Thank you for joining:

VANDERBILT UNIVERSITY
NEXT STEPS FOR CAMPUS
A VIRTUAL TOWN HALL

Interim Chancellor and Provost
Susan R. Wente

Vice Chancellor for Administration
Eric Kopstain
VANDERBILT UNIVERSITY
NEXT STEPS FOR CAMPUS

Virtual Town Hall
May 13, 2020 from 12:00 – 1:00 p.m.
THE VANDERBILT PLAN
OUR PRINCIPLES ARE BASED ON OUR MISSION

PRIMAR Y MISSION ACTIVITIES

- On-campus research
- On-campus teaching and instruction
  - Grad/Prof field-based training/learning
  - Graduate & Professional
  - Undergraduate
- On-campus residential living and learning

MISSION SUPPORT ACTIVITIES

- Student support
- Administrative support
- Operational support

All of VU’s campus resources will be prioritized to support the ramp-up of PRIMARY mission activities.
OUR PROCESS:
University planning and decision making
DECISION MAKING FRAMEWORK

1. Proactive Planning for a Potential Recession
   - Summer/Fall 2019 retreats for Deans/CBOs
   - Updated Spring 2020
   - Revised FY21 budget

2. Creation of Corona Virus Commission (CVC)
   - 37 members across University
   - Established in January
   - Meets every Friday
   - Response Matrix Development and Use

3. Daily Leadership Team Meetings
   - Established March 5
   - Includes Vice Chancellors, Deans, Vice Provosts

4. Creation of BOT Ad Hoc Committee
   - Established March 20
   - Advises on COVID-19 response

5. Established Ongoing Engagement & Response
   - Scenario Response Organization
     - Established end of March
     - Ad hoc Planning Committees
   - Public Health Advisory Task Force
     - Established March 23
   - University Continuity Working Group and subcommittees
     - Established April 22
Primary Responsibilities

- Assess research operation feasibility and regulatory options
- Assess and advise provost on all academic matters (e.g., Commencement, summer school, online options, etc.)
- Enable pedagogical delivery and innovation / experimentation through technology enablement (VUIT)
- Assess and advise on student-athlete options
- Plan for financial mitigation scenarios

Primary Responsibilities

- Assess potential impact of virus on workforce capacity
- Devise alternate work arrangement recommendations for leadership team (including triggers, data, etc.)
- Lead workforce transformation plans and implementation
- Enable workforce through technology extension
COVID-19 Website
(980,000+ pageviews)

Messages to the VU Community
(72% average open rate)

FAQs
(210+ FAQs and 80,000+ pageviews)

Videos
(1,120,000+ views)
BIG QUESTION: WHEN WILL WE REOPEN?

- Students on campus
- Faculty and staff on campus
- University-sponsored travel
- Research ongoing
- No social distancing
- No event size restrictions
- Stable budget situation

- Students online
- Faculty and staff remote
- No university-sponsored travel
- Research functions restricted
- Social distancing
- Event size restrictions
- Serious financial repercussions

Dependent on External Thresholds

- National, state and local “stay at home”
- CDC & VUMC guidance
- NCAA/SEC policies
OUR PHASES:
A phased approach to returning to campus
THE PLAN TO REOPEN NASHVILLE
A PHASED APPROACH

CORE ASSUMPTIONS ACROSS PHASES

- Stable or sustained declining trend in new cases for at least 14 days to move to next phase
- Adequate testing available
- Adequate isolation capacity and support
- Comprehensive contact tracing and contact and case monitoring in place in order to identify cases and prevent transmission
- Health care facilities equipped to deal with both the existing case load and a potential surge, including sufficient stockpile of PPE at all hospitals, ambulance services, nursing homes and daycare centers
- Schools, workplaces and health care facilities have established preventive measures and written plans for safe reopening
- Communities are fully educated, engaged and empowered to live under a new normal
- Social distancing remains in place
# The Plan to Reopen Nashville

Based upon sectors of the city’s economy

<table>
<thead>
<tr>
<th>Sector</th>
<th>Prepare</th>
<th>Nashville Phase I</th>
<th>Nashville Phase II</th>
<th>Nashville Phase III</th>
<th>Nashville Phase IV</th>
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</thead>
<tbody>
<tr>
<td>Health care/Dental</td>
<td></td>
<td>Open with daily screening and face masks</td>
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<tr>
<td>Restaurants, Bars, Retail &amp; Commercial</td>
<td>½ Capacity</td>
<td>¾ Capacity</td>
<td>Open</td>
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<tr>
<td>Gyms &amp; Fitness</td>
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<td>Closed</td>
<td></td>
<td></td>
<td>Open with employee face masks</td>
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<td>Sports Venues</td>
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<td>Closed</td>
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<td></td>
<td>Open</td>
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<tr>
<td>Public Spaces</td>
<td></td>
<td>Closed</td>
<td>Open with physical distancing</td>
<td>Open</td>
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<tr>
<td>K-12 Schools</td>
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<td>Closed</td>
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<td>Open</td>
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<tr>
<td>Non-essential Workers</td>
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<td>Work from home</td>
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<td>Work from home optional</td>
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<td>High-risk Residents</td>
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<td>Stay at home</td>
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<tr>
<td>Universities</td>
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<td>Not Mentioned</td>
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VANDERBILT RETURN TO CAMPUS PLAN
GUIDING PRINCIPLES ARE BASED ON OUR MISSION

Vanderbilt will ramp up in phases with primary mission activities at the heart of all decision making.

The health and well-being of our community is critical and only those who need to be and can be on campus will be.

A data-driven, proactive approach based on state, local and VUMC public health guidance will drive decisions. Vanderbilt may not follow the same timeline as Nashville and may have additional triggers, protocols and guidelines based on the unique needs of the university.

Decisions will be implemented with a philosophy of “planning for the best case and preparing for the worst.”

Radically different ways of deploying VU campus resources, including physical space, will be necessary as part of establishing a new normal.

Many protocols for on-campus activities will be established on a campuswide basis.
- Designed to minimize risk of disease spread and address potential disease outbreaks
- Protocols must empower individuals to act responsibly and be an active part of the solution, showcasing Vanderbilt as a unified community
- Protocols will be pragmatic and evolve over time
# Vanderbilt Return to Campus Plan

## A Phased Approach to Support the Mission

<table>
<thead>
<tr>
<th>Phase</th>
<th>On-Campus Research</th>
<th>Grad/Prof Field-based Training/Learning</th>
<th>On-Campus Graduate &amp; Professional Instruction</th>
<th>On-Campus Undergraduate Instruction</th>
<th>On-Campus Residential Education</th>
<th>Preparing the Campus</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>PREPARE</td>
<td>Ramp-Up to 33% Capacity</td>
<td>Informed by research activities phased opening, and/or clinical/occupational site authorization; likely re-start May 15 – June 15</td>
<td>Online &amp; preparing for on-campus activity; pilots possible</td>
<td>Online &amp; preparing for on-campus activity</td>
<td>Preparing for on-campus activity</td>
<td>Planning and implementation of support for research, instruction and residential living</td>
<td>Recalled to campus when needed on-campus to directly support research, instruction and residential living. Others work remotely.</td>
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<tr>
<td>PHASE I</td>
<td>Ramp-Up to 50% Capacity</td>
<td></td>
<td>Online &amp; preparing for on-campus activity</td>
<td></td>
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<tr>
<td>PHASE II</td>
<td>Ramp-Up to 70% Capacity</td>
<td></td>
<td>Ready for on-campus activity and/or enhanced virtual/alternative platforms</td>
<td>Ready for on-campus activity and/or enhanced virtual/alternative platforms</td>
<td>Ready for on-campus activity and/or enhanced virtual/alternative platforms</td>
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<tr>
<td>PHASE III</td>
<td>Nearing Full Capacity</td>
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<td>PHASE IV</td>
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### Key Points
- **Grad/Prof Field-based Training/Learning**: Informed by research activities phased opening, and/or clinical/occupational site authorization; likely re-start May 15 – June 15.
- **On-Campus Graduate & Professional Instruction**: Online & preparing for on-campus activity; pilots possible.
- **On-Campus Undergraduate Instruction**: Online & preparing for on-campus activity.
- **On-Campus Residential Education**: Preparing for on-campus activity.
- **Preparing the Campus**: Planning and implementation of support for research, instruction and residential living.
- **Staff**: Recalled to campus when needed on-campus to directly support research, instruction and residential living. Others work remotely.
Phase 1 for research that cannot be conducted remotely

VU phases can offer flexibility for research

Researchers follow:
- VU guidance in public space, e.g. protective gear
- Additional protocols in research spaces
OUR PROTOCOLS:
Guidance on public health recommendations
There will be centrally established protocols for the Vanderbilt campus and community. We must embrace shared responsibility and be accountable for our actions at an individual level.
PERSONAL RESPONSIBILITIES
FOR EVERYONE ON CAMPUS
Individuals who have been authorized to return to campus must conduct symptom monitoring every day before coming to campus to work. It is our shared duty as a community to act responsibly. You must be free of ANY symptoms related to COVID-19 to be on campus.

Individuals that work in a higher-risk environment may require temperature monitoring and symptom assessment upon arrival to work. Your supervisor will advise on this requirement before you return to campus, as well as where to report for screening. Records of temperature screenings or symptom assessments will not be maintained by departments in order to ensure compliance with ADA considerations.

- **Faculty, staff and postdocs:** If exhibiting any symptoms, including a fever of 100 degrees or greater, the individual must present to a VUMC COVID-19 assessment site.
- **Students:** If exhibiting any symptoms, including a fever of 100 degrees or greater, the individual must call Student Health for assessment and COVID-19 testing.
All individuals on campus are required to follow posted signage. Signage will communicate important information including, but not limited to:

- Protocol reminders, e.g. mask-wearing, social distancing and personal hygiene
- Building entrance and exit points
- Circulation guidance, e.g. one-way circulation, both indoors and outdoors
- Floor decals denoting six feet of distance for wait areas and lines
- Occupancy limits
- Occupancy or vacancy of shared spaces, such as restrooms
- Building-specific instructions, such as for laboratory work

**WHO**

- Faculty
- Staff
- Postdocs
- Students
GOAL: Create a family of signs that clearly set expectations for movement and occupation of exterior spaces. Signs should help guide people into appropriate entrances for buildings. Communicates a sense of personal responsibility and shared mission with university community.

“General” Distancing Sign
Sandwich board & yard sign options
Content:
- Wear Face Masks / Covering
- Wash hands
- 6 feet distance
- Yield to those who cannot

One Way Sign
Sandwich board & yard sign options
Content:
- “One Way” with arrow for top and bottom of paths

Lawn Etiquette Sign
Sandwich board & yard sign options
Content:
- Wear Masks
- 6 feet distance
- No group games
- No off-leash pets

“6 Foot Distance”
Sidewalk sticker
Content:
- “Keep 6”
- Marks true distance on the ground

Dismount Bike/Scooter
Sandwich board & yard sign options
Content:
- Dismount bike/scooter
EXTERIOR SPACE ON CAMPUS

Given that using the landscape in a socially responsible manner is healthy:

- **Keep landscape open** to maximize options for movement and individual choice.
- **Use signage and monitoring** to emphasize personal responsibility.
- **Assess exterior furniture** to make sure it can be spaced at a responsible distance.
LOCATION OF FUTURE SIGNAGE ON CAMPUS

BRIDGE OVER 21ST
When path is wide, but constrained, consider placing a sandwich board with general information and a 6-feet sidewalk sticker to split the traffic flows.

BENTON CHAPEL STEPS
Place sandwich board with general sign at base to split traffic. Install 6-feet sidewalk sticker to indicate distance.

RAILINGS AT PEABODY
Where railings are narrow and long, consider adding a secondary temporary path and making the ramp one way.
PREPARING INTERIOR SPACES ON CAMPUS

Interior spaces will look different to accommodate social distancing.
PREPARING INTERIOR SPACES
ON CAMPUS
CAMPUS CIRCULATION
NEW WAYS OF NAVIGATING CAMPUS

PATH GOALS
• Create an environment that maximizes safety and legibility while moving through campus.
• Make it possible on major routes to maintain a 6-foot distance while moving through campus.
• Use minimum invasive, maximum effective techniques that could last 1-2 years.

PATH STRATEGIES
• **Start simple.** Phase in path wayfinding. Observe and adjust.
• **Give people room.** Conceive of a “GOLD PATH” wide enough for two-way traffic to most parts of campus. Might be marked, might just be planning.
• **Give people time to react.** Consider primary circulation routes through campus.

PATH TYPOLOGY
• Width // Edge Condition // Traffic
• Different tactics depending on these conditions.

The goal of the “Gold Path” concept is to identify main routes and augment them as needed with wayfinding or additional elements like widening. The path might be marked or just be a conceptual framework for prioritizing resources.
WALK AND BIKE ZONES
ON CAMPUS

Consider how pedestrians and bicycles can circulate campus in a safe manner, following social distancing measures.

WALK AND BIKE STRATEGIES

- **Designate Primary Pathways.** Where pedestrians and bicycles can co-exist safely.
- **Consider modifications to on-street circulation.** Working closely with Metro Nashville, consider improvements to allow for easy and safe movement along streets in the campus perimeter.
- **Give people time to react.**
Vanderbilt is committed to supporting the overall health and well-being of the campus community, and provides resources to offer support, manage stress and enhance resilience via the health and wellness website.
OUR CONTINUED PROGRESS:
Moving forward together
VU on-campus research activities restricted to essential activities only; first VU remote work period in effect

Remote research activities continue at full capacity

March 18, 2020

WHO, Global Citizen: Bob Webster, Kevin Galloway (Engineering)
VU engineers and VUMC doctors team up for open-source ventilator design

Vox: Marybeth Shinn (Peabody)
It took a pandemic for cities to finally address homelessness

CNBC: Josh Clinton (A&S)
COVID-19 could push Americans to lobby for a social safety net like Europe’s

Rai Cultura: María Magdalena Campos-Pons (A&S)
L’arte ai tempi del COVID-19 / Art in the time of COVID-19

USA Today: Kelly Goldsmith (OGSM)
Preparing for the coronavirus: shoppers are finding empty shelves, long lines at stores

Ongoing from March 18, 2020

May 18, 2020

VU Phase I ramp-up of research activities; plan for the next 12-18 months of COVID-19 readiness

New Yorker, CNN: Mark Denison, James Crowe, Jr. (School of Medicine)
The quest for a pandemic pill

USA Today: Kelly Goldsmith (OGSM)
Preparing for the coronavirus: shoppers are finding empty shelves, long lines at stores

MOVING RESEARCH AND DISCOVERY FORWARD
### INSIDE HIGHER ED

15 FALL TEACHING SCENARIOS

<table>
<thead>
<tr>
<th>Scenario</th>
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<tbody>
<tr>
<td>Back to Normal</td>
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<tr>
<td>A Late Start</td>
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<tr>
<td>Moving Fall to Spring</td>
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<tr>
<td>First-Year Intensive</td>
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<tr>
<td>Graduate Students Only</td>
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<tr>
<td>Structured Gap Year</td>
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<tr>
<td>Targeted Curriculum</td>
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<tr>
<td>Split Curriculum</td>
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<tr>
<td>A Block Plan</td>
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<tr>
<td>Modularity</td>
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<tr>
<td>Students in Residence, Learning Virtually</td>
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<tr>
<td>A Low-Residency Model</td>
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<tr>
<td>A HyFlex Model</td>
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<tr>
<td>A Modified Tutorial Model</td>
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<tr>
<td>Fully Remote</td>
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</tbody>
</table>

We will provide an excellent education for all our students.

1) Our goal is to hold in-person classes; however, we anticipate physical distancing measures will be required in all campus spaces, including classrooms. A full assessment is in progress.

2) Although we are making plans to offer in-person instruction, we need to plan for all courses to be delivered by virtual/alternative platforms. This approach is not just to provide flexibility. It is also necessary because innovations may be needed due to physical distancing requirements within classrooms and to provide accommodations for some students and faculty.

3) We have and are deploying additional resources to support further development of virtual/alternative platforms. This includes the Online Course Development Institute workshops, expanded video studio facilities and classroom technology, and additional instructional design support.

4) We are committed to planning for a 15-week academic calendar for all undergraduate degree programs and the Graduate School; however, we are considering several options regarding start dates, end dates and breaks across all of our schools/colleges.

5) While we are working closely together on these issues as a university community, we recognize and value that curricular decisions are local, and that teaching norms and expectations vary across disciplines and schools/colleges.
BEST-CASE SCENARIO
WHAT WILL IT MEAN TO BRING STUDENTS BACK TO CAMPUS?

We will need:
- Capacity to deploy screening, testing and contact tracing
- Ability to implement new protocols for density limits and safe residential housing
- Ability to provide healthcare to on-campus students, and acknowledge additional health and wellness needs

Which may mean:
- Considering alternate start and end dates, different breaks, and phasing of degree programs
- Practicing social distancing in classrooms and instruction spaces
- Using best practices in virtual/alternative platforms as hybrid solutions
- Adjusting class schedules to permit more time between classes
- Implementing circulation plans for campus foot traffic and building access points
- Working with Housing and Dining to institute best practices
- Working with Student Health, Occupational Health, Student Care Network for support

ABILITY TO IMPLEMENT NEW PROTOCOLS FOR DENSITY LIMITS AND SAFE RESIDENTIAL HOUSING
CAPACITY TO DEPLOY SCREENING, TESTING AND CONTACT TRACING
ABILITY TO PROVIDE HEALTHCARE TO ON-CAMPUS STUDENTS, AND ACKNOWLEDGE ADDITIONAL HEALTH AND WELLNESS NEEDS
ADDITIONAL RESOURCES FOR ADAPTABLE COURSE DESIGN AND DELIVERY

Training

Support

Infrastructure

- Online platforms and tools
- Classroom audio & video equipment
- Video and audio studios
- Personal tech and internet
- Student disability accommodations
- Overseas access
There is existing capacity on campus, even within academic buildings, in the form of conference rooms and other spaces. Using non-traditional spaces for instruction can meet most, if not all, of the classroom inventory constraints – prioritize campus space use for mission purposes!
Need to consider the role of ecosystems, especially city/state/federal guidelines and public health best practices.

Need to allow time for coordinated communication: Even after we have a decision, there will still be work to do before we announce.

Need to remain united: This is a moment to stand together as One Vanderbilt.
WHAT CAN WE DO NOW?

- Prepared and supported instruction
- Adopt best practice protocols for re-opening
- Enhance research and discovery opportunities
- Leverage virtual appointments and programming
- Innovate in student experience, faculty & staff engagement
- Coordinate across all our schools, colleges, departments, units
CREATING A CULTURE OF SHARED RESPONSIBILITY
EVERYONE NEEDS TO BE A PART OF THE SOLUTION

Create a campus-wide PROACTIVE, POSITIVE and SUPPORTIVE culture.

Achieve a high rate of compliance with protocols by acting with common interests in mind, and work across the community to extend the messaging.

FOR EXAMPLE

- Create COVID “ambassadors”
- Establish feedback mechanisms to collect input on opportunities for improvement
- Promote accountability and shared obligation to making the on-campus experience safe and secure
- Recognize community members for their commitment
- Innovate and utilize the expertise of faculty, staff and students to create an ethos of concern for one another
* Questions were taken in advance as part of registration
TO SUBMIT ADDITIONAL QUESTIONS, PLEASE EMAIL:

COVID-QUESTIONS@VANDERBILT.EDU