

# RETURN TO CAMPUS

COVID-19 Preparedness Plan

Updated August 2, 2021

Check Web Site for Current Version



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## Updates Made to Prior Versions of This Plan

- July 28 - Revised [Respiratory Etiquette](#) to reflect Executive Order 20-81
- August 15 – Deleted reference to religious exemption for mask mandate
- August 15 – Added information about mandatory online health screening
- August 15 – Added information about reporting student cases to the Dean of Students
- October 9 – Updated telework timeframe to include Spring Semester
- October 9 – Updated campus access to include health screening questionnaire and electronic sign-in.
- October 9 – Added signs outside classrooms indicating when it was last disinfected.
- October 9 – Updated Communication, deleting the need for faculty to read safety announcements to face-to-face classes at every meeting.
- October 11 – Updated Paid COVID-19 leave
- October 14 – Added direction to contact Dean’s Assistant to reserve classrooms for ad hoc use
- October 23 – Revised telework equipment list
- October 23 – Added home office set-up information
- December 10 – Updated quarantine guidelines added
- December 10 – Added decision framework as Appendix B
- December 10 – Clarified “contact” to be 15 minutes over a 24 hour period
- April 4 – Revised Employee Work Schedule and Location to reflect partial return to campus
- April 4 – Health and Safety protocols updated to reflect planned return to on-campus work
- April 4 – Updated Policies for Those Exhibiting Signs and Symptoms of COVID-10 (leave policies)
- July 1 – Masks not required but encouraged. Distancing recommended at 3’-6’ in higher education. Discontinued health screening upon entry to campus. Discontinued COVID Leave.
- August 2 – Describe mask-wearing policy as based on current requirements. Updated cleaning measures.

## Background on Plan and Principles

Normandale Community College is committed to providing a safe and healthy environment for our students, faculty, staff, and other members of our campus community. To help ensure that, this Return-to-Campus Preparedness Plan has been developed in response to the COVID-19 pandemic utilizing guidance offered by:

- Emergency Executive Orders issued in 2020 and 2021
- State of Minnesota, Minnesota Office of Management and Budget
- Workgroups of the Office of Higher Education
- Minnesota State Colleges and Universities
- Centers for Disease Control and Prevention
- Minnesota Department of Health

We are all responsible for implementing this plan. Our goal is to mitigate the potential for transmission of COVID-19 on our campus, and that requires full cooperation among students, faculty, staff and other members of our campus community. Only through a cooperative effort can we establish and maintain the conditions that foster safety and health on our campus.

Campus leaders, supervisors, employees, and students are responsible for implementing and complying with all aspects of this Plan. Normandale Community College leaders and supervisors have full administrative support in enforcing it. **As new information emerges, this Plan will be revised as necessary.**

The Preparedness Plan follows Centers for Disease Control and Prevention (CDC) and Minnesota Department of Health (MDH) guidelines and federal OSHA standards related to COVID-19 and addresses:

- Hygiene and respiratory etiquette;
- Engineering and administrative controls for physical distancing;
- Safety and cleanliness, cleaning, disinfecting and decontamination;
- Health screening for persons entering campus buildings;
- Communications and training for managers and workers; and
- Management and supervision necessary to ensure effective implementation of the Plan.

## Phased Return to Campus

### Employee Work Schedules and Location

Work that could be completed via telework was provided primarily via telework through Summer 2021. Employees came to campus to work intermittently as required by their job duties and as approved by their supervisor. There will be a partial return to on-campus work in Fall 2021.

We have used the three scenarios below as a basis for planning. In the fall of 2021, we will operate in the Intermediate Term mode (although vaccines are already widely available). Each department will develop a phased return to campus schedule for employees for fall. All employees are expected to report for work as instructed by their supervisors.

We anticipate operating in the Long Term mode as of January, 2022, based on the availability and effectiveness of COVID-19 vaccines. It is Normandale's goal and intention that unless approved by the College's President, work that was primarily completed on-campus prior to the COVID-19 pandemic, will return substantially to campus. In the Long Term mode, we will also return to routine levels of Face-to-Face instruction.

**SHORT TERM** (no vaccine or antibody testing available): During this timeframe, all work that can be done via telework will remain as telework. Work that is done on campus will abide by all safety protocols, including physical distancing, cleanliness, and hygiene policies herein described.

**INTERMEDIATE TERM** (vaccine released and somewhat available, antibody testing is accurate and widely available): During the Intermediate Term, and with the purpose of serving student needs, departments will begin returning to campus using a staggered schedule to ensure all safety protocols are able to be followed. Some Face-to-Face instruction will be scheduled while ensuring recommended safety protocols. Employees with less than 40 hours of on-campus scheduled time will be allowed to telework for their remaining weekly hours as approved by their supervisor.

**LONG TERM** (vaccine and antibody testing effective and widely available): Long Term is generally defined as post-pandemic or, at a minimum, when it is safe to resume all on-campus work and students may safely return to routine levels of Face-to-Face instruction on campus. Upon such time, this preparedness plan presumably would no longer apply.

## Telework

MMB Policy 1422 and NCC Draft Policy 4.6 and Procedure 4.6.1 provides for qualifying employees to complete assigned work responsibilities from a location other than the Normandale campus. [Note: employees are expected to be working from locations within the state of Minnesota. If an employee needs to telework from a location outside the state of Minnesota, they need to contact Human Resources for additional guidance.] Under these policies, employees receive information and training on compliance and must continue to comply with and abide by federal, state, and agency rules, regulations, laws, policies, and procedure. Supervisors must continue to provide framework of expectations and support to employees who are working remotely. Technology equipment taken home must be documented on the [HR Telework](#) form. As part of successful teleworking arrangements, Normandale will provide telework employees with the equipment described below.

Provided for home use:

- Laptop with Power Cord

- Headset
- Remote ITS Help Desk Support
- VPN (virtual private network)

Additional items employee may take home from their campus office:

- Keyboard
- Mouse
- Webcam
- Office Chair
- Wrist Pad
- Mouse Pad
- Monitor Riser

What is expected Employees will provide at their own expense:

- Space in their home
- Desk or Workstation
- Internet Access
- Utilities

What Employees Need to Leave on Campus (unless they have supervisor authorization)

- Desk
- Monitors
- Monitor "Arms"
- Sit/Stand Riser
- Hub or Docking Station

*All Normandale (state) property is expected to be returned to campus when your telework agreement ends, which is why we strive to provide one of each of the above items, as needed, for the Employee's Primary Work Location.*

To the extent you are requesting duplicate items (e.g., double monitors on campus and double monitors at home), you will need to follow these steps:

1. Request and receive approval from your supervisor.
2. Request the equipment via ASK US on the Employee Intranet (FIXX for facilities requests and ITS for technology requests).

Request Equipment

- [Request a laptop and other equipment](#)
- [Request other equipment](#)

Note that employees who maintain work locations both on- and off-campus may be limited to one set of “additional” equipment, which should be located at the employee’s primary work location.

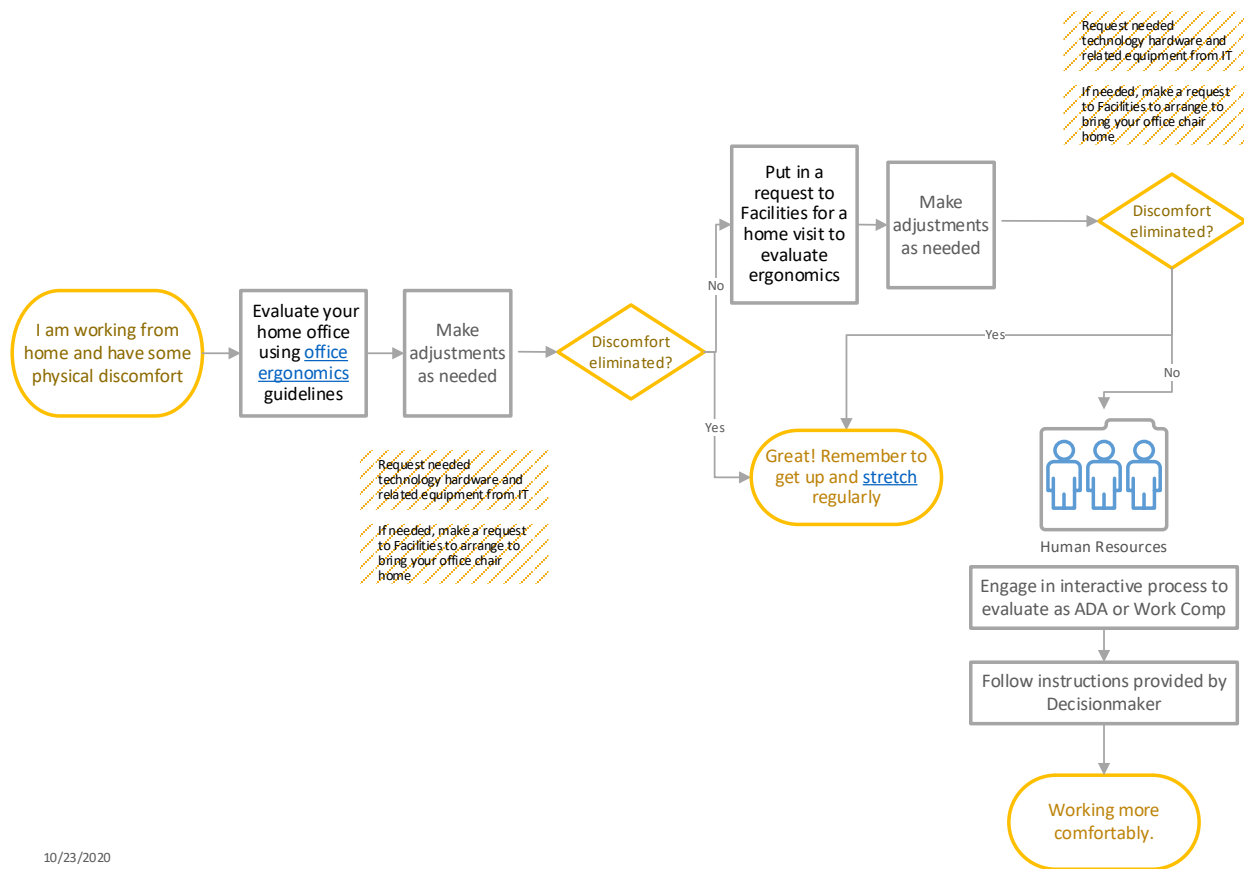
Upon returning to regular campus work, employees must “check-in” any technology that was “checked-out” to them upon entering into telework arrangements. The process for checking equipment back in will be:

- Email or phone the IT help desk for most current equipment return procedure
- IT will supply instructions as appropriate and may include the following:
  - For equipment taken from individual office workspaces being returned to those same teleworker’s office spaces - IT will schedule an appointment to reconnect any equipment that the teleworker cannot reconnect on their own.
  - Equipment that cannot be sanitized and is not staying with the same teleworking employee’s office setup will be disposed of using normal e-waste handling procedures after an appropriate period of sequester.
  - Equipment being returned to a general use pool will be sanitized before reissue.

## **Home Office Set-up**

The physical set-up of a home office for telework is primarily the responsibility of the employee. Guidelines for home office ergonomics can be found [here](#). College personnel are available to perform an ergonomic assessment of an employee’s home office. Requests for a home office assessment should be made of Facilities Management.

Steps that employees can take to create a comfortable home office are diagrammed below.



10/23/2020

## Staggered Schedules

Department supervisors will plan employee schedules to allow for employees to resume on-campus responsibilities, as student needs dictate, while fully complying with the safety protocols (physical distancing, cleanliness, and personal hygiene standards) outlined within this Preparedness Plan. Schedule will take into consideration employees deemed as “high-risk” for severe illness. See CDC: People at Increased Risk ([www.cdc.gov/coronavirus/2019-ncov/need-extra-precautions/index.html](http://www.cdc.gov/coronavirus/2019-ncov/need-extra-precautions/index.html)).

## Health and Safety Protocols

### Physical Distancing

Interactions between and among students and employees will employ appropriate physical distancing. As of May 28, the Minnesota Department of Health recommends that higher education campuses support 3’-6’ distancing. These controls will be updated as new information emerges. Physical distancing is facilitated on campus through the following engineering and administrative controls:



- Normandale will offer flexible work hours, staggered shifts, and additional shifts to reduce the number of employees in any particular workspace at one time.
- As much as possible, maintain at least 3' feet of distance between colleagues, students, and visitors at all times.
- Avoid spaces that can easily become crowded, such as breakrooms, elevators, and restrooms. Observe signs indicating maximum occupancy and physical distancing.
- Meetings or gatherings may be conducted virtually or they may be held in spaces that enable 3'-6' distancing between attendees.
- All classrooms and meeting rooms have been evaluated and assigned a safe occupancy maximum. The maximum occupancy numbers have been posted outside each classroom and meeting room. Computer and science labs also have modified occupancy to assure physical distancing.
- Office areas have been evaluated and any needed physical distancing modifications have been made. Plastic shields or other barriers have been installed at customer service points of contact have been put in place to assure distancing. Ventilation systems have been assessed and adjusted.

## **Handwashing**

Employees, students and visitors are advised to wash their hands (if able) for at least 20 seconds with soap and water frequently throughout the day, but especially at the beginning and end of their time on campus, before eating, and after using the toilet.

All workspaces and classrooms have sanitizing supplies and hand sanitizer may be provided as supply chain availability allows. Sanitizers contain 60% or more alcohol.

## **Respiratory Etiquette**

Normandale adopts mask-wearing recommendations or requirements based on guidelines or requirements from the Centers for Disease Control and Prevention, Minnesota Department of Health, and Minnesota State. We communicate mask-wearing policies via campus signage, FAQs and digital communications platforms.

People who are sick must stay home. Wearing a face covering cannot be relied upon to prevent the spread of the virus to others. If employees or students are sick and need to go to the doctor, they should call their health care provider before going in and wear a face covering to the clinic.

## **Cleanliness**

The class schedule has been constructed to enable air exchange between classes. We are also making improvements to the HVAC system. Facilities Management provides daily cleaning throughout campus.

## Quarantine

The Minnesota Department of Health (MDH) has adopted the Centers for Disease Control and Prevention's (CDC) recommendations for quarantine for those who may have been exposed to COVID-19. Details on quarantine requirements and durations are posted on the CDC ["When to Quarantine"](#) site.

## COVID-19 Symptoms and Reporting

### Policies for Those Exhibiting Signs and Symptoms of COVID-19

Employees who are unable to work, either on campus or via telework, due to their own illness, or to provide care to an immediate family member's illness may use their sick leave accruals for such absence. See MMB Policy 1337. Additional policies that may apply include:

***Family Medical Leave Act (FMLA)*** (MMB Policy 1409): FMLA provides up to twelve (12) weeks of job-protected leave of absence (paid or unpaid) to qualifying employees due to: (1) the employee's own serious medical illness or condition (incapacitating the employee for a period of at least three days); (2) time needed to care for a qualifying family member or covered service member's serious injury or illness; and (3) birth, adoption, or fostering of a child.

***Americans with Disabilities Act – Title II*** (MMB Policy 1358): Employees who require additional equipment or accommodations under the ADA in order to telework will need to file a request with Normandale's ADA Coordinator (Human Resources) before the request can be approved or fulfilled.

### Reporting COVID-19 Cases and Contact Tracing

Employees who test positive for COVID-19 are required to notify the Campus Investigator, Kevin Randolph. Students who test positive for COVID-19 should notify the Dean of Students. Faculty who are told by a student that they have COVID-19 should notify the Dean of Students

The policy of Normandale Community College is to follow Minnesota Department of Health and local health department guidance and direction on informing workers if they have been exposed to a person with COVID-19 on campus and requiring them to quarantine for the required amount of time. The college will provide contact information to public health agencies who will conduct contact tracing.

By current standards, exposure means being within six (6) feet of a person who has tested positive for more than fifteen (15) minutes at one time or over the course of 24 hours.

## Confidentiality of Medical Information

All health-related information gathered from any COVID-19 reporting will be treated as private, will be stored securely, and will not be stored or maintained in an employee's individual personnel file, or in a student's official academic records. See the MMB Data Protection Policy (MMB Policy 1429) for additional details.

## Communications

This COVID-19 Return-to-Campus Preparedness Plan was first posted to the Employee Exchange (the intranet) and the college web site on June 30, 2020. The plan, and any updates to it, will be posted to the Employee Exchange on the [COVID-19 updates page](#), and the [COVID-19 webpage](#).

Expectations for respiratory etiquette, handwashing, physical distancing, and housekeeping will be communicated to employees, students, and guests in multiple ways:

- Signs will be posted around campus at all building and service area entrances, restroom and classroom entrances, and inside office suites, classrooms, and restrooms.
- This COVID-19 Return-to-Campus Preparedness Plan and any updates will be emailed to all employees and students, posted on the [COVID-19 update page](#) of the Employee Exchange, and posted to the [COVID-19 webpage](#).
- Information will be posted to the TV screens across campus.

Updates may be provided on an ongoing basis via email, the Employee Exchange, website, text messages, and through virtual training sessions as needed. We will measure the effectiveness of our communications through dashboards in our email communication module, surveys, and campus conversations on video webinars going forward.

The [Advising & Counseling department](#) is available to support students who may have concerns regarding COVID-19. Additional support resources can also be found through the [Student Resource Center](#), [the Campus Cupboard](#) and [the Tutoring Center](#).

For employee concerns and support you can reach out to the [Human Resource department](#), as well as the [Employee Assistance Program \(EAP\)](#) which is a free resource available to all employees.

This plan has been certified by Normandale Community College leadership and was shared and posted throughout the campus community on July 13, 2020. It will be updated as necessary.

Certified by:

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Joyce Ester, PhD  
President

## **Appendix A – Guidance for developing a COVID-19 Preparedness Plan**

### **General**

[www.cdc.gov/coronavirus/2019-nCoV](http://www.cdc.gov/coronavirus/2019-nCoV)

[www.health.state.mn.us/diseases/coronavirus](http://www.health.state.mn.us/diseases/coronavirus)

[www.osha.gov](http://www.osha.gov)

[www.dli.mn.gov](http://www.dli.mn.gov)

### **Handwashing**

[www.cdc.gov/handwashing/when-how-handwashing.html](http://www.cdc.gov/handwashing/when-how-handwashing.html)

[www.cdc.gov/handwashing](http://www.cdc.gov/handwashing)

<https://youtu.be/d914EnpU4Fo>

### **Respiratory etiquette**

[www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/prevention.html](http://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/prevention.html)

[www.health.state.mn.us/diseases/coronavirus/prevention.html](http://www.health.state.mn.us/diseases/coronavirus/prevention.html)

[www.cdc.gov/healthywater/hygiene/etiquette/coughing\\_sneezing.html](http://www.cdc.gov/healthywater/hygiene/etiquette/coughing_sneezing.html)

### **Social distancing**

[www.cdc.gov/coronavirus/2019-ncov/community/guidance-business-response.html](http://www.cdc.gov/coronavirus/2019-ncov/community/guidance-business-response.html)

[www.health.state.mn.us/diseases/coronavirus/businesses.html](http://www.health.state.mn.us/diseases/coronavirus/businesses.html)

### **Housekeeping**

[www.cdc.gov/coronavirus/2019-ncov/community/disinfecting-building-facility.html](http://www.cdc.gov/coronavirus/2019-ncov/community/disinfecting-building-facility.html)

[www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/disinfecting-your-home.html](http://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/disinfecting-your-home.html)

[www.epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2](http://www.epa.gov/pesticide-registration/list-n-disinfectants-use-against-sars-cov-2)

[www.cdc.gov/coronavirus/2019-ncov/community/organizations/cleaning-disinfection.html](http://www.cdc.gov/coronavirus/2019-ncov/community/organizations/cleaning-disinfection.html)

**Operating Instruction on Campus Management and Cleaning to Slow the Spread of Coronavirus Disease 2019 (COVID-19) in Minnesota State, April 2, 2020**

NEW - <https://www.cdc.gov/coronavirus/2019-ncov/community/reopen-guidance.html> - April 28, 2020

**Guidance for Mitigating COVID-19 at Higher Education Institutions – May 28, 2021**

<https://www.health.state.mn.us/diseases/coronavirus/schools/guideihe.pdf>

**Employees exhibiting signs and symptoms of COVID-19**

[www.cdc.gov/coronavirus/2019-ncov/if-you-are-sick/steps-when-sick.html](http://www.cdc.gov/coronavirus/2019-ncov/if-you-are-sick/steps-when-sick.html)

[www.health.state.mn.us/diseases/coronavirus/basics.html](http://www.health.state.mn.us/diseases/coronavirus/basics.html)

**Training**

[www.health.state.mn.us/diseases/coronavirus/about.pdf](http://www.health.state.mn.us/diseases/coronavirus/about.pdf)

[www.cdc.gov/coronavirus/2019-ncov/community/guidance-small-business.html](http://www.cdc.gov/coronavirus/2019-ncov/community/guidance-small-business.html)

[www.osha.gov/Publications/OSHA3990.pdf](http://www.osha.gov/Publications/OSHA3990.pdf)

## Appendix B – Transmission Levels and Decision Points

Scenario	Campus Actions	MDH/Local Public Health (LPH) Actions	Chancellor and Cabinet Actions
<p><b>Green (Scenario 1): Low Transmission</b>  <i>Transmission levels seen as manageable</i>                      Indicators</p> <ul style="list-style-type: none"> <li>• Contacts can be identified at the time of interview</li> <li>• Isolation and quarantine &lt;50% full</li> <li>• K-12 indicators &lt;10 cases per 10,000 over two week period</li> </ul>	<ul style="list-style-type: none"> <li>• Assign a designated point of contact and contact tracing support roles</li> <li>• Follow COVID-19 Preparedness Plan, including the identification of those counties for which the campus will actively track transmission trends</li> <li>• Implement social distancing</li> <li>• Work with MDH/LPH on contact tracing, as needed</li> <li>• Additional scenario 1 actions as recommended by MDH guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate test results</li> <li>• Coordinate contact tracing</li> </ul>	<ul style="list-style-type: none"> <li>• Informed of campus COVID-19 positive tests and incidence trends</li> <li>• Informed of campus mitigation efforts</li> <li>• Track and monitor risk indicators</li> </ul>
<p><b>Yellow (Scenario 2): Medium Transmission</b>  <i>Transmission levels are beginning to tax campus resources.</i>                      Indicators</p> <ul style="list-style-type: none"> <li>• Infections continue increasing over 14-day period in the county(ies) as identified in local Preparedness Plan</li> <li>• &gt;1% of campus students infected within 14-day period</li> <li>• &gt;5% of campus cases have unknown links to another case over 7-day period</li> <li>• 50-75% of your isolation and quarantine beds are full</li> <li>• Routine testing capacity starting to be a concern</li> <li>• Less than 14 days of PPE remaining</li> </ul>	<ul style="list-style-type: none"> <li>• <b>If two or more indicators are met, consult with the chancellor on changes in campus mitigation efforts</b></li> <li>• Consider extra communication and precautions for high risk individuals</li> <li>• Consider cancelling events and activities that bring larger groups of students together</li> <li>• Consider roll back measures limiting social and activity gatherings to no more than 10 individuals, indoors and outdoors</li> <li>• Ramp up capacity for isolation and quarantine options</li> <li>• Additional scenario 2 actions as recommended by MDH guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate test results</li> <li>• Coordinate contact tracing</li> <li>• Recommend additional mitigation and testing strategies</li> <li>• Provide testing and PPE consultation and support</li> <li>• Recommend and coordinate supplemental isolation and quarantine capacity in community.</li> </ul>	<ul style="list-style-type: none"> <li>• Consult with campus president on changes in campus mitigation efforts</li> <li>• Informed of campus COVID-19 positive tests and incidence trends</li> <li>• Communicate with Leadership Council; Board of Trustees; state officials; state and federal legislative delegations; bargaining unit leadership; and student association leadership.</li> </ul>

<ul style="list-style-type: none"> <li>• Other internal metrics are of concern (e.g. increase in employees out sick)</li> <li>• K-12 indicators 10-30 cases per 10,000 over a 14-day period</li> </ul>			
<p><b>Orange (Scenario 3): High Transmission</b>  <i>Transmission levels have further depleted or exhausted institutional resources.</i>  Indicators</p> <ul style="list-style-type: none"> <li>• Infections continue to increase over two-week period after Yellow/Scenario 2 mitigation efforts put in place</li> <li>• &gt; 3% of campus students are infected within a 14 day period, considering where spread is occurring</li> <li>• &gt; 75% of isolation and quarantine beds are full</li> <li>• Lack of adherence to mitigation strategies</li> <li>• Other internal metrics of capacity and staffing suggest additional mitigation is needed</li> <li>• K-12 indicators &gt; 30 cases per 10,000 over a 14-day period</li> </ul>	<ul style="list-style-type: none"> <li>• <b>If two or more indicators are met, consult with the chancellor about suspending additional in-person activities and shifting to remote-only operations.</b></li> <li>• Cancel all extracurricular activities for at least two weeks.</li> <li>• Consider cancelling classes for two weeks</li> <li>• Work with MDH/LPH on testing and PPE support, as needed</li> <li>• Impose a campus curfew</li> <li>• Additional scenario 3 actions as recommended by MDH guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate test results</li> <li>• Coordinate contact tracing</li> <li>• Recommend additional mitigation and testing strategies</li> <li>• Provide testing and PPE consultation and support</li> <li>• Recommend and coordinate supplemental isolation and quarantine capacity in community.</li> </ul>	<ul style="list-style-type: none"> <li>• Consult with campus president about suspending in-person activities and shifting to remote-only operations</li> <li>• Communicate with Leadership Council; Board of Trustees; state officials; state and federal legislative delegations; bargaining unit leadership; and student association leadership.</li> </ul>
<p><b>Deep Orange (Scenario 4): Sustained High Level of Community Transmission</b>  <i>Transmission levels have seriously depleted or exhausted institutional, community or state resources, or the state is experiencing extensive community wide spread.</i></p>	<ul style="list-style-type: none"> <li>• <b>If mitigation efforts do not improve, consult with the chancellor about suspending additional in-person activities and shifting to remote-only operations.</b></li> <li>• Implement a campus wide “lay low” period and direct students to stay at home and limit movement to attend courses when needed, study areas, work, or other essential services like healthcare, mental health, food service take out/pick up.</li> </ul>	<ul style="list-style-type: none"> <li>• Recommend suspending in-person activities and shifting to remote-only operations</li> </ul>	<ul style="list-style-type: none"> <li>• Consult with campus president about suspending in-person activities and shifting to remote-only operations</li> <li>• Communicate with Leadership Council; Board of Trustees; state officials; state and federal legislative</li> </ul>

	<ul style="list-style-type: none"> <li>• Extracurricular activities/clubs/organizations should be significantly scaled back in terms of attendance, frequency of meeting, and moved to virtual wherever possible; consider postponing or canceling where feasible.</li> <li>• MDH strongly recommends imposing a campus curfew of 10 p.m. to 4 a.m.</li> <li>• Additional scenario 4 actions as recommended by MDH guidance.</li> </ul>		<p>delegations; bargaining unit leadership; and student association leadership.</p>
<p><b>Red (Scenario 5): Sustained High Level of Transmission at Institution</b></p> <p><i>Transmission levels have exhausted institutional resources.</i></p>	<ul style="list-style-type: none"> <li>• <b>If the above mitigation efforts have not resulted in an improvement over a two- to three-week period after Scenario 3 or 4 has been put in place, consult with the chancellor about moving to online only until the next semester or after break.</b></li> </ul>		<ul style="list-style-type: none"> <li>• Consult with campus president about suspending in-person activities and shifting to remote-only operations</li> <li>• Communicate with Leadership Council; Board of Trustees; state officials; state officials; state and federal legislative delegations; bargaining unit leadership; and student association leadership.</li> </ul>