Hamilton
RETURN TO CAMPUS GUIDE FOR EMPLOYEES
August 6, 2020
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EXECUTIVE SUMMARY

At Hamilton, student-faculty interactions are genuine and purposeful, the sense of community is sincere and heartfelt, and students are prepared successfully for lives of meaning, purpose, and active citizenship. All this happens on an attractive and well-maintained campus, amidst beautiful and state-of-the-art facilities, and with the enthusiastic support of a devoted alumni body. Despite the uncertainty caused by a worldwide pandemic, the core principles of a Hamilton education remain intact: Expert faculty providing a high quality liberal arts education to talented and deserving students who will assume positions of leadership in their professions and their communities.

Nevertheless, the process by which we fulfill our basic educational mission – teaching and learning – will change noticeably when classes resume. Our primary goal in planning for the fall semester has been to prepare students for an on-time graduation, while simultaneously working to protect the health and safety of all members of the community.

Hamilton’s COVID-19 Task Force has developed a plan to restart in-person instruction this fall. This plan, which aligns with guidance from the Mohawk Valley Control Room and New York State’s Reimagine Education Advisory Council, addresses how the College will operate in a world dramatically changed by a pandemic, and in which public health precautions are now a standard expectation of our academic and residential experiences. It was developed in collaboration with highly respected public health and safety experts.

Our planning recognizes that we have had to make assumptions, and that we may need to adjust our thinking on short notice since the perfect response cannot be known at the time the plan was created. We are, therefore, preparing for multiple contingencies.

The plan outlined in the pages that follow defines changes to our campus life and physical spaces that will be similar to those happening at colleges nationwide. When in-person instruction resumes in the fall, community members will encounter physical adaptations and new protocols for everyone’s safety. Those adjustments are described in this document with as much specificity as is known at this time. As they become available, additional guidelines and instructions will be shared with the College’s audiences.

It is essential to recognize that the pandemic creates an unavoidable risk of exposure to COVID-19. To mitigate risk of contracting the coronavirus, everyone must cooperate and follow public health guidance, the rules in this document, and related College rules and communications.
THE PLAN FOR RETURN TO CAMPUS

HAMILTON BEGAN PHASING EMPLOYEES back to on-campus work on June 15, 2020, moving from Minimal Operations Status back to Reduced Operations Status. To limit risk, the College’s plan lags behind the NYS reopening plan by at least two weeks. *Hamilton's plan is subject to change, and reverting to a previous operating status is possible if circumstances in the region or on campus do not evolve as anticipated or New York State changes its guidance.*

Not everyone will return to campus at once. Employees who can successfully work from home should continue doing so. The targets for on-campus staffing levels listed below are maximums for the campus as a whole. Some departments may be able to continue accomplishing their work remotely. Each department will need to evaluate its operational needs while minimizing on-campus office staffing. Departmental plans should be developed in consultation with the appropriate vice president who will develop a plan for the division.

Hamilton plans to resume in-person instruction on schedule and with full on-campus attendance by students in August. The College is doing everything possible to achieve that goal, but must be guided by advice from public health experts and directives from state officials. Accordingly, the College will continue studying alternatives and making contingency plans for other scenarios.

### Revised Academic Calendar

Hamilton will operate on a revised academic calendar for Fall 2020:

- Classes begin: Monday, Aug. 24 (instead of Aug. 27)
- Last day of classes on campus: Tuesday, Nov. 24
- Fall semester exams: Conducted remotely after Thanksgiving, Monday, Nov. 30, through Friday, Dec. 4

### Guidance Used for Decisions

- U.S. Centers for Disease Control and Prevention (CDC)
- New York State (NYS) Department of Health
- Mohawk Valley Region Control Room
- Oneida County Health Department
- New York’s Reimagine Education Advisory Council
- Commission on Independent Colleges and Universities (CICU)
- American College Health Association
PHASES FOR RETURN TO CAMPUS

PHASE 1 (JUNE 1-14): Remain in Minimal Operations Status
- Campus Safety staff, as appropriate
- Facilities Management staff, as appropriate to maintain buildings and grounds and to support students moving out of the residence halls
- Limited LITS staff for support of remote learning
- Limited access to administrative offices for essential functions

PHASE 2 (JUNE 15-JULY 26) Move to Reduced Operations Status
- Administrative, academic, and athletics departments may increase on-site staffing to no more than 25 percent of normal office staffing per building
- Facilities Management staffing may increase to support residence hall turnover and preparation

PHASE 3 (JULY 27-AUGUST 14) Move to Modified Operations Status
- Administrative, academic, and athletics departments may increase on-site staffing to no more than 50 percent of normal office staffing; the right balance will depend on the operational needs of the department, the physical layout of the department, and whether the office can stagger schedules to prevent close contact between employees

PHASE 4 (AUGUST 15-ONGOING) Move to COVID Normal Operations Status
- On-site staffing will be increased as necessary to support in-residence operations. Employees may be allowed to work remotely, according to the divisional staffing plan, if their roles do not directly support essential campus services. Faculty have the option to teach in person or online.
PUTTING SAFETY FIRST

Unfortunately, returning to work in these phases will not be “business as usual.” Changes include:

- Offices must limit contact risk, which might include restricting hours in the office, mandatory face coverings, and installing protective barriers in areas where close contact is likely.
- Group meetings should continue to be held virtually via Zoom and not in person.
- Non-essential travel will continue to be restricted.
- Planning and implementation by departments must adhere to the Employee Safety Plan.

Employees who are at higher risk for serious illness from COVID-19 according to CDC guidance, or who are concerned about returning to work, should talk with their physician or consult with their supervisor and Human Resources about the possibility of working from home.

CARING FOR YOURSELF AND PROTECTING OTHERS:

Guidance for Employees

- Employees must perform daily self-checks for any symptoms of illness and must not come to work when sick. The College is adopting a self-screen survey tool and may require submission of a daily health survey.
- Employees who come in contact with a person who is lab-confirmed to have COVID-19 should plan to quarantine at home for 14 days and speak with their supervisor about working from home during that period.
- Employees returning to Clinton from a state that appears on New York’s list of states for mandatory quarantine are required to quarantine for 14 days upon arriving in New York and before making their way to campus.
- Hamilton recognizes that these can be stressful times. Employees seeking support are encouraged to talk with their supervisor, Human Resources, or visit the Hamilton Employee Assistance Program webpage.

Personal Protection on Campus

- Face coverings must be worn in public settings when six feet of physical distancing cannot be maintained, or the risk of incidental contact is high.
- The College will offer up to two cloth masks for each employee; employees may use their own work-appropriate face covering.
- Surgical masks are available for each work area and will be distributed by Facilities Management upon request.
- Face coverings are not required when outdoors on campus, unless appropriate physical distancing is not possible.
- Indoor gatherings on Hamilton College property may not exceed 10 people and outdoor gatherings are limited to 50 or fewer.
- Employees must maintain rigorous hygiene practices on campus, especially frequent hand washing and cough etiquette.
Symptoms

People with COVID-19 have reported a wide range of symptoms, ranging from mild to severe illness. The CDC reports the following symptoms may appear two to 14 days after exposure to the virus:

- Chills, feeling feverish, or temperature at or above 100.4 degrees Fahrenheit
- Cough
- Shortness of breath or difficulty breathing
- Fatigue
- Muscle or body aches
- Headache
- New loss of taste or smell
- Sore throat
- Congestion or runny nose
- Nausea or vomiting
- Diarrhea

Employees who have symptoms should contact their health provider.

CARING FOR TEAMS AND THE COLLEGE:

General Guidance for Departments

Departmental plans for staff returning to campus must be approved by the vice president for that area in consultation with the COVID-19 Task Force. The plan must be communicated to every employee in the area to ensure they understand the date they are to return to on-campus work and the new practices for working safely.

Plans should address:

SCHEDULING:
- Staggered schedules to reduce the number of people in the office
- Continued work from home unless it is impossible to perform duties there
- Flexible scheduling to allow employees to accommodate special family circumstances (in consultation with appropriate vice president)
- Employees should consult with their appropriate vice president about essential travel

PHYSICAL SPACE:
- Departments should assess their workspace and workflow to promote physical distancing. Where necessary, some departments that share space may need to coordinate planning and assessment. Offices, hallways, elevators, conference rooms, common rooms, and break rooms must all be considered. A team comprised of members from Environmental Health and Safety, Facilities Management, and Human Resources is available to assist with this process, and Facilities Management will coordinate the installation of physical barriers where appropriate. Contact Brian Hansen or Mark Kinne with questions
- Employees are discouraged from sharing desks or equipment
- Each department should determine the signage needed to encourage good hygiene and physical distancing in the office. Signage has been developed by Communications and Marketing, in coordination with Environmental Health and Safety and Facilities Management, and distributed to each work area. Offices should NOT create their own signage; it is important that COVID-19 signage is consistent across the campus
MEETINGS:
• Zoom or similar technologies will continue to be used for meetings and similar gatherings
• Meetings in conference rooms or common areas should be kept to a minimum, and must include face masks, physical distancing of six feet between each person and appropriate cleaning of common-touch surfaces by attendees after use

HEALTH AND SAFETY

Protective Equipment
Since February, the College has been managing a comprehensive sourcing, procurement, prediction, and inventory control plan for all materials and equipment related to the pandemic.

The College provides necessary personal protective equipment (PPE) for workplace activities. In addition, in response to the pandemic, employees and students will be provided with additional materials and equipment focused on prevention and containment, including two cloth face coverings. Each department will also be provided with an adequate supply of surgical masks for back-up or alternate use. Clear face masks and clear face shields will be available in the fall upon request.

All employees and students are expected to wear face coverings in buildings (other than in private offices, residence hall rooms, or where there is no opportunity for contact closer than six feet). Face coverings should be worn outdoors where physical distancing of six feet cannot be maintained.

Expectations regarding the use of protective equipment is contained in the Employee Safety Plan. In addition, detailed training and information are provided by the Environmental Health and Safety Office.

Signage has been developed and implemented to convey the key components of prevention and control. The signs adhere to NYS Department of Health guidelines and have been adapted for the College; they include reminders regarding equipment, distancing, and hygiene.
Hygiene, Cleaning, and Disinfection

The College instituted enhanced cleaning and disinfecting protocols in February, following procedures developed in 2018 during the norovirus outbreak on campus. These procedures continue to be modified and follow the CDC’s “Guidance for Cleaning and Disinfection of Public and Private Facilities for COVID-19.”

The cleaning and disinfection plan focuses on locations, frequency, methods, and materials, and follows specific guidelines for COVID-19. Hamilton’s custodial services team concentrates on high-touch services and will clean each classroom between classes (which is possible because the schedule has been changed to allow 20 minutes between class meetings).

For example, Hamilton will use four Clorox 360 disinfecting spray machines to quickly and safely disinfect large spaces such as classrooms. The College initially purchased this equipment in 2019 to use in locker rooms, the fitness center, and other public spaces. Disinfecting wipes are being widely distributed and hand sanitizer stations – with touch-free distribution – are being installed at building entrances and major circulation locations. Hand sanitizer is also being distributed to employees and students for personal use. Restrooms will be targeted for high frequency cleaning, and physical barriers have been installed between sinks where possible.

Departments will be provided with cleaning supplies for use in personal work areas, and employees are expected to clean personal desk surfaces, keyboards, phones, and other equipment. Facilities Management will coordinate the procurement, allocation, and replenishment of all disinfectant wipes and other cleaning products for departmental use; a staff member should be designated to monitor supply levels and place orders through the Facilities Management work order system. Departments should not hoard critical cleaning supplies.

Heating, Ventilation, and Air Conditioning (HVAC) Systems

The College is implementing and following industry best practices to optimize building systems to protect against COVID-19. This includes recommendations from ASHRAE, a professional society focused on building systems, energy efficiency, indoor air quality, refrigeration, and sustainability.

Hamilton has contracted with a mechanical systems engineering consultant team to develop recommendations for modifying control
systems to increase air exchange rates, optimize introduction of outside air, and ensure high performance filtration. Mechanical adjustments will require seasonal balancing of temperature and humidity and, in some cases, will require moderate reductions in comfort to increase air exchange. Implementation of the recommendations began in June and will be complete before students return.

Many buildings on the Hamilton campus do not have central HVAC systems. These facilities (e.g., Root, Benedict, Couper) will have high performance room air purifiers (HEPA and UV-C) installed in each classroom. Similar units are being provided for common areas in residence halls and other smaller buildings.

**New Health and Safety Protocols**

**Testing:** Testing is key to minimizing the spread of COVID-19 in our community. All students will be required to have a diagnostic molecular (PCR) test completed one week prior to their scheduled arrival on campus.

Hamilton will partner with Bassett Healthcare Network to run on-campus, self-administered testing, and will train College employees to assist with the effort. The testing site will be located in Tolles Pavilion, Monday through Saturday, 8:30 a.m. to 5:30 p.m. Tests will be free for students and employees and an electronic reservation system will be used to schedule a time for the test. Tests will be processed by the Broad Institute in Cambridge, Mass., and those tested will receive their results in approximately two days.

Upon arrival to campus, students will be tested, then quarantined in their assigned housing until the test results are received. If a student tests positive, the student will be moved to isolation, contact tracing will be initiated, and any on-campus contacts will be quarantined. After arrival, students will be tested two times each week for the first two weeks, then one time per week thereafter.

Employees working on campus are asked to get tested two times per week from August 20 to September 3, then one time per week thereafter.

**Self-Screening Mobile App:** Hamilton will partner with digital health company emocha to monitor students and all employees working on campus for symptoms of COVID-19. emocha will enroll users in a self-screening mobile app that will prompt them to complete a daily check-in by taking their temperature, report if they are experiencing any symptoms, and state if they have had exposure to COVID-19.
Students and employees will receive a color-coded digital badge through the mobile app to indicate their check-in status, and to ensure each person on campus is safe and healthy. Testing of the app is scheduled for Aug. 1-3, and the launch is expected prior to Aug. 10.

Information from the mobile app will be reviewed by experts at Johns Hopkins University and the campus will be notified if patterns of sickness develop. The Johns Hopkins team will contact sick individuals to assess their condition and coordinate next steps with the Johnson Health Center. All information gathered by the app is private and used only to evaluate patterns of health on campus so that the College can proactively contain any spread of the coronavirus.

**Tracing:** In partnership with the Oneida County Health Department, contact tracing will be employed in all cases of suspected or confirmed infection, for both students and employees. Tracing includes warning contacts of possible exposure to the virus in order to stop chains of transmission. To protect privacy, contacts will be informed only that they may have been exposed to an individual with the infection; they will not be told the identity of the individual who may have exposed them.

**Isolation:** Students who test positive for COVID-19 will be required to remain in isolation until they meet criteria for discharge as required by the New York State Department of Health in conjunction with the Oneida County Health Department. Upon confirmation of a positive test, a student will be directed to pack materials for their courses and belongings for a two-week period. The student will be transported to the Bristol Center and provided with health instructions, a care kit, meals, and a daily check-in with a nurse from the Johnson Student Health Center. If they are able, these students may continue their courses remotely until they can return to class. Employees who test positive for COVID-19 are required to isolate themselves and to notify the College if they were tested off campus.

**Quarantine:** Hamilton has secured rooms at two local hotels that it plans to use in the event students need to be quarantined. After confirming contact with an individual who has tested positive, a student will be directed to pack materials for their courses and belongings for a two-week stay. The student will be transported to the hotel and provided with health instructions, a care kit, meals, and a daily check-in with a nurse from the Johnson Student Health Center. These students may continue their courses remotely until they are able to return to class. Employees who present symptoms of COVID-19, or who may have been exposed to someone who tested positive, are required to quarantine themselves.
Travel Restriction: To protect the general public, any student placed in quarantine or isolation will not be permitted to return home unless their travel plans are approved by the Oneida County Health Department. The director of the Johnson Student Health Center will provide details about the steps that need to be taken before returning to campus.

Orderly Exit Strategy

Hamilton is planning to complete the semester in residence. If COVID-19 cases in Oneida County or on campus become unmanageable, the College may reduce its operating status and either quarantine students in place or send students home. The Task Force will maintain a dashboard of decision criteria to determine whether to roll back College operations to a phase with stricter requirements. In the event of a change in operating status, employees should consult with their supervisors for guidance on essential duties, departing campus, and working remotely.

If a campus evacuation is required, the Dean of Students Office will execute the process developed in Spring 2020 to facilitate student travel to a safe location. The process accommodates those with special circumstances and prioritizes safety. Considerations include:

- Scheduling and confirming travel arrangements for students
- Facilitating housing appeals
- Addressing financial aid needs to ensure the student’s well-being
- Identifying additional support needed for students to be successful at their destination, including technology, books, supplies, etc.
DINING, ACADEMIC, AND SOCIAL SPACES

Dining

The dining plans for Hamilton in Fall 2020 will be guided by the food service guidelines issued by New York State (NYS). As of June 30, 2020, the Mohawk Valley Region (which includes Hamilton College) is in Phase 4 of its reopening, and the College’s food service provider, Bon Appetit, will adhere to the guidelines issued for Phase 4. We will continue to monitor guidelines and adjust protocols accordingly.

**Dining Halls:** McEwen, Commons, and Bundy Café will adhere to NYS physical distancing guidelines and will be open for normal hours. There will be designated entry and exit points for each dining location. Once inside the dining hall, students will be required to wear face coverings while standing in lines to obtain food and on the way to their seats. A face covering should be worn any time a student is not eating.

Food lines will be separated by stanchions, and all food and beverages will be served. There will be prepared and wrapped salads, and sandwiches may be available for students to “grab and go.” All meals will be served on disposable plates with disposable cutlery. Recycling and composting will be encouraged.

There will be very limited seating in the dining halls. If a dining hall is full, students will be able to take their meal “to go” in disposable containers.

The Howard Diner, the Little Pub, and the Wellin Atrium in the Taylor Science Center (near Café Opus) will not be available for dine-in seating, but will instead serve as pick-up locations for pre-packaged items, with some level of choice for take-out. Students will be required to wear face coverings while in lines at these locations to pick up food to go. The Little Pub will not be available for informal gatherings during the fall semester, and the Howard Diner will not be open for Late Night.

If the Health Center requires a student to be isolated or in quarantine the student will move to a room in the Bristol Center or a regional hotel. These locations will be equipped with refrigerators and microwaves and arrangements will be made to have food delivered.

**Cafés:** Opus and Euphoria will continue to provide take-out service. Staffing in each of these cafes will be adjusted to adhere to physical distancing guidelines. All food will be taken to go, and seating will be designed to meet physical distancing guidelines.
Academic Spaces

All classrooms and specialized department spaces (labs and studios) have been evaluated – and occupancies have been revised – to meet required physical distancing guidelines. Faculty members have been provided guidance regarding safety and the use of face coverings and barriers.

The class day will start earlier and end later to create greater flexibility. Some larger classes may be divided into smaller sections, with some students working remotely part of the time while others are present physically in the classroom. Some faculty members have chosen to continue teaching remotely. Students in those classes will typically participate from their residence halls or another convenient location.

Labs and other hands-on classes may be divided into multiple sections with late afternoon or evening options. Professors will work through the details with students in the class. Some activities that are normally observed by students in close quarters will be recorded and delivered virtually.

Classrooms will be cleaned by Hamilton's professional staff between classes, and disinfecting materials will be available to students and employees to wipe down their own work area if desired. Specialized spaces have a combination of faculty and support staff protocols for cleaning and disinfection.

Study Spaces

Furniture in study and relaxation spaces will be reorganized or removed to promote physical distancing. Information about the availability of study spaces will be shared as the semester approaches. Students in study spaces and public gathering spaces must wear a face covering unless they are alone.

Intercollegiate Athletics

The New England Small College Athletic Conference (NESCAC) decided on July 10 that conference competition for fall sports must be cancelled for 2020. In keeping with Hamilton's efforts to limit travel to and from College Hill, Hamilton's fall athletic teams will not compete or travel off campus during the semester. Hamilton recognizes that athletics is an important part of the educational experience for many of our students. We will continue exploring ways to offer meaningful
athletic experiences while ensuring careful attention to the health and safety of our athletes, coaches, staff, and community.

The return to safe play for all of our teams will be informed by guidance from federal, state, and local health authorities, and national organizations such as the Centers for Disease Control (CDC), the American College Health Association (ACHA), the National Athletic Trainers Association (NATA), NESCAC, the NCAA, and Hamilton’s COVID-19 Task Force.

Once our students return to campus and have been tested for the virus, we plan to offer opportunities at some point this semester for all student-athletes on Hamilton’s 29 intercollegiate teams to participate in small group outdoor activity and then hopefully progress to more formal team practices when conditions allow. As of July 10, neither NESCAC nor Hamilton has made a decision pertaining to intercollegiate competition for winter or spring sports teams.

Club Sports and Intramurals

Many club sports and intramural activities cannot achieve physical distancing and therefore will not be able to proceed as normal. The Athletics Department will work with club and intramural teams to conceive of and implement creative ways to achieve physical movement, teambuilding, and fun.

Public Spaces and Events

Public Gathering Areas: Each area will have revised occupancy limits and reconfigured furniture to support physical distancing. Reservable spaces will be listed on 25 Live.

Bookstore: The Bookstore will be open starting July 27 and will adhere to NYS guidelines for retail establishments.

Museum: The Wellin Museum will be open only by appointment to faculty, staff, and students. The museum will remain closed to the public until further notice.

Post Office: Mail services will be available but hours and pick-up procedures may be modified.

Events: All large-scale campus events – including athletic competitions, arts performances, speakers, and other traditional gatherings of more than 50 people – are suspended until further notice in accordance with NYS mandates.
Visitors to Campus

The visitor policy adheres to the College’s Operating Status.

On-campus visits and meetings should only take place if remote or virtual meetings cannot accomplish the intended result. Departments are responsible for approving and managing official and invited visitors and ensuring communication about College expectations and requirements.

Visitors to the College are required to follow state and local guidelines regarding physical distancing and the use of face coverings. Unless specified, individual visitors are responsible for bringing their own face coverings. Contractors, vendors, and service providers must provide company-specific and project-specific COVID-19 safety plans as part of contract requirements.

**Admission Visitors and Tours:** The Office of Admission has invited a limited number of families to tour campus in an organized way before the start of classes. Detailed protocols have been established for pre-screening and visit procedures. The approach will continue to be updated and will follow the Alert Level protocols for required transitions.

**Job Candidates and Interviews:** The majority of recruitment and interviewing should happen remotely. Candidates who are invited to visit campus must follow all safety protocols. Tours should be minimized, including guided tours inside facilities and self-guided tours of the campus.

**General Public – Use of Grounds:** Campus grounds are open to the general public (non-employees who are not in an invited or official status), although visitors without a specific purpose will generally be discouraged in order to reduce the risk of unknowingly exposing the COVID-19 virus to campus. If the volume of general public visitors increases risk, this part of the policy will be reconsidered by the Task Force. Campus Safety will continue regular patrol, observation, and appropriate intervention under the guidelines of the department and in the spirit of protecting the campus community.

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The following principles and priorities guide the approach to campus visitors:

- Protecting the safety and health of the campus community
- Delivering essential services
- Recruiting the Class of 2025
- Preserving the physical campus
- Minimizing contact risk while serving as a good neighbor

Designated official or invited visitors include:

- Admission candidates and families
- Job candidates (finalists)
- Alumni with appointments
- Visitors with an invitation from a College employee for a specific approved business purpose
- Contractors and service providers (essential services)
ACADEMIC CONTINUITY AND RESOURCES

Blended and Hybrid Learning

Faculty members will be supported to prepare their courses for flexible, high-quality instruction, and for delivery across multiple modes. Even in the best-case scenarios, some students and faculty members will be unable to be on campus in person, so some blended learning must be anticipated. Teaching methods being considered by the faculty include:

- **Hybrid** — replaces some class time with synchronous or asynchronous online instruction
- **Blended** — (usually) synchronous courses where some students, faculty, and presenters attend in person and some attend online at the same time
- **Remote instruction** — the faculty member is remote, but students may attend in person or in any other mode
- **Modular course design** — syllabi are reorganized to plan courses in multiple modular segments that could be reordered or rescheduled if needed
- **Take home plans** — learning experiences are designed with backup plans for students to complete work at home; examples include art activities from transportable materials and alternative lab activities

Students were asked to decide by July 8 whether they will return to campus. Faculty members were asked to decide by July 18 whether they will teach in the classroom or online. Professors will receive a summary of their course enrollments, revised class schedules, and classroom adjustments to help with their decisions.

Advisor Meetings

Advisors will continue to meet with their advisees in small groups and individually via Zoom or in outside spaces. Faculty members should avoid one-on-one meetings with students in faculty offices.

Training for faculty members new to advising, and a workshop for all advisors, will be held virtually in mid-August.
**Library, Technology, and Other Resources**

All library materials and IT support services will be available. LITS will use social distancing strategies such as contactless pickup for library books and remote (Zoom) appointments for Help Desk, librarian support, and other services.

The Burke Library will not be open to the general public. Building availability for Hamilton students, faculty, and staff will be re-evaluated throughout the semester based on safety guidelines and to accommodate student and curricular needs.

Hamilton students who choose to study virtually in 2020-21 continue to have access to all of the library’s research services, electronic resources, and technology support.

**Off-Campus Study**

Hamilton’s study abroad programs in China, France, and Spain, along with off-campus programs in New York City and Washington, D.C., are suspended for Fall 2020. Information about these programs for Spring 2021 will be provided on the off-campus study website as soon as decisions are made.

**Student Employment for Fall 2020**

Students may be employed at Hamilton College for the Fall of 2020 provided campus requirements for physically distancing and safe interaction can be met, the position is essential to the department’s operation and there is approved funding. Students studying remotely and residing in the United States may be employed only if the position responsibilities can be done virtually. Students studying remotely and residing in international locations may not be employed with the College due to U.S. government restrictions. Students and supervisors should work with Human Resources and the Student Employment Office for details on employment. Some procedures may be necessarily amended due to the COVID-19 pandemic. Note that student workers cannot be accommodated for early arrival for training purposes. If needed, training should be conducted remotely or in person after a student arrives at their assigned arrival time.
APPENDIX A: TASK FORCE MEMBERS AND WORKING GROUP CONTRIBUTORS

COVID-19 Task Force

The Task Force is responsible for overall management of Hamilton’s response to pandemic issues. Members include (in alphabetical order):

Barb Fluty, Director of the Student Health Center

Tommy Keith ’22

Jeff Landry, Associate Vice President for Student Affairs

Karen Leach, Vice President for Administration and Finance, chair

Herm Lehman, Professor of Biology

Terry Martinez, Vice President and Dean of Students

Tara McKee, Associate Dean of Students for Academics

Ron Pressman, Trustee

Melissa Richards, Vice President for Communications and Marketing

Kristin Rutherford, Nurse Practitioner, Student Health Services

Joe Shelley, Vice President for Libraries and Information Technology

Steve Stemkoski, Director of Human Resources

Roger Wakeman, Associate Vice President for Facilities and Planning

David Wippman, President
### Academic Continuity

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<td></td>
<td></td>
<td>Rob Martin</td>
<td></td>
<td>§ Preserve Hamilton’s academic mission</td>
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<td></td>
<td></td>
<td>Jon Hind</td>
<td></td>
<td>§ Emphasize the liberal arts</td>
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<td>§ Encourage flexibility in the face of uncertainty</td>
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<td>§ Maintain equity in student learning experiences</td>
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<td></td>
<td>§ Maintain excellence in teaching</td>
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| Classroom Schedule         | David Bailey    | Penny Yee                | Academic Continuity | § Develop daily schedule for classes, with time for appropriate cleaning in between. | Daily Schedule Classroom Plan          |
|                            | Rob Martin      | Kristin Friedel          |                  | § Discern what additional spaces need to be added to the stock of classroom spaces by figuring out how current courses will fit (or not fit) in the spaces they are currently assigned to. |                                        |
|                            |                 | Jon Hind                 |                  |                                                                                      |                                        |
|                            |                 | Roger Wakeman            |                  |                                                                                      |                                        |
|                            |                 | Noelle Niznik            |                  |                                                                                      |                                        |
|                            |                 | LITS team support        |                  |                                                                                      |                                        |
### SUPPORTING COMMITTEES, SUBCOMMITTEES, AND WORKING GROUPS

<table>
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<tr>
<th>Committee or Subcommittee</th>
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<th>Members</th>
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<th>Charge</th>
<th>Key Deliverables</th>
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</table>
| Financial Planning        | Karen Leach   | David Wippman, Suzanne Keen, Paul Hagstrom   | President         | Studies liquidity, financial drivers such as enrollment, discount rate, and fundraising, cost containment, endowment utilization, and long-term forecasts and provides advice regarding a financial path forward for the College to the Vice President, Administration and Finance and the On-Campus Budget Committee and, ultimately to the President and Board of Trustees. | Financial scenario models
|                           |               | Suzanne Keen, Paul Hagstrom, Trustees:       | Trustees          |                                                                                                                                        | Student Fee approval                  |
|                           |               | David Solomon, Bob Delaney, Harold Bogle     |                   |                                                                                                                                        |                                       |
| Enrollment Management     | Monica Inzer  | Monica Inzer, Cameron Feist, Carol Gable     | Senior Staff      | Standing committee prior to pandemic                                                                                                  | Enrollment Projections
|                           |               | Carolyn North, Karen Leach, Kristin Friedel  |                   |                                                                                                                                        | Estimate of Housing Needs             |
|                           |               | Peaches Valdes, Ryan Mortensen, Terry Martinez, Travis Hill, Chau-Fang Lin |                   |                                                                                                                                        |                                       |
## SUPPORTING COMMITTEES, SUBCOMMITTEES, AND WORKING GROUPS

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</thead>
<tbody>
<tr>
<td>Health Strategy</td>
<td>Barb Fluty</td>
<td>Terry Martinez, Karen Leach,</td>
<td>Task Force</td>
<td>Develop plan for testing, tracing, and overall health management</td>
<td>Testing plan, Tracing plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Steve Stemkoski, Herm Lehan</td>
<td></td>
<td>Investigation and recommendation on sewage testing</td>
<td></td>
</tr>
<tr>
<td>Employee Safety Plan</td>
<td>Brian Hansen</td>
<td>Barb Fluty, Steve Stemkoski</td>
<td>Task Force</td>
<td>Develop plans to ensure employee safety and management of employee and</td>
<td>Two plans as noted</td>
</tr>
<tr>
<td>Sick Student and Employee Plan</td>
<td></td>
<td></td>
<td></td>
<td>student health issues</td>
<td></td>
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<tr>
<td>Contact Tracing</td>
<td>Jeff Landry</td>
<td>Barb Fluty, Kristin Rutherford,</td>
<td>Task Force</td>
<td>Evaluate and select health surveillance approach and applications</td>
<td>Implementation of app</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Herm Lehan</td>
<td></td>
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<tr>
<td>Surveillance App</td>
<td>Steve Stemkoski</td>
<td>Barb Fluty, Vige Barrie, Lucy</td>
<td>Task Force</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Burke, Lisa Magnarelli, Anna</td>
<td></td>
<td>Evaluate and select health surveillance approach and applications</td>
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<td></td>
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<td>Moskal, Marty Sweeney, Mike</td>
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<td>Thayer</td>
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<tr>
<td><strong>Testing Logistics</strong></td>
<td>Karen Leach</td>
<td>Lisa Magnarelli, Barb Fluty, Roger Wakeman, Jon Hind, Lucy Burke, Steve Stemkoski, Scott Siddon, Mike Strong</td>
<td>Task Force</td>
<td>Design and implement logistical operations to accomplish testing strategy</td>
<td>Current strategy is pretest before arrival, twice a week for the first two weeks, once a week thereafter, if positive cases emerge return to twice a week</td>
</tr>
<tr>
<td><strong>Student Life – Steering Committee</strong></td>
<td>Terry Martinez</td>
<td>Jeff Landry, Roger Wakeman, Travis Hill, Ashley Place, Tanith Sherman, Tatum Barclay</td>
<td>Senior Staff</td>
<td></td>
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<tr>
<td><strong>Policy/Conduct</strong></td>
<td>Terry Martinez</td>
<td>Jeff Landry, Catherine Berryman, Dayna Campbell, Travis Hill, Ashley Place, Tanith Sherman, Jae Jaeger</td>
<td>Student Life</td>
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# SUPPORTING COMMITTEES, SUBCOMMITTEES, AND WORKING GROUPS

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<tbody>
<tr>
<td>Summer Plan</td>
<td>Terry Martinez</td>
<td>Jeff Landry, Brenda Davis, Travis Hill</td>
<td></td>
<td>Student Life</td>
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<tr>
<td>Fall Re-Entry Plan</td>
<td>Terry Martinez</td>
<td>Jeff Landry, Barb Fluty, Travis Hill, Frank Coots, Ashley Place, Tessa Chefalo</td>
<td></td>
<td>Student Life</td>
<td>Quarantine and Isolation Plan (See above for Testing Plan)</td>
</tr>
<tr>
<td>Online COVID Course</td>
<td>Jeff Landry</td>
<td>Tessa Chefalo, Dayna Campbell, Kaity Stewart, Paola Lopez Fincannon, Brian Hansen</td>
<td></td>
<td>Student Life</td>
<td></td>
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<tr>
<td>Transportation</td>
<td>Frank Coots</td>
<td>Barb Fluty, Mike Houle, Mike Jasper, Mike Neidhart</td>
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<td>Student Life</td>
<td></td>
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<tr>
<td>Extracurricular Activities</td>
<td>Noelle Niznik</td>
<td>Travis Hill, Jon Hind, Dave Thompson, Lisa Magnarelli, Roger Wakeman, Kaity Stewart, Andrew Jillings</td>
<td>Student Life</td>
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<td></td>
<td>Lucy Burke</td>
<td>Reuben Haag, Bill Huggins, Travis Hill, Amanda Kim, Omar Lopez</td>
<td>Student Life</td>
<td>Evaluate dining options and prepare recommendations for process and locations</td>
<td>Fall dining plan</td>
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<tr>
<td></td>
<td>Roger Wakeman</td>
<td></td>
<td>Task Force</td>
<td>Multiple subcommittees based on functional areas</td>
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<td></td>
<td>Brian Hansen</td>
<td>Roger Wakeman, Mike Strong, Mary Collis, Sara Soika</td>
<td>Campus Ops Facilities</td>
<td>Develop physical safety strategy, employee training, and cleaning and disinfection strategy</td>
<td>Cleaning and disinfection plan Employee training module</td>
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## SUPPORTING COMMITTEES, SUBCOMMITTEES, AND WORKING GROUPS

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<tr>
<td>PPE/Safety Materials</td>
<td>Roger Wakeman</td>
<td>Brian Hansen, Barb Fluty, Alfio LaRocca, Lucy Burke</td>
<td>Campus Ops Facilities</td>
<td>Strategy, forecast, procurement, distribution and tracking of PPE and safety materials</td>
<td>PPE and Materials Plan</td>
</tr>
<tr>
<td>Academic Space Capacity Evaluation</td>
<td>Roger Wakeman</td>
<td>Bill Huggins, Brian Hansen, Sara Soika, Kristin Friedel</td>
<td>Campus Ops Facilities</td>
<td>Analyze registrar- and department-controlled space and develop revised capacities based on physical distancing requirements • Identify spaces for potential repurposing for academics and suggested capacities</td>
<td>Academic space evaluation summary</td>
</tr>
<tr>
<td>Signage</td>
<td>Roger Wakeman, Mark Mullin</td>
<td>Brian Hansen, Bill Huggins, Mark Kinne, Sara Soika, Mona Dunn</td>
<td>Campus Ops Facilities</td>
<td>Develop principles, strategy, design, procurement, and installation of pandemic specific signage</td>
<td>Incremental signage plan based on reopening phases</td>
</tr>
<tr>
<td>HVAC Enhancement</td>
<td>Roger Wakeman</td>
<td>RFS Engineering, Bill Huggins, Brian Hansen, Roger Laliberte, David Aversa</td>
<td>Campus Ops Facilities</td>
<td>Evaluate industry guidance and develop strategies for enhancement of HVAC systems as related to pandemic response</td>
<td>Individual building strategies for control systems and filtering</td>
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<tr>
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<tr>
<td>Physical Barriers</td>
<td>Brian Hansen</td>
<td>Bill Huggins, Mark Kinne, Sara Soika</td>
<td>Campus Ops Facilities</td>
<td>Evaluate campus facilities and develop strategies for the production and installation of physical barriers for protection from aerosol transfer</td>
<td>Individual building evaluation and shield installation</td>
</tr>
<tr>
<td>Public and Outdoor Spaces</td>
<td>Roger Wakeman</td>
<td>Lisa Magnarelli, Mike Jasper, Mike Strong, Don Croft, Brian Hansen, Sara Soika, Andrew Jillings</td>
<td>Campus Ops Facilities</td>
<td>Forming week of 6/22 Will evaluate use of public spaces and outdoor space plan (tents)</td>
<td>Public space policy Outdoor space policy and plan</td>
</tr>
<tr>
<td>Compliance Oversight Team (COLT)</td>
<td>Jerry Tylutki</td>
<td>Karen Leach, Catherine Berryman, Suzanne Keen, Carol Gable, Jesse Thomas, Joni Chizzonite, Cameron Feist, Gill King, Lucy Burke</td>
<td>Senior Staff</td>
<td>Official coordination with Oneida County, Village of Clinton. Coordination of funding sources CARES Act, FEMA</td>
<td></td>
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<tr>
<td>Regional and Government Interface</td>
<td>Gill King</td>
<td>Karen Leach, Cameron Feist, Jeff Ritchie</td>
<td>Senior Staff</td>
<td>Official coordination with Oneida County, Village of Clinton. Coordination of funding sources CARES Act, FEMA</td>
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<tr>
<td>Athletics Plan</td>
<td>Jon Hind</td>
<td>Dave Thomspson, Scott Siddon,</td>
<td>President</td>
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<td>Athletics Plan</td>
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<tr>
<td></td>
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<td>Pat Giruzzi, Ellen Hull, Colette</td>
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<td>Gilligan, Rob Haberbusch, Brian</td>
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<td>Hansen, Roger Wakeman</td>
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APPENDIX B: COMMUNICATIONS

As summarized below, a variety of communications have been and will continue to be made available to employees, students, parents, and the general public. Question and Answer sessions were held virtually (Zoom) in June and July, and questions may be submitted on an ongoing basis for a timely response.

Communications Objectives

- Give warnings of risk and establish confidence in the College's preparedness, mitigation, statement of leadership commitment
- Inform audiences of relevant incidents, ongoing safety protocols, and actions that impact the College and its community members
- Provide public health information and resources
- Deliver timely, transparent, consistent, and accurate information; maintain credibility by being accountable when there has been misinformation
- Communicate what is known, what is not known, and the process for finding out the answers to the unknown
- Set expectations for communication frequency
- Be clear about informative (planning should occur now for action later) v. urgent/actionable notifications (action must be taken in a matter of minutes, hours, or days)
- Avoid gimmicky language and jargon
- Protect employee and student privacy rights
- Convey stability, express empathy and support for those affected
- Keep public-facing FAQs fresh
- Conduct social listening and be responsive
- Route questions from every source (email, telephone, social media posts and direct messages, forms) in a timely manner for follow up
- Protect the brand by supporting the crisis response plan and fulfilling these communications objectives
Informational Websites and Return to Campus Guides

- **COVID-19 website (January - May 2020)**
- **Returning to Campus website (May - ongoing)**
- **Return to Campus Guide for Employees, Summer 2020**
- **Return to Campus Guide for Employees, Revised for Fall 2020**
- **Return to Campus Guide for Students, Fall 2020**

Informational and Instructional Campus Signage
Protocol for Communicating a Suspected or Confirmed Case of COVID-19

- A timely email notification will be sent to students and employees when the first positive case of COVID-19 is confirmed on campus.
- The Health Center will contact the Oneida County Health Department and contact tracing will commence immediately (see Contact Tracing protocols).
- The notification will be posted on the Returning to Campus (COVID-19) webpage.
- The College's operating status may be re-evaluated based on the number of confirmed cases, availability of isolation and quarantine beds, and other factors. If the operating status changes, an email notification will be sent to all students, parents, and employees, and the Returning to Campus website will be updated accordingly.
- The operating status and alert level will be posted on various places on the College's website.

Revised Visitor Policy

The Visitor Policy for Fall 2020 is posted on the website and will be communicated to local media and officials. The Admission Office is communicating regularly with prospective students and families about the revised policy and how to register for visits.

Town-Gown Communications

Target Audiences

- Officials
  - Clinton Mayor and Village Trustees (Board Meeting July 6)
  - Kirkland Town Supervisor and Board Members (Board Meeting July 15)
  - County Executive (mail and phone call only)
  - Chamber of Commerce (TBD)
  - Local Business Task Force (July 10)
    Members: Steve Bellona, John Fehlner, George Kuckel, Patty Louise, Patti Maxam, Elizabeth Tantillo, Jackie Walters, Gill King, Mike Debraggio
Key Messages

- Thank You for Your Support
- Health and Safety Top Priorities
- Steps Being Taken
  - Calendar Change (and reasons why) to Aug. 24 to Nov. 24
  - Visitor Policy
  - Monitoring, Testing and Tracing
  - Safety, Protection and Wellness
- Student Activity
- Updates and latest info: Hamilton.edu/return