasonably exposed cases” daily, with percent change from previous day 2) number of tracings completed, pending and percents. Report percent change.
 - e) Number of student complaints by community and conduct hearings.

ACTIVITY REPORT

Leading Measures (before illness)	Weekly percent	Percent change
Student - Training and education completed		
Staff - Training and education completed		
Faculty - Training and education completed		
Vendor Training and education completed		
Testing Capacity		
Results Time		
Contact Tracing		
Number of student complaints by community		
Number of student COVID related Conduct Cases		

2) Lagging Measures, reported daily over the semester.

- a) Daily Incidence & Prevalence – The number of new and existing confirmed cases of COVID-19 at KSC, City, Cheshire Hospital Cheshire County, and State. Analysis of daily case numbers and deaths reported, as well as trends.
- b) Percent of Positive Tests – Understanding the percentage of positive tests, out of the denominator of total tests conducted for COVID-19...WHO recommends that the percent of positive tests should be at or below 5%.
- c) Contact Tracing Data - Percent of Cases Linked to Other Known Cases - Data from testing and contact tracing can show what percentage of new cases are linked to other known cases. This provides an indicator of the amount of unrecognized and uncontrolled spread in a community. The higher the percent of cases linked to other known cases, the less risk of unrecognized spread.
- d) Hospital Stress – Data related to hospital inpatient and ICU bed availability and the percent of hospital beds occupied by COVID-19 patients can provide good indicators of hospital stress due to COVID-19. Hospitals with low availability of beds and a high percent of COVID-19 patients would indicate that transmission in a community may be high and will be critical for informing decision-making.
- e) Quarantine/Isolation Status – a. The number of students returned to their permanent residence b. the number of students in quarantine on campus (unable to return to permanent residence, c. The number of empty beds/rooms available to house students in quarantine d. number of students in isolation on campus.
- f) Therapies & Vaccines – As therapies improve, the consequences of contracting the illness may diminish, allowing for riskier decision making. If/when an effective vaccine is approved, accessibility will be the final barrier in the way of immune protection, which will allow for full reopening of entire communities.
- g) Continuation of the USNH Executive COVID-19 Committee to assess what’s working and what needs to change, State trends, new research, etc.

ACTIVITY REPORT

Lagging Measures (after illness)	Numbers	Weekly percent	Percent change
Daily Incidence number new cases - KSC			
Daily Incidence number new cases - Cheshire Hospital			
Daily Incidence number new cases - County			
Daily Incidence number new cases - State			
Quarantine Status - number sent home			
Quarantine Status - number on campus			
Isolation - Number on campus			

TREND ANALYSIS AND TRIGGER OR ACTION POINTS

Leading Measures (before illness)	Weekly percent
Student - Training and education completed	Should show 100% trained in or before first week
Staff - Training and education completed	Should show 100% trained in or before first week
Faculty - Training and education completed	Should show 100% trained in or before first week
Vendor Training and education completed	Should show 100% trained in or before first week
Testing Capacity	Should be 100% in first week
Results Time	Should be 100% of results returned in 24 hours
Contact Tracing	Number of cases divided by total to do. What's the trend and average time?
Number of student complaints by community	Number and percent change – if not trending down why?
Number of student COVID-related conduct cases	Number and percent change - if not trending down why?
Concentration trend of COVID-19 RNA in Sewage from KSC Community and City	Decision Matrix to initiate action – see report in appendix

Lagging Measures (after illness)	Numbers, Percent, Percent Change - TBD*
Daily Incidence number new cases - KSC	
Daily Incidence of Vendors (C&W, Chartwells) - at KSC	
Daily Incidence number new cases - Cheshire Hospital	
Daily Incidence number new cases - County	
Daily Incidence number new cases - State	
Quarantine Status - number sent home	
Quarantine Status - number on campus	
Isolation - Number on campus	

*Being developed with Cheshire Medical Center, Wellness Center and KSC COVID-19 Project Team. For example, while KSC has 30 single occupancy rooms to be used for quarantine and 133 dorm rooms for isolation, how are these spaces impacted by what's occurring in the City, or at the Hospital?

OUTBREAK MANAGEMENT ACTIONS

KSC is in the process of compiling a team to manage and track the day-to-day management of COVID-19 related issues. This team will manage the trigger points, and Campus/System actions, and will use dashboards created by UNH to report daily and weekly information throughout the course of the academic year.

Higher risk, as defined by the CDC:⁵

- People aged 65 years and older
- People who live in a nursing home or long-term care facility.
- People of all ages with underlying medical conditions, to include:
 - ✓ chronic lung disease or moderate to severe asthma
 - ✓ serious heart conditions
 - ✓ immunocompromised individuals:
 - Many conditions can cause a person to be immunocompromised, including cancer treatment, smoking, bone marrow or organ transplantation, immune deficiencies, poorly controlled HIV or AIDS, and prolonged use of corticosteroids and other immune weakening medications.
 - ✓ severe obesity (body mass index [BMI] ≥ 40)
 - ✓ diabetes
 - ✓ chronic kidney disease undergoing dialysis
 - ✓ liver disease
- People at higher risk should consult their primary care physician (PCP) or health care provider to discuss whether or not attending or working at KSC in person, is in their best interest to avoid COVID-19 infection.
- Students should contact the KSC Wellness Center by phone to discuss any questions or concerns. The Wellness Center's Health Services: Due to current concerns over COVID-19 students with any medical questions should call 603-358-2450 rather than walk in.
- Employees (Faculty and Staff) should contact KSC Human Resources (HR) to discuss any questions about COVID related work accommodations. The employee should complete the Request for a COVID Related Work Accommodation, HIPAA forms, and provide medical documentation related to their high-risk status. HR will review the request.

CAMPUS ACTIONS

RESPONSE ACTIONS

Isolation: "Isolation means the separation of a person known or reasonably believed to be infected with a communicable disease and potentially infectious from those who are not

⁵ CDC Health Characteristics of people at higher risk, Retrieved July 7, 2020:

<https://www.cdc.gov/coronavirus/2019-ncov/faq.html#People-at-Higher-Risk-for-Severe-Illness>

infected to prevent spread of the communicable disease. Isolation for public health purposes may be voluntary or compelled by public health order. People in New Hampshire who are under isolation are also under active monitoring" (DHHS, 2020).

STUDENTS

Off-campus and Commuters:

- Will be in isolation at their own residence or be responsible for finding alternative place to quarantine safely isolate.

On campus, Residential

- Will be housed in designated on-campus space for isolation students.
- OR could be sent home
- OR could contract space in local hotel

STAFF AND FACULTY

- Will isolate at their own residence or be responsible for finding an alternative place to isolate.

QUARANTINE ACTION

"Quarantine means the separation of a person reasonably believed to have been exposed or potentially exposed to a communicable disease but not yet symptomatic, from others who have not been so exposed, to prevent the possible spread of the communicable disease... People in New Hampshire who are under quarantine are also under some form of self-monitoring" (DHHS, 2020).

STUDENTS

Off-campus and Commuters:

- Will quarantine at their own residence or be responsible for finding alternative place to quarantine.

On-campus, Residential Options (preferred option still to be determined by campus based on resources):

- Will be housed in designated on-campus space for quarantined students
- OR could be sent home
- OR could contract space in local hotel

STAFF AND FACULTY

- Will quarantine at their own residence or be responsible for finding alternative place to quarantine.

For more detail, see the complete Quarantine and Isolation plan found in appendix 32.

SYSTEM ACTIONS

KSC is taking data points captured below and inputting into dashboards created by UNH for tracking and reporting to key stakeholders. The points below were established in collaboration with Cheshire Medical Center, NHDHHS, and The Wellness Center.

RESPONSE ACTIONS

KSC is working in conjunction with other USNH campuses to determine specific response plans in order to be consistent across the System.

	Green Level COVID "NORMAL"	Yellow Level MODIFIED OPERATIONS	Red Level RESTRICTED OPERATIONS
TRIGGER CONDITIONS			
1) NH State # of new infections over 14 days (per NHDHHS)	0-50	50-100	>100
2) NH State positive testing percentage/week	0-6%	7-12% and/or continuously increasing over 7-day period	>12%
3) Cheshire County positive testing percentage/week (per NHDHHS)	0-5%	5-10%	>10%
4) Hospitalization rate by 100,000 (per NHDHHS)	0-10	10-20	>20
5) State restrictions on gatherings	Limited	Restricted	Highly Restricted
6) KSC positive testing percentage/week	0-3%	4-8% and/or continuously increasing over 7-day period	>8%
7) Wastewater epidemiological testing	<10e4/L	10e4-10e5/L	>10e6/L
8) Use of quarantine rooms (total = 30)	0-20	20-30	>30
9) Use of isolation rooms (total = 133)	0-8	9-20	>20
10) Level of stakeholder compliance with public health measures	High	Moderate	Low
11) Inventory levels of PPE	Plenty of Inventory	Limited Inventory	Insufficient Inventory
12) Testing availability and turn-around time for results	Available and results within 72 hours	Reduced availability and/or results within 96 hours	Insufficient availability and/or results >96 hours
13) New CMC hospitalizations	0-5	5-8	>8
14) Cheshire County positive test %	0-.08%	.08%-1.5%	>1.5%
15) Capacity of Cheshire Medical Center, including ICU bed availability	Normal-Reduced	Limited	Highly Limited (Fewer than 15% of hospital beds and 20% of ICU beds are available)
16) Syndromic surveillance data (Influenza-like illness and COVID-like illness) in our population	Near seasonal average	Above seasonal average but not increasing over 7 days	Above seasonal average and increasing over 7 days
17) Medical Staffing at The Wellness Center	Fully staffed	Limited staff	Insufficient staff
18) Availability of essential college staff	Fully staff/faculty in all key areas/departments	Reduced staff/faculty in key area or several areas	Insufficient staff/faculty in key area or several areas

SHUTDOWN/RETROGRADE PLAN

KSC is working in conjunction with other USNH campuses to determine shutdown/retrograde plan in order to be consistent. With 30 quarantine beds, KSC will start initiating shutdown plans when quarantine capacity reaches 75%.

OPERATIONAL RESPONSES			
Employee Status	On-campus and if, possible, work remotely	Remote work if not direct student support or essential personnel	Work remotely if not essential personnel
Academic Delivery	COVID "Normal" delivery	All courses that are able to go remote	Fully remote
Academic Buildings	Open with public health measures in operation	Restricted Access	Closed
Library	Open with public health measures in operation	Restricted to pick-up/drop-off only	Closed
Residence Halls	Open with public health measures in operation	Open only to building's residents	Closed
Dining	Open w/limited seating	To go dining only	Closed
Support Offices	Open with public health measures in operation	Reduced to only essential	Closed
Athletics	LEC competitive competition	Practice drills, inter-squad scrimmages	None
Fitness Center	Open with public health measures in operation	Closed	Closed
Admissions	Campus tours with restrictions	No Tours	No Tours
Visitors	Approved visitors	No visitors	No visitors
Child Development Center	Open under State daycare guidelines	Open with NH childcare restrictions	Closed
The Wellness Center	Open with public health measures in operation	Restricted mostly to remote services only	Remote services only
Custodial Services	Services align with USNH contract	Services expanded to comply with CDC and DHHS specifications	Services align with Federal, State and Local expanded specifications
Global Education Office	International and domestic students accepted	Restricted access to international and domestic students	No access to international and domestic students
External Events and Activities	Selective and Limited Only	None	None
Internal Events and Activities	Selective and Limited Only	None	None