



UWM Emergency Operations Center COVID-19 Operations Planning Report

Report Date: May 24, 2021

The COVID-19 pandemic is a fluid situation. UWM will continue to update its plans in response to changes in the progress of the virus, local health restrictions, Centers for Disease Control and Prevention (CDC) guidance, and other guidance.

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I. Introduction and Background

A. Introduction

Since January 2020, the UWM community has worked within a coordinated team structure to address COVID-19 and its impact on our community. A report was issued in June 2020 for Fall 2020, providing a plan allowing UWM campuses to operate successfully in accordance with public health guidelines. We adapted to updated public health guidelines throughout the year. We have learned and worked together with the goal of serving our students, faculty and staff in both on-site and remote locations. This report outlines the recommendations of the Emergency Operations Center (EOC) for UWM's COVID-19 operations for Fall 2021.

B. Background (January to March 2020)

UWM's planning for COVID-19 began in January 2020 with the activation of several preparedness teams focused on infectious disease, community support and impact, and health awareness. In February 2020, UWM activated its Crisis Management Team, led by the vice chancellor for finance and administrative affairs, and the chief student affairs officer, in partnership with UWM's campus health officer and police chief. The team includes campus leadership and governance group representatives, and it continues to meet regularly.

Also in February 2020, a new travel policy was developed and communicated, along with clear guidance on requirements for travelers that was developed in partnership with local public health authorities. Additionally, CDC public health guidelines, CDC travel warnings and U.S. Department of State warnings required large-scale response efforts by the Center for International Education and the formation of a Travel Response Team co-led by Risk Management and Academic Affairs, with representatives from the Center for International Education, Norris Health Center, Legal Affairs and Travel Management.

Wisconsin, which announced one of the first COVID-19 cases in the United States in early February, declared a public health emergency on March 12, 2020. The day prior, the World Health Organization had declared COVID-19 a pandemic. As a result, the Campus Emergency Operations Center was activated in March 2020 to move campus operations to on-site essential services. The team operates under the National Incident Management System (NIMS) and Incident Command System (ICS) structure outlined in the [Campus Emergency Operations Plan](#). The EOC is led by co-incident commanders, the UWM police chief and campus health officer. To address the transition to on-site essential services, the Academic Preparedness Team facilitated the transition of about 6,000 courses to remote learning, and University Housing coordinated the move of nearly 4,000 students from residence halls. Transition of support services to virtual platforms were executed, and most faculty and staff moved to working remotely. Guidance for essential employees working on campus was developed.

C. Framework for Fall 2021 Planning

In March 2021, the university began planning for Fall 2021.

The EOC engaged in COVID-19 operations planning to address how the campus will further open to the public and students, and resume more normal operations in Fall 2021. Although this planning has been focused on reducing restrictions and moving closer to “normal” operations, UWM leadership also recognizes that circumstances could continue changing and possibly require a pivot toward more restrictive guidelines in terms of face-to-face activity. If that occurs, UWM will reinstitute portions of the Fall 2020 plan as needed.

The EOC is organized into the following subgroups:

- Building Preparedness and Operations (BPO) Team
- Academic Preparedness
- Communications Team
- Financial Impact Modeling and Decision Support Team
- Housing Readiness Team
- Retail Operations and Restaurant Operations
- Human Resources Team
- Personal Protective Equipment (PPE) and Supplies Team
- Purchasing, Contracts and Travel Team
- Research and Scholarship Team
- Student Finance Impact Team
- Travel Team
- Special Request Team
- UWM Community Support and Impact Team
- Large Events

Attached as **Appendix A** are descriptions of each of the EOC teams and their efforts that are completed as well as ongoing.

II. EOC Core Principles

The Emergency Operations Center developed these planning strategies under the following core principles:

- Health and safety (for students and employees) is a priority. This includes recognition of needs and concerns of individuals based on their own health situations and other context.

Important Note: UWM cannot guarantee the personal health of all UWM

community members in the COVID-19 environment because it cannot control all activities and movement by everyone within the UWM community. UWM will, however, continue to implement reasonable health and safety protocols, taking into account recommendations by local, state and national public health authorities. UWM also will ask UWM community members to adhere to all published health and safety guidelines to minimize the prevalence of and exposure to COVID-19 in connection with UWM activities.

- Proper organization relies on consistent planning through assigned teams. Therefore, communication among the teams is vital to success.
- Healthy and safety behavioral expectations for all members of the campus community (to promote health and safety for students and employees, per the first bullet).
 - **Communicate it**
 - **Practice it**
 - **Model it**
- Flexibility of methods and plans – things will change, and we must be able to adapt and adjust.
- Awareness – pay attention to what is going on around us. Understanding local, system, state and federal actions is crucial.

III. Panther Community Health and Safety Standards

Consistent with UWM’s Guiding Values, UWM is committed to fostering a caring, compassionate and collegial community characterized by mutual respect and safety.

Part of that commitment involves the development of our Panther Health and Safety Community Standards, and the [COVID-19 Health and Safety Rules Policy \(SAAP 10-12\)](#). The following standards and policy – which apply to anyone who is physically present on UWM’s grounds, campus or participating in a UWM-sponsored activity – are intended to support the health and safety of members of the UWM community.

The COVID-19 policy was informed by CDC Guidelines for [Colleges, Universities and Higher Learning](#) and [Businesses and Workplaces](#), and consultations with local and state public health officials. The policy represents a comprehensive approach for the entire community – students, faculty, staff and visitors.

The policy provides minimum expectations for the UWM community and will be updated as further guidance is published on available evidence regarding the effectiveness of various mitigation strategies. FAQs published on [UWM’s COVID-19 website](#) provide additional details and up-to-date information.

The policy is intended to provide a framework to help individuals implement health and safety protocols, and to promote and support the health and safety for the entire UWM community. Repeatedly or egregiously disregarding the policy will put individuals' health and the health of others in danger and may result in referral to student or employee conduct processes.

UWM will continue to provide basic PPE and supplies to the campus, including but not limited to: hand sanitizer, soap and disinfectants, and masks for people unable to supply their own. Additional supplies, such as gloves, goggles and plexiglass, have been provided to units as appropriate.

UWM strongly recommends that students, faculty and staff receive the COVID-19 vaccination. It is an important way to protect an individual's health and the health of those around you. Being fully vaccinated is not a replacement for other health and safety measures, however, guidelines for fully vaccinated individuals continue to evolve and will contribute to increased flexibility for those who are fully vaccinated. Faculty, staff and students who are not vaccinated will continue to be required to be tested regularly, per rules established by UW System, so long as UWM continues to provide testing clinics.

Anyone who visits campus or participates in UWM-sponsored activities is expected to follow public health and university policy:

- Engage in recommended hygiene practices:
 - Wash your hands often with soap and water for at least 20 seconds. Use hand sanitizer with at least 60% alcohol if soap and water are not available. Avoid touching your eyes, nose and mouth with unwashed hands.
 - Cover coughs and sneezes with a tissue or use the inside of your elbow. Throw used tissues in the trash and immediately wash hands with soap and water for at least 20 seconds.
 - Avoid using others' phones, desks, offices or other work tools and equipment, when possible. Clean and disinfect shared work areas, tools and equipment before and after each use by an individual.

- Maintain appropriate social distancing from others as designated in SAAP 10-12 for Fall 2021. At this time, CMT is asking for all units to plan for the possible reduction or elimination of social distancing requirements for the fall, with the ability to pivot back to required social distancing if needed. The CMT will provide further direction on required social distancing. Should social distancing be reduced or eliminated, it will be even more important that UWM faculty, staff and students work hard to continue to implement the other health and safety measures described here as well as voluntary social distancing wherever possible.

- Do not congregate in groups above the size recommended by public health guidelines and as designated by campus officials.

- Use cloth face mask coverings according to campus policy as stated in SAAP 10-12. The policy will continue to be updated as needed based on national and local health guidelines. Masks can be requested by departments through the PPE/supply request process. Students need to bring their own mask to wear on campus. If a student cannot afford a mask, or is unable to obtain a mask, they can visit the UWM Student Union Information Desk to receive a mask.

IV. Vaccination

A highly vaccinated population is key to resume more normal activity within our community. Vaccinations have been accessible on the UWM campus since March 2021. Starting in May, everyone who is at least 12 years old has been eligible to receive a vaccination. Vaccination has also been widely available in Waukesha and Washington counties. As this report was being written, 44% of Milwaukee County residents, 51% of Waukesha County residents and 43% of Washington County residents had received at least one dose of a vaccine. In the 18-24 age group, 31-43% of people in the three above counties had received a dose. The goal for vaccination of the campus population is to approach 100%, which creates the safest environment for the community. A vaccination clinic on campus is planned through early fall.

Currently, there are no vaccine requirements for students or employees. However, in order to be eligible for a testing or quarantine exemption, students and employees must submit documentation of being fully vaccinated. There will be ongoing review of policies regarding vaccinations as well as monitoring of UWSA and public health guidance.

CDC continues to revise guidelines for fully vaccinated individuals (defined as two weeks after the final dose in a vaccine series). At the time of this report, these CDC guidelines include flexibility in traveling domestically and internationally, and no quarantine requirement for those who are exposed to COVID-19 unless they are symptomatic. There are additional benefits of vaccinations in terms of gathering indoors and outdoors without wearing a mask.

V. Testing, Tracking and Monitoring

A campus testing team is reviewing anticipated needs for fall testing, tracking and monitoring on each UWM campus. The Campus Core Monitoring team, which formed in September 2020, provides regular reviews of campus and community cases and transmission, and maintains the COVID-19 dashboard.

The Campus Testing Team systematically reviews the areas related to students and employees, building on lessons learned during the past year: surveillance testing, contact tracing, case management, outbreak investigation and management, and impact on vulnerable populations. The team considers guidelines from a wide variety of resources, including the CDC, local and state public health agencies, the American College Health Association and UW System Administration. It also reviews evolving evidence of effectiveness and considers logistical, legal and financial implications of options. In addition, testing results

are reviewed daily and shared with campus leadership for additional monitoring and management.

EOC recommends that all students and staff continue self-monitoring of COVID-19 symptoms, even if vaccinated. Self-monitoring for symptoms should occur prior to the on-campus workday or any on-campus attendance in classes or activities. Individuals with symptoms should contact their health care provider, as well as their supervisor or instructor. Supervisors and instructors should provide allowances for individuals who are symptomatic and unable to participate in activities and responsibilities.

Given the likelihood that not everyone will be immunized against COVID-19, the need for testing, tracking and monitoring activities will diminish but not completely disappear for the 2021-22 academic year. It is expected that UW System's current testing exemption for fully vaccinated persons will continue into the fall. Testing protocols of unvaccinated persons will likely be similar to existing protocols, with testing weekly for residential students and biweekly for off-campus students and staff, if transmission rates in the local community continue at the current level. Pending further UW System guidance, plans will be developed for providing testing at UWM campuses according to anticipated protocols from UW System. Testing will continue to be available at the Norris Health Center for eligible students. Testing compliance is monitored and managed by Human Resources for employees and the Dean of Students Office for students.

Tracking of COVID-19-positive individuals should continue. Staff or students who test positive should self-report their illness through either the Dean of Students Office or employee self-reporting portals. Existing internal contact tracing protocols will continue in order to identify close contacts and facilitate the appropriate cleaning of spaces. Official case investigation and contact tracing continues to be led by public health departments.

The CDC and state public health officials continue to state that serological testing is not recommended for return to work after completion of isolation or quarantine. It is anticipated that this guidance will not change next academic year.

This past year, UW System, the media and the public expected institutions of higher education to report on positive cases. UWM will consider the extent to which these activities will continue for the next academic year, including the external-facing COVID-19 dashboard.

VI. Housing Operations

A. Planning Scenario Summary

In considering the planning scenarios, it is important to highlight the following:

- Living on campus is all about creating community and connection to the campus.

Planning is underway to support the student experience while adhering to social distancing/city guidelines.

- We recommend that students with health conditions that put them at a higher risk for developing severe cases and/or complications from COVID-19 consider whether living on campus is advisable, even with the health and safety precautions that UWM will implement, given the density of students and close living quarters. The residency requirement exemption process includes medical and financial reasons related to COVID-19. An exemption may be the best option for some individuals. Contract cancellation and termination will be enforced as outlined in the University Housing Contract Guidebook.
- Housing assignments will return to pre-pandemic processes but will be delayed in release by one month to allow for further decision-making by both the campus and department.
- Contract holders will be assigned by lottery using the preference students indicated on their contract. Random roommates will be paired for individuals assigned to double- or triple-occupancy rooms when no mutually requested roommate was indicated.
- Housing assignments will not be separated by those who have been fully vaccinated and those who have not because there is not currently a vaccine requirement and there are concerns about discriminatory practices in a public housing setting for those who may not be able to be vaccinated or elect not to be vaccinated. This information will be shared in advance of room assignments, as there could be concerns among students and family members.
- Kenilworth Square Apartments already operate like an apartment building, and no modifications to occupancy levels are needed. Spaces within Kenilworth Guest Housing (hotel-type accommodations) will continue to be held offline to be used for isolation spaces for housing residents.
- Residents who test positive for COVID-19 will be asked to take time away from their residence hall room, preferably at home away from campus, until cleared for re-entry. Kenilworth Guest Housing apartments will continue to be used for isolation spaces, with access to private bathrooms and access to kitchens for housing residents who don't have other housing options. UWM will monitor student demand and reserve additional isolation spaces as needed. Plans are in place should the need arise to safely vacate students from the residence halls.
- Move-in and potential emergency move-out processes will be phased and very different than in typical years. Robust planning protocols, including our long-established sign-up and staffing processes, will help tremendously.
- Modifications expected within both the housing and dining operations include attention to social distancing, spacing of furniture, traffic flow and cleaning protocols based on current health and safety guidelines.

B. Health Risk Considerations

Students are a very mobile population who may face increased risks based on the high density of the residence halls within a densely populated area. As this report was being written, the majority of southeastern Wisconsin has a high rate of community transmission of COVID-19. A reduction in the local community indicators, defined by the CDC, will decrease the risk within the residential environment.

The intense social density that characterizes residence halls, combined with age-related, behavioral and environmental factors, may contribute to infectious disease transmission. The density and disease mitigation strategies in the residence halls during the 2020-21 academic year led to fewer cases within the residence halls compared with off-campus students, as determined by surveillance testing.

The largest risk is between individuals who share a bedroom, given that the great majority of transmission is person to person and due to the greater duration of exposure between individuals. Individuals who are within the same suite are considered close contacts as they are in the same household group. A greater number of students within the residence halls may result in the need for a larger number of moves with limited flexibility. What is unknown at this time is the vaccination rate of residents who will be living in the residence halls. As this report was being written, 36% of Wisconsin residents ages 18-24 were vaccinated. The higher the vaccination rate, the fewer individuals who will be impacted by COVID-19, and the fewer who will need to quarantine. Vaccinations are critically important overall and especially within a congregate living situation.

Young adults who make up a significant portion of our residence hall population will continue to be affected by COVID-19 in Fall 2021. As this report was being written, individuals age 20-29 accounted for 19% of cases in Wisconsin. Systems in place for risk mitigation and access to adequate testing for symptomatic students and asymptomatic contacts of students will continue through campus and community testing. Surveillance testing of the residential population will continue per UW System and public health guidelines.

C. Contextual Considerations

Most UW System institutions opened at or near full occupancy for the Fall 2020 semester and were able to sustain rather successfully for the full academic year. The following institutions reported that they have assigned as usual: Stout, Stevens Point, Eau Claire, Oshkosh, Green Bay and La Crosse. Madison, Whitewater, Parkside, Superior, River Falls and Platteville will have somewhat modified assignments but near normal occupancy levels. UWM significantly de-densified for Fall 2020 compared with other institutions in system. Based on success this past year, we anticipate returning to full occupancy for Fall 2021. Vaccination access and routine testing, along with social distancing and health practices (e.g., handwashing, face coverings, etc.), should mitigate increased risk of spread within the residence halls.

As far as risk-mitigation steps, we will continue the following: face coverings, social distancing, enhanced cleaning protocol, ingress/egress and traffic management, limiting guests to two

per resident at a time, identifying isolation spaces and minimizing excess furniture in common areas.

D. Housing Additional Recommendations

University Housing Fitness Centers will reopen. It is recommended that cleaning and disinfection be done by the custodial team throughout the day. Other recommendations include: Limiting the number of residents who can utilize the space at any given time, and providing students with Oxivir TB – a one-minute dwell time, CDC-approved disinfectant to clean and disinfect machines after use. Students will be required to wear masks while in all University Housing fitness facilities.

Hosted registered guests, up to two per person, will be allowed. Registered guests must comply with all University Housing COVID-19 rules and expectations (i.e., wearing face coverings, lowering their mask to gain entrance at security station check points, self-monitoring for symptoms, and not visiting if they are symptomatic or a close exposure). Any guest who fails to comply with COVID-19 protocols will be removed from the residence halls and will lose guest privileges for a period of time.

VII. Retail Services and Restaurant Operations

Retail Services is an array of student-facing and operational support functions that serve the campus. Restaurant Operations, PantherShop, Panther Card Office, Loading Dock Operations at Sandburg Hall and the UWM Student Union are the largest of the essential operations within Retail Services.

A. Restaurant Operations

Residential Dining provides meals for sale to resident students. Sandburg Café, Cambridge Café, Palm Garden Café, Sandburg Restor, Sandburg Grind, Cambridge Restor and Riverview Café Express will operate in alignment with state, county and local public health rules and regulations at the time of opening and may be subject to modification in accordance with updated regulatory changes. Service days, hours, locations and menus will be published by July 8, 2021, based upon July 6, 2021, campus decision for “normal” or socially distant operations. A mobile order and payment platform has been deployed and will continue to be used across the enterprise.

Retail Dining Operations will return to full service within the UWM Student Union, except for the Gasthaus, which will remain closed for the duration of the academic term due to the Union renovation project. Locations outside of the UWM Student Union will reopen. Retail locations will be operated in alignment with state, county and local public health rules and regulations at the time of opening and may be subject to modification in accordance with updated regulatory changes. Service days, hours and menus will be determined when building hours and operational guidelines have been established. Operations will be modified for contactless service and use a mobile order and payment platform wherever possible.

All production spaces will allow for appropriate social distancing of employees to the extent possible. Appropriate social distancing and queuing of student traffic for meal service and pickup locations will be exercised. Modifications are expected with respect to spacing of furniture, general building traffic flow and regular cleaning of public spaces.

Catering Service will return to full service and operate in alignment with state, county and local public health rules and regulations at the time of opening, and may be subject to modification in accordance with updated regulatory changes.

Isolation and quarantine meal delivery will continue to be offered.

All Restaurant Operations locations will clean and sanitize in accordance with national, state, county and local public health rules and regulations, and UWM COVID-19 cleaning and disinfection procedures. Close attention will be afforded to high-touch surfaces and high-traffic areas within all units. Retail Services and Restaurant Operations have two Victory Electrostatic Sanitization Sprayers that can swiftly be deployed to any unit on campus for immediate sanitizing of any area that may be compromised due to a report of COVID-19 symptomatic or verified positive infected employee or customer. These sprayers use a hydrogen peroxide solution (Oxivir Tb) that is safe for use on food contact surfaces and equipment.

B. PantherShop

The PantherShop will resume normal operations. Customer entrance, checkout locations, customer exit and store layout are designed to enable effective social distancing. Customer traffic will be monitored during high-volume times to ensure reasonable customer density. High-touch surfaces and high-traffic areas will be cleaned and sanitized in accordance with UWM COVID-19 cleaning and disinfection procedures.

C. Panther Card Office

The Panther Card Office will resume normal in-person operation. Personal submission of photographs for student, faculty and staff identification cards will continue to be used in conjunction with in-person service. High-touch surfaces and high-traffic areas will be cleaned and sanitized in accordance with UWM COVID-19 cleaning and disinfection procedures.

D. Loading Dock Operations and Vehicle Use

Loading dock operations at Sandburg Hall and the Student Union, vehicle operation and isolation and quarantine meal delivery will continue to operate normally. Operations, safety and sanitation protocols are outlined in the RestOps.Dock Procedures document.

VIII. Parking and Transportation

A. Overview

The goal of Transportation Services is to resume “normal” parking and transit operations to the maximum extent possible while following applicable CDC and UWM health and safety policies. Transportation Services will continue to review and update parking and transportation plans as UWM plans develop regarding face-to-face courses, housing occupancy and segregated fees. These plans will be published on the [Transportation Services website](#).

B. Parking Services

Customer transactions will be offered in person, online or via phone. For services that occur in person, plexiglass is installed at the customer windows to shield the employee and customer. Payment options for lots and structures include mobile apps and touchless features. Additionally, text-to-pay options will be available for surface lots in Fall 2021.

Information about parking options is available on the [Transportation Services webpage](#) and will continue to be updated in the coming months for Fall 2021. Annual (12- and 9-month) and semester parking permits will be offered beginning May 15, 2021. More flexible options, including daily permits, also will be offered. Details on more flexible options are still being determined and will be published as soon as they are available.

C. Shuttles

The following health and safety standards will be followed for any shuttles in service to the maximum extent feasible. Some standards may be modified as social distancing rules are relaxed.

- A plexiglass barrier is installed behind the driver’s seat to provide additional protection.
- Vehicles will be cleaned daily with an electrostatic handheld sprayer.
- A PPE kit will be maintained in each vehicle, consisting of extra face masks, gloves and cleaning/disinfecting products.
- Passengers who identify as symptomatic will be referred to alternate means of transportation.

D. B.O.S.S. Vans

The following health and safety standards will be followed for any B.O.S.S. vans in service, to the maximum extent feasible. Some standards may be modified as social distancing rules are relaxed.

- A plexiglass barrier is installed behind the driver’s seat to provide additional protection.
- Drivers should avoid using the ventilation system’s recirculated air option and instead use the fresh air option or roll down windows.
- Passengers should enter through the sliding side doors and sit in the back of the vehicle. No passengers should sit in the passenger seat next to the driver.
- The number of riders permitted at the same time will be based on social distancing

- requirements in place at the time.
- Vehicles will be cleaned daily with an electrostatic handheld sprayer.
- A PPE kit will be maintained in each vehicle, consisting of extra face masks, gloves and cleaning/disinfecting products.
- Passengers who identify as symptomatic will be referred to alternate means of transportation.

E. Milwaukee County Transit System

Transportation Services will monitor the latest bus information from the Milwaukee County Transit System for any necessary adjustments. The MCTS website is found [here](#).

IX. Human Resources Policies and Procedures

A. Emergence from the Pandemic

As UWM emerges from the pandemic, what follows will provide resources, rules and guidance for employees.

The pandemic has been a prolonged period of trial. Employees have moved through the pandemic collectively, yet each on an individual path. Because individuals' experiences vary, they emerge with different perspectives about what post-pandemic life will be like. Some employees will be energized and refocused, some will be fatigued and feeling uncertain, and others will fall someplace in between. Employees will need time to heal, build community and establish new cultural norms.

At the same time, we know we have a collective hurdle to overcome in Fall 2021, as we try to return to as much normalcy as possible in serving students and our other stakeholders. To that end, UW System has asked all institutions formulate plans to return to face-to-face instruction and other in-person provision of services to students and other stakeholders, to the maximum extent possible, aiming for 75% of courses face-to-face. This goal of 75% face-to-face instruction is close to the roughly 80% face-to-face courses that UWM offered pre-COVID-19. Meeting this goal will require large numbers of instructional and noninstructional employees to work on-site, many of whom worked fully or mostly from home over the 2020-21 fiscal year.

We recognize that employees have mixed feelings about a return to on-site work, and we appreciate the flexibilities that have been created through virtual work. Unit leaders will need to make careful decisions about how to deploy the workforce in the manner that will best serve UWM, but also in consideration of employee preferences. This section details considerations for those decisions below.

We also have heard from some employees who want to return to work but have not yet been able to do so. In general, once room capacity limitations are relaxed from current local public health

orders, which we expect to occur gradually over the summer and next year, employees who desire to work fully on-site should be accommodated. A department that cannot accommodate an employee's preference to work on-site should consult with the unit's human resources business partner (HRBP) or personnel representative (PRep) regarding options and legal obligations.

B. Health and Safety of UWM Employees

As UWM returns to greater numbers of employees and students on our campuses, we must all continue to work together to maximize the health and safety of UWM employees, students and other members of the UWM community. Employees are expected to continue to adhere to the established UWM protocols for health and safety, particularly as described in UWM's SAAP 10-12, COVID Related Health and Safety Rules. These rules will be modified as the pandemic evolves and as allowed by CDC, City of Milwaukee and UW System policies.

Similarly, UWM's Code of Conduct states: "Employees are expected to abide by the policies and regulations for health, safety and sanitation." If an employee is unable to adhere to the requirements established by UWM, they should discuss the situation with the HRBP or PRep for their school, college or division. Supporting medical documentation may be required. If the inability to comply with requirements is health-related, modification of the requirement should be evaluated consistent with UWM's reasonable accommodation process under the Americans with Disabilities Act.

If an employee requests PPE or social distancing measures that go beyond UWM's stated requirements, the employee should present justification for such a need – including, if applicable, medical documentation – to the HRBP or PRep who works with their school, college or division. If the need is health-related, the request should be evaluated using UWM's reasonable accommodation process under the Americans with Disabilities Act. Requesting PPE beyond what UWM establishes as required/provided is not grounds for refusing to report to the workplace or complete duties and responsibilities. UWM has the right to deny an employee's request to use unnecessary PPE.

C. Testing and Vaccinations

UWM employees will continue to be subject to regular, asymptomatic testing until UW System and/or UWM determine testing may be discontinued in light of guidance from the CDC and local public health authorities.

As of May 2021, everyone in Wisconsin age 12 and older is eligible to be vaccinated, and it is estimated that individuals who have the desire to be vaccinated will have had that opportunity by the summer of 2021.

UWM employees are not mandated to be vaccinated for COVID-19 to return to work on a UWM campus. This is a UW System-level decision, and should UW System make a change to this decision, it will be communicated broadly.

UWM employees who have been fully vaccinated will be exempt from testing requirements for employees. To be exempt from testing, an employee must submit proof of completed vaccination, including a two-week period after the last vaccine dose. That information will be maintained confidentially in the Department of Human Resources.

D. Employees Who Have Concerns about Reporting to Work in Person

UWM will follow public health guidelines to provide for the health and safety of employees to the best of its ability while working to return to face-to-face instruction and in-person activities as required by UW System, and to best serve students and other members of the UWM community. Returning to 75% face-to-face instruction as requested by UW System would require most instructors to return to on-campus classrooms, except for those courses that would normally be taught in an online format outside of the pandemic. While many noninstructional employees have been working onsite throughout the pandemic, more will do so beginning in the summer and fall of 2021, with the widespread availability of the vaccine.

Consequently, there will be both instructional and noninstructional employees who previously worked remotely and who will be expected to return to work on UWM campuses in Fall 2021 or possibly earlier. Employees who have concerns about returning to onsite work because they have a medical condition that places them in a higher risk group, they are caring for someone in a higher risk group or they are pregnant, should consult with the HRBP or PRep who works with their school, college or division. These employees may seek FMLA leave or an accommodation via the ADA process, as applicable. Other extenuating circumstances expressed by employees should be evaluated by supervisors and school/college/division heads on a case-by-case basis.

As has been the case throughout the pandemic, supervisors may not assume an individual is or would be at increased risk of serious health conditions if exposed to the virus. This includes risk factors identified by the CDC, such as age and pre-existing health conditions.

E. Work During and After COVID Positivity Exposure

As has been the case throughout the pandemic, if an employee is ill, exhibits symptoms or is expected to isolate due to COVID-19 exposure or positivity, the employee may work remotely if their symptoms allow them to work, their responsibilities allow for remote work and their supervisor approves them to work remotely.

Employees whose duties and responsibilities do not allow for remote work and are unable to report to the workplace may use sick leave, vacation or personal holidays to remain in paid status.

UWM may seek an employee's termination if onsite work is required but the employee is unable to report for duty and the employee has exhausted all leave rights. Any termination must follow the applicable policies/procedures for that employee's type (i.e., faculty, academic staff, university staff, etc.).

UWM will continue to use the latest public health guidelines in determining when an employee who has been ill may return to work after COVID-19 positivity or exposure. As of the writing of this report, the latest [CDC guidelines](#) provide:

1. An employee who believes they had COVID-19 or knows they had COVID-19 may return to work after:
 - One day (24 hours) with no fever; and
 - Symptoms improved; and
 - Ten days since symptoms first appeared or positive test result.
2. An employee who tested positive for the virus but has been asymptomatic may return to work 10 days after the test.
3. An unvaccinated employee who has been in close contact with someone who is symptomatic or tested positive must quarantine for seven to 14 days after last contact with the symptomatic or positive individual. If a fully vaccinated employee has been around someone who has COVID-19, they do not need to quarantine or get tested unless they have symptoms.

If an employee who is working onsite has tested positive for COVID-19, Environmental Services will follow current UWM cleaning and disinfection procedures for COVID-19. Depending on the type of workspace and when an employee was previously on campus, cleaning may be completed by UWM staff or an outside vendor. This may mean displacing a small number of employees for up to one full day.

F. [Interactions with Co-workers](#)

Employees will be encouraged to note the following about how to treat a colleague who has returned to work after being ill:

- UWM is adhering to CDC guidelines to determine when an employee can safely return to work.
- When a formerly ill employee returns to work, she/he should be welcomed back by their colleagues.
- The UWM Code of Conduct states, “Employees must respect the rights of others to be free of bullying, harassment, intentional physical harm or intimidation in the workplace.”
- The Code of Conduct also states, “Employees are expected to display courteousness and use good judgment in dealing with the public and others in the University community.”
- Any intentional isolation, intimidation or bullying of a formerly ill employee will not be tolerated.

G. Information for Employees

UWM's Office of Human Resources maintains [a webpage with up-to-date COVID-related resources for employees](#), in addition to [UWM's website on COVID-related resources for faculty and staff](#).

UWM recommends all faculty and staff understand the following, and UWM will provide communication on these and other topics:

- Infection prevention/control measures, including any applicable UWM rules or guidelines on wearing of face masks and social distancing;
- COVID-19 symptoms and local infection rate;
- Testing requirements and where to be tested if an employee has symptoms;
- How COVID-19 is transmitted.

It is anticipated UWM will offer COVID-19-related training to employees in Fall 2021. The training will include information related to the items bulleted above.

H. Furloughs

In 2020, both UW System and UWM established temporary furlough policies. [UW System's policy](#) expires on June 30, 2022. UWM has separate policies on [position-specific furloughs](#) and [intermittent furloughs](#).

The UWM administration has determined that UWM's position-specific furlough policy will remain in effect and these furloughs will remain available to units as a budgetary tool until June 30, 2022.

The UWM administration has also determined that UWM's guidelines on intermittent furloughs will conclude on June 30, 2021. This means that UWM will not impose intermittent furloughs for FY22 unless Fall 2021 brings catastrophic financial circumstances (e.g., a deep further loss in enrollment) not anticipated at this time.

I. Instructional Employee Interest in Continuing Remote Teaching Post-Pandemic

Although some online courses and programs will continue to expand, UWM has also heard from many students that they have difficulties with online learning or do not feel that they are receiving the full value of what UWM can offer in an online mode.

To meet the UW System request to return to 75% face-to-face instruction in Fall 2021, and to best serve our students post-pandemic, instructors will generally not be able to continue to teach entirely remotely simply for convenience or due to a reluctance to return to on-campus

work, any more than was the case pre-COVID.

J. Non-instructional Employee Interest in Continuing Remote Work Post-Pandemic

Remote work has become common for many employees, and some UWM employees may have a desire and ability to continue remote work post-pandemic. Benefits of granting employees some ability to work remotely can include:

- Establishing/continuing UWM as a preferred employer
- Decreased absenteeism
- Increased productivity
- Increased employee retention
- Enhanced use of space

At the same time, working remotely can create issues and concerns, including:

- Fewer opportunities for development of interpersonal relationships and informal networking in the workplace
- Decreased ability to serve students in person to support UWM's goal to be a radically welcoming institution
- Loss of informal opportunities for collaboration and innovation
- Decreased observational learning among employees, i.e., the ability to quickly share something learned with one's colleagues
- Loss of critical mass of support employees on-site to help create a lively and dynamic on-campus environment.

(Some of the cited benefits and concerns were provided by the Education Advisory Board in various publications and podcasts from April 2021.)

In balancing the benefits and concerns associated with remote work moving out of the pandemic and going forward, supervisors should do the following:

- For positions that are conducive to working remotely, affirmatively gather and understand the requests and preferences of employees.
- Consider each employee's requests and preferences against these criteria:
 - Can the duties and responsibilities of the employee be performed remotely?
 - Are departmental operational needs able to be met if the employee is permitted to work remotely?
 - Will the needs of stakeholders, especially students, be met if remote work is approved?
 - How will the ability to foster community and interpersonal relationships be maintained if remote work is approved?

- How will sharing of information/learning be accomplished if remote work is approved?
- Has the employee consistently demonstrated an ability to accept the responsibility of working in a remote way? Supervisors are encouraged to consider this criterion from a trust-based perspective, i.e., giving the employee the benefit of the doubt.
- Will the supervisor be able to adequately supervise the remote work?
- Are employees being given fair and equitable consideration under the above criteria, without discrimination or favoritism? (Denying a poorer performing employee's request to work from home, if remote supervision will be insufficient, is not considered favoritism or unfair. Nor is denying working remotely for employees whose job responsibilities cannot be adequately performed from home.)
- Follow any applicable UW System or UWM policy or procedure. Below are the existing policies on this topic:
 - UW System: [UW System Administrative Policy 1228, Telecommuting](#)
 - UWM Policy: [SAAP 10-12](#)
 - We understand that UW System is working to develop a remote-work e-workflow that will be available prior to Fall 2021. The System form will be the mandatory request form for remote-work requests. The Department of Human Resources will publish updates as soon as they are known.

Requests to work remotely should be carefully reviewed before approving, with a set time period after which the request will be re-reviewed and not automatically extended. In general, higher levels of scrutiny and justification are required for approval of fully remote work.

With the understanding that departments might have some of their workforce working remotely at any given time, each supervisor must consider how meetings will be conducted. When meetings will include individuals working both in-person and remotely, supervisors should ensure that people working remotely can participate meaningfully. This may mean that meetings are convened with in-person attendees at their own computers or located in a room that allows for virtual participation by remote attendees. UWM's University Information Technology Services advises that, assuming a hybrid workforce (fully on-campus, fully remote, and partially remote), many post-pandemic administrative meetings will be hosted on Microsoft Teams and be joined by UWM staff members. These employees may be working remotely or working at their campus office locations and not joining the meeting at dedicated meeting spaces.

K. Employee Privacy Rights

UWM protects the privacy rights of its employees and adheres to the law regarding the protection of employee health-related information. Thus, the public, co-workers and students will not be informed as to the COVID-19 test results or vaccination status of any individual employee.

We will use the following to respond to employee inquiries about the health status of coworkers:

- Emphasis on the safety standards UWM has in place, which are aligned with CDC or City of Milwaukee Health Department recommendations/standards.
- Inform employees with concerns that they should discuss testing options with a health care provider or, if the option exists, consider being tested at a UWM campus.
- Employees feeling anxious or fearful will be encouraged to seek assistance from the Employee Assistance Program provider, [Kepro](#).

As needed, employees will be informed that it is not appropriate to ask another employee about their health, including whether they have tested positive for or been vaccinated for COVID-19. Employees are not obligated to reveal information about their health to colleagues.

L. [Detailed Guidance for Supervisors](#)

The continued evolution of work at UWM as we emerge from the pandemic will continue to provide challenges for supervisors. UWM's Central Human Resources Department will provide additional, detailed written tips and guidance for supervisors on the above topics, as well as schedule supervisory training and question/answer sessions on these topics.

X. [Building Preparedness and Operations](#)

A. [Introduction](#)

Much of the Building Preparedness and Operations planning for the 2020-21 academic year was based on the need to reduce density on campus to promote social distancing. As campus moves toward a resumption of most classes, programs and services being provided in person, changes must be made to allow for greater density to accommodate more people on campus.

Building Preparedness and Operations recommendations are predicated on the following assumptions about the timing of campus activities resuming:

- Resumption of full or mostly face-to-face academic instruction will coincide with the start of the academic year on Sept. 2, 2021. Likewise, most campus programs and services that have operated in a virtual delivery mode will also resume in-person activities.
- The campus pandemic planning paradigm is a return to a level of in-person classes and out-of-class activities most closely comparable to the pre-pandemic Fall 2019 level. The ability to do so will be predicated a reduction or elimination of the current 6-foot social distance requirements will allow for higher density within classrooms, offices and shared spaces.

Recommendations are categorized based on four particular campus space types:

- General spaces and operations
- Classrooms
- Research spaces and operations
- Administrative office spaces and operations

In addition, some facilities/spaces – such as the UWM Student Union, Klotsche/Pavilion, UWM Libraries, teaching labs/shops and performance venues – may have specific plans for each facility, separate from this document.

There are separate EOC groups focused on Food Service and Large Events

B. General and Miscellaneous Spaces and Operations

1. Overall Recommendations:

- As campus resumes mostly normal operations, density within campus facilities will need to increase. Prior 6-foot social distancing requirements, where not feasible, may be lifted or relaxed while serving students and campus stakeholders in a face-to-face capacity. UWM’s Crisis Management Team will continue to monitor the local health situation to determine social distancing requirements.
- Points of entry and egress from UWM facilities should continue to be identified for single-directional usage where possible.
- All facility corridors and stairwells, even those previously labeled as single-direction, will become bi-directional.
- Access to hand sanitizer should continue to be provided in central locations in hallways that are not immediately adjacent to entry and egress locations.
- Cleaning and disinfection efforts by Environmental Services/Custodial will continue to be focused on high-touch surfaces (door handles, elevator buttons, drinking fountains, etc.) and other focused cleaning.
- The Building Safety Plans developed by building administrators or chairpersons, and approved by BPO, should be updated to reflect changes in campus standards and changes in facility operational plans related to the 2021-22 academic year.

Building management (chairperson, space allocation authority or other identified individuals), University Safety and Assurances, and UWM Police will collaborate to update and review detailed plans for managed buildings, including UWM Libraries buildings, Lubar Entrepreneurship Center/Welcome Center, Student Union, Klotsche Center/Pavilion, Continuing Education, parking garages and possibly others. All building plans must be approved by the Building Preparedness and Operations Team.

2. Entry & Egress Points:

- ADA entries will be clearly identified as both entry and egress for buildings with limited access points.
 - Entries will be designated as either entry-only or egress-only wherever possible.
 - Where entries cannot be designated as only a point of entry or egress, signage should be posted to encourage patron flow.
 - Flow from building to building will be reviewed to ensure that directional flow can continue.
3. Elevators:
- Elevator signage will designate recommended (not required) occupancy.
4. Hallways/Corridors/Stairwells:
- Hallways, corridors and stairwells will be identified as bi-directional with people encouraged to stay to the right.
5. Drinking Fountains and Bottle-Filling Stations:
- No plastic/paper cups will be provided; continue with standard usage.
 - Increase signage about sanitation and using fountains and stations at “own risk,” noting the concern for transfer is buttons, not the water spigot. Signage will encourage bottle filling.
6. Computer Labs:
- Re-evaluate the total number of machines to accommodate increased student demands consistent with normal student levels, while providing distance between users as required and feasible.
 - Continue practice of not providing public kiosks.
 - Provide sanitizing wipes for patrons to self-clean.
 - Use electrostatic machines to disinfect computer areas when they’re closed (either late second or early first shift).
7. Restrooms:
- Focus will be on cleaning, not restricting the capacity of the restrooms. Signage will indicate capacity where designated.
 - Doors that can be left open will be identified to limit touchpoints.
8. Shower Facilities:

- Focus will be on cleaning single-use showers.
- There will be fewer showers in “group showers” (also included in UREC’s specific plan).

9. Informal Gathering Spaces (Pocket Lounges):

- Seating capacities may be returned to regular, pre-pandemic conditions.
- Signage will be installed related to social distancing and capacities in informal gathering spaces.

10. Common Break Areas:

- Some buildings have general/building-wide break rooms open to all building users. The plan for each building should determine whether these rooms should be closed or whether we have available resources to maintain cleanliness/sanitation.

11. Vending Areas:

- Farmers Fridge machines will continue to provide healthy options.
- Pepsi and Farmers Fridge currently have cashless options; explore additional cashless options for any other snack machines.

12. Lactation Rooms:

- Lactation rooms will be kept active and equipped with sanitation items.
- Signage about sanitation and “use at own risk” will be installed.

13. Building Ventilation

- UWM Building HVAC (heating, ventilation and air conditioning) systems bring in outside air through air handling systems, that filter and heat or cool the air to adjust it to a temperature appropriate for the occupied spaces. Air that is recirculated within the building also passes through filters and is again mixed with outside air within the air handling system. The HVAC operations meet state specifications and International Mechanical Code to ensure optimal indoor air quality.
- It is important to note that the virus that causes COVID-19 is thought to spread mainly from person to person through respiratory droplets produced when an infected person coughs, sneezes or talks. These droplets settle out of the air quickly. Spread is more likely when people are in close contact with one another, so proper social distancing measures and the use of face masks can reduce the risk of disease transmission.
- With that in mind, UWM is not planning on any significant modifications to ventilation systems, which is consistent with other UW institutions, including Madison. Facilities Services staff continue to coordinate and monitor building occupancy

and HVAC system performance. Preventive maintenance has been ongoing to ensure proper operation. If there are specific problematic areas that employees are concerned about, please contact the building chair or submit [a service request to Facility Services Help Desk](#) so the area can be assessed.

C. Classrooms

1. Overall Considerations:

The below recommendations will apply to the extent consistent with the updated UWM COVID-19 policy SAAP 10-12, which will be revised as needed by UWM leadership and/or CMT.

2. Spatial considerations:

In general:

- All classrooms will be configured in a lateral classroom style following the guidelines and recommendations set by the EOC after approval by the chancellor and provost in consultation with CMT Leadership.
- After room capacities are determined, capacity signage will be created.
- Signage will be created regarding social distancing.
- Entry doors may be kept open to minimize touches on doorknobs/handles.
- When possible, visual cues such as floor markings or tape will be used to indicate queuing locations, traffic flow direction and to maintain social distancing.
- When necessary, face-to-face classes can be held online as well.
- Sharing of food and catering will be prohibited.

Classroom furniture has the greatest impact on room capacities. Flexible, small-footprint furniture – such as tablet-arm, moveable chairs – enables greater student densities. Rooms equipped with larger, less flexible furniture – such as movable, shared tables or fixed-seat lecture/theater format furniture – require a more generous square footage/student factor. Rooms with fixed tables are the least efficient.

3. Flow of traffic:

- Many classrooms are in basements and on first and second floors. As discussed elsewhere, use of stairs should be encouraged.
- When two entry points are available, one will be designated an entry and the other an exit.
- Staggered entrance and egress procedures will be shared with students and will consist of:
 - Spatially staggered entering, proceeding to and filling the available seating row farthest from the entrance and proceeding to fill the class toward the entrance.

- Spatially staggered exiting, row closest the exits first and proceeding to the first rows filled.
- Early arrival and congregating before class will be discouraged with signage.

4. Physical Modifications:

- Floor decals spaced at 6-foot intervals (or 3-foot, if the standard is reduced or removed with the elimination of a social distance standard) will be placed at entries and exits.
- Staggered entry and exit signage will be posted at entries.
- Unavailable seating will be designated (it should not be the expectation that unused seating will be removed from the classroom).
- PPE/disinfection kits will be available in each classroom and shall consist of hand sanitizer, masks, disinfection spray and towelettes.
- Plexiglass shielding at lecterns will be determined on a room-by-room basis.

5. Cleaning/Sanitation:

- Hand sanitizer will be available in every classroom.
- Cleaning and disinfecting supplies will be provided in all classrooms for both instructors and students to use at their own discretion.
- Classrooms will be cleaned one or two times daily.
- Environmental Services staff will monitor inventory of cleaning and disinfection kits and trash removal throughout the day.
- Watercoolers will be removed from classrooms.

6. Human Behavior:

- Mask use will be determined per UWM COVID-19 policy (SAAP 10-12).
- Early arrival and congregating before and after class will be discouraged.
- There will be public announcements made at each large event to remind people of best practices in terms of any mask-wearing, handwashing and social distancing in all areas of the building.
- Instructors should monitor and help guide staggered entry and exits.

7. Teaching Laboratories, Shops and Studios:

Because many teaching laboratories, shops and studios have unique configurations for seating (or lack thereof), equipment and flow of traffic, departments are required to develop a safety plan that addresses how each class in a teaching laboratory, shop or studio will safely address each of the following:

- Appropriate social distancing should be maintained at the direction of campus policy.
- Maintaining traffic flow in the room to accommodate appropriate social distancing.
- Providing at least one option for washing or sanitizing hands.
- Cleaning and sanitizing based on the classroom area guidance (instructors and students responsible for their own spaces).
- Flow of traffic into and out of the classroom.
- Physical or room modifications required where social distancing cannot be maintained.

8. Health Care Classes

Health care classes that require students to perform class operations in close physical contact shall develop a safety plan stating precautions that will be taken in the class, including:

- Following CDC health care precautions for health care operations
- Social distancing between workstations per campus policy
- Personal protective equipment that will be in use
- Disinfection and cleaning measures
- Hand sanitizing or washing capabilities

Safety plans will be submitted to BPO for review and approval.

9. Reduced Social Distancing Planning:

Building Operations should plan for the potential reduction or elimination of social distancing requirements for Fall 2021, by decision of the CMT. If that occurs, the following measures will be taken:

- Classroom capacities will be re-evaluated and assigned based on the updated standard.
 - GA classrooms will be evaluated by ROAR and Campus Planning.
 - Departmental classrooms will be evaluated by the responsible department.
 - BPO will confirm that the changes meet the updated standard.
- Signage will be revised and posted to inform people of the updated social distancing criteria and room capacity changes.
- Floor decals outside classrooms will be moved or replaced to reflect the new standard.
- Unavailable classroom seating will be redesignated in a similar fashion as it was previously. (It should not be the expectation that unused seating will be removed from the classroom.)
- Separate designated entries and exits will remain.
- Spatially staggered entrance and exit procedures will remain in place as stated above.
- Teaching laboratories, shops and studios shall update their safety plans to account for the change to social distancing. BPO will confirm planning is appropriate.

D. Research Spaces and Operations

UWM has been using a phased approach toward reopening research facilities. This has successfully helped avoid outbreaks in our research facilities.

Research Operations are affected by two major limitations:

1. Facility access will be set by health considerations and campus guidance, which will change over time. Research safety plans are required in Summer 2021, and researchers may amend them as conditions change.
2. Human subjects work requires specific restrictions due to the risks associated with COVID-19. Restrictions will reflect the balance between health and safety risks, and the urgency of the research activity.

The following sections outline the procedures for Summer 2021. We anticipate that these will require modifications by Fall 2021 to accommodate changes in campus guidelines and policies. We will revise these processes to reflect those changes.

Summer 2021

The process for authorizing access to campus research facilities requires (1) approval of a Building Operations Plan, (2) approval of a Research Safety Operations Plan for use of a specific lab, facility or office, and (3) completion of the online UWM Employee Training and Attestation.

1. Building Operations Plan

A key limitation for research facilities is the density and circulation of people, both within individual labs/facilities and in buildings. The EOC Building Preparedness and Operations Team has established maximum occupancy levels for research spaces and works with units to develop Building Operations Plans for each building.

For Summer 2021, staffing levels are limited due to COVID-19. UWM has adopted the standard of 3-foot distancing in laboratories. Different limits may be adopted in the future for laboratories (including the elimination of a social distance standard). Any changes will be reflected in future versions of these standards.

Units (or combinations of units) are responsible for developing Building Operations Plans. The EOC Building Preparedness and Operations Team is responsible for approving plans and can provide support. Once approved, deans and division heads are responsible for communicating and implementing the plans.

2. Research Operations Safety Resources

Safety Plan development resources:

- UWM's Emergency Operations Center guidelines.

- Office of Research [Guidelines for Field Research During the COVID-19 Pandemic](#).
- [US&A Research Startup Safety Checklist](#), which includes information on a wide range of potential safety considerations.
- The [online template](#) for developing and submitting Research Operations Safety Plans is posted on the Office of Research website. Amendments to approved Research Operations Safety Plans that reflect changes to safety standards can also be made through this website.

3. Employee Training and Attestation

All UWM employees are required to complete [UWM's Employee Training and Attestation](#). Each member of a research team must complete this training no later than the first day they return to the workplace. This requirement also applies to UWM research-related staff who need to come to campus for one-time, short-term access to facilities.

Human Subjects Research

Human subjects research is subject to the following levels. As of May 2021, we are at the Orange level. This will be adjusted as conditions warrant.

- Orange: Face-to-face interactions with low-risk populations in the same room that maintain social distance (greater than 6 feet) or that require close (within 6 feet) or direct contact for a limited duration (less than 15 minutes).
- Yellow: Face-to-face interactions involving more extensive close or direct contact are allowed with approval from US&A. Safety measures will be required in accordance with campus guidelines.
- Green: Normal operations.

E. [Administrative and Office Spaces](#)

As campus moves toward operations more closely mirroring Fall 2019, the social distancing standard in place will guide allowing office areas to accommodate greater density. Although all office areas were evaluated and approved for some level of occupancy for Fall 2020, lower density levels were required for some office areas – especially shared open office (cubicle) environments. In making operational recommendations based on 6-foot social distance standards, BPO recommended operational strategies to office area leaders, including flexible scheduling and alternating onsite/remote days for staff. All office areas can operate with the current 6-foot social distance standard in place, but would need to use such flexible scheduling strategies to maintain social distance at current standards. Were the benchmark for office social distance standards to be set at 3 feet or the social distance standard eliminated, it is believed that almost all office environments could return to full occupancy. In almost all cases, every staff workstation is at least 3 feet away from other workstations. Were campus to adopt a standard similar to that articulated by the Milwaukee Health Department – 30 square feet per person – it also would appear that almost all office environments could return to full capacity.

1. General Guidelines:

- Administrative and office areas may reopen at levels approaching that of Fall 2019, subject to any continued social distancing requirements as determined by UWM leadership considering CDC and local health restrictions.
- Deans and division heads may consider allowing staff to work remotely or adopt alternative work schedules, if responsibilities allow.
- UWM will provide basic cleaning and sanitation supplies to each office space.
- As space allows, meetings can be held in person while maintaining any required social distancing and other mitigation strategies (such as continued use of masks) OR meetings may continue to be held virtually.

2. Cleaning/Sanitation:

- Due to the need to deploy custodians in student and public areas, occupants will continue to be responsible for cleaning their own work area within private offices.
- Occupants will continue to be responsible for removal of garbage/recycling to designated common receptacles.
- Cleaning and disinfecting by custodial staff will focus on high-touch surfaces (door handles, elevator buttons, drinking fountains, bathrooms, etc.) and other focus cleaning.
- Hand sanitizer stations will be installed at the entry point to office area.

3. Open Offices/Cubicles:

- Workstations spaced less than 6 feet apart (or 3 feet if the requirement changes or usual spacing with the elimination of a social distance standard) should not be used simultaneously by staff.
- Use of stand-up desks within a cubical environment will be discouraged.
- Occupants should be responsible for cleaning/sanitation of their own workstation and garbage removal to a designated area.

4. Single/Private Offices:

- Single or private offices should be used for one person only and only used for face-to-face meetings if appropriate social distancing can be maintained.
- Due to the higher-priority cleaning needs elsewhere, the occupants of a private office will be responsible for their own cleaning and removal of garbage to centrally designated area.
- Open/closed door policies should be made at the department level.
- Traffic to and from these spaces should be defined to maintain social distance where possible.

5. Shared Office Spaces:

- These are enclosed offices used by more than one person, often featuring multiple desks/workstations, or which are used in a “hoteling” style.
- These spaces should be only used by more than one person at a time if social distancing can be maintained.
- More than one person may occupy shared spaces if there is 6 feet of spacing between desks/workstations, or 3 feet if the standard is reduced, or usual spacing if the social distance standard is eliminated.
- Occupants will be responsible for cleaning their own workstations and shared surfaces upon arrival to work and prior to departing. Due to the higher-priority cleaning needs elsewhere, occupants will be responsible for removal of garbage to a centrally designated areas or by setting garbage outside the door.
- It is not recommended that plexiglass be installed to separate workstations if appropriate social distancing can be maintained. Plexiglass barrier installations should be limited to high traffic, transactional locations like reception desks in office environments.

6. Entry/Reception Areas:

- Physical Modifications
 - Plexiglass shields will be installed at reception desks.
 - Visual cues, such as floor markings, will be used to indicate queuing locations, traffic flow direction and to maintain appropriate social distance spacing.
 - Furniture in waiting areas will be spaced to promote appropriate social distancing. Excess furniture will be removed.
 - Signage with symptoms of COVID-19 to be posted in lobbies.
 - Signage regarding social distancing will be placed throughout the building.
- Cleaning/Sanitation
 - Hand sanitizer will be provided at reception area.
 - Staff will wipe down hard surfaces between each person served.
 - Catalogs and other hard-copy marketing collateral will be removed to avoid the need to sanitize these items.
- When possible, doors will be kept open to minimize the need to touch knobs/handles.
- When possible, offices should consider scheduled appointments to limit density.

7. Copy/Workrooms:

- Cleaning/Sanitation
 - As a shared space, staff should use disinfectant wipes to clean copiers and other equipment before and after use.
 - Worktables/counter surfaces, door handles/knobs and tools should be sanitized by users with disinfectant wipes before and after each use. Consideration

should be given to assigning tools to specific individuals (no shared tools).

- Physical Modifications
 - Signage will be posted outlining expectations for occupancy and use.
 - Assess the need to remove workroom tables.
 - Bringing in food to be shared will not be permitted.
- As with other space types, copy/work rooms of less than 200 square feet should not be occupied by more than one person at a time. This may place limits on teamwork often accomplished in such spaces – staff should seek out larger spaces to bring people together for such work that allows for maintenance of social distancing.
- Some of these spaces are pass-throughs to other offices. When passing through, staff should do their best to maintain social distancing and are strongly encouraged to wear face coverings if entering a space with others in it.

8. Conference Rooms

- Small conference spaces for 4-12 people are typically located within office suites. These spaces may be formally or informally scheduled, or in some cases, used on a first- come/first-served basis.
- Spaces should be used only if appropriate social distance spacing can be maintained.
- Users should disinfect table and other high-touch surfaces upon entering and prior to leaving the space.
- Garbage/recycling containers should be emptied into designated common receptacles or set outside the room.

9. Break Room/Kitchenette Spaces

- Break room/kitchenette spaces are used by a single department or shared by several departments co-located in an office suite. They often include coffee makers, microwaves and small refrigerators.
- Generally, these are small spaces that should not be occupied by more than one person to maintain social distancing. These rooms should not become gathering points or be used for meetings.
- Physical Modifications
 - Assess the need to remove breakroom tables.
 - Bringing in food to be shared will not be permitted.
- Signage should be posted outlining expectations for occupancy and use.
- Cleaning/Sanitation
 - Staff using break room/kitchenettes should be responsible for sanitizing counters and surfaces prior to and after each use of the space.
 - Departments utilizing such spaces should develop a schedule for staff who will do periodic cleaning/disinfecting and trash/garbage removal.

NOTE: Some buildings have general/building-wide break rooms open to all building users. Consideration should be given to closing/locking these rooms during the pandemic crisis

due to the inability to police use and maintain cleanliness/sanitation.

10. Transactional Environments and Waiting Rooms

- Transactional environments and waiting rooms are common in many administrative and office spaces. These are the reception desks, check-in counters or places where a specific transaction or task takes place. These spaces also frequently include waiting areas where individuals may queue while waiting for the next available staff member or while waiting for an appointment.
- Occupancy should be defined by the size of the space and the ability to maintain any required social distancing within the space. Consideration should be given to where additional queuing might occur, and appropriate signage or visual cues should indicate the queuing location and encourage maintenance of social distancing.
- Physical modifications
 - Where possible, entry doors to reception/waiting areas may be left open to minimize touches on doorknobs/handles. This may require modification of doors or installation of additional door hardware.
 - Plexiglass shields should be installed wherever possible at reception desks, check-in counters or locations where transactions or business tasks must be performed in person.
 - Visual cues, such as floor markings or tape, should be used to indicate queuing locations, traffic flow direction and to maintain social distance spacing.
 - Waiting area furniture should be spaced apart or in some cases removed to promote appropriate social distancing.
- Cleaning/Sanitation
 - Hand sanitizer should be provided at reception, check-in and transactional points of service unless already in place inside the entry door.
 - Staff should wipe down hard surfaces between each person served.
 - Magazines/books or other items left out for patrons in waiting areas should be removed to avoid the need to sanitize these items.

11. Reduced Social Distancing Planning:

If the CDC, local health department and UWM transition to a reduced social distancing standard applicable to UWM (such as 3-foot social distancing or the elimination of a social distance standard), and it's adopted by the CMT and EOC, the following measures will be taken:

- Office capacities will be re-evaluated and assigned based on the updated standard.
- Where used, signage will be revised and posted to inform of the updated social distancing criteria and room capacity change.
- Where used, floor decals will be moved or replaced to reflect the new standard.
- Separate designated entries and exits will remain.
- All other safety precautions previously mentioned in Nos. 1-10 will remain standard practice.

XI. Communications and Campus Messaging

All COVID-related communications should be routed through the EOC Communications Team to ensure it is reviewed by appropriate campus leaders and distributed to all appropriate audiences in clear, compassionate, jargon-free language. The EOC Communications Team includes representatives from University Relations & Communications, Union Marketing, the Dean of Students Office, Norris Health Center, Office of Undergraduate Admissions and other campus units.

A. Dedicated COVID-19 Website

In collaboration with the EOC Communications Team, University Relations & Communications has established a COVID-19 Information website at uwm.edu/coronavirus to provide current and prospective students, faculty and staff, parents and community members with a single source of information about its response to the pandemic. A key feature of the website is the FAQ section, which includes answers to hundreds of questions submitted by students, employees and others.

The website also includes dedicated pages for on-campus testing and vaccination, as well as a resource library for university employees.

B. Information-Gathering and Review

An automated workflow has been set up at uwm.edu/campusmessaging for EOC teams and campus units to submit information related to the pandemic, including campus health and safety protocols, class formats for upcoming semesters, and status updates on remote working, events and travel. Information is edited by an editor on University Relations & Communications' Media Services team and reviewed by designated members of the chancellor's cabinet before it is published or distributed.

C. Fall 2021 Website

Work has begun on a Fall 2021 website that will provide incoming and returning students with clear, consolidated information about the topics of primary concern to them: classes and academic support, housing and dining, and campus life. The site is being built by University Relations & Communications and will link to other sites maintained by campus units, such as University Housing and Student Involvement, as well as the COVID-19 Information site. The goal is to help students discouraged by a year of remote learning envision, plan for and get excited about a return to a more normal college experience.

D. Social Media

Two social media campaigns running in Spring 2021 will continue through the summer. One is aimed at sharing information about Fall 2021 plans with current and prospective students and

generating excitement for the fall; the other encourages students to get vaccinated. The vaccination campaign will continue through the fall if needed.

Key campus emails and FAQs related to COVID-19 will continue to be shared via UWM's social media channels (Facebook, Twitter, Instagram) as appropriate. Given that many students do not read their email regularly, social media remains an important channel to reach them. Schools, colleges and other units with secondary social media accounts also will be asked to share information with students.

In addition, social media monitoring will continue as a means of identifying areas of concern among members of the campus community and the public. Responses will be provided via social media or other channels as appropriate.

E. Media Inquiries

Media inquiries will continue to be managed by University Relations & Communications' Media Services team. Team members will connect reporters with subject matter experts in public health and other areas as appropriate. Key benchmarks, such as the opening of the vaccination clinic at UWM, will be shared with media via news releases.

XII. Major Event Communications Protocol

With COVID-19 variants spreading, it is still possible that UWM will face a major related event, such as an outbreak in a residence hall or the death of a campus leader. Such an event could trigger inquiries from news media and members of the general public, as well as students and their families. In responding to these inquiries, UWM will first comply with applicable privacy laws, including the Family Educational Rights and Privacy Act (FERPA) and UW System and UWM policies. The university then will provide information aimed at helping the public understand the scope of the situation and what is being done to mitigate the spread of disease. Based on these guiding principles, the following information is intended to provide guidance for COVID-19 incidents involving students and employees.

It is important to note that the City of Milwaukee Health Department – or other local health department, depending on the home address of an individual – receives COVID-19 test results and is responsible for case investigation and contact tracing. Before a public statement is made by the university, the campus health officer or a designated staff member from Norris Health Center will attempt to contact the City of Milwaukee Health Department or other appropriate health department to determine:

- how many people have been infected;
- their relationship to UWM;
- any commonalities; and
- the status of contact tracing and notification of individuals who may have been exposed.

A. Incidents Involving Students

UWM will not identify students who become ill or provide personal or identifying information about them, which could include where they live, a specific class in which they are enrolled or the location where they may be housed in isolation. For inquiries related to student deaths, the university will follow the guidelines described in [SAAP 14-1](#) and limit disclosures to directory information, such as enrollment status and major.

In the case of an outbreak among students, the university will disclose the following information, if available:

- the number of individuals infected in connection with the outbreak;
- any commonalities among the impacted individuals, such as living in the same residence hall or sharing a class (the specific residence hall/class will not be disclosed);
- how UWM is caring for impacted students (meal deliveries, other support); and
- steps UWM is taking to limit the spread of disease (moving students to isolation, shifting classes to virtual learning, cleaning, etc.).

B. Incidents Involving Employees

UWM will not identify faculty/staff who become ill or provide personal or identifying information about them, such as their department or work location. For inquiries related to faculty/staff deaths, the university will follow Human Resources guidelines and limit disclosures to confirmation of the individual's employment and the dates of employment.

UWM may make additional discretionary disclosures to the media in accordance with the employee's family's wishes.

In the case of an outbreak involving multiple faculty/staff members, the university will disclose:

- the number of individuals infected in connection with the outbreak;
- any commonalities among the impacted individuals, such as working in the same building (the specific building will not be disclosed); and
- steps UWM is taking to limit the spread of disease (moving employees to remote work, cleaning, etc.).

C. Timing of Communication

Any information provided to the media, parents or members of the general public about an outbreak tied to a UWM campus will first be communicated to UWM students and employees by University Relations & Communications or the chancellor. The goal is to prevent students and employees from first learning of an outbreak from an external source.

XIII. Large Group Events

A. Overview

The following is a summary of guidelines for holding events for large groups on UWM campuses. This information is guided by general campus guidelines on cleaning, masks, the EOC Building Preparedness and Operations Team (BPO) and other related information, as well as public health guidance. As of this writing, the CDC's Guidance on Gatherings and Community Events is a resource. There is an understanding that large event spaces at UWM may not be as readily available during the Fall 2021 semester due to spaces being repurposed to serve as classrooms or testing/vaccination clinics.

A. Definition and Considerations

- a. A large event is any event that is not an academic course published in the UWM course schedule (including co-curricular programs) and exceeds 250 (indoors) or 750 (outdoors) simultaneous attendees or exceeds 33% of a meeting/event space capacity. These limits are well within the City of Milwaukee's current Phase 6 guidance of 750 indoors, 1,000 outdoors. In addition to the EOC BPO General Areas subgroup criteria, population density in the building and on the campus as a whole should be examined when considering the hosting of a large event. Events on weekends and nights are more likely to allow for management of population density.
- b. Requests for exceptions will be processed by the EOC Special Requests Work Group, specialrequests@uwm.edu. Coordinators for managed spaces (see section G below) will bring forth the exception to the group and will be part of the exception review process for spaces under their purview.
- c. The EOC large event's subgroup will meet during the fall semester as city and state guidelines change to respond and recommend changes to these guidelines to the CMT.

B. Event Protocols:

- a. Advanced Ticketing and/or Preregistration
 - i. Advanced ticketing/preregistration is required for all events, as possible.
 - ii. Use of online ticketing systems (Ticketmaster, University Tickets, etc.) allows a paperless system with less direct contact.
 - iii. Use of pod, managed general admission (ushers ensure distancing) or reserved seating wherever possible to ensure social distancing.
 1. Preregistering attendees allows for greater control of capacity limitations.
 2. Preregistering attendees provides a list for potential contact tracing.

3. Peck School of the Arts owns an instance of University Tickets and employs a full-time box office manager who could help departments set up events and track registration.
- b. Communication
 - i. Event organizers are expected to develop a safety plan and communicate/educate their attendees and staff on it prior to the event. This would include communicating expectations of attendees and presenters regarding UWM's standards.
 - ii. There should be public announcements made at each large event to remind people of best practices in terms of mask-wearing, handwashing and social distancing in all areas of campus.
 - c. Handwashing and Gloves
 - i. Event staff will need at least one option for washing or sanitizing hands per workstation (i.e., ticket booth, tech station etc.). If handwashing in between staff usage of the same piece of work equipment is not possible, gloves should be worn. When handling credit cards, gloves should be worn.
 - d. PPE
 - i. Portable sanitizer stations should be provided to allow for staff and attendees to use prior to entry into the event space.
 - ii. In the event of third-party usage of university spaces, event coordinators should consider either a PPE surcharge or a fee to cover the cost of sanitizer, mask and glove use.
 - e. Masks
 - i. Masks are required for all event attendees, staff and performers.
 1. If a performer cannot perform while wearing a mask, the department is responsible for ensuring additional safety protocols are observed to ensure the safety of the other performers and attendees.
 - f. Social distancing
 - i. Social distancing should be maintained at all times during an event. At the time of this report, campus is observing a social distancing guideline of 6 feet per person. Event protocol will be updated to reflect changes to public health guidelines.
 - g. Cash Handling
 - i. Campus should adopt a cashless protocol as possible, in accordance with [UWM's Cash Handling policy](#).
 - h. Outdoor events
 - i. Outdoor events are encouraged due to the potential for larger numbers with lowered risk of disease transmission. UWM-sanctioned outdoor events will be processed by Union Event Services (reservat@uwm.edu), which will consult building chairs from buildings adjacent to the requested event.
 1. Mask usage is still required for large group events regardless of whether an event is indoors or outdoors.
 - i. Athletic Events

- i. Athletic events will generally follow recommendations from the NCAA and Horizon League. However, local, state and institution policies/guidelines will supersede in determining the feasibility of holding athletic events. Primary concerns would be attendee and athlete safety.
 - j. Third Party Events
 - i. Third party events will be considered for approval on campus provided that they follow all of the above guidelines and have an on-campus partner, are working within a managed space or UES and a properly executed space use agreement.
- C. Processing of Event Requests
 - a. Managed Spaces – those with dedicated event management staff:
 - i. are expected to develop and adhere to their own safety plans and procedures factoring in campus guidelines.
 - ii. require no further approval to hold events in their venues, provided the event is:
 - 1. under 250 (indoors) or 750 (outdoors) simultaneous attendees, and
 - 2. does not exceed 33% of the meeting/event space capacity.
 - iii. events exceeding the guidelines established for defining a large event by this policy require managed space event managers to seek an exception from the EOC Special Requests Work Group.
 - b. Non-managed – those without dedicated event management staff:
 - i. are expected to submit event requests via the Room Optimization Assignment Reservation (ROAR) tool.
 - ii. Event organizers must agree to and follow procedures and expectations that the Registrar’s Office will develop to get approval for an event.
 - iii. will have their event requests be evaluated and approved or denied by the Union Event Services Office.
 - iv. will have appeals of denials be routed to the EOC Special Requests Work Group.
- D. Penalties for Failure to Comply with Policies
 - a. The following are recommendations for failure to comply with these guidelines, after verbal warning is given:
 - i. For non-student attendees:
 - 1. Removal from or refused admittance to an event.
 - ii. For student attendees:
 - 1. Removal from or refused admittance to an event.
 - 2. Referral to Dean of Students office for further review and potential disciplinary action.
 - iii. For organizers:
 - 1. Student organizations, Greek life and clubs:
 - a. Temporary cancellation of the event.
 - b. Referral to Dean of Students office for further review and potential disciplinary action.
 - 2. All others:

Potential loss of ability to hold events for the remainder of the semester.

XIV. University-Sponsored Travel and Activities

A. Overview

All university-sponsored travel is currently prohibited through at least June 30, 2021. This document reflects recommendations regarding when to permit specific types of university-sponsored travel to resume. As described below, resumption will come at different times depending on the type of travel. These recommendations will be reviewed monthly, starting on May 1.

University-sponsored travel is broadly defined to include the following:

- Travel on UWM-related business,
- Travel that relates to an employee's professional interests and positions, such as board or other professional organization roles,
- Travel paid in full or in part by UWM,
- Travel organized, endorsed and/or sponsored by UWM or organizations associated with UWM, such as student clubs, and
- Travel that involves academic credit granted by UWM.

Gating Criteria:

- A downward trajectory of documented cases of COVID-19 or a downward trajectory of positive tests as a percentage of total tests at the destination, as [reported by Johns Hopkins University](#), the [Institute for Health Metrics and Evaluation](#) or a more local data source.
- Medical care is within reasonable access from the work/study site(s), and such access can be documented upon request.

Additional Gating Criteria Specific to International Travel:

- No active CDC or U.S. Department of State global health advisories recommending against nonessential travel.
- The destination is not a Travel Warning Location as defined in [SAAP 10-11 International Travel Policy](#).
- Safe infrastructure, lodging and sanitation at the destination, evidence of which can be documented upon request.
- The traveler must comply with the destination's health and safety requirements, including any quarantine requirements, and should anticipate self-quarantining upon their return to their home, consistent with the UWM On-Site Essential Employee Work Practices guidelines.

The following table contains recommendations for various types of travel:

Type of travel	Potential Issues and Gating Requirements	Recommendation dated June 1, 2021
UWM Student UWM-sponsored <u>international</u> travel (e.g., faculty-led study abroad, credit-bearing programs and UWM research-related travel)	Gating criteria have been satisfied at the destination for a minimum of 28 days.	Maintain travel ban through at least June 30, 2021.
UWM Student UWM-sponsored <u>domestic</u> travel (e.g., field trips, model UN, etc.)	Gating criteria have been satisfied at the destination for a minimum of 14 days.	Maintain travel ban through at least June 30, 2021.
UWM Student Athletics-related travel		Defer to Athletics Department for this type of travel. Athletics has a risk management approved travel safety plan in place.
UWM Student Personal travel	We have limited control.	Encourage good choices by providing relevant information on UWM's online Travel FAQ page.
UWM Employee UWM-sponsored <u>international</u> travel (e.g., research meetings, attendance at conferences, etc.)	Gating criteria have been satisfied at the destination for a minimum of 28 days.	Maintain travel ban through at least June 30, 2021.
UWM Employee UWM-sponsored <u>domestic</u> travel	Gating criteria have been satisfied at the destination for a minimum of 14 days.	Maintain travel ban through at least June 30, 2021.
UWM Employee Personal	We have limited control.	Encourage good choices by providing relevant information on UWM's online Travel FAQ page.
Other Incoming <u>international</u> travelers (e.g., new international employees, visiting faculty and visiting collaborators, etc.)		Required to follow public health guidance upon entry into U.S. and campus guidance.

<p>Other</p> <p>Incoming <u>domestic</u> travelers (e.g., collaborators from other institutions, job applicants, prospective students, etc.)</p>		<p>Required to follow public health, campus and travel guidance.</p>
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B. Exemptions for Essential Travel

For essential travel, employees and other UWM-sponsored travelers may request an exemption using the process described below. The employee or student cannot undertake any university-sponsored travel unless the exemption has been granted.

Essential travel is travel:

- critical to UWM’s mission, the employee’s job duties or the student’s academic program;
- cannot be rescheduled; and
- must be conducted in person.

If employee travel is restricted on the basis of the recommendations in the table above, the employee must request an exemption for essential travel by completing and submitting the [UWM Travel Exception/Travel and Miscellaneous Expense Authorization form](#). If a traveler is unable to access that form, they should use this [Alternate Travel Exception Request form](#).

For university-sponsored international travel to travel warning locations, the employee is also required to complete and submit the Travel Risk Assessment form provided in [SAAP 10-11 International Travel Policy](#).

If student travel is restricted on the basis of the recommendations in the table above, the UWM employee who is the travel sponsor (such as the dean, director, department chair or program coordinator) must request an exemption for essential travel by completing and submitting the [UWM Travel Exception/Travel and Miscellaneous Expense Authorization form](#).

Students engaging in university-sponsored international travel are prohibited from going to, from or through travel warning locations unless an exception to this prohibition is approved by UWM’s provost in writing. Students can initiate the request for exception by completing and submitting the Travel Risk Assessment form provided in [SAAP 10-11 International Travel Policy](#).

However, **in all cases**, local, state and federal public health guidelines regarding isolation after travel must be followed in order to protect the health and safety of the UWM community upon return. The impact of subsequent quarantine might make certain travel impractical.

C. Travel Recommendations Beyond June 30, 2021

Restrictions on domestic travel to destinations that meet the gating criteria will be evaluated at least monthly to consider adjustments. (The current travel ban extends until at least June 30, 2021). The team will meet monthly to consider and make those recommendations to the COVID-19 Management Team. For travel to destinations that do not meet the gating criteria, the traveler must seek exemption through the process described above.

Restrictions on international travel will be evaluated at least monthly to consider adjustments. International travel must be compliant with SAAP 10-11 International Travel Policy. For travel involving travel warning locations, the provisions in the exemptions section of this document apply.

XV. Personal Protective Equipment (PPE) and Supplies Procurement

Continuing through the 2021-22 academic year, personal protective equipment (PPE) and other supplies are needed to support essential operations, research activities and the progressive expansion of capacity on campus. Given the difficulty with procurement, and the uncertainty regarding the reliability of supply chains and to ensure that UWM operations continue uninterrupted, the EOC–PPE and Supplies Team has developed a strategy for maintaining a readily accessible inventory of PPE and other essential supplies to support campus operations. This program is intended to supplement regular procurement by campus departments by serving as a strategic reserve for when PPE and supplies are difficult to obtain through regularly used vendors. The objective of the PPE and Supplies Team include:

- 1) Establish a personal protective equipment (PPE) and supplies procurement, inventory management, end-user order/request system, review process and distribution plan to guarantee products of relevant need and those experiencing extraordinary demand due to the COVID-19 pandemic are available to meet current needs as well as expanding on-campus capacity to assure uninterrupted campus operations.
- 2) Determine quantities needed and establish quality criteria for PPE and supplies needed to create a three-month strategic reserve for campus operations to limit the impact of supply chain disruptions.

PPE and supplies currently being procured at a central level include:

- disposable exam gloves
- disposable gowns
- disposable procedure masks
- cloth face coverings/masks
- alcohol-based hand sanitizer
- disinfectant spray bottles

Those products that are not listed above will not be purchased centrally and should be procured by

individual departments.

The EOC–PPE and Supplies Team has been working to prioritize, strategically source and procure the PPE and supplies listed above to cover three months of campus needs. A centralized receiving, storage and distribution location has been established. An inventory management system has been implemented to ensure that resupply orders are placed in a timely manner so that campus operations can always be maintained.

A [PPE and Supplies Request Form](#) has been published on the UWM website. To avoid illegitimate submissions, the form is only available to UWM employees. This is achieved by requiring PantherID authentication prior to accessing the form. Coordinate with your department/work unit and submit only one PPE request form. By reducing the number of forms submitted, the turnaround time for distribution will also be reduced.

PPE and supply requests are limited to a four-week supply to ensure the centralized strategic reserve is always adequately stocked. After PPE and supplies requests are reviewed and approved, the orders are assembled and delivered to the campus area in need or the campus area is notified that the order is ready for pick up.

Individual departments will not be charged at this time. Supply and PPE information gathered now will be used for future planning purposes, including costs, needs and chargeback rates for those items. When a decision is made to begin charging for the items, a campus-wide communication will be shared. The request form collects UWM division and department information, and has the capability to display prices and itemize orders so a chargeback system can be easily implemented when necessary.

XVI. Financial Planning

The finance teams are providing support in several ways. The Purchasing, Contracts and Travel Team continues to advise and inform various planning scenarios and provide direct support related to the purchase of PPE and supplies. Additionally, the Student Finance Impact Team is incorporating planning scenarios into various fee and other student-related financial decisions. Campus leadership has finalized the FY22 budget planning processes and continues to evaluate federal relief programs and a variety of financial scenarios for the upcoming academic year.

A. Purchasing, Contracts and Travel

The Purchasing, Contracts and Travel Team has been working to address general procurement issues that are impacted by the pandemic. The team does not anticipate making any key decisions with far-reaching implications, but individual contracts will continue to be reviewed by the relevant office (generally Procurement or Legal Affairs) on an as-needed basis.

B. Student Finance Impact Team

UWM reduced segregated fees during the 2020-21 academic year to align with changes in services. UWM also reduced the instructional technology fee in 2020-21 to reflect the change in delivery from face-to-face to predominately online. With campus plans to return to in-person instruction in 2021-22, the instructional technology fee and segregated fee structure will again be revised.

Before the COVID-19 pandemic, UWM's online instructional technology fees varied based on the school or college and by individual course. The average fee per course was \$90 per credit hour. Varying rates per course posed a variety of challenges and the average rate of \$90 per credit hour was higher than many peer institutions. Starting in Fall 2021, the instructional technology fee will be \$30 per credit for all online and hybrid courses across all campuses and schools and colleges, excluding fee in lieu of tuition priced courses.

Furthermore, UWM's Milwaukee campus will transition toward a variable segregated fee structure to support greater flexibility for students to engage in different learning modes and different credit loads. For the Milwaukee (main) campus, we intend to transition **most** segregated fee rates from a fixed (head count) basis rate to a variable (FTE) basis. Waukesha and Washington County campuses already assess segregated fees on a variable (FTE) basis. This transition will better balance the impact of UWM's segregated fee structure on part-time students. Additionally, segregated fees will continue to be assessed to all students, excluding those who are fully online and enrolled in fee in lieu of tuition priced courses.

An announcement will be forthcoming on all tuition and fee rates for Fall 2021 after segregated fees are reviewed and approved by the Board of Regents. This is scheduled to go before the Board of Regents on July 8 and 9, 2021. Once approved, semester tuition and fees information can be found at on this [One Stop webpage](#).

If you have any questions, please contact your Unit Business Representative (UBR).

XVII. Academic Preparedness

Within Academic Affairs, the Scenario Planning Work Group is charged with developing an instructional plan for the 2021-22 semesters to safely maximize face-to-face instruction, with a goal of offering 75% of instruction face-to-face for Fall 2021. As this report was being written, 78% of scheduled fall instruction was planned to be in the face-to-face delivery mode. In an April 2021 campus survey, students indicated a preference for continued flexibility, and campus leadership is exploring ways to augment classroom technology, facilitating remote access and remote learning in primarily face-to-face courses.

Fall plans are contingent on UW System and City of Milwaukee Health Department guidelines, as well as EOC determinations on physical distancing and classroom capacity. Given this complex planning environment, the SPWG will need to address several Fall 2021 scenarios in its work this summer, drawing on expertise in the Registrar's Office, CETL, UITS, Classroom Technology Services

and Academic Affairs.

XVIII. IT Aspects of Academic Preparedness and COVID-19 Response

The EOC notes that various aspects of IT at UWM have been discussed in the context of the Academic Preparedness Team, which was a subteam of the Infectious Diseases Preparedness Group. These issues are important, as they were noted as issues in the Scenario Planning Work Group's report.

1. Classroom Recording

UWM leadership is seeking to invest in updating classroom recording technology (cameras, audio equipment, whiteboards and other tools) over the summer of 2021 to help instructors facilitate remote access and remote learning in courses that are primarily face-to-face. This is anticipated to significantly benefit students who have become accustomed to or require flexibility in course delivery.

2. Videoconferencing

In April 2020, UWM leadership endorsed a two-platform campus standard for videoconferencing, with accommodations based on special use cases. Blackboard Collaborate Ultra was endorsed for instructional purposes, and Microsoft Teams was endorsed for noninstructional purposes.

Because of imminent changes to UW System licensing, on May 7, 2021, UWM leadership modified its two-platform campus standard for videoconferencing so that, effective July 1, 2021, Zoom will be endorsed for instructional purposes and Microsoft Teams will be endorsed for noninstructional purposes. Again, accommodations of special use cases would be made.

3. Video editing

UWM faculty have access, on both UWM and personal computers, to [Adobe Creative Cloud](#), including Adobe Premiere.

4. Procurement of hardware, including tablets/touchscreen

UWM's "fleet" of computing devices (desktop and laptops) is aging and would benefit from updating, though such updating may be more expensive right now than UWM budgets can bear.

In principle, UWM staff members have been able to bring work equipment, including desktop computers, home during an extended at-home work period.

UWM maintains certain [standards](#) for university-owned desktops/laptops. UITs does not encourage tablets for instructional support, given software and other limitations.

To date, touchscreen support per se has not been a particularly standard request – and is not strictly a requirement for instruction.

The UWM IT Procurement webpage can be found [here](#).

5. Unreliable Internet Connectivity

Historically, but not recently, UWM was able to secure special educational pricing from cable companies. Internet access recommendations can be found on the [Student Technology Recommendations webpage](#).

UWM has gathered and shared [resources](#) to help with internet access, including information about special COVID-19 deals that were offered by Spectrum, and help in dealing with poor or no internet service.

6. Checking Your Telephony Equipment

Nearly all UWM telephone numbers belonging to individuals [have been moved to Teams](#). More information can be found on the [Teams Project page](#).

Many employees are still eligible to [receive a Teams headset](#) at no cost.

Old telephones will no longer work. They can be disconnected from the wall and [sent to surplus](#).

For help with telephones on-campus, contact the [UWM Help Desk](#).

7. Use of Exam Software (Proctorio)

Proctorio was newly acquired in response to the move to online learning due to COVID-19. Early problems with Proctorio were intermittent and have been addressed. The Center for Excellence in Teaching and Learning (CETL) is administering a survey on experience with Proctorio and has enhanced its materials on Proctorio.

8. Access to Software Required for Classes

[Remote labs](#) have been deployed to address software requirements. Needs in the Fall 2021 semester for virtual and remote labs are expected to be assessed.

9. Conveying Computer/Internet/Webcam Requirements to Students

UITS-recommended technology baselines will be strongly encouraged to incoming students during New Student Orientation and Transfer Student Orientation.

UWM's general campus hardware specifications can be found [here](#).

10. Instructional Video Production

CTS Classroom Services has facilitated/accommodated a range of lecture recordings, though CTS staff capacities for lecture capture remain finite.

UWM's [LinkedIn Learning subscription](#) provides extensive training resources (e.g., on video, 469 resources on "instructional video" and 117 resources on "advanced PowerPoint").

UWM's Knowledge Base (KB) also features resources:

- [Guides on PowerPoint](#)
- [Articles on video](#)

XIX. Special Requests

A. Emergency Operations Center Special Request Team Objectives

The Special Requests Team responds to groups that require planning and guidance for special functions on campus. To facilitate events, which may exceed the allowed capacity levels, the Special Request Team will review all requests for compliance with the planning considerations listed below.

B. Procedures

- Receive the request from an entity/department/college with a written operations plan for distribution.
 - Coordinators for managed spaces will bring forth the request and will be a part of the exception review process for space(s) under their purview.
- Have select and applicable EOC members review the operations plan.
- Send the plan back with recommendations, if applicable.
- Send to EOC Incident Commander(s) for review and liaison with the CMT

C. Planning Considerations

- Days and hours of operation, including exact location where service will occur
- Cleaning/sanitizing/disinfecting protocol to include availability of Environmental Services staff at location
- Access restrictions within buildings (if needed)
- Occupancy limits of location (how many people can be served while still maintaining social distancing)
- PPE (type, quantity needed, inventory available)
- Proper social distancing can be maintained during the program
- If a staff/faculty member or patron has any symptoms of COVID-19, as outlined by the CDC,

- they will not come to campus
- Accessibility of building(s)

D. Final Plans

Before implementation and execution of the plans, plans will be approved by designated UWM personnel from the Special Requests subgroup. Once the plan has met all requirements of this subgroup, the EOC incident commander(s) will be notified and liaise with the CMT. Plans may commence upon final approval of the CMT or EOC incident commander(s).

XX. UWM Community Impact and Support

As we navigate into Fall 2021, the Dean of Students Office (DOS), along with Academic Affairs and Global Inclusion and Engagement, will lead the creation and implementation of several initiatives relating to campus healing, community and belonging.

A large percentage of students, faculty and staff surveyed feel disconnected from the UWM community, and they experienced significant traumatic incidents and basic needs insecurities. Understanding that some or part of campus initiatives should be, at least in part, dedicated to healing and community building, DOS, along with AA and GIE, and over 30 campus partners, are:

- Creating trauma-informed preparation programming for campus programmers, student-facing faculty and staff, orientation and new student programs leaders, supervisors, etc.
- Providing bystander intervention trainings for students and/or staff.
- Creating intentional spaces for meditative or mindfulness practices, and a memorial for students, faculty and staff to hold contemplative space relating to the last year-plus. This initiative will include facilitated dialogues, community panels, etc.
- Putting together a marketing campaign to normalize emotions and feelings, and connect students to resources.

DOS, Academic Affairs and Global Inclusion & Engagement will also co-lead an initiative to identify what it means to be a UWM Panther. This process will include interviews with students, faculty and staff, collect data, review previously collected data and prepare a report that can be submitted to the entire campus to provide principles and context for decisions that impact our collective community.

DOS will continue to engage with University Relations on campuswide messaging relating to student needs and support.

Appendix A: EOC Teams

The **Building Preparedness and Operations (BPO) Team** divided its work into four subgroups focused on campus space types: 1) research/laboratory spaces, 2) administrative and office spaces, 3) classroom spaces and 4) general spaces (entry/exit, circulation, lounge/gathering and restrooms) to systematically plan for how facilities will function.

The **Academic Preparedness** team is charged with developing an instructional plan for the 2021-22 semesters to safely maximize face-to-face instruction, with a goal of offering 75% of instruction face-to-face for Fall 2021.

The **Communications Team** developed a protocol for communicating about major COVID-19-related events. It has subgroups working on student, parent and faculty/staff communications and coordinates the exchange of information between key departments/people on campus.

The **Financial Impact Modeling and Decision Support Team** provides campus leadership with estimates of the financial impact of various scenarios and proposed recommendations.

The **Housing Readiness Team** is planning for continuing and expanding on-campus housing operations. This includes workforce planning, facility considerations, education for staff and residents, an isolation site, community considerations and contract considerations.

The **Retail Operations and Restaurant Operations Team** is addressing what services can be provided to students and the university community in the safest possible manner and meeting public health requirements and industry standards. Plans will be further developed after residence hall occupancy, estimates of Fall 2021 on-campus population are determined, as are building and campus access for students and faculty/staff.

The **Human Resources Team** is providing recommendations regarding UWM employees' return to on-site work in Fall 2021 (or earlier). The team's work includes developing guidelines for employees and supervisors.

The **Personal Protective Equipment (PPE) and Supplies Team** is securing supplies and services necessary to maintain UWM's health and safety guidelines. The planning includes securing a three-month supply of PPE that will be centrally located and establishing a coordinated system for inventory and distribution. Priority supplies include disinfecting wipes, hand sanitizer and face masks, as well as plexiglass to provide physical barriers at reception or similar areas where there is direct person-to-person contact.

The **Purchasing, Contracts and Travel Team** addresses general procurement issues that are impacted by the COVID-19 pandemic. This group works to support and provide guidance to other groups and the campus community, including working with vendors when events are canceled or need to be modified and creating flexibilities in contracts.

The **Research and Scholarship Team** is developing and implementing an effective plan for the gradual restoration of research activities. It includes academic leadership, researchers, campus operations, campus safety and public health representatives. The Office of Research has [outlined procedures and guidelines](#) for a staged return to research activities and has established a process and template for researchers to develop their research operations safety plans.

The **Student Finance Impact Team** has reviewed and made recommendations to adjust tuition and fees for the upcoming semesters. It has assisted with student housing refunds, financial holds and fees, and determining fee structures, and will continue to offer support in those areas for the Fall 2021 semester.

The **Travel Team** reviews current travel restrictions monthly, will make travel recommendations for the 2021-22 academic year and has created a streamlined travel exemption process for essential travel.

The **Special Request Team** assists campus groups with planning special functions on campus. A special function would be an event that requires use of a special space (outdoors or a general inside area), requires a specific or temporary traffic flow (pedestrian or vehicle), involves a need for mass distribution/drop-off of items or to receive a service, or events that exceed thresholds set by UWM campus leadership. The team reviews and provides feedback and assistance with submitted plans.

The **UWM Community Support and Impact Team** is collaborating with campus partners and other teams on multiple initiatives. It developed the Panther Health and Safety Community Standards for faculty, staff and students to encourage proactive communication both through the CS&I team and other groups on campus.

The **Large Events Team** has developed recommendations for campus administration and will next move to more specific and detailed recommendations regarding processes, best practices and communications to potential patrons and training for event staff. Event size will be highly dependent on public health guidelines and local public health orders.