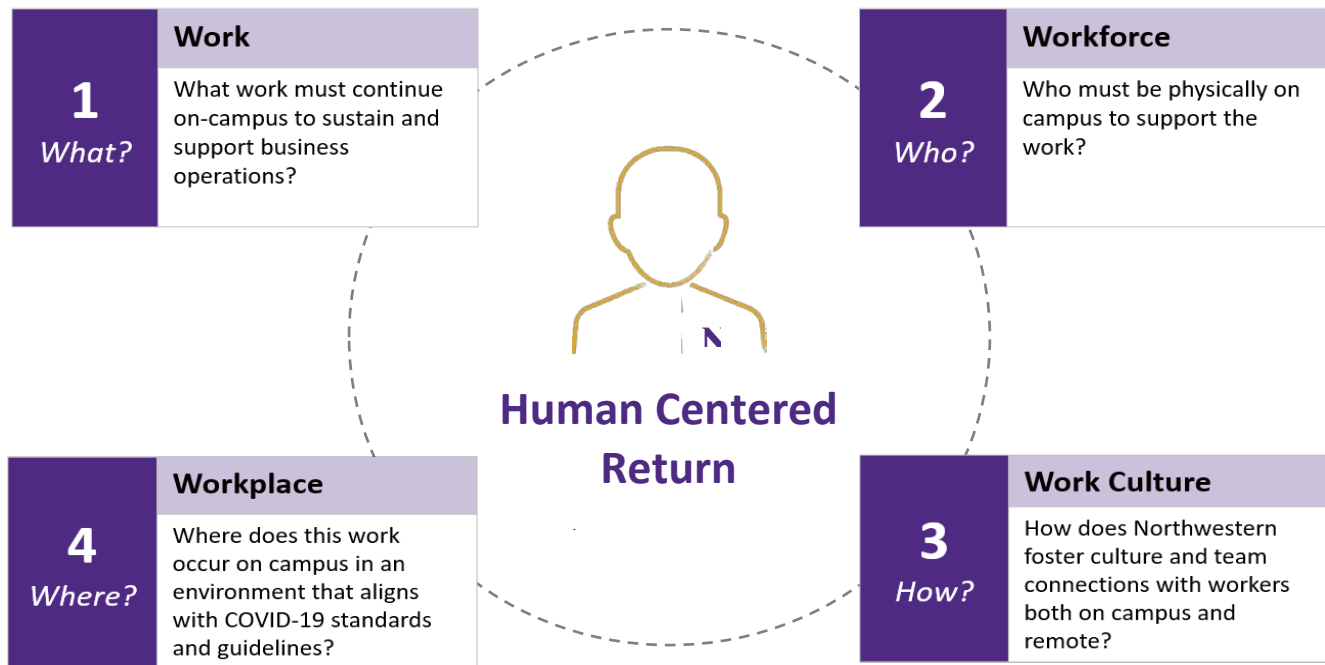


Return to Campus: Operating Plan

All departments will complete and submit this Operating Plan to their school/unit COVID-19 Leader. The Leader will use this as a basis for completing the **Return to Campus Summary & Checklist**.

While the Northwestern community has been remarkable in its collective response to the Covid-19 challenge, our situation has taken a toll on each individual member. Prioritizing a human-centered approach throughout this transition will help ensure a successful return for all. Please reference *Return to Campus Workplace Strategies: Human Centered Return* for more guidance.



Human Centered Return

Research shows that autonomy is key to employee engagement and well-being. The current crisis has left many feeling a greater lack of autonomy in all areas of their lives than before, making the need for autonomy wherever possible more acute. Utilizing a collaborative approach in transitioning teams back to campus will allow for a more inclusive, empowering and trustworthy process.

We recommend that you engage your team members in planning your return, soliciting not only their concerns but also their ideas and solutions. Such a process will mitigate the potential fears and anxieties that our community may have related to the return, promoting the trust and sense of responsibility necessary to ensuring compliance with the safety protocols outlined above.

Reference: Return to Campus Workplace Strategies: Human Center Return to provide managers with more guidance related to workplace strategies and managing faculty/staff wellbeing.

Return to Campus Plan Summary & Checklist Summary

Department submit to COVID-19 Leader as part of Operating Plan

Please answer the following questions as they pertain to school/VP support environments. Be as detailed as possible in this document serves as a record of your plan to mitigate the risks while also sustaining business operations.

Online form submitted by COVID-19 Leader to COVID-19 Workgroup for each department. The COVID-19 Leader should determine and outline how forms are submitted to them locally based on their unique situation.

College/School/VP	
Division/Department	
COVID-19 Leader Submitting Form	
Desired Occupancy Date	
Building(s) Impacted	
Building Sub-Area	
Existing Desk Count	
Planned Daily Occupancy Count	
What functions/services will be physically on campus?	
What functions/services will remain remote?	
What roadblocks or concerns do you anticipate given your proposed plan?	
What decisions or information remains outstanding that would materially impact your ability to implement this proposed plan?	

Northwestern

Return to Campus Planning

- Identify a school/unit-level lead for your return to campus planning.
- The identified lead should attend training on how to prepare a return to campus plan.
- Develop a workplan for your unit's return to campus.
- Submit the plan to your COVID-19 Leader for approval, who will either return it for additional revisions or submit it to the COVID-19 workgroup for approval. *You should not return employees to campus without approval from the COVID-19 Workgroup.*

Workplace Strategies

- Identify what work must be physically on campus to support business operations.
- Create an operational plan for your workspace, support spaces, workflow, work schedules, and work priorities to determine how to ensure adequate social distancing consistent with the Return to Campus guidelines.
- Assess implementing workplace strategies such as remote work, alternating work days, and/or staged work hours to achieve density requirements.

Occupancy

- Identify who must be present to perform this work.
- Confirm that COVID-19 training has been completed for all returning.
- Review work plan with staff and reconcile plan with [COVID-19 Alternative Work Arrangement Policy](#).

Symptom Monitoring & Contact Tracing

- All staff reporting to campus each day must complete a [symptom monitoring form](#) prior to reporting to campus.
- All staff keep a face covering with them at all times to ensure they can put it on when in common areas and shared areas such as meeting rooms or when someone approaches a desk.
- All staff wash or sanitize their hands frequently. Please reference [Good Personal Hygiene](#) guidelines.
- In the event of a suspected or positive COVID-19 case, staff must [report their self-isolation](#).

Physical Distancing

- Develop a schedule to designate who will be in the office.
 - *Chicago: No more than 25% of the desks can be occupied at one time.*
 - *Evanston: No more than 50% of the desks can be occupied at one time.*
- Perform an occupancy assessment of your office to designate which desks may be utilized by staff to ensure at least 6 feet of distance can be maintained; shared desks are not recommended.
- If additional desks are needed, identify alternative spaces (e.g., conference rooms).
- Establish a plan to monitor occupancy.
- Identify and arrange for necessary signage/taping, removal or rearrangement of furniture to ensure social distancing. Information will be forthcoming on the [COVID-19 Return to Campus](#) website. Please reference [Barrier Removal Guidelines](#) for evaluation as needed.

Northwestern

Meetings

- Meetings continue to be via an online platform to the extent feasible.
- If a meeting must be in-person, 6 feet of distance must be maintained and occupancy posted.
 - *Chicago: No more than 25% of the max occupancy with 6 feet physical distancing.*
 - *Evanston: No more than 50 people in a space with 6 feet physical distancing.*

Food/Water

- All staff must bring their own dinnerware, drinkware, and utensils in lieu of using communal ones.
- Order food with contactless delivery and/or meet deliveries outside.
- Establish cleaning protocols and tracking for pantries.
- Drinking fountains will be closed but bottle filling stations remain open; plan accordingly.

Visitors

- External visitors are not approved to come onto campus until further notice. Please visit reference the [COVID-19 Visitor Policy](#).
- Contractors/visitors in reception areas:
 - Seating that cannot be maintained 6 feet from office staff/other visitors should be closed off.
 - Where there is high transaction of items between the person working at the reception desk and visitors to the office, a barrier may be considered.

Cleaning

- All staff must comply with the [Clean Desk Guidelines](#) to ensure custodial staff can deep-clean offices.
- At the end of each business day, trash and recycling should be placed in the hallway for collection by custodial staff unless your school/unit has made alternate arrangements with Facilities.
- [Reference Cleaning & Procedures](#) identifying current campus cleaning protocols.
- [Source cleaning supplies](#) for your office.

Communication Strategy

- Establish and execute a communication strategy to school/unit. Be sure to include specific references as to how your unit will operate with remote workers and in-person workers.
- Remind employees to pack up any university technology equipment (including cables and accessories) and any other materials you took home that will be needed when you return to on-campus work.

Emergency Procedures

- Establish/update your emergency procedures for your school/unit.

Financial

- Based on guidance from the Office of Budget and Planning and Financial Operations, track COVID-19 expenses charged to non-sponsored funds through your designated COVID-19 chart-string.

1. Work

Identify what work activities must be physically on campus to maintain business continuity and what functions can occur at home.

Describe how you arrived at this decision and risks associated with this work plan.

2. Workforce

Identify who must be physically present to complete work and who can continue to work remotely. Practice equity and transparency in the decision making process.

Please work with your COVID-19 Leader to determine how much information is needed to support your school/unit discussions.

Describe and consider:

- *Focus on what work activities need to be physically on campus and consider who does/can support this work*
- *How the work is completed*
- *How often the staff must be on-campus to perform the work*
- *New/alternate ways to deliver service*
- *Staff concerns relate to returning*
- *Have discussions with faculty/staff to determine who plans to return to work and who may require an accommodation. Please reference the Policy on COVID-19 Alternative Work Arrangements.*

3. Work Culture

Identify what workplace operations and/or business processes must be established or be modified to align with COVID-19 Guidelines and Policies

Consider:

- *What are new operating tenets that need to be established?*
- *How are business operations impacted by having staff virtual and physically present?*
 - *What processes are needed to support operations?*
 - *What are the impacts to service delivery?*
- *How does your school/unit Northwestern foster culture and team connections with workers both on campus and remotely?*

Written Description

Collaboration	
Cleaning Expectations	
New Norms & Expectations	
Health Monitoring & Reporting	
Meeting Protocols	
Emergency Procedures	
PPE	
Visitor Management Strategies	

4. Work Place

Administrative units should plan to populate spaces in two phases with the objective of having no more than 25% density (Chicago) or 50% density (Evanston) on any given day by August 24 and with configurations that allow for social distancing.

Please see the COVID-19 Office Space Guidelines for additional guidance related to workplace planning and densification calculations.

Establish:

- What modifications to operations and/or space are proposed to align with requirements for Physical Distancing, Face Coverings, Cleaning and Hygiene, Health Monitoring, and Protecting the Vulnerable Community and Flexibility
- Where does this work occur on campus in an environment that aligns with COVID-19 standards and guidelines?

Workplace Modeling

Provide an overview of proposed occupancy by function and/or physical workspace.

Incremental expenses due to the proposed actions should be documented and charged. Please work with the your COVID-19 Leader or the Office of Budget and Planning to determine how this should be tracked locally.

Function	Location(s)	Building Open Date	Number of Desks Pre-COVID (Occupancy)	Average Daily Proposed Occupancy Fall 2020	Return Status	Rationale for Return Status	
<i>Example:</i>							

Communications Plan

The transition to remote work required more frequent and more open communication among teams. The return will require the same, if not more. This is particularly true for teams in which some members will be returning to campus while some continue to work remotely.

The conversation regarding the return should take place well in advance of the actual return date and should involve the entire team. Sharing the protocols and policies outlined here and discussing the required training will give you an opportunity to have open and transparent discussion with your team.

Please outline your proposed communication plan for your employees and any additional communications necessary to inform your stakeholders.

Messages to consider:

- Your school/unit's return to campus plan, timeline, and expectations for your employees
- Welcome message and kits
- New and evolving operational procedures for your stakeholders
- Proactive sharing of emergency procedures

Date	From	To (Audience)	Key Messages