

UF Reopening Plan – Draft June 1, 2020

Introduction

The current health crisis has disrupted much of what we knew as normal in higher education. In the wake of this pandemic, new norms have developed; many more will emerge over the course of the summer and fall semesters. Despite the challenges and uncertainty COVID-19 has thrown at us, the Gator Nation has responded. Our faculty quickly transitioned to online formats, enabling us to complete the spring semester with minimal interruptions. Our students greeted the change with resilience and completed their coursework with success. Many of our determined staff—custodians, groundskeepers, police, animal care workers, and facilities and food service employees—never left our campus, maintaining it for our reopening and taking care of the students, researchers, and clinical professionals who remained. And, as we have come to expect, our steadfast alumni and donors have continued to support UF throughout this trying period in our history.

The Gator Nation will not be deterred. We have decided that we must learn to live, study, and work in the midst of COVID-19. That is our imperative if we are to achieve the goal we have set for ourselves—to be among the nation’s top research universities. We are committed to reopening and to welcoming students back to campus for the fall semester. We are committed to delivering our academic programs at the highest level of excellence and student success. We are committed to re-instituting our world-class research enterprise. We are committed to providing the public service and outreach for which we are known. We are committed to seeing our students compete and excel in all forms of co-curricular extracurricular activities—whether on the playing field or in the performing arts center.

What follows is a plan for bringing our campus back to life. Although it is titled a reopening plan, it should be recognized that UF has, in fact, been “reopening” since the beginning of May, when we launched our UF Health Screen, Test & Protect program. We are currently providing opportunities for every employee to be tested and to return to work on campus before the end of June. Our plans for the Screen, Test, & Protect program extend to our students as well. We have plans to medically screen all of our students, to require testing for certain students, and to all with an opportunity to be tested for COVID-19.

No plan is perfect and no plan should remain fixed in time. We expect that UF’s plan will evolve as the status of COVID-19 and our understanding of best practices to address the virus evolve. It is important to note that this plan is not intended to address every question that students, faculty, staff and families will have. Nor does it provide all the details on the hundreds of issues and decisions that will continue to be made as we approach the fall semester. Our plan is intended to provide an overview of our strategy and plans as guided by the State University System’s blueprint.

We all owe a great debt of gratitude to the thousands of employees who never had the opportunity to leave campus, particularly our health care workers. UF has the opportunity to lead nationally in safely reopening. We are one of the few universities that owns world-class hospitals with an academic health center. We have faculty and staff who are experts in epidemiology and public health. We have faculty leading research on vaccines, therapies and modeling COVID-19. Our Gainesville campus is in a community that has flattened the curve and has not had a surge of cases that threatened the capacity of our hospitals.

Now is the time for Florida Gators to lead. We are, and we will continue to do so.

Executive Summary

The University of Florida is committed to reopening and to welcoming students back to campus for the fall semester. In the pages that follow, we describe how UF plans to promote a healthy environment and effective academic delivery, using a combination of a COVID-19 screening and testing program, CDC-guided behavioral expectations and an ethic of personal responsibility, enhanced facility cleaning protocols, comprehensive communications and supporting policies that apply to all individuals affiliated with or wishing to access UF locations. The plan is intended to maintain agility to respond to changed conditions and enhance the resiliency of the University of Florida.

A summary of UF's reopening plan highlights follows:

General

- Anticipates a broad reopening of campus for the fall semester
- Covers UF facilities in Alachua County as well as locations elsewhere throughout the state
- Reflects input from 11 issue-oriented task forces, the deans of all the colleges, and a medical advisory team
- Responds to local, state and federal guidelines
- Will remain adaptable as circumstances evolve – regular updates will be provided through <http://www.ufl.edu/health-updates/> <https://coronavirus.ufhealth.org/screen-test-protect/> and other sites
- Invites comment and suggestions through reopen@ufl.edu

Components of A Healthy Campus & Community Environment

- Focus on creating a healthy environment for all members of the campus community, including faculty, staff, students and visitors
- UF Health *Screen. Test. Protect.* materials distributed throughout the enterprise to consistently reinforce health and welfare communications

- Updated policies/guidance provided to employees, managers and students around expected behaviors
- Role of the Office of ADA Compliance to accommodate individuals at a high risk for potential complications from COVID-19
- Remote learning options to be available to most students; colleges and departments will determine the best mode of delivery for a particular course
- All units instructed to apply physical distancing measures and sanitizing stations widely deployed in facilities
- UF plans to offer additional personal protective equipment to faculty and staff who will be in regular, extended contact with students in enclosed spaces
- CDC-approved cleaning protocols established for the maintenance of all UF facilities
- Face covering and physical distancing requirements to be guided by evolving guidance from the CDC and UF Health
- University Athletics will comply with UF, NCAA and SEC standards to return employees and student-athletes
- Approach for students emphasizes *education, engagement* and *enforcement* strategies, including a campus survey to assess perceptions of behaviors related to COVID-19
- Coordination with off-campus business and community partners (e.g., gyms, grocery stores, apartments, bars & restaurants, etc.) as well as civic and educational partners
- Student groups, including sororities and fraternities, that wish to reopen in fall must submit plans to maintain health and safety
- On-campus residence halls will be open for fall, without an option for triple occupancy
- Residence halls will offer enhanced cleaning protocols, added training for staff, and a modified visitation policy to limit guests
- Agreements with housing providers are in place to isolate students that need to be quarantined, as needed
- The Student Health Care Center will continue to serve the campus as a first point of contact for students with health-related issues
- Regular communication and coordination with Gainesville-area partners stresses a model of shared responsibility

COVID-19 Virus Testing, Contact Tracing and Surveillance

- UF is implementing a comprehensive screen-test-and protect program to return faculty, staff and students to campus, at no cost to individuals
- A 10-station drive-through testing site is operating on campus, under the direction of UF Health medical professionals

- A phased approach to bringing employees back determined by each college/department in coordination with UF Human Resources is being implemented
- All students will undergo a screening assessment for COVID-19 risk factors as they return to campus; at-risk students will receive medical triage and COVID-19 testing
- Daily monitoring of the local health care system capacity and number of COVID-19 cases is in place
- Partnering with Florida Department of Health concerning contact tracing
- Working with UF Health experts to identify triggers that may require tightening restrictions

Academic Program Delivery

- Primary goals are to:
 - Assure that as many students as possible can make appropriate academic progress toward graduation
 - Minimize the risk of a significant flare-up of COVID-19
 - Assure the continued operational and financial stability of UF if there is a significant flare-up of COVID-19
- UF delivers instruction through face-to-face, hybrid and online means, and is a national leader in online and hybrid instruction/delivery
- Critical measures for academic delivery include *student retention and success* and *time to degree*
- Fall academic programming will be designed to accommodate remote arrangement for as many students and faculty with serious underlying health conditions as possible
- An analysis of courses across all domains conducted, with guidelines to address class size, delivery format and enhanced safety measures
- Physical distancing measures have a dramatic impact on the use of classroom space
- Faculty encouraged to have a continuity of education plan in case of a COVID-19 flare-up
- Ongoing training and resources are available to support faculty in online teaching and research
- Reworking of the course schedule continuing through June; registration will be reopened in late June / early July
- Efforts are being made to enable return to campus after Thanksgiving break to be optional for as many students as possible

UF Reopening Plan

Pursuant to the Board of Governor's *Blueprint for Opening the State University System for Fall Semester 2020*, the following summary lays out the University of Florida's plans for reopening its campus, broadly speaking, as of June 4, 2020.

Our efforts to reopen campus to all employees started in earnest on May 6, 2020. This was when we committed to screening all employees and offer COVID-19 testing enabling them to return to their normal work assignments on campus by June 30. We are also using the summer months to restore UF's research enterprise to its full potential. All these actions are being taken with an eye toward being open and embracing our students' return to Gainesville and UF.

UF's reopening plan has been guided by medical and public health professionals and has received input from numerous stakeholders, including 11 issue-oriented task forces, the deans of all 16 colleges and the Emergency Operations Team (Appendix A). We expect that UF's plan and implementation will continue to evolve based on the latest medical, behavioral, and other understandings, as well as guidance from federal, state, and local officials. We expect that recommendations and mandates from the CDC, the Florida Department of Health, UF Health, and other experts, will be updated from time to time before UF's fall semester begins August 31. The university's plan will be adapted as appropriate.

Also, behavioral norms and the ability to enforce expectations on campus will almost certainly be heavily influenced by what is happening in the rest of society. The more successful that policymakers are in reinforcing a climate of shared responsibility, the more receptive the campus community is likely to be, although we intend to call on the Gator Nation to do more and expect more of each other.

Perhaps the most critical factor in the success of UF's fall semester will be the students who will arrive on campus from virtually every county in the state, every state in the nation, and countries on almost every continent. We welcome their return. The university and community can create an environment that enables the right behaviors and reduces the spread of COVID-19, but a dynamic campus environment will only be sustained if everyone—students, faculty, staff, and visitors--takes responsibility for their own health and safety and the health and safety of those around them.

Finally, the University of Florida has a physical presence in all 67 counties. This document speaks primarily about UF's facilities in Alachua County, but analogous, customized measures should be expected in the sites elsewhere throughout the state, most of which are part of IFAS or UF Health.

A Healthy Campus Environment

Policies and Procedures

The cornerstone of UF's reopening plan is the **health and welfare** of our faculty, staff, students, patients, and others who come to our campus locations for any reason. The University of Florida community must work to avoid a COVID-19 flare-up of such magnitude that it would require the sort of emergency moves that were required during this spring semester. Thus, our reopening plan has been informed at every turn by the medical and scientific expertise residing within UF Health and is in accordance with local, state, and federal guidelines. Health and welfare principles are emphasized in virtually every communication to the campus community and in UF and UF Health *Screen. Test. Protect.* communication materials (Appendix B). In addition, a robust website (<https://coronavirus.ufhealth.org/screen-test-protect>) has been created to provide updated information on the *Screen. Test. Protect.* program. All individuals who frequent UF locations will be expected to adhere to the university's policies, procedures, and oversight concerning the promotion of a safe and healthy environment. That guidance, as it relates to faculty and staff is updated regularly and may be found at:

<https://hr.ufl.edu/forms-policies/policies-managers/institutional-recovery-and-covid-19-return-to-workplace/> Additional student-specific information will be maintained at:

<https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/>.

The strategies employed to protect the general population are likely not sufficient for everyone, especially those at higher risk for developing adverse outcomes associated with COVID-19. Managers and the university's Office of ADA Compliance will work with all individuals – employees, students and visitors – with disabilities or conditions that are at a high risk of complications from an exposure to the virus SARS-CoV2 or who share a household with such a person. UF will use an interactive process to provide a conducive environment for those individuals to engage with our campus resources and environment. For example, certain employees may request telework as a reasonable accommodation to reduce their chances of infection during the COVID-19 pandemic. Of course, other types of accommodations may be requested and granted depending on individual circumstances and the roles that they fill.

As discussed later in Academic Program Delivery, UF has taught classes through a variety of modes in years past and expects to build upon that track record this fall. Depending on a student's major course of study, we expect that most undergraduate students who would prefer to take most or all of their courses remotely would be able to arrange a schedule to do so. We also expect each college and department to determine the best mode for delivery for a particular course or section of a course, just as they always have.

UF plans to offer additional personal protective equipment to faculty and staff who will be in regular, extended contact with students in enclosed spaces.

Further, we have deployed CDC guidelines, including those concerning physical distancing (in most cases, a minimum of six feet) and the use of face coverings, across our enterprise. We have instructed vice presidents, deans, directors, and department heads to apply physical distancing guidelines within the facilities under their control. University policy will be updated as CDC guidance is updated, and individuals not complying will be asked to do so or leave the area to help maintain the safety of our staff, faculty and students.

If an employee does not comply with a directive for wearing an appropriate face covering in their work location, does not follow physical distancing requirements, or otherwise does not comply with requirements for working safely, their supervisor will direct the person to leave the work location immediately, and contact UF Human Resources. The employee's behavior may be considered disruptive under [University Regulation 1.008](#) and the employee will be asked to comply or leave the work location. Similarly, students are subject to UF's face covering and physical distancing policies. Students failing to comply with applicable behavioral expectations will be disciplined in accordance with the student code of conduct.

Next, hand sanitizers and sanitizing stations are widely and generously deployed across campus facilities, and employees and students are instructed in their use through UF's robust communications strategy. Employees and students are educated on safe and healthy practices via a range of information sharing methods, including facility signage, web sites, emails, training videos, and social media.

In order to foster confidence among our extensive campus community that UF's facilities are appropriately maintained for the delivery of teaching, research, and service to the public, CDC-approved protocols have been established for the cleaning and maintenance of all UF facilities, including classrooms, offices, housing and dining facilities, research laboratories and equipment, restrooms, and public spaces. To further enhance disinfection, common touch points (e.g., doorknobs, phones, keyboards, elevator buttons, etc.) are receiving special attention with CDC-approved disinfectants.

In terms of athletic activity, the UF Athletic Association has developed, implemented and will regularly update plans for the return of its employees and student-athletes in accordance with UF's policies as well as applicable NCAA and Southeastern Conference standards. The athletic department's plans have also been anchored by the expertise of UF Health and the department has worked closely with campus leadership. All athletic staff, coaches, and student-athletes will participate in UF Health's screen- test-protect program. Decisions about intercollegiate competition will come later and be made in conjunction with the NCAA and SEC.

Student Life and Campus Culture

UF's consideration of the current and projected environment begins with an acknowledgement that students will likely be returning to Gainesville in large numbers for the fall semester of 2020—irrespective of the mode of delivery of education.

A critical component of mitigating risk on campus will be the creation of a campus culture supportive of public health measures to address behaviors necessary for promoting a safer community. We will need a multifaceted approach to change norms associated with the use of protective face coverings, increased hygiene, reduction of risky behavior, and physical distancing.

We leverage lessons learned in previous pandemics and strong communications strategies based on normative behavioral change research to spur new campus norms. Our three-pronged approach, grounded in education, opportunities for engagement with internal and external stakeholders, and enforcement strategies, is rooted in a culture of care for our community's health and well-being. Our strategies include:

- Conduct a comprehensive survey of UF students, faculty, and staff to assess perceptions of behaviors related to COVID-19. This research will likely need to be updated regularly
- Develop messaging, training, and engagement initiatives that support the predictors of facial covering usage, hand washing and physical distancing
- Create a shift in campus culture through the application of bystander intervention skill development, focusing on personal responsibility, involvement, and peer education
- Disseminate campaign materials that focus on care and civic responsibility and
- Leverage partnerships with external stakeholders to promote healthy behaviors

All elements of these strategies seek to encourage positive behaviors, whether directed at student extracurricular activities, Greek organization operations and functions, student organizations, clubs, intramural sports, or social gatherings. Specific strategies and places for external marketing and outreach include off-campus gathering places, bars and restaurants, regional transit system buses, gyms and fitness centers, grocery stores, and off-campus apartments. We will coordinate with local civic and business leaders and with nearby Santa Fe College to create an integrated and harmonious approach that leverages the unique opportunities and contexts that exist throughout the broader community.

Student groups that wish to reopen in the fall are required to develop and submit a plan that demonstrates a shared sense of ownership in maintaining a healthy campus and community.

On-campus Housing

On-campus residential housing is an important component in student success and we will continue to honor housing contracts for the fall. The only significant change to normal occupancy is that the 111 rooms that normally house three students (triples) will house only two students.

A number of other steps have been identified to assist in enhancing students' health and safety while living on campus, including: (1) a marketing campaign to encourage healthy practices and instructions on room cleaning, (2) a modified guest and visitation policy to limit guests within the residence halls, (3) a continued emphasis on cleaning protocols, with a focus on high touch surfaces, and (4) the provision of necessary training for staff. If, in spite of these efforts, a student tests positive for COVID-19, they will be quarantined to one of several sites identified for purposes of isolating the student for at least 14 days. During that time, the student will be provided with food, sundries, counseling and other services as needed. UF has agreements in place with housing and service providers to ensure that facilities and services are available when needed.

Each sorority or fraternity is required to submit a plan that addresses how the active chapter, advisors, and relevant housing corporation or similar entity will promote a healthy environment. That plan must address housing and dining arrangements, cleaning protocols, and enforcement of relevant public health guidelines. UF Health, the Student Health Care Center, and the Office of Student Affairs will provide requested information and suggestions to each sorority and fraternity.

Student Health

The mission of the University of Florida Student Health Care Center (SHCC) is to help every student achieve optimal health in the pursuit of personal and academic success.

The SHCC is an accredited outpatient clinic staffed by licensed, board-certified medical professionals who provide health and wellness care to UF students. Our medical staff is comprised of physicians (MDs), physician assistants (PAs), advanced practice registered nurses (APRNs), registered nurses (RNs), and health support technicians (HSTs). The resources and capabilities will be augmented by UF Health if needed.

Medical care related to student COVID-19 concerns has been assessed and managed by SHCC staff since March 2020. SHCC has followed strict procedures aligned with CDC guidance to both appropriately care for student patients and to promote protection of the broader community. Students with COVID-19 concerns are managed in a separate annex of the facility with dedicated staff assigned to the area

operating with personal protective equipment (PPE). Telehealth visits have also been implemented to conduct initial assessments and if needed, students come to the SHCC for a drive-by testing without entering the facility.

Further, the SHCC has worked with the UF Dean of Students in coordinating comprehensive care for the students' needs related to a COVID-19 diagnosis including connecting the student with UF Health medical professionals to be advised on self-quarantine procedures.

A Healthy Community Environment

From the beginning of the pandemic, UF has recognized that the safe and successful return of employees, students, and visitors to campus will have profound impacts on the greater Gainesville area. We aspire to be the best partner we can be, remaining mindful that our relationship with our community is symbiotic—each needing the other to create a safe environment for employees, students, visitors, volunteers, and surrounding community members. To bring about this shared responsibility, UF, city, and county leadership have committed to regular communication and adhering to national and state guidelines designed to bring about a safe environment.

Every person coming to UF's campus—whether a faculty member, a staff member, student, vendor, or visitor—is expected to adhere to the health and safety guidelines established by the university. The campus community can expect regular communication concerning the safety of UF's campus and the norms by which they must conduct themselves while on campus. Consequently, a robust communication strategy is in place that will quickly and effectively guide persons to the appropriate information regarding UF's COVID-19 response and recovery efforts and provide assurances that UF is taking a comprehensive approach to maximizing campus safety. Starting as early as January 2020, UF began executing a communications strategy around COVID-19, establishing a variety of critical communications channels and implementing a communications strategy for both internal and external audiences. This comprehensive communications strategy also envisions a strong external partnership model to be deployed in off-campus areas, as described in the above section on the "Healthy Campus Environment."

All the while, UF is prepared to adjust its prevention and mitigation strategies related to COVID-19 and other infectious diseases (including influenza) in response to any Florida Department of Health directive. UF communications to our campus community will reflect any changed imperatives regarding public health.

COVID-19 Virus Testing

One critical component of UF's strategy focuses on the need to impact behavior change around important healthy habits, slow the spread of the virus and foster a culture of caring for our colleagues and our campus community. Undergirding the University of Florida's gradual transition back to full operations is a screen-test-and-

protect program involving COVID-19 screening of faculty, staff and students returning to campus. As UF Health launches this expansive initiative, along with related campaigns focused on the university's mask/face covering and physical distancing policies and other healthy practices, employees, students, and others will be returned to campus in a phased and coordinated fashion. More information will be maintained and kept updated at: <https://coronavirus.ufhealth.org/screen-test-protect/>

Bringing our employees and students back to a safe and healthy campus setting is vital, so plans to screen all faculty and staff (approximately 29,000 individuals this summer) and test as appropriate prior to the end of June 2020 are well underway. As part of its recovery effort, UF has expanded physical operations incrementally and after careful review by university leadership. Colleges and units are determining the order in which their employees return to UF work locations. Testing is achieved at both the university's student health center and at a 10-station drive-through site on campus—all under the direction of UF Health medical professionals.

Just as with our faculty and staff, all students will be required to complete a screening questionnaire. Also similar to our faculty and staff, some students will be subject to mandatory testing. Based on current guidance from UF Health, the current plan for student testing is:

Mandatory:

1. Screening questionnaire for all students (developed by UF Health)
2. Testing for all symptomatic students
3. Testing for all students in clinical settings (contact with patients)
4. Testing for all students in research settings who have contact with human subjects and cannot practice physical distancing
5. Students arriving from states listed in any then-applicable emergency order from Florida's Governor executive order (or internationally) must either quarantine at their own expense for 14 days or be tested and cleared (free of charge to the student)

Further, University Athletics may choose to make testing mandatory for athletes, and other extracurricular activities may require mandatory testing at the discretion of the leadership of those extracurricular functions.

Any student who becomes symptomatic will receive a COVID-19 test and be quarantined if COVID-19 positive, and their contacts will be traced for exposure assessment in accordance with Department of Health rules and processes. As noted previously, arrangements have been made with housing and service providers to quarantine students, if needed. Students living in traditional residence halls will not be allowed to remain in their regular campus residence during quarantine.

Further, if any student tests positive, Student Affairs staff will reach out to them and provide support based on the student's unique needs. This includes access to food, as well as connections to the Student Health Center and Dean of Students' Office for assistance with temporary academic accommodations.

As part of its institutional recovery strategy, UF has well-established protocols with UF Health to monitor the capacity of the local health care system as the university reopens its campus. Daily hospital reports provide metrics concerning admitted COVID-19 cases. As employees and students return in greater numbers, these metrics will be monitored closely to ensure that health care capacity is sufficient to handle increased caseloads. Meanwhile, UF's Medical Guidelines and Protocol Team will coordinate its efforts with the Clinical Advisory Committee's recommendations in repopulating the campus at an appropriate pace and scale.

UF is fortunate to have an academic health center associated with its enterprise and stands ready to assist other SUS institutions with the development of a university screening and testing plan.

Contact Tracing and Surveillance

In consideration of the Florida Department of Health's predominant authority concerning contact tracing, UF remains ready to support tracing efforts as deemed necessary by local, county, and state officials. In the meantime, UF will continue its efforts that include screening, testing, and protecting the campus community through a variety of measures.

As UF works to restore full campus operations, all faculty, staff, and students are required to complete an online screening questionnaire to determine if they have symptoms of COVID-19 (Appendix C). They also will be asked if they have had close contact with someone who has symptoms or who has been diagnosed with the infection. Because some people can be infected with COVID-19 and have no symptoms, nasal swab testing for COVID-19 is available through the UF Health screening and testing process for any faculty, staff and students to determine whether they are currently infected with SARS-CoV-2, the virus that causes COVID-19. This testing is offered at no cost to faculty, staff, and students. These measures are robustly supported with efforts to clean facilities, to modify spaces as needed, to provide face coverings, to promote hand washing, and to station hand sanitizers throughout campus.

Because it hosts an academic medical center anchored by the Shands Hospital, UF is favorably positioned to be well-informed concerning the rate of infection and hospitalization related to COVID-19. Daily reports inform university leadership of the status of the campus' health environment. Furthermore, university leadership remains in close contact with the Alachua County Health Department, staying apprised of cases occurring within the county. UF relies upon the expertise and

guidance of its epidemiology officer in chief for the UF Health Shands hospital system, in collaboration with UF's other leading health experts, to identify triggers that may require tighter social and behavioral restrictions.

Academic Program Delivery

There is great diversity across UF's academic programs, including undergraduate, graduate, clinical, laboratory and art, and remote/off-site programs. UF delivers instruction through various means: face-to-face, hybrid, and online. Having invested heavily over several decades to build its online and hybrid education infrastructure at the undergraduate, graduate and professional levels, UF is a national leader in this area and emphasizes quality in its production and delivery of course material.

Clearly, two critical metrics associated with education delivery are **student retention and success** and **time to degree**. Our primary goals in designing the fall term instructional configuration are: (1) to assure that as many students as possible can make appropriate academic progress toward graduation; (2) to assure a safe environment and minimize the risk of a significant flare-up of COVID-19; and (3) to assure the continued operational and financial stability of UF if there is a significant flare-up of COVID-19. Consequently, fall academic programming will be designed to accommodate as many students and faculty as possible if they are challenged by serious illness, age, and/or serious underlying health conditions that may put them at higher risk associated with COVID-19.

Under the provost's leadership and with consultation from its deans, UF has conducted a comprehensive analysis of the makeup of its face-to-face, online, and hybrid courses across all domains: labs/arts, clinical, off site, indoor, outdoor, non-traditional, undergraduate, graduate, clinical, and professional in nature. Class sizes and delivery formats have been considered and in all venues, the appropriate combination of online physical distancing, sanitation, masks, and other needed safety measures will be used. The colleges will continue to work with the provost's office throughout June to update the course schedule for the fall semester in anticipation of students being asked to re-register in light of the changed environment. Guidelines to assist in accomplishing the delivery of various types of classes will be available to deans, department chairs, and faculty.

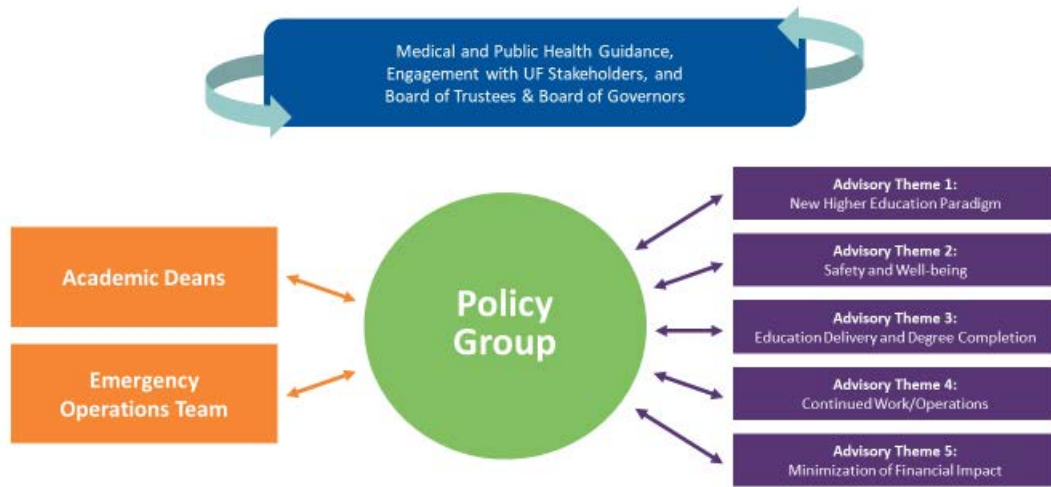
UF encourages its faculty to plan instructional activities to ensure continuity of education in case of COVID-19 flare-ups. The purpose of this plan is to help faculty and students maintain, to the extent possible, the progress of teaching and learning in an environment where in-person class sessions become inadvisable. The goal is to maintain the delivery of instruction as much as possible to minimize the disruption of student progress. Faculty will be encouraged to design each course syllabus to enable students to not return to campus after Thanksgiving break, if they do not wish to do so.

Launched well before COVID-19 struck, a robust network of training and development tools (available at <https://elearning.ufl.edu/keep-teaching>) has been made available to support our faculty in the use of online and non-traditional modes of instruction delivery—whether synchronous or asynchronous. UF provides on-going training for faculty through a variety of channels which include videos and online resources focused on online teaching and research, on-demand workshops and consultations, and webinars focused on specific technologies. In addition, UF faculty have access to online resources for professional development which include LinkedIn learning and vendor-provided online content. UF has invested substantially in recent weeks to enhance the quality of online courses that will be delivered this fall through close collaboration between faculty and instructional designers. Co-curricular activities are a critical component of a well-rounded educational experience. Each college is developing plans for the co-curricular experience to be as rich as possible, regardless of the method of course delivery or what else might be happening on campus.

UF's approach to recovery planning has been neither organizationally monolithic, uni-dimensional, or inflexible. On the contrary, our reopening plan remains highly adaptable and informed on many fronts., Eleven issue-oriented task forces continue to provide input, as do the deans of all 16 colleges. Calls are going out to the UF Faculty Senate and the campus community at large is being invited to offer input through reopen@ufl.edu.

Since the inception of our planning efforts, we have seen demonstrable changes in the health environment of our campus, our local community, and across the state and nation. We are constantly monitoring these changes and anticipate more as we approach the fall semester. We have made a point of regularly updating our campus community, with emails, social media, and with Q & A web pages focused on COVID-19-related issues. We have stressed the need to remain flexible and resilient to our faculty, staff, and students (see a message from UF President Kent Fuchs [here](#)) and will continue to do so. And, as with any emergency, we are prepared to modify our plans for the fall and future semesters as this pandemic evolves.

UF Institutional Recovery Framework



Appendix B
UF Health *Screen. Test. Protect* – Sample Communication Collateral

UF
We wear face coverings here.

Mask Cloth Bandana

Learn more at Coronavirus.UFHealth.org

This poster features the UF logo in the top left corner. The main text reads "We wear face coverings here." in a large, bold, blue font. Below the text are three circular icons: a person wearing a blue surgical mask, a person wearing a red cloth face covering, and a person wearing a red bandana. The icons are labeled "Mask", "Cloth", and "Bandana" respectively. At the bottom, there is a line of text: "Learn more at Coronavirus.UFHealth.org".

UF
20 SEC

HELP KEEP OUR CAMPUS COMMUNITY SAFER.

WASH YOUR HANDS

Learn more at Coronavirus.UFHealth.org

This poster features the UF logo in the top left corner. The main visual is a large yellow stopwatch icon with the text "20 SEC" next to it. Below the stopwatch, the text reads "HELP KEEP OUR CAMPUS COMMUNITY SAFER." in a smaller font. The largest text on the poster is "WASH YOUR HANDS" in a bold, blue, sans-serif font. At the bottom, there is a line of text: "Learn more at Coronavirus.UFHealth.org".

UF
HOW TO PRACTICE: Physical Distancing

HELP OUR CAMPUS COMMUNITY STAY SOCIAL, SAFER.

ELEVATORS STAIRS

ESCALATORS SEATING

6 FEET 6 FEET 6 FEET

UF Health Screen, Test & Protect.
Screen, Test, Protect.
Learn more at Coronavirus.UFHealth.org

UFHealth
UNIVERSITY OF FLORIDA HEALTH

This poster has a yellow header with the UF logo and the text "HOW TO PRACTICE: Physical Distancing" and "HELP OUR CAMPUS COMMUNITY STAY SOCIAL, SAFER.". The main content is divided into four quadrants, each with an icon and a label: "ELEVATORS" (icon of two people in an elevator with a 6 FT distance), "STAIRS" (icon of two people on stairs with a 6 FEET distance), "ESCALATORS" (icon of two people on an escalator with a 6 FEET distance), and "SEATING" (icon of two people sitting at a table with a 6 FEET distance). At the bottom left, there is text: "UF Health Screen, Test & Protect. Screen, Test, Protect. Learn more at Coronavirus.UFHealth.org". At the bottom right is the UFHealth logo.

UF
HOW TO: Physical Distancing

HELP OUR CAMPUS COMMUNITY STAY SOCIAL, SAFER.

DO YOUR PART
STAY 6 FEET APART!

UF Health Screen, Test & Protect.
Screen, Test, Protect.
Learn more at Coronavirus.UFHealth.org

UFHealth
UNIVERSITY OF FLORIDA HEALTH

This poster has a yellow header with the UF logo and the text "HOW TO: Physical Distancing" and "HELP OUR CAMPUS COMMUNITY STAY SOCIAL, SAFER.". The main visual is an illustration of six people standing in a line on a yellow background, with blue lines on the ground indicating a 6-foot distance between each person. The text "DO YOUR PART STAY 6 FEET APART!" is written in a bold, blue font. At the bottom left, there is text: "UF Health Screen, Test & Protect. Screen, Test, Protect. Learn more at Coronavirus.UFHealth.org". At the bottom right is the UFHealth logo.

Appendix C
UF Return to Campus Employee Journey Map

