Road to recovery:
return to campus

January 18, 2021
## Contents

1.0 RATIONALE ........................................................................................................................................... 1

2.0 GOALS .................................................................................................................................................. 2

3.0 SCOPE .................................................................................................................................................... 3

4.0 MANAGEMENT CONSIDERATIONS ........................................................................................................ 3
   4.1 Shared Spaces and Density Considerations ......................................................................................... 3
   4.2 Hybrid Models & Business Continuity Considerations of Working on Campus and at Home ........ 4
   4.3 Services on Campus ................................................................................................................................ 4

5.0 KEY MESSAGES ..................................................................................................................................... 5

6.0 STAGES OF RETURN TO CAMPUS ...................................................................................................... 9

APPENDIX I: Communication with Employees .............................................................................................. 10
   Return to Campus Checklist: ......................................................................................................................... 10
   Standing Offer and availability of PPE items: ................................................................................................. 11
   Guidelines for Meetings: ................................................................................................................................. 12
1.0 RATIONALE

Memorial University’s priority since the start of the pandemic in March of 2020, has always been, and still is, the health and safety of the campus community. With this at the forefront, and after completing an analysis of risk levels, Memorial has concluded it is safe to start implementing a return to working on campus and resume some normalcy associated with it. This approach supports Memorial’s road to recovery after the pandemic. This of course is dependent on what happens with the COVID-19 pandemic on a local, global, national and provincial scale.

Leaders should prepare for staff to return on a full-time basis on Feb. 1, 2021. Note, there will be exceptions to this plan based on density requirements, medical accommodations, remote work pilot programs and business continuity planning for essential functions and services. Additionally, this does not apply to staff already working from campus or those scheduled to return prior to Feb. 1. In preparation, people are encouraged to consider related personal arrangements such as transportation, child care, etc. to support their return to the workplace.

Employees should discuss any required accommodations with supervisors. The return should align with density requirements and all employees should follow public health guidelines including physical distancing, mask wearing, hand washing and staying home when sick.

Ongoing monitoring will occur, and an evaluation of the return to campus plan will happen at regular intervals to determine if changes are needed.

The plan for a return to campus is based on:

- Supporting students where and how they require the support
- Recovery planning, and an eventual return to normalcy.
- Risk levels based on the number of COVID-19 cases in Newfoundland and Labrador, and the likelihood of community transmission
- Remaining adaptive to evolving risk levels and public health
- Treatments or vaccines available for COVID-19

Memorial has remained very cautious regarding starting the return to campus. While there is never an easy time for change during an event of this scale, we need to start the “new normal” as it is often described. Memorial has been very successful in transitioning to working from home in a rapid time
frame, but as time has progressed there are now tasks we need to focus on in order to achieve long term sustainability (financial and social), effective productivity and support for the academic mission.

At any point during this return, Memorial could rapidly scale back, and transition very quickly to working from home again. The most recent statistics and trends for COVID-19 in Newfoundland and Labrador can be found at the following link.

During this transition, supervisors and employees must maintain significant empathy and flexibility for their colleagues as this will not be easy for everyone. Memorial assures employees a risk-based approach was applied to this decision-making process, but it is acknowledged that fear, anxiety and uncertainty are all-natural reactions for some employees to this announced change.

Given the prolonged period of time the university has been working intensively in a remote work environment, there are a number of factors that necessitate increasing a physical, on campus, employee presence within many university units:

- The increasing need and demands to provide more direct services to support teaching and learning, research, faculty and staff, particularly given the increased activities in these areas.
- Improving productivity with increased on campus presence for many work roles, assignments and tasks.
- Accumulated “COVID fatigue” may be evident for some employees in remote work environments.
- The absence of community spread of COVID 19 in the province.

Return to campus is part of the recovery plan for managing the COVID-19 pandemic, and although the end of the pandemic may still seem far away, it will happen, and we need to be prepared.

2.0 GOALS

The President and Vice-Presidents, in consultation with the Office of the Chief Risk Officer (OCRO) recommend an approach to increase campus staffing with the following goals:

- Maintain Memorial campus health and safety standards for staff, faculty, and students (including density and social distancing requirements)
- Enable employees to support students, faculty, and each other as on-campus activities resume
- Ensure university business objectives are achieved
- An eventual return to the “new normal” of business operations.
3.0 SCOPE

This plan is primarily for non-academic employees. It is not specific to academic staff members as this group already has flexibility to return to their campus offices and their presence is included in density calculations.

Staff employees already on campus: Services that have already resumed on campus are not included in this phased approach, as these numbers are considered in existing density calculations and it is assumed these services will continue as normal or if not currently at normal capacity may continue to expand services.

4.0 MANAGEMENT CONSIDERATIONS

Management and supervisors should consider the following when developing a return to campus plan and schedule:

• The return to campus start date is February 1st, 2020. It is expected that staff are moved in ready to start by this date. This may mean that they need to make arrangements for moving in furniture and equipment prior to this date. If you need support with moving equipment from your home to the office, please contact facman@mun.ca or 864-7600. If you need support with IT equipment and setting up your office, please contact help@mun.ca or 864-4595.

• Exceptions to return to campus are:
  o Employees who are participating in a remote work pilot program;
  o Employees with medical accommodations;
  o Employees working in areas where density requirements cannot be met; and
  o Business continuity planning for essential functions and services.
  o Where 100% pre-COVID density may not be appropriate or feasible, a hybrid model may need to be considered

• Support and resources available for employees from Human Resources and/or the Employee Assistance Program (EAP).

• Building on the experiences of the past 8 months, there is potential for a unit to explore remote work on a pilot basis. Supervisors please connect with your respective Vice President’s.

4.1 Shared Spaces and Density Considerations

Maximum occupancy signage is available from Print Services. Occupancy levels should be determined and assigned by using the density calculator and adjusted as risk levels change. Supervisors are responsible for ensuring the common areas in their units have been analyzed and signage posted prior to Feb. 1.
Lunchrooms will be open and we encourage supervisors to ensure these rooms to have maximum occupancy numbers posted on the doors. It is safe to open these spaces as there are considerable controls in place to reduce risk. Moreover, it’s important for employees to have access to these facilities to ensure their comfort while on campus. Some of the controls in place include:

- Posted density limits
- Requirement for masks to be worn (unless eating).
- Hand sanitizer available.
- Approved cleaning products available to disinfect high-touch items before and after use.
- Memorial discourages communal food to minimize cross contact.

For more information, please review the health and safety moment about meals and on meetings.

4.2 Hybrid Models & Business Continuity Considerations of Working on Campus and at Home

The public health guidelines for physical distancing mean keeping our distance from one another. Some work areas that were acceptable pre-pandemic do not allow for safe physical distancing today. The COVID-19 website outlines the density requirements for most on-campus spaces. Where it is not possible for employees to share space, leaders are encouraged to find alternative space or develop a schedule that maximizes staff time on campus.

Additionally, business continuity plans may require units to utilize a hybrid model to ensure continuity of essential functions and services.

4.3 Services on Campus

There will be limited services available. As times goes on, Memorial hopes to increase the services available to our campus communities.

On Feb. 1, the following services will be on the St. John’s campus:

- University Centre is set up for staff to use the space while maintaining safety protocols. Within the University Centre:
  - Coffee, beverages and food at the Mustang Sally’s location (note: Mustang Sally’s will not be open under that brand name and with the usual menu).
  - The Attic is open from 10 a.m. – 3 p.m. daily. The Attic contains snacks, mail stamps, soft drinks and bottled drinks.
  - Memorial University Bookstore is open Monday- Friday from 11 a.m. – 4 p.m.
  - Vending Machines: Staff must use hand sanitizer before and immediately after using vending machines to ensure safety.
5.0 KEY MESSAGES

- It is safe to return to working on campus based on:
  - The current and anticipated numbers of COVID cases in the province
  - Extensive controls and procedures now in place to minimize contagion
  - Enhanced abilities to rapidly respond in the event of community transmission
  - The high standard Memorial has adopted with Public Health protocols for isolating students who enter the province from outside the Atlantic bubble

- Return to campus will help to:
  - Increase support levels in an orderly manner to fulfill the academic mission
  - Aid socio-economic recovery throughout the province in the longer term
  - Alleviate mental health concerns, anxiety and equity issues in a controlled and monitored approach.

- To minimize risk while simultaneously phasing in a return to work on campus, protocols for 2-meter distancing, allowing for occupancy density of 114 square feet per person, and the use of masks in accordance with public health guidelines will remain in place.

- Currently, we have low case numbers within the province, yet we remain mindful that a surge of cases is a real possibility. To safely balance a return to campus while maintaining a precautionary approach, we can progressively bring staff back to campus while working within the “low to moderate” occupancy guideline of 114 square feet per person for social distancing (Figure 1).

- When comparing Memorial University to contemporaries such as the Government of Newfoundland and Labrador, College of the North Atlantic, other colleges and universities within the Atlantic bubble, Memorial has remained very cautious regarding starting the road to return to campus. Now is the right time to begin that process.

- To help track space needs for particular staffing levels, a web tool was developed to quickly communicate appropriate occupancy density for:
  - Signal Hill Campus
  - St. John’s Campus (Figure 2)
  - Ocean Sciences Centre
  - Bonne Bay Marine Station
  - Select other buildings where data was available; more buildings are being added. Contact EHS if your area is not included.

- To help visualize the effect of this increased occupancy density, a sample floor plan graphic from Memorial’s Science building is provided (Figure 3).
Staff dealing with anxiety, uncertainty or fear are encouraged to work with their supervisor, Human Resource Advisor and/or the Employee Assistance Program (EAP).

<table>
<thead>
<tr>
<th>LEVEL OF RISK</th>
<th>Very Low</th>
<th>Low</th>
<th>Moderate</th>
<th>High</th>
<th>Very High</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESTIMATION OF POTENTIAL COVID-19 DAILY CASE OCCURRENCES OVER THE NEXT SEMESTER</td>
<td>No new cases anticipated for the following 28 consecutive day period in Newfoundland; Contact tracing in place.</td>
<td>Maximum number of anticipated new daily cases: 1-6; Contact tracing in place.</td>
<td>Maximum number of anticipated new daily cases: 7-10; Contact tracing in place.</td>
<td>More than 10 new daily cases anticipated; Contact tracing effectiveness uncertain.</td>
<td>Mass community transmission</td>
</tr>
<tr>
<td>Occupancy Density</td>
<td>52 sq. ft.</td>
<td>114 sq. ft.</td>
<td>144 sq. ft.</td>
<td>( \geq 225 ) sq. ft.</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Note: Anticipated COVID-19 cases over the next academic term represent one guideline to assess level of risk. For example, in combination with additional data, with a maximum anticipated 7-10 new cases in the province on any given day over the next semester, a “moderate” risk status and 144 sq. ft. per person occupancy density is indicated for the term. Occupancy limits are also determined by controls such as the public health guideline of 2-meter spacing; dynamic walkability (room use, room design, exits, barriers); air quality (HVAC, windows); social awareness; or work requirements for advanced PPE (i.e. surgery rooms with N95, gowns and face shields) and contact duration threshold limit value (TLV).

Figure 1. COVID threat level matrix for Memorial University indicating a future shift from “moderate” risk level density of 144 square feet per person to “low” risk level density of 114 square feet per person. Threat or risk levels are not envisioned as a “daily moving target”, but instead are based on expectations for future cases via monitoring. If case counts rise with a “second wave”, this pre-planning tool also allows for controlled transition to a “high” risk level occupancy density to potentially avoid a full campus shutdown.
Figure 2. Maximum Density Calculator webpage. Over 13,000 rooms are accessible from this portal, with various risk levels as options for adaptive management.
Figure 3. Memorial’s science building example of occupancy density at 144 square feet per person. Each yellow circle represents one person with a 2-meter social distance drawn to scale. Instead of relying on simple static social distance measures, this type of graphic allows practical dynamic movement potential to be considered.
6.0 STAGES OF RETURN TO CAMPUS

The following is the staged planning approach for staff returning to campus. It can be used to move forward when risk levels allow, or it can be used to revert back to working remotely if case levels and risk require it.

This model is loosely based on the provincial government’s Alert Levels for COVID-19, but it is not directly aligned as government has remained at alert level 2 and is instead rapidly managing individual cases. This approach provides us a level of flexibility and nimbleness, while still following provincial direction. We are currently in phase D.

<table>
<thead>
<tr>
<th>Phase</th>
<th>Faculty/Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>• Only employees required for essential functions on campus. Critical functions are defined as services that must be operational within a 24 hour period and cannot be conducted remotely. All employees including faculty are working from home</td>
</tr>
<tr>
<td>B</td>
<td>• Only employees required for essential and critical functions on campus. Access is limited and controlled. Occupancy/density limits are strictly limited.</td>
</tr>
<tr>
<td>C</td>
<td>• Faculty/staff required to provide support to teaching and learning • Employees that require access to specialized equipment, secure data or involves confidential information • Based on business needs and service delivery</td>
</tr>
<tr>
<td>D</td>
<td>• Work at home pilot programs for those groups that working from home on a more permanent basis has a strong business case. • A hybrid model of on campus, and work from home where the office area occupancy numbers and density requirements do not align. • Limited by density and occupancy • Business continuity considerations, where we need to increase redundancy and resiliency to ensure the delivery of critical and essential services • Gradual restoration of services</td>
</tr>
<tr>
<td>E is for END</td>
<td>• All faculty/staff on campus with no restrictions • No density restrictions, social distancing or COVID-19 controls required • 80-90% of the population is vaccinated and public health orders for COVID-19 are removed</td>
</tr>
</tbody>
</table>

Figure 4. Stages of return to campus. Pre-planned transitions can progress up or down as conditions warrant.
APPENDIX I: Communication with Employees

The cornerstone of our operations is our people. Memorial prioritizes the health, safety and wellness of the university community when making workplace reoccupation decisions, followed by service delivery and unit needs.

While the overall plan is released by senior leaders to the university community, supervisors play a key role in communicating directly with their employees and helping them understand the rationale and how this will affect them.

An important part of the employee experience is giving teams the information and reassurance they need to prepare for a return to the campus. While the approach to reoccupation will be consistent, there will be unique situations among units and departments so communications is key.

Return to Campus Checklist:
These tasks must be completed prior to staff returning to campus to ensure a safe process.

<table>
<thead>
<tr>
<th>Logistical Considerations</th>
<th>Yes/No</th>
<th>Comments/Concerns</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are you aware of the maximum number of people that can be on site while maintaining physical distancing?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has necessary coordination taken place with other units that share the same space?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are there any concerns with exceeding occupancy limits?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have you ensured workspaces comply with physical distancing requirements?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Administrative Controls</th>
<th>Yes/No</th>
<th>Comments/Concerns</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have all employees completed COVID awareness training through EHS, the health and safety moment and the employee information form?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>This includes:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• self-monitor for symptoms (daily COVID self-assessment through MUN Safe or online)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• safely manage visitors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• physical distance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• hygiene requirements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• face masks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• new access protocols (e.g. sign-in, specific entry points, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• work station/area cleaning</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have all employees have been provided the Guideline: Living with COVID-19 in our campus communities?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure posters, signage, and markers that promote 2-metre physical distancing and hygiene are in place in high-use areas: kitchens, boardrooms, hallways, washrooms etc?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have you ensured visitor and contractor oversight is in place to manage who accesses the facility?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Sign-in procedures.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• If using communal tools like pens and pencils, ensure sanitizer and disinfectant wipes are available and used.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Procedures to reduce the spread of pathogen | Yes/No | Comments/Concerns |
| Ensure alcohol-based disinfectants containing at least 60% ethanol or 70% isopropyl alcohol are available, especially for high-use areas and workspaces. |  |  |
| Ensure employees use disinfecting wipes to conduct regular wipe downs before/after use of high-touch areas like microwaves, fridges, photocopiers, coffee machines, etc. |  |  |
| Ensure employees conduct wipe downs of personal workstation regularly. |  |  |
| Ensure adequate cleaning products are available to clean work surfaces. |  |  |
| Avoid and/or greatly limit the use of common equipment, and ensure regular disinfecting of common tools is completed. Signage is posted to inform users to sanitize and wash hands. |  |  |
| A sink, soap and water, and/or hand sanitizer is readily available for employees. |  |  |

**Standing Offer and availability of PPE items:**

Strategic Procurement (Financial and Administrative Services) has a standing offer in place for PPE with various vendors; when procuring PPE for your unit this standing offer is to be used. As you create a purchase order or your purchasing requisition, using the vendor indicated in the table and the commodity code will allow your prices to populate and link it automatically to the agreement number. If you require assistance with issuing a purchase requisition or purchase order using commodity codes please contact Strategic Procurement at procurement@mun.ca who will provide guidance through the process.

In addition, hand sanitizer is available without charge from Strategic Procurement. Sizes available are 50 ml and 500 ml bottles. To arrange for delivery or pick up of hand sanitizer please contact opencalls@mun.ca or the Mail Room in the Ingstad Building. Please contact Environmental Health and Safety regarding storage and handling of hand sanitizer.
Guidelines for Meetings:
Meetings may occur either in a face-to-face format, hybrid model, or WebEx. We anticipate that the majority of meetings will still occur utilizing WebEx due to different schedules and times on campus.

Please review the relevant health and safety moment for meetings, and ensure that:

- room density limits are followed
- 2m distance is maintained
- cleaning wipes and/or spray is available to clean the room at the start and end of each meeting
- Handwashing or hand sanitizer is used prior to and at the end of each meeting
- A record of meetings and attendees is kept