



BIG RED RESTART

DRAFT

Fall 2020 COVID-19 Restart Plan for
Western Kentucky University

May 28, 2020

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INTRODUCTION

In March 2020, WKU took aggressive and unprecedented measures to alter our campus operations in order to best protect our students, our faculty, our staff and the communities in which we live. In a matter of days, the institution rethought and temporarily reshaped almost every service we provide. The collective efforts of both faculty and staff to respond to the COVID-19 pandemic, arguably the largest challenge in WKU's history, were truly remarkable and commendable. Actions across the state, such as those taken by WKU, effectively slowed the spread of the disease and gave the medical community valuable time to learn more about its mitigation and treatment.

While WKU demonstrated its capability to shift to remote instruction, we also learned how valuable and important face-to-face instruction is for most of our Hilltopper students. What's clear is the value our students place on the total college experience, including living on campus, engaging in intellectual discussions in classroom and laboratory settings, participating in campus activities, cheering on our athletic teams, celebrating our rich traditions and more.

WKU will return to in-person instruction at each of our campuses this fall with the realization that we will, for weeks or months or even longer, learn how to operate and provide the full WKU Experience during a worldwide pandemic.

In mid-April, four restart committees (listed in Appendix A), made up of more than 40 individuals from across the university, launched their work to thoughtfully and intentionally develop plans and strategies to guide the safe restart of WKU in fall 2020. Charged with thinking differently about how we accomplish our mission and tasked with preparing for a multitude of eventualities, the culmination of their work supports a restart that allows us to regain as much normalcy as possible while continuing to mitigate the spread of COVID-19. These committees are:

- Academics and Inquiry, led by Provost Cheryl Stevens
- Student Experience and Engagement, led by Vice President for Enrollment and Student Experience Brian Kuster
- Environment, Operations and Physical Plant, led by Chief Facilities Officer Bryan Russell
- Athletics, led by Athletics Director Todd Stewart

With the health and welfare of our students, faculty, staff and wider communities at the forefront, the four committees consulted many resources as they sought guidance on how to proceed with appropriate caution. Among those are the CDC *Interim Guidance for Administrators of U.S. Institutions of Higher Education*, the American College Health Association's *Considerations for Reopening Institutions of*



Higher Education in the COVID-19 Era, the Center for Applied Disaster and Emergency Management's *Post-Covid-19 Facility Re-Entry Guide*, Kentucky's Healthy at Work Executive Order, and others.

The *Big Red Restart*, WKU's fall 2020 comprehensive reopening plan, integrates the work of the four committees and the WKU COVID-19 Task Force into a condensed, guiding playbook. The committee reports can be viewed in their entirety on WKU's restart website, wku.edu/restart. As additional information becomes available and plans are updated, this site serves as the most current repository of the university's restart strategies.

Flexibility and adaptability are key to the success of our plan. While the focus of the *Big Red Restart* is an on-time, on-campus reopening this fall semester, we will follow the guidance and direction of the Centers for Disease Control and Prevention and Governor Beshear. Should conditions dictate a departure from this focus, our plan includes contingencies that will help ensure the safety and well-being of our constituencies. As always, WKU's strategic plan, *Climbing to Greater Heights*, will continue to guide our decisions and serve as the roadmap to our future.



GUIDING PRINCIPLES

- The safety of students, faculty and staff on our campuses is paramount. While we understand decisions have economic implications, it is the health and safety of the entire WKU community that drives our decisions and planning.
- Campus operations and recommendations will follow federal and state guidelines: [CDC](#); [Kentucky's Healthy at Work](#); and [The White House's Reopening America](#).
- Academic quality and integrity must be preserved. As faculty plan for and change delivery modes, course content, and pedagogy, WKU remains committed to supporting faculty with necessary resources to the fullest extent possible.
- While in-person activities in fall 2020 (and possibly beyond) may be different than previous years, WKU recognizes the importance of student interactions with each other and other members of the WKU community and will make every attempt to facilitate engagement that enriches the experience of our students while best protecting the health of the entire Hilltopper family.
- Prompt and clear communication with faculty, staff and students regarding changes that substantially affect the campus communities is critical. As the situation continues to evolve and additional strategies or considerations are developed, ongoing and frequent communication remains a priority.
- While the initial recommendations put forth by the Restart WKU Committees were made using the best-available guidance and data, the nature of this public health crisis will require ongoing evaluation and adjustments. Additionally, while the *Big Red Restart* plan is presented to address a return to in-person instruction and activities for the fall 2020 semester, modified practices and instructional strategies may necessarily continue into the spring 2021 term or beyond.



BIG RED RESTART CALENDAR

Date	Action	Notes/Key Considerations
June/July	Faculty and staff begin transitioning back to campus.	<ul style="list-style-type: none"> ● Kentucky’s <i>Healthy at Work</i> requirements ● Health self-assessments for employees working on campus
June/July	Environmental Health and Safety and Facilities Management prepares for on-campus activities to resume.	<ul style="list-style-type: none"> ● Implementing plans to meet <i>Healthy at Work</i> requirements for physical barriers and room occupancy levels across campus, including classrooms, public facing offices and campus retail operations ● COVID-19 safety educational campaigns for the campus communities created
June/July/August	If guidance from applicable state agencies and national associations allows, a limited number of students may return to campus (as approved by the appropriate divisional leader) for specific academic functions or athletic training.	<ul style="list-style-type: none"> ● Specific requests for students’ return to campus for academic inquiry/research purposes submitted to the Office of the Provost for approval ● Additional information regarding the return of student athletes available on page 21 ● Opening of limited residence and dining halls to support returning students only
July	Select public offices and campus retail	



	operations open for business.	
August 17	M.A.S.T.E.R. Plan Move-In begins	
August 18	M.A.S.T.E.R. Plan kicks off	<ul style="list-style-type: none"> ● Session sizes reduced
August 22	All other move-in begins	
August 24	Fall 2020 classes begin	
September 7	Labor Day - will be used as an instructional day.	
October 1-2	Scheduled Fall Break - will become instructional time. Fall Break will be observed Monday and Tuesday, November 23-24.	
November 3	Election Day - as scheduled, no classes will be held.	
November 20	Last day of in-person instruction	
November 23-24	Fall Break - no classes, university closed	
November 25-27	Thanksgiving Holiday--no classes, university closed	
November 30	Classes resume via remote learning. No in-person instruction or assessment for the remainder of the semester. Exceptions to be approved by department heads and deans.	<ul style="list-style-type: none"> ● Residence halls and select dining facilities remain open ● December recognition ceremonies postponed to be held with spring 2021 commencement celebrations.
December 7-11	Final examinations	<ul style="list-style-type: none"> ● Conducted remotely



CAMPUS OPERATIONAL NORMS FOR FALL 2020

A comprehensive training program will be developed to provide the campus communities with essential knowledge to safely maneuver WKU campuses while maximizing social distancing practices.

Operational Norms

The following normative behaviors, actions and strategies apply across WKU's campuses. To request assistance achieving these norms or to report violations, please contact the WKU Emergency Management Group at 270-745-2019 or wkuemgm@wku.edu.

Social distancing	The definition of Social Distancing regarding COVID-19 is a minimum distance of six feet in all directions. If you cannot always maintain that distance, you are required to wear a mask covering the nose and mouth.
Face masks	<p>Appropriate face masks include a cloth face covering or appropriate paper mask that covers both the nose and mouth. These coverings are required:</p> <ul style="list-style-type: none">• At all times when in public areas or shared spaces within buildings, including hallways and classrooms• Outdoors when near others where social distancing of at least six feet cannot be maintained (e.g. course transition times)• When in a vehicle with other persons, including cars, vans and buses <p>There are situations where a face mask is not required or cannot be worn due to the type of activity or factors related to the environment. Examples include:</p> <ul style="list-style-type: none">• While eating or drinking• While in your residence hall room or alone inside a university office• In environments where hazards exist that create a greater risk by wearing a mask (engineering bays, biology research & instructional labs, etc.)• Performing physical exertion, such as manual labor, running and athletics training• Outdoors with more than six feet continuous separation between all people• Other physical limitations or conditions that preclude an individual from wearing a face mask



	<p>In all cases where a mask cannot be worn and social distancing cannot be maintained, alternative methods must be utilized to limit potential transmission of COVID-19. Specific guidance for the personal protective actions noted in this section will be included in a formal procedure document - WKU EHS-20-002 Personal Protective Measure for COVID-19.</p>
Health checks	<p>All employees are required to undergo daily temperature and health checks prior to reporting to campus.</p>
Reconfiguration of areas to limit capacity and maintain social distancing	<p>In all areas across university properties, and for university-led activities conducted off-campus, provisions shall be made to limit the number of persons in a given area to comply with a six-foot separation between persons. The following provides guidance on some common situations but should not be viewed as all-inclusive:</p> <ul style="list-style-type: none"> ● Relocate or isolate chairs, benches, couches or other seating, both inside buildings, outdoors and on vehicles transporting students, to limit available seats ● Temporarily close potential gathering spaces, excluding entrance lobbies or other building access points, to discourage people from congregating. If the area is part of the travel path to an exit, approval must be obtained from the University Fire Marshal prior to installation of any barriers ● Reconfigure classrooms, laboratories and other teaching/learning spaces to promote social distancing ● Reduce occupancy of dining, retail and event spaces to correspond to current state guidelines
Installation of separation barriers	<p>In situations where face-to-face interaction is required to conduct business transactions, food service, or other university functions, install barriers or physical control measures to reduce the risk of exposure from direct droplet exchange. To request a barrier, departments should complete a Project Request Form.</p>



<p>Modification of pedestrian traffic patterns</p>	<p>Environmental Health & Safety will conduct a survey of all pedestrian traffic pathways by June 30, 2020, to identify and assess areas where pedestrians cannot maintain social distancing. Where appropriate, physical barriers or other controls, such as transition to one-way traffic patterns or closures, to limit potential exposures will be deployed.</p>
<p>Cleaning and disinfection by area type</p>	<p>Operational requirements dictate minimum prescribed measures for cleaning and disinfecting areas to reduce the potential for spreading COVID-19. A university-wide cleaning and disinfecting plan for fall 2020 will be developed to address specific area types, recommended procedures, and responsibilities by June 30, 2020. The following provides the recommended actions for common categories of spaces.</p> <ul style="list-style-type: none"> ● Private Offices and Other Individually Assigned Workspaces: Cleaning and disinfection of private offices and individually assigned workspaces will be the responsibility of the employee assigned to the space. Cleaning and disinfecting supplies will be available in the various departments to aid in completing basic cleaning and disinfection of surfaces. ● Public Operational Spaces: In all buildings serviced by the Department of Facilities Management, staff will clean and disinfect commonly touched surfaces in common areas, including primary entrances, hallways, primary restrooms, etc., twice daily. ● Residence Halls: Housing and Residence Life (HRL), in conjunction with the Department of Facilities Management, will develop and communicate an operational plan for the cleaning and disinfection of all common areas of Residence Halls and HRL Apartments. ● Retail Operations: Retail operations, such as the WKU Store, Athletic Ticket Office, and WKU Farm Commodities, will develop a plan to assure cleaning and disinfection of equipment, supplies, and if applicable, merchandise. These plans must be in place prior to resumption of public access retail operations. ● Other Areas not Specified: Operational areas not specified in this document that have regular occupancy will follow the guidance for Public Operational Spaces. Specific questions or concerns about cleaning and disinfection procedures and practices should be directed to the Department of Environmental Health and Safety.



<p>Other preventive and protective measures</p>	<p>Additional measures will be introduced prior to the restart of operations in accordance with regulatory requirements and other identified health and safety practices, including:</p> <ul style="list-style-type: none"> ● Placement of hand sanitizer stations at primary entrances to all university buildings ● Promotion of frequent handwashing ● Reduction of passenger loads on transit buses ● Implementation of administrative controls, such as the use of technological solutions to process business and academic transactions or deliver remote customer service to eliminate the need for face-to-face interactions or the direct handling of paperwork, increased use of remote meeting and conference systems to reduce face-to-face gatherings, and reasonable accommodations for vulnerable populations <ul style="list-style-type: none"> ○ Individuals with an underlying health condition or who are otherwise members of populations that may be particularly vulnerable to the effects of COVID-19 may request an accommodation by contacting their department head or the Office of Equal Employment Opportunity: https://www.wku.edu/eoo/ada/adaservices.php. <p>Testing for both active cases of COVID-19, as well as antibody tests for persons who may have contracted and recovered from the virus, are becoming more readily available and showing increased levels of reliability. WKU will work with local healthcare providers, Barren River District Health Department, Emergency Management, city and county governments and the Governor’s Office to develop access to appropriate testing. As testing programs are approved and specific implementation plans developed, they will be communicated to the WKU communities.</p>
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Healthy at Work Officers

WKU has designated Healthy at Work Officers (HWO) as prescribed by the Governor’s Office. These individuals have a wealth of experience and will provide strong technical expertise and leadership in overseeing the university’s tactical response to the COVID-19 pandemic. The officers are:

- Laura Tomlin, Assistant Director EH&S: Lead HWO Program Coordinator
- Brandon Higgins, Manager Worker Comp & Safety: Employees, Regional Campuses



- Michael Gaddie, Associate AD/Sports Medicine: Athletics Staff and Student Athletes

The Healthy at Work Officers will coordinate to implement strategies and tactical plans to support the campus response to COVID-19.

Designated COVID-19 Response Team

In addition to the designated Healthy at Work Officers, additional personnel will support the campus communities related to operational requirements around COVID-19. These include:

- David Oliver, Director EH&S/EM: Emergency Management and EOC Operations
- Melna Wilson, Coordinator EH&S/EM: Campus Case Response Coordinator
- John Sunnycard, Associate Provost Global Learning International Affairs: International Operations Interface
- Ken Branch, Director Facilities Management: Facilities Readiness and Operations

Additional roles and resources will be included as governmental requirements and situational changes dictate.

Reporting Mechanisms/Procedures

Effective response to a communicable disease requires early reporting, rapid assessment and implementation of quarantine measures as directed by qualified health officials. WKU has implemented a dedicated reporting and support system to facilitate this process. The contact telephone number, 270-745-2019, is answered by designated, qualified staff on a 24-hour basis.

A standardized reporting process assures that appropriate information is requested and gathered. All data gathered will be confidential per the requirements of the *Health Insurance Portability and Accountability Act* of 1996 (*HIPAA*).

Case Management/Contact Tracing

WKU is engaged with the Barren River District Health Department, Graves-Gilbert Clinic and other health partners to develop appropriate protocols for case management and contact tracing. All contacts received by the university that indicate a potential exposure to COVID-19 will be immediately referred to the applicable public health agencies for direction or assumption of case management. Immediate actions to isolate individuals will be implemented. WKU has designated on-campus isolation areas for persons residing in Housing and Residence Life (HRL) residence halls or apartments. Those residing off campus will be referred to public health.

Formal case management plans and operating procedures are under development in consultation with the appropriate health officials. These plans will detail the case management process, roles and



responsibilities, contact tracing, medical support and quarantine for on-campus residents, communication protocols, and case specific cleaning and disinfection (target completion date June 30, 2020).

As prescribed by the Kentucky *Healthy at Work* requirements, WKU will develop and implement a Contact Tracing Program with guidance from the Barren River District Health Department. The program will be a critical component of the university's COVID-19 case management plan as described in the previous section.

The complete Environment, Operations and Physical Plan Restart Committee report is available [here](#).



ACADEMICS AND COURSE DELIVERY

Strategies for Returning to In-Person Instruction

Strategy	Description/Notes
<p>Transitioning large courses</p>	<p>Institutional Research has identified 190 in-person courses with a capacity of 50 or more students (listed in Appendix B). These 190 courses represent less than 5% of WKU’s fall 2020 offerings but could transition the format of more than 10,000 seats - significantly reducing campus congestion during transition times and freeing larger classrooms to be used for increasing social distancing in smaller course sections.</p> <p>Not all of these courses can be transitioned. Department heads will engage with faculty teaching those courses immediately and determine the feasibility of transitioning the class to remote modality. If a course cannot be transitioned, then department chairs should work with Academic Affairs to relocate the class to a room/lecture hall where distancing between students can be increased and alternative attendance strategies may be deployed. Students will be notified if any scheduled classes have been transitioned by July 1.</p>
<p>Physical distancing in the classroom</p>	<p>In addition to requiring face masks in classrooms as outlined in <i>Fall 2020 Campus Operational Norms</i>, seating arrangements should, when possible, spread students throughout the classroom by either (1) leaving empty desks between students, (2) physically moving desks farther apart, or (3) reducing the number of students seated at a single table.</p> <p>If the classroom is not conducive to employing this strategy, faculty, in consultation with department chairs, should consider hybridization or relocation tactics.</p>
<p>Hybridization and course adjustments</p>	<p>Many classes with a capacity <i>less</i> than 50 may still be held in classrooms where physical distancing is not feasible. Department chairs should consult faculty and collect plans from each instructor to maximize distance between students. Adjustment plans may include one or more of the following:</p> <ul style="list-style-type: none"> ● Option 1: Moving the course to a larger space available in any campus building, including locations not traditionally reserved for academic use. If on-campus events continue to be limited, additional



	<p>space may be available in Downing Student Union (DSU) ballrooms, Augenstein Alumni Center, etc.</p> <ul style="list-style-type: none"> ● Option 2: Reducing the number of students attending class at each appointed meeting time. In order to ensure that students are not negatively affected by this transition, faculty should consider: <ul style="list-style-type: none"> ○ Providing livestream access to face-to-face delivery to provide a synchronous experience for students engaging remotely (see Hy-Flex model) ○ Recording synchronous course sessions and allowing asynchronous participants to submit questions during an appointed live-chat period or via an asynchronous method such as BlackBoard or email ○ Utilizing Zoom or similar technology to deliver instruction in multiple classrooms at the same time, alternating which group receives in-person instruction ○ Employing other methods as deemed appropriate to maximize opportunities for engagement of all students <p>In some instances, departments may need to consider substitute courses.. Department heads should engage with faculty teaching those courses as soon as possible to discuss available options.</p>
<p>End in-person instruction November 20; close November 23-27 for Fall Break/Thanksgiving</p>	<ul style="list-style-type: none"> ● Friday, November 20--Last day for in-person instruction ● Monday, November 23, and Tuesday, November 24--Fall Break observed ● Wednesday, November 25 - Friday, November, 27--Thanksgiving ● Monday, November 30, course instruction and assessment shift to remote delivery for the remainder of fall 2020 semester.
<p>Alter course times to increase transition time between classes</p>	<p>Shortening each class period by five minutes will achieve the following benefits:</p> <ul style="list-style-type: none"> ● Students will have additional time to follow newly-prescribed paths and routes across campus and throughout academic buildings. ● Instances in which students gather in the hallway waiting for the previous class to end will be reduced. ● If classes are scheduled back-to-back, HVAC systems will have 33% more time to change the air inside classrooms. ● Preserving existing start times for each class will limit disruption to student schedules.



	<p>For maximum benefit, the committee assumes the following:</p> <ul style="list-style-type: none"> ● Faculty will end classes on time. ● Students will seek alternative means of clarifying content or asking questions that do not involve remaining behind to speak with the instructor. ● Students will not congregate in hallways to wait for classes. ● Students will not enter the classroom more than three minutes before the appointed start time; faculty will not enter more than 10 minutes before the appointed start time. ● Space planning will mitigate the number of classes offered per floor of buildings to reduce hallway transition density. ● Departments will assist the Division of Facilities Management (DFM) in identifying congested areas and in developing strategies to reduce gathering in those spaces. <p>(A proposed course schedule is included as Appendix C.)</p>
Virtualized office hours	Because faculty offices are often smaller spaces with limited circulation or opportunities for distancing with guests, faculty should virtualize office hours and employ other strategies for in-person meetings that promote social distancing.
Prioritizing campus presence	In reducing campus density, specific teaching modalities should be prioritized for on-campus academic space and face-to-face instruction, including: labs, studios, performance-based, clinicals, etc.

Additional Academic Considerations

In addition to the strategies listed above, Faculty with an underlying health condition or who are otherwise members of populations that may be particularly vulnerable to the effects of COVID-19 may request an accommodation by contacting their department head or the Office of Equal Employment Opportunity: <https://www.wku.edu/eoo/ada/adaservices.php>.

All faculty are advised to develop contingency plans (including a modular approach for nimble response) that could be activated in one or more of the following scenarios:

- Federal or state guidelines/recommendations shift downward the maximum size of gatherings or academic activities
- An outbreak on campus necessitates a temporary break or a mid-semester shift



- Individual courses experience a significant number of cases, and, upon the recommendations of public health officials and WKU's Department of Emergency Management, faculty are asked to transition some courses to remote delivery
- Teaching faculty become ill and are unable to complete the course

The increased effort in preparation to shift academic delivery should be addressed in the faculty evaluation processes. As a result of the increased effort in teaching and transitioning courses, research productivity may be decreased. Department heads, deans, and the Provost's Office should work to adjust evaluation standards. These adjustments will be of particular importance for faculty going through the tenure and promotion process.

The complete Academics and Inquiry Restart Committee report is available [here](#).



STUDENT EXPERIENCE AND ENGAGEMENT

WKU is committed to creating a rich, robust out-of-classroom student experience where students learn about themselves and others, experience meaningful connections, and realize their peak potential. In doing so, we reinforce our primary goals of delivering quality, effective student services while caring deeply for students and investing in their personal and academic success.

General Operating Procedures for Programmatic Initiatives

- In designing and executing programmatic initiatives, employees will adhere to the provisions of WKU's *Big Red Restart* plan.
- In-person programming will be restricted to the number of individuals advisable by public health officials, which may change during the semester.
- Key programs may need to be repeated to accommodate student and stakeholder consumption.
- In the event of a program with a speaker or artist, employees will ensure broadcasting online and/or the use of overflow rooms.
- Employees will create and execute a plan to disinfect programming spaces after each student event.

Events Sponsored or Hosted by Students

- Students are encouraged to adopt the University values outlined in the [WKU Creed](#) and the [Student Code of Conduct](#) when engaging with others in public campus spaces.
- Students will adhere to all CDC/KY guidelines for social distancing, sanitizing, hygiene, and self-screening.
- In-person attendance to all student events (including student organizations, clubs, greek events, etc.) will be limited. Events should be individually evaluated to determine if the event can be offered virtually or through a combination of in-person and virtual modalities. Fall 2020 Campus Operational Norms (pages 7-10) apply to the activities of all registered student organizations regardless of the event/activity's location.
- Students hosting events will clearly communicate to participants expectations of health safety, as well as inherent health risks associated with activities.
- Additionally, students will assist in minimizing congregating. Provisions include:
 - Set time limitations or restrictions on use of public spaces
 - Limit the number of people who are able to be in one space at a time



- Limit the available seating in public spaces and cut the number of spaces available for reservation by half
- University staff will limit student group reservations of on-campus spaces to reduce density. Students reserving space will work with employees to create and execute a plan to disinfect buildings and programming spaces after each student event.

Reintroducing standard programming is imperative to student engagement. This will be subject to the determination of what is possible in a restrictive environment and what needs to be delayed. We must think creatively; not every program will be able to happen like it used to. Further, programmatic engagement for each unit should be classified into one of four categories:

1. Definite – programs that need to be available at the inception of the semester
2. Delayed – programs that can begin later in the fall semester
3. Deferred – programs that may need to be reintroduced in spring 2021 or later
4. Delivery - programs that may need to be delivered in-person, in small groups and frequently repeated to meet student needs

Housing Considerations

- Open all buildings at full capacity - two residents/room. Residents will complete a revised roommate agreement in which they are able to share any concerns and agree upon conditions related to Covid-19. With the space in the room, residents will be able to social distance with the understanding that they may come in contact with their roommate - which will be considered a member of their household.
- Visitation: Visitors will be restricted to only WKU students. Each student will only be allowed to check in one guest at a time.
- Requirement for freshmen and sophomores to live on campus will continue with the same exemption process in place. However, Housing and Residence Life (HRL) may adjust the waiver requirements (e.g. increase the mileage radius to qualify for commuter status) in order to accommodate students who prefer to remain at home during this time.
- Student Accessibility Resource Center (SARC) will be the main point of contact for students who are seeking exceptions to the mandatory housing requirements due to COVID-19-related concerns.
- A plan for quarantine of residential students has been developed. If needed, quarantine spaces will be available based on CDC and local Health Department recommendations.
- M.A.S.T.E.R. Plan: Amend session sizes to the number of individuals advisable by public health officials; all events and programs adjust to floor size; rotation of locations to keep to the number



advisable by public health officials; focus on the importance of the small group core. Social programs will be done within the floor or hall. Signature/traditional programs will be re-imagined. Dining options will be re-evaluated with the assistance of Aramark.

- Move-in M.A.S.T.E.R. Plan: The move-in window will be increased to reduce congestion in the halls and promote distancing. HRL staff should determine safety of the university-provided moving crates and/or identify a process for maximizing health safety for all users. Arrival times will be controlled through the development of a more strategic and granular move-in schedule. HRL will also communicate directly with residents to provide the maximum number of individuals (i.e. parents, family members, friends) who can assist with moving into the residence halls. Additionally, HRL is exploring curbside check-in options for move-in days.
- Standard (non-M.A.S.T.E.R. Plan) Move-in August 20-23: Arrival times will be controlled through the development of a strategic and granular move-in schedule. This would include time slots for upperclassmen and returning students. HRL is exploring curbside check-in options for move-in days.
- In-Hall Staffing: Staffing levels in residence halls will be based on occupancy within the hall. Professional /paraprofessional staff levels will be adjusted as needed.
- Residential Student Programming: Amend programming to be limited to the number of individuals advisable by public health officials. All residence hall events and programs should be adjusted so that the maximum number of participants does not exceed the number of residents on a floor within the hall.

Dining Considerations

- All residential and retail restaurants and convenience stores will open with regular hours.
- WKU and Aramark will work together to explore possibilities for on-line/mobile ordering and a campus food delivery.
- Utilize floor decals in all locations to assist with social distancing while guests are in line and at POS stations.
- Remove tables and chairs to meet maximum occupancy requirements. Tables and chairs should be rearranged to achieve social distancing expectations. The number of guests at each location will be limited to meet CDC and Federal/State guidelines.
- Plexiglas barriers will be installed at all POS, product hand-off and face-to-face stations throughout campus restaurants.
- Expand events/specials to weekly occurrence within Fresh Food Company and Hilltopper Hall.
- No self-service stations will be available at any dining location.
- WKU and Aramark will explore the expansion of contactless payment options.
- Educate the campus community on the steps taken to ensure maximum safety guidelines are followed.



- Offer Early Arrival Meal Plans for M.A.S.T.E.R. Plan students as well as student athletes, band members, Greek students and other students that arrive to campus before Meal Plans start for the fall.
- Follow detailed Aramark dining services plan to provide meals, snacks and beverages to students under quarantine. Deliver to housing contact for delivery to individuals.

The complete Student Experience and Engagement Restart Committee report is available [here](#).



ATHLETICS

It is always the desire and goal to make sure our entire athletics department is provided with the highest level of care, which includes following all national, state and local healthcare guidelines and medical practices. It is important to be aware that during the COVID-19 pandemic we will follow these same guidelines and will continue to evolve as medical advances, procedures and treatment plans are developed. Plans and contingencies will be created to help provide flexibility as guidelines from these supervising entities develop.

Restart Timeline for Sport Programs

Arrival Date	Number of Returners	Approx. Physical Date	Start of Workouts
June 8	65 (Football - Partial)	June 8	June 8
July 6	40 (Football -Remaining)	July 6-7	July 7-8
July 6	14 (Volleyball)	July 6-7	July 7-8
July 6	26 (Soccer)	July 6-7	July 7-8
July 9	17 (Women's Basketball)	July 10	July 13
July 9	15 (Men's Basketball)	July 10	July 13
July 20	65 (Cheerleading)	Physicals on own	July 20-25 (1 Week)
Aug. 14	12 (Men's Golf)*	Aug. 14	Aug. 15 (Course)
Aug. 17	9 (Women's Golf)*	Aug. 19	Aug. 22
Aug. 18	24 (Cross Country)*	Aug. 18	Aug. 20
Aug. 22	31 (Track and Field)*	Aug. 23	Aug. 24
Aug. 22	19 (Softball)*	Aug. 23	Aug. 24
Aug. 22	51 (Baseball)*	Aug. 23	Aug. 24
Aug. 22	8 (Tennis)*	Aug. 23	Aug. 24

** Based on health/government guidelines at the time, there is the potential that some of these programs could have limited returners in July. (Dates and numbers are subject to change.)*



Athletes Return to Bowling Green and WKU

A full team roster and the state from which the student-athlete and staff are returning to campus have been requested to evaluate, prepare and identify potential various levels of risk that each person presents. This advanced review will help better prepare for individuals returning to campus. It is recommended that teams plan accordingly based on date of return, within the approved WKU and Athletic guidelines.

Initial and Continuous Screening Procedures

Testing-Initial Screening Upon Arrival

- Accepted temperature range: Below 100.3 F normal, above 100.4 F abnormal
- Assessment of ALL Athletic Department personnel required prior to return to approved level of activity
- Approved level of authorization could be, but not limited to, medical, WKU, WKU Athletics, state and local
- Screening to be conducted in an appropriate room – athletic training, locker room or other large designated room.

Forms will be reviewed and approved by WKU Medical staff and Athletic Training department prior to release of activity or additional requirements/suggestions to be made before clearance is given. Consultation with WKU Human Resources needs to be considered prior to asking all athletic staff to complete forms and if any special consideration for other WKU employees who will be interacting with Athletics. This will include identifying any high-risk populations as well.

If there is a potential or identified risk from the screen we will follow the plan set by local public health and our medical team.

Testing-Ongoing Screening After Arrival

- Prior to entering the designated facilities, entrance will be determined based on appropriate flow. Each person will be verbally screened by staff members and the information recorded with appropriate action taken as necessary. Their temperature will be taken each time.
- The screening will continue or be revised as new processes are recommended or when WKU returns to normal operations.
- COVID-19 testing will be performed, ordered or required when an individual has the signs or symptoms or other circumstances that suggest acute testing be performed. The guidelines will be evaluated and followed by WKU Team Physicians and/or others they designate.



Testing-Departmental Screening

- Staff and student-athletes will be required to have their temperatures and symptoms monitored daily by the athletic training staff, department supervisors or designated individuals prior to entering athletic facilities.
- People who are not on athletic department rosters will be asked to enter the designated entrance and have their temperature checked prior to being allowed to enter. These individuals will arrange for entrance to their destination when available. They will also be asked to not linger or enter any areas they do have direct business with. All entrances and exits will be locked where and when appropriate. It will be important to monitor anyone who enters any athletic facilities to help mitigate exposures of the COVID-19 virus.
- Each athletic department supervisor, head coach or department-designated individual will be responsible to perform the daily check of staff and others within their departments.

Athletic Facility and Equipment Cleaning Procedures

WKU Athletics has multiple facilities that undergo routine cleaning and sanitation before, during and following their use. It is important to continue the vigilant process of making our facilities – and most importantly, the health and safety of the users – in the best possible condition through cleaning. Each facility has its specific processes, such as utilizing approved and appropriate chemicals that limit exposures to medical concerns. The staff use towels, gloves and other protective equipment based on the situation. They also practice safe disposal of used items. This is done in conjunction with WKU Facilities Management’s routine and plan for servicing the areas they are assigned.

Athlete Housing & Dining

WKU Athletics currently projects to have 74 student-athletes living in Hilltopper Hall during the summer, as well as 102 living in Kentucky Street or off-campus housing. Per WKU’s Summer/Intersession Housing Agreement, residence hall guidelines will have several continued changes in policy due to COVID-19, including social distancing restrictions. All visitation in residence halls remains suspended until further notice.

For the summer, all meals will be served out of the dining area in Hilltopper Hall. That dining area features 122 seats at full capacity; its operations and capacity will evolve depending on the phase system and recommended guidelines from Governor Beshear. Fewer than 20 non-athlete students will be living on campus along with student-athletes in the summer. Food will be made to order in Hilltopper Hall without buffet options. The menu will have some leniency for items available, and will feature breakfast, lunch and dinner as needed. Each sport varies in how it handles dining during the summer term.



Some will utilize meals through Aramark in Hilltopper Hall, while others will provide meal money directly to the student-athletes.

Academics

Recently, the NCAA Division I Council Coordination Committee approved a blanket waiver for football, men's basketball and women's basketball to be able to participate in standard summer activities without being enrolled in summer school courses. Some from those sports will still require summer school courses to meet eligibility requirements, maintain a track toward graduation or to meet external mandates, such as international enrollment. At this time, student-athletes from volleyball and soccer will still be required to be enrolled in summer courses to participate in standard summer activities, although that also remains fluid with the NCAA.

Following the approval of this blanket waiver, WKU Athletics projects to have student-athletes enrolled in roughly 125 courses paid for by the athletic department during this summer term, as per normal procedure. Any sort of academic tutoring, study hall or other activities would fall under the medical and facility guidelines previously mentioned in this document. The Student-Athlete Success Center is not typically open during the summer and will remain closed this summer.

The WKU Athletics Restart Committee has developed a subcommittee that will work through gameday operations/fan experience for fall sports, particularly in regard to the potential for high-volume crowds at football games beginning Sept. 5.

The complete Athletics Restart Committee report is available [here](#).



CONTINGENCY PLANNING

While Restart WKU Committees spent the majority of their time developing plans for reopening campus to in-person activities in August (*Big Red Restart*), the committees and the WKU COVID-19 Task Force recognize that this rapidly-evolving situation may necessitate the activation of additional contingencies should state or federal guidance change or if public health officials and/or the COVID-19 Task Force deem it in the best interest of the health of our students, faculty, staff, and broader communities.

Full Committee Reports, including contingencies, are available at wku.edu/restart in the respective section.

Contingency Plan 1: Resilient Restart

<p>Activation criteria</p>	<p>One or more of the following occurrences/situations <i>could</i> activate this contingency plan:</p> <ul style="list-style-type: none"> ● State or federal agencies suggest delaying bringing students, faculty or staff back to campus ● Campus officials request additional time to ready the campus for the arrival of students ● A surge in cases in the Bowling Green or surrounding communities indicate a delayed start would be in the best interest of public health ● Preliminary results from other universities that begin classes <i>before</i> WKU indicate that we should pause before resuming in-person instruction
<p>Academics and Inquiry</p>	<ul style="list-style-type: none"> ● In-person classes would not resume until after Labor Day. Classes would still begin on August 24, but would occur via remote delivery until September 8, 2020. ● Similar to the calendar outlined in the <i>Big Red Restart</i> plan, in-person instruction would end before the Thanksgiving break and instruction and assessment would be done remotely for the remainder of the semester. ● Requests to bring students on campus earlier than September 8 will be reviewed by the academic dean and communicated with Academic Affairs and other appropriate offices including Housing and Residence Life, Emergency Management and the COVID-19 Response Team.
<p>Campus Operational Norms</p>	<ul style="list-style-type: none"> ● University offices would remain operational, though they may function with limited or no staff on campus. ● Operational norms (pages 7-12) would be followed during the period of remote learning.



Student Experience and Engagement	<ul style="list-style-type: none"> ● WKU Housing and Residence Life will communicate changes to move-in with residents. ● In-person student events/activities will not take place until after in-person activities resume on September 8, 2020. ● Dining operations would be limited until residence halls open and students arrive on campus.
Athletics	<ul style="list-style-type: none"> ● WKU Athletics will develop contingency strategies for the summer and beyond in relation to the state's phased reopening and how it affects operations, as well as any changes to the intended in-person instruction model for the fall semester.

Contingency Plan 2: *Big Red Online*

Activation criteria	<p>One or more of the following could activate this contingency plan:</p> <ul style="list-style-type: none"> ● State or federal agencies recommend not resuming in-person classes in fall 2020 ● A surge/second wave occurs and public health/university officials deem it necessary to conduct all fall 2020 instruction remotely
Academics and Inquiry	<ul style="list-style-type: none"> ● If this contingency plan is activated, all fall 2020 courses would transition to online modality. ● If activated, this contingency would provide support and student experiences associated with purposeful and effective online learning with support from DELO, CITL and ITS with special focus on the three main principles of Universal Design for Learning: engagement, representation, and action & expression. ● The start date, end date, and instructional breaks would continue as scheduled throughout the remote instruction period ● Ad hoc requests for in-person activities would be reviewed by the academic dean and communicated with Academic Affairs and other appropriate offices including Housing and Residence Life, Emergency Management and the COVID-19 Response Team.
Campus Operational Norms	<ul style="list-style-type: none"> ● Offices would remain open, but would function with very limited staff working from campus. ● Cleaning and sanitizing procedures would be focused on areas where in-person activities are occurring. ● Face mask and social distancing norms (pages 7-12) would continue to be enforced for anyone remaining or working on campus.
Student Experience and Engagement	<ul style="list-style-type: none"> ● WKU Housing and Residence Life will communicate changes with residents.



	<ul style="list-style-type: none"> ● In-person student events/activities will either be cancelled, postponed, conducted virtually or held in-person with alterations made to adhere to CDC guidelines. ● Dining operations would be amended to support students living on campus.
Athletics	<ul style="list-style-type: none"> ● WKU Athletics will develop contingency strategies for the summer and beyond in relation to the state’s phased reopening and how it affects operations, as well as any changes to the intended in-person instruction model for the fall semester.



APPENDIX A

WKU COVID-19 Task Force

Timothy C. Caboni, President
Cheryl Stevens, Provost and VP for Academic Affairs
Susan Howarth, Executive VP for Strategy, Operations and Finance
Brian Kuster, VP for Enrollment and Student Experience
Amanda Trabue, VP for Philanthropy and Alumni Engagement
Deborah Wilkins, General Counsel
Todd Stewart, Director of Athletics
Lynne Holland, Dean of Students
Bryan Russell, Chief Facilities Officer
Julie Shadoan, Chair of Faculty Senate
Mike Loftis, Chair of Staff Senate
Will Harris, Student Body President
David Oliver, Director of Environmental Health and Safety
Greg Hackbarth, Assistant VP for Information Technology
John Sunnygard, Associate Provost for Global Learning and International
Andrea Hales, Director of Strategic Communications
Bob Skipper, Director of Media Relations
John-Mark Francis, Director of Marketing
Julia McDonald, Assistant to President and Board of Regents
Jennifer Smith, Special Assistant to the President for Government and Community Relations
Sarah Reece, Internal Auditor

Restart WKU Committees

Academics and Inquiry

Cheryl Stevens, Chair / Provost and VP for Academic Affairs
Kristina Arnold, Department Head, Art
Phillip Bale, Board of Regents
Aquesha Daniels, Assistant Professor, Management
Claus Ernst, Board of Regents / UDP, Mathematics
John-Mark Francis, Director of Marketing
Jennifer Hammonds, Registrar
Beth Laves, Associate VP, Division of Extended Learning and Outreach
Corinne Murphy, Dean, College of Education and Behavioral Sciences
Terry Obee, Pedagogical Assistant Professor, Sports Management
Julie Shadoan, Chair of Faculty Senate / Professor and Unit Leader, Paralegal Studies
John Sunnygard, Associate Provost for Global Learning and International Affairs
Nathan Terrell, Student



Environment, Operations and Physical Plant

Bryan Russell, Chair / Chief Facilities Officer
Greg Arbuckle, Interim Dean, Ogden College of Science and Engineering
Ken Branch, Director of Facilities Management
David Brinkley, Board of Regents / Director, Public Radio Services
Lana Kunkel, Associate Director, Housing Operations
Mike Loftis, Chair of Staff Senate / Desktop Support Consultant
Jason McKinney, Board of Regents
David Oliver, Director, Environmental, Health and Safety
Mike Reagle, Assistant VP, Housing and Residence Life
Bob Skipper, Director of Media Relations
Laura Tomlin, Assistant Director, Environmental, Health and Safety
Jennifer Tougas, Interim Associate Vice President, Business Services

Student Experience and Engagement

Brian Kuster, Chair / VP for Enrollment and Student Experience
Ethan Logan, Incoming VP for Enrollment and Student Experience
Minnette Ellis, Associate Director, Housing and Residence Life
Andrea Hales, Director of Strategic Communications
Will Harris, Student Government Association President, Student Regent
Julie Hinson, Board of Regents
Lynne Holland, Dean of Students
Robert Huffman, Aramark
Chris Jensen, Assistant VP for Student Success
Leslie North, Associate Professor, Geography and Geology
Chris Shook, Dean, Gordon Ford College of Business
Robert Unseld, Director, Student Accessibility Resource Center
Garrett Edmonds, Student Government Association Executive Vice President

Athletics

Todd Stewart, Chair / Director of Athletics
Craig Biggs, Associate Athletics Director, Facilities
Stacey Forsythe, Assistant Professor, Sports Management
Mike Gaddie, Associate Athletics Director, Sports Medicine
Zach Greenwell, Director of Communications and Media Relations, Athletics
Freddie Higdon, Board of Regents
Craig Martin, Faculty Athletic Representative / Professor, Marketing



APPENDIX B

Fall 2020 courses with a capacity >49 students per section.

Course	Number of Sections	Total Capacity
Arts & Letters	45	3071
ART APPRECIATION	2	136
CHORAL SOCIETY	1	50
FILM ATTENDANCE	1	100
FUNDAMENTALS OF PUBLIC RELATIONS	1	60
HON: MUSIC APPRECIATION	1	50
INTRO TO CRIMINAL JUSTICE	1	65
INTRODUCTORY SOCIOLOGY	2	145
JUVENILE DELINQUENCY	1	60
MARCHING BAND	1	300
MUSIC APPRECIATION	9	450
PERFORMANCE ATTENDANCE	1	180
PERFORMANCE LAB I	2	100
PERFORMANCE LAB II	3	150
PERFORMANCE LAB III	2	100
PROCESS/EFFECTS/MASS	1	60
REHEARSAL AND PRODUCTION	1	85
SENIOR SEMINAR	2	170
SYMPHONIC BAND	1	80
THEATRE APPRECIATION	4	240
TREBLE CHORUS	1	50
TRUTH AND RELATIVISM	1	50
UNDERSTANDING MEDIA	1	120
UNIVERSITY EXPERIENCE:PERFORM	1	65
UNIVERSITY SINGERS	2	100
VOICE PRINCIPAL	1	50
WORLD RELIGIONS	1	55
Business	10	1130
AUDITING & ASSURANCE SERVICES	1	50
BASIC MARKETING CONCEPTS	1	200
EFFECTIVE STAFFING PRACTICES	1	50
HUMAN RESOURCE MANAGEMENT	1	80
INTER FINANCIAL ACCTG II	1	60
INTER FINANCIAL ACCTG III	1	50
ORGANIZATION AND MANAGEMENT	1	150
PRIN ECONOMICS-MACRO	1	140
PRIN ECONOMICS-MICRO	1	250
SENIOR ASSESSMENT-MGT	1	100
Education & Behavioral Science	8	547
ACADEMY SEMINAR EXPERIENCE	2	192
CAREER RELATED FIELD EXPERIENCE	1	75
INTRO ACCOUNTING-MANAGERIAL	1	50



MENTORED RESEARCH EXPERIENCE	2	100
PSY/SALES BEHAV	1	70
SPECIAL TOPICS IN INTERDISCIPL	1	60
Health and Human Services	48	3090
CHILD DEVELOPMENT	1	90
COMMUNITY HEALTH NURSING	2	108
CONCEPTS IN PHARMACOLOGY I	2	120
CONCEPTS IN PHARMACOLOGY II	2	110
FUNDAMENTALS OF NURSING	1	60
HEALTH ASSESSMENT	1	60
HEALTH PROM AND DISEASE PREV	2	120
HIGH ACUITY NURSING	2	110
HUMAN NUTRITION	2	240
INTERNATIONAL HEALTH CARE	1	50
INTRO TO DENTAL HYGIENE	1	50
INTRO TO PROFESSIONAL NURSING	1	220
INTRO TO SPORT MANAGEMENT	3	150
INTRO/ENVIRONMENTAL SCI	2	120
LEADERSHIP,MGMT,PROF ISSUES	2	108
LPN TO RN TRANSITION	1	50
MATERNAL CHILD NURSING	2	110
MATERNAL-NEWBORN NURSING	1	50
MEDICAL SURGICAL NURSING I	2	120
MEDICAL SURGICAL NURSING III	1	50
MEDICAL TERMINOLOGY	2	100
MEDICAL-SURGICAL NURSING I	1	50
MEDICAL-SURGICAL NURSING II	3	154
MENTAL HEALTH NURSING	3	170
MGT OF FAMILY RESOURCES	1	50
NURSING RESEARCH AND EBP	2	120
PATHOPHYSIOLOGY FOR NURSING	1	180
PERSONAL HEALTH	2	120
SPORT MANAGEMENT SEMINAR	1	50
Science and Engineering	79	7042
ADV HUMAN ANAT & PHYSIOL	1	140
ANIMAL BIOLOGY AND DIVERSITY	1	54
ANIMAL PHYSIOLOGY	1	100
ANIMAL SCIENCE	1	60
ASTRONOMY/SOLAR SYSTEM	2	120
ASTRONOMY/STELLAR SYS	1	60
BIOL CONC CELLS METAB GENETICS	2	336
BIOL CONC EVOL DIV ECOL	2	300
CHEMISTRY/HEALTH SCIENCE	3	240
COLLEGE CHEMISTRY I	4	280
COLLEGE CHEMISTRY II	2	120
CONSTRUCTION MANAGEMENT	1	50
DESCRIPTIVE ASTRONOMY	2	120
ELEMENTS OF HEAT TRANSFER	1	60



ENGINEERING THERMODYNAMICS I	1	55
FRESHMAN DESIGN	1	50
FUNDAMENTALS OF GENERAL CHEM	2	100
FUNDAMENTALS OF ORGANIC CHEM	1	54
GEN MICROBIOLOGY	2	340
GENERAL BIOLOGY	5	820
GENERAL BIOLOGY LAB	1	100
GENETICS	1	90
GEOGRAPHY OF KENTUCKY	1	50
GRADUATE SEMINAR	1	55
HUMAN ANATOMY & PHYSIOL	2	476
INTRO AGRI MECHANIZATION	1	70
INTRO BIOPSYCHOLOGY	1	85
INTRO CHEMISTRY	3	225
INTRO DEVELOPMENTAL PSY	5	280
INTRO PSY	4	320
INTRO TO ARCHITECTURE	1	60
INTRO TO MOL AND CELL BIOLOGY	1	50
INTRODUCTION TO AGRIBUSINESS	1	60
METEOROLOGY	3	472
NEUROBIOLOGY	1	50
ORGANIC CHEMISTRY I	1	70
OUR DYNAMIC PLANET	1	100
OUR VULNERABLE PLANET	1	50
PHYS/BIOPHYSICS II	1	60
PHYSICS/BIOPHYSICS I	2	120
PLANT SCIENCE	1	100
RURAL SOCIOLOGY	1	50
SENIOR SEMINAR	1	105
SOCIAL PSYCHOLOGY	4	260
UNIVERSITY EXPER-AGRI MAJORS	1	100
UNIVERSITY PHYSICS II	1	60
WKU STATICS	1	65
Total	190	14,880



APPENDIX C

COVID-19 Modified Class Times

MWF Day Class Periods (55 Minute Periods) [COVID-19 50 minute Periods]			TR Day Class Periods (80 Minute Periods) [COVID-19 75 minute Periods]		
	Begin	End		Begin	End
1st Period	8:00am	8:55am [8:50a]	1st Period	8:00am	9:20am [9:15a]
2nd Period	9:10am	10:05am [10:00a]	2nd Period	9:35am	10:55am [10:50a]
3rd Period	10:20am	11:15am [11:10a]	3rd Period	11:10a m	12:30pm [12:25p]
4th Period	11:30am	12:25pm [12:25p]	4th Period	12:45p m	2:05pm [2:00p]
5th Period	12:40pm	1:35pm [1:30p]	5th Period	2:20pm	3:40pm
6th Period	1:50pm	2:45pm [2:40p]			
6th Period (No Friday)	1:50pm	3:10pm [3:05p]			
7th Period (No Friday)	3:25pm	4:45pm [4:40p]			

