



**CLAREMONT McKENNA COLLEGE**  
**CMC COVID-19 Strategic Response Plan**  
**Academic Year 2020-2021**

This Guide sets forth the College's operational plans for re-opening the campus after its sudden closure in mid-March 2020 due to the novel coronavirus pandemic. The College is dedicated to re-opening its campus in the safest manner possible, consistent with federal, state, and county laws and public health guidelines. In that spirit, **APPENDIX A** contains the LA County Department of Public Health Guidelines and **APPENDIX B** contains the California Department of Public Health Guidelines.

Plan highlights

- On-site clinic and medical monitoring;
- Rigorous, mandatory daily, app-supported health screening for students and employees;
- Rigorous testing regimen with results expected within 24 hours;
- Tech-supported tracing and case management;
- A comprehensively integrated exposure management plan applied to students, faculty, and staff;
- Ample isolation/quarantine space;
- Mostly on-line curriculum, with limited in-person outdoor options over time;
- Single-occupancy living for reduced density, estimated at 50-65% of our full on-campus populations;
- Residential bubbles of our campus communities through a signed, enforced behavioral contract to ensure face coverings, physical distancing, strong hygiene, and effective limitations on social exchange;
- Ample supplies of PPE and extensive cleaning capabilities;
- Take-out and outdoor dining options; and
- Increased, highly visible signage and rigorous vendor/visitor protocols.

The College's goal is to restore its residential, in-person educational and working environments to full capacity as soon as public health conditions permit. As of July 24, 2020, the conditions in California, and in Los Angeles County specifically, did not permit the opening of the College's residential program for fall 2020. Similarly, health conditions dictate that the College continue to require employees who can successfully perform their work functions remotely to work remotely. This Guide, however, is applicable to all stages of the campus re-opening plan and will delineate plans for both an online-only educational environment as well as an in-person, residential educational environment.

This Guide should be read in conjunction with [CMCReturns](#), the College's website dedicated to informing its community about the status of its efforts to return its students, employees, and faculty members to campus.

This Guide constitutes the College's COVID-19 Prevention Plan (required by the State) and the College's COVID-19 Containment, Response and Control Plan (required by the County).

## Table of Contents

### ▶ Chapter 1: Leadership and Planning

- 1.1. Overview of Planning Process
- 1.2. COVID-19 Compliance Committee
- 1.3. Qualtrics as a Comprehensive Management Tool

### ▶ Chapter 2: Rigorous Health and Safety Protocols and Capabilities

- 2.1. Renowned Medical Consultants
- 2.2. Mandatory, Actionable Daily Health Screenings
- 2.3. Onsite COVID-19 Medical Services, Including Symptomatic, Exposed, and Surveillance Testing
- 2.4. Technology-supported Contact Tracing
- 2.5. Ample Supply of Personal Protective Equipment and Health and Safety Wellness Kits
- 2.6. Quarantine and Isolation: Rigid Protocols, Ample Housing
- 2.7. Enhanced Cleaning
- 2.8. Rigorous COVID-19 Health and Safety Protocols and Policies, with Consistent, Timely Enforcement
- 2.9. Effective Educational Materials
- 2.10. Comprehensive Exposure Management Plan

### ▶ Chapter 3: Academics

- 3.1. Adapted Academic Calendar and Scheduling
- 3.2. Universally-designed Hybrid Instruction
- 3.3. Adapted Grading and Assessment
- 3.4. Instructional Spaces (indoor and outdoor)
- 3.5. Library and Resource Centers
- 3.6. Accessibility Services

### ▶ Chapter 4: Student Life

- 4.1. Student Life
  - 4.1.1. Required Student Acknowledgement for Return to Campus
  - 4.1.2. Single-room Living for Reduced Density
  - 4.1.3. Expanded Take-out and Outdoor Dining Options to Complement Food Services Program
  - 4.1.4. Virtual Programming for Clubs and Organizations
- 4.2. Athletics
  - 4.2.1. Regulated Intercollegiate Athletic Activities
  - 4.2.2. Limited, Monitored Access to CMS Facilities
  - 4.2.3. Modified Physical Education and Recreation Programs
- 4.3. Augmented Student Services
  - 4.3.1. 24-hour Health Services / Resources
  - 4.3.2. Career Services and Employment
  - 4.3.3. International Services

### ▶ Chapter 5: Safe Reintroduction of Workforce

- 5.1. Returning to Work
- 5.2. Training
- 5.3. Covid-19 Specific Policies

### ▶ Chapter 6: Campus Infrastructure Improvements and Enhanced Health and Safety Rules for Campus Access

- 6.1. Modifications/Engineering Controls
- 6.2. HVAC Evaluation and Upgrades
- 6.3. Highly Visible Signage
- 6.4. Strict Vendor and Visitor Protocols

▶ **APPENDICES: Public Health Guidance**

Appendix A – County of Los Angeles Department of Public Health: Protocols for Institutes of Higher Education (revised 9/14/2020)

Appendix B – California Department of Public Health: COVID-19 Industry Guidance – Institutions of Higher Education (revised 9/30/2020)

▶ **EXHIBITS: to CMC COVID-19 Operational Plan**

- A. Employee Daily Symptom Check Questionnaire
- B. Quarantine and Isolation Expectations for Students
- C. Staff and Faculty Health and Safety Protocols on Campus
- D. Health Screening Policy
- E. Faculty and Staff Acknowledgement
- F. Data Use and Retention Policy Related to the College's COVID-19 Health Protocols
- G. Student Agreement
- H. Testing, Isolation and Quarantine Guidelines
- I. Educational materials distributed to date
  - Hamilton Health Box: Frequently Asked Questions
  - Hamilton Health Box: Baseline Testing, What to Expect
  - Hamilton Health Box: Self-administered COVID-19 Testing
- J. Protocols for Vendors on CMC's Campus During COVID-19 and Vendor COVID-19 Acknowledgement and Release of Liability Visitor
- K. Protocols for Visitors and Volunteers on CMC's Campus during COVID-19
- L. COVID-19 Supplemental Paid Sick Pay Policy

## Chapter 1: Leadership and Planning

### 1.1. Overview of Planning Process

Beginning in March 2020, the College's executive leadership, including the Board of Trustees, developed a comprehensive plan for return to campus. This planning included at least three weekly meetings of the College's leadership team (President's Executive Council), a weekly meeting of a special ad hoc committee of the Board of Trustees, and two meetings of the full Board. Moreover, the College held weekly meetings with a student advisory committee (comprising approximately 75 students) and multiple virtual meetings with students and parents. On the curricular side, weekly academic planning meetings were convened and surveys were deployed to staff, faculty, and students to gather input on variable re-opening scenarios. For many CMC staff members, fall planning became their full-time job over the course of the spring and summer.

The College aggressively consulted with subject matter experts from a range of disciplines including: dining services providers; treating physicians with expertise in student health, pediatrics, and communicable diseases; epidemiologists; HVAC experts; design specialists and contractors, to reconfigure campus areas to achieve physical distancing requirements; leading cleaning service vendors; and software vendors, to help implement health screening and contact tracing protocols.

### 1.2. COVID-19 Compliance Committee

The College's COVID-19 Compliance Committee oversees the College's COVID-19 prevention and management plans in their entirety. The Committee is responsible for:

- Establishing and enforcing all COVID-19 health and safety policies and protocols;
- Responding to any concerns or complaints regarding COVID-19 health and safety policies and protocols;
- Ensuring that students, staff and faculty are educated about COVID-19 (prevention, spread and college policies);
- Overseeing COVID case management on campus, including the COVID-19 Containment, Response and Control Plan, Exposure Management Plan, and Prevention Plan;
- Reviewing factors that might contribute to risk of COVID-19 infection on the campus; and
- Providing information to governmental agencies, as appropriate.

The Committee as a whole discusses the prevalence of positive test cases—without any personally identifying information—as necessary to evaluate trends and patterns of infection spread. As appropriate, the Committee may also share COVID campus dashboards with the President's Executive Cabinet. An executive subset of the COVID Compliance Committee may discuss the identity of students or employees who test positive for COVID to ensure that the College is taking all reasonable steps to provide as safe an environment as possible. Identities may help the College understand if College policies should be revised, prevention/education strategies improved, or campus conditions altered to avoid additional positive cases. This information will not include the disclosure of any other health information to any Committee member, and any Committee member who is provided information on the identity of a person who tested positive will hold that information in the strictest confidence.

Effective August 2020, the Committee has standing weekly meetings and is composed as follows:

### **CMC**

Coreen Rodgers (Compliance Officer; Public Health Liaison)	<i>Vice President of Business and Chief Operating Officer</i>
Andrea Gale (Privacy Officer)	<i>Assistant Vice President for Human Resources</i>
Dianna Graves	<i>Associate Vice President and Dean of Students</i>
Cherise Haase	<i>Environmental Health and Safety Manager and Interim Manager of Custodial Services</i>
Brian Weir	<i>Director of Public Safety and Emergency Preparedness</i>
Marcie Gardner	<i>Deputy General Counsel</i>
Andrew Schroeder	<i>Interim Associate Dean of Faculty</i>
Jeremy Whaley	<i>Assistant Vice President for Strategic Technology</i>
Christine Costanza (staff)	<i>Director of Office Administration and Special Projects</i>

### **Hamilton Health Box**

Toby Hamilton MD	<i>Physician and CEO</i>
Glenn Davis MD	<i>Physician</i>
Anthony Rogers MD	<i>Physician</i>
Shivani Lal RN	<i>Registered Nurse</i>

## **1.3 Qualtrics as a Comprehensive Management Tool**

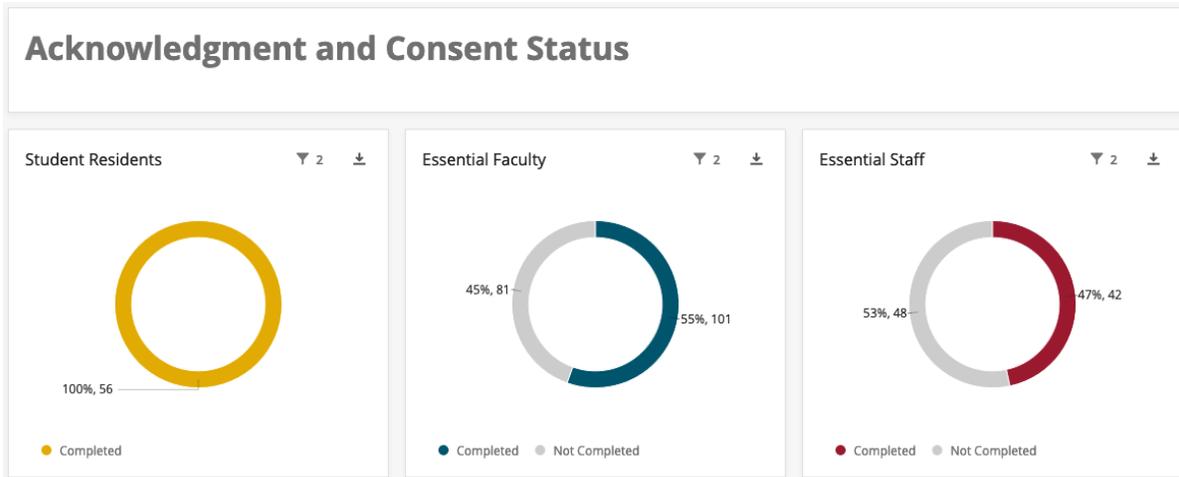
The College has contracted with Qualtrics, LLC to adopt the Qualtrics software to serve as a multi-functional tool on campus. The College has customized the software to:

- Serve as its daily electronic health screening for staff, students, faculty, visitors and vendors;
- Easily identify community members who do not complete the required daily health screening
- Track the status of COVID-19 tests conducted on its community members;
- Automate work flows and notifications for community members requiring quarantine and isolation;
- Show trending data and hotspot locations of concern;
- Support manual contact tracing by providing quick access to an infected person's location information (e.g. in which dorm room an infected person resides, in which classrooms an infected person attends classes); and
- Provide detailed dashboards with various data points for the College's COVID-19 Compliance Committee.

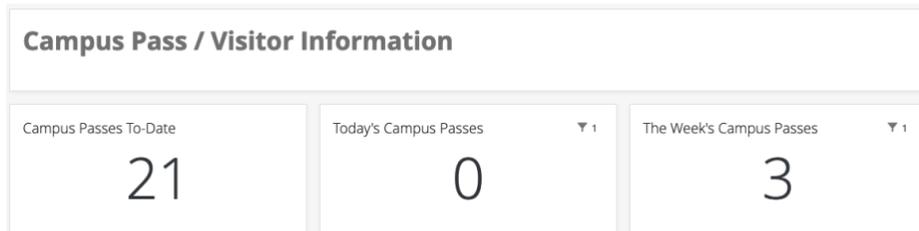
In terms of the dashboards, the COVID-19 Compliance Committee can view:

- Daily compliance of health screenings completed by staff, faculty and students;
- The number of active case tickets being managed by the College's nurse, and the number of individuals in quarantine or isolation; and
- Cumulative participation in the consents and acknowledgements required by the College for all students, faculty or staff in housing or with essential business on campus.

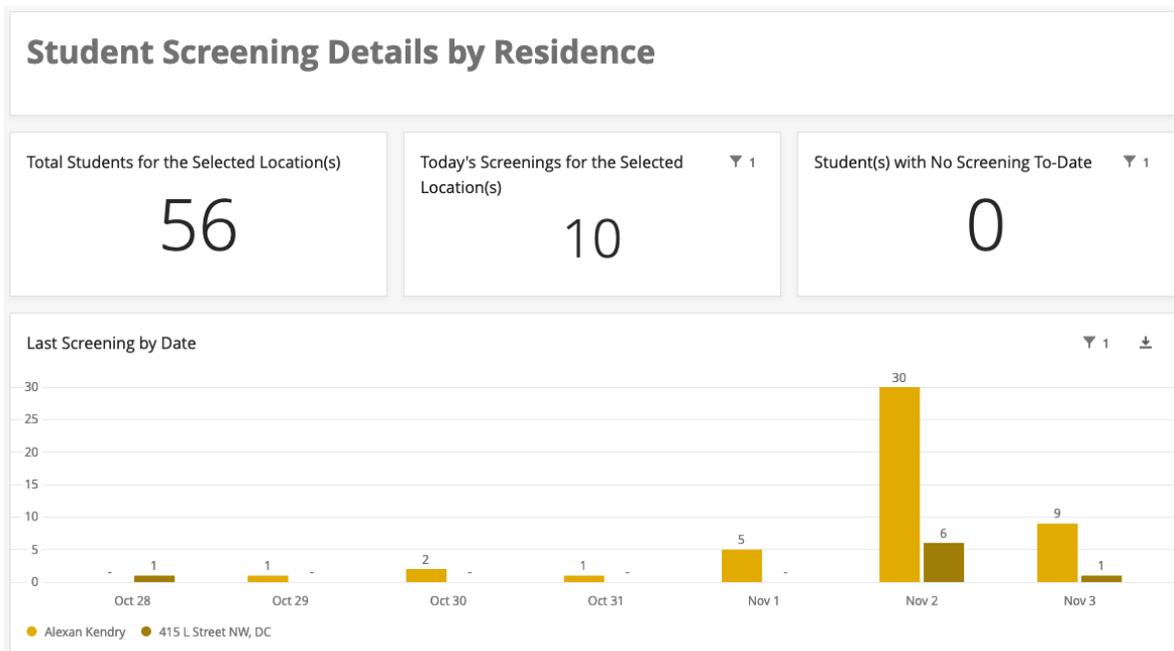
- **Consent Compliance Dashboard**
  - Real-time view of students, staff, faculty acknowledgement and consent completion status.



- **Visitor Dashboard**
  - In addition to the information in the screenshot, visitor details exist on this dashboard including their contact information and nature of their visit.

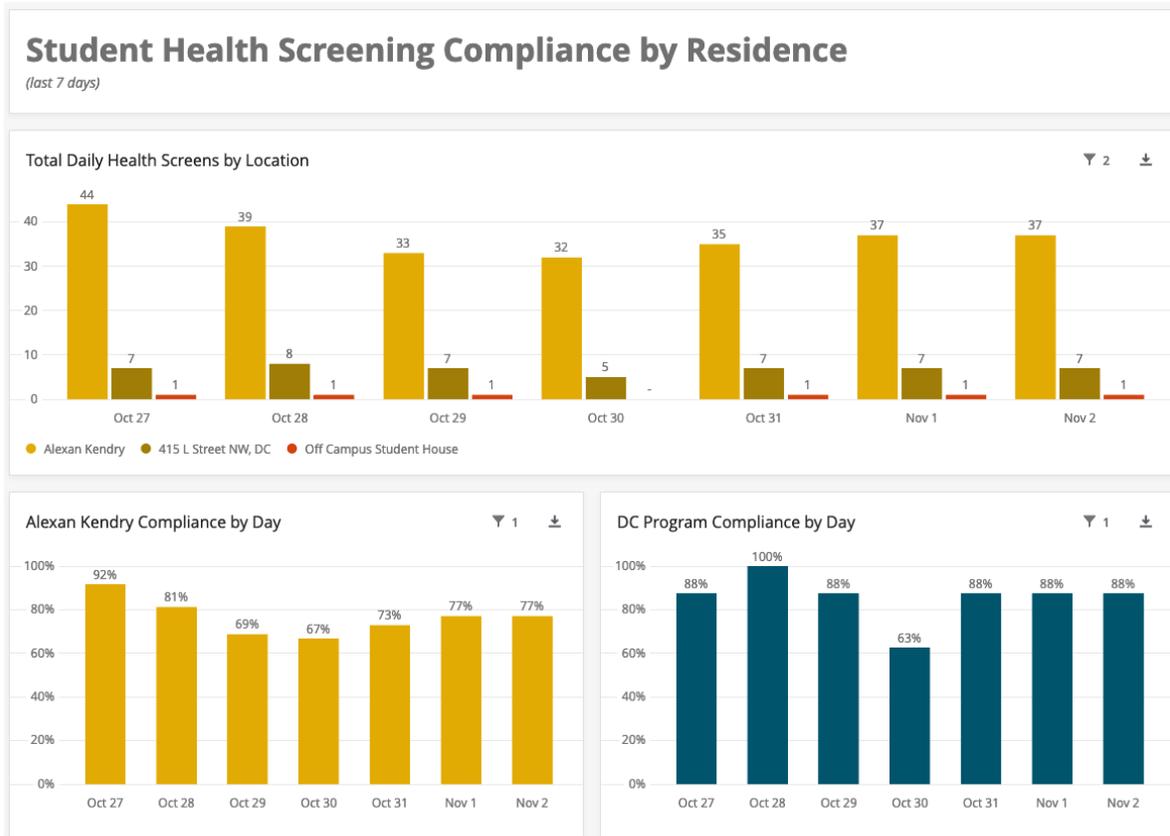


- **Student Last Screening Dashboard**
  - Displays data related to a student's last health screening submission. The Dean of Students can use this dashboard to target their follow-up with students.



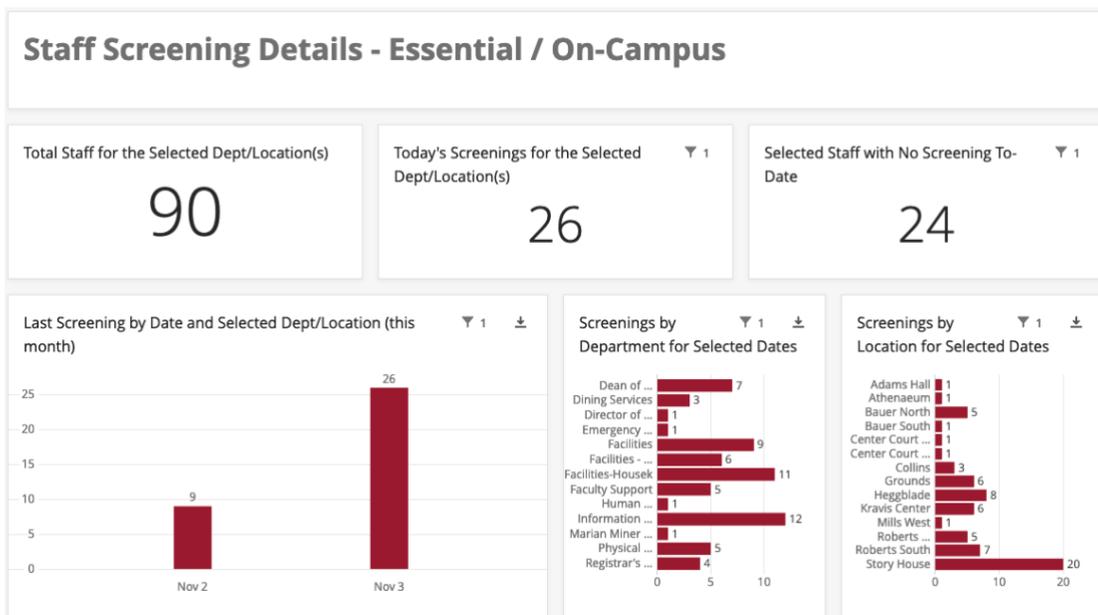
- **Student Compliance by Residence Dashboard**

- Displays daily health screening compliance broken down by residence/location.



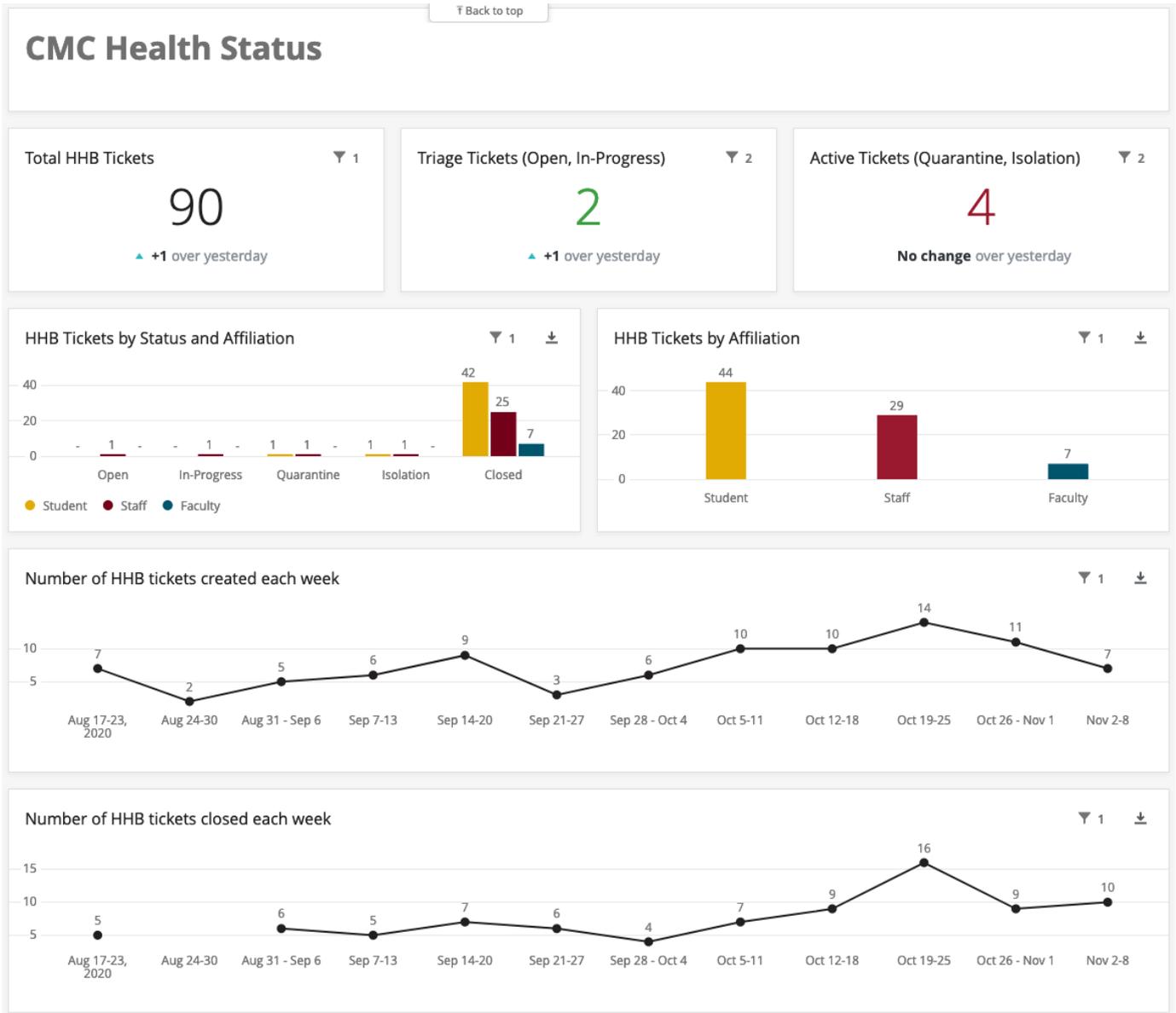
- **Staff/Faculty Last Screening Dashboard**

- Displays data related to a staff/faculty member's last health screening submission. Human Resources and the Dean of the Faculty can use this dashboard to target follow-up communications to encourage daily compliance.



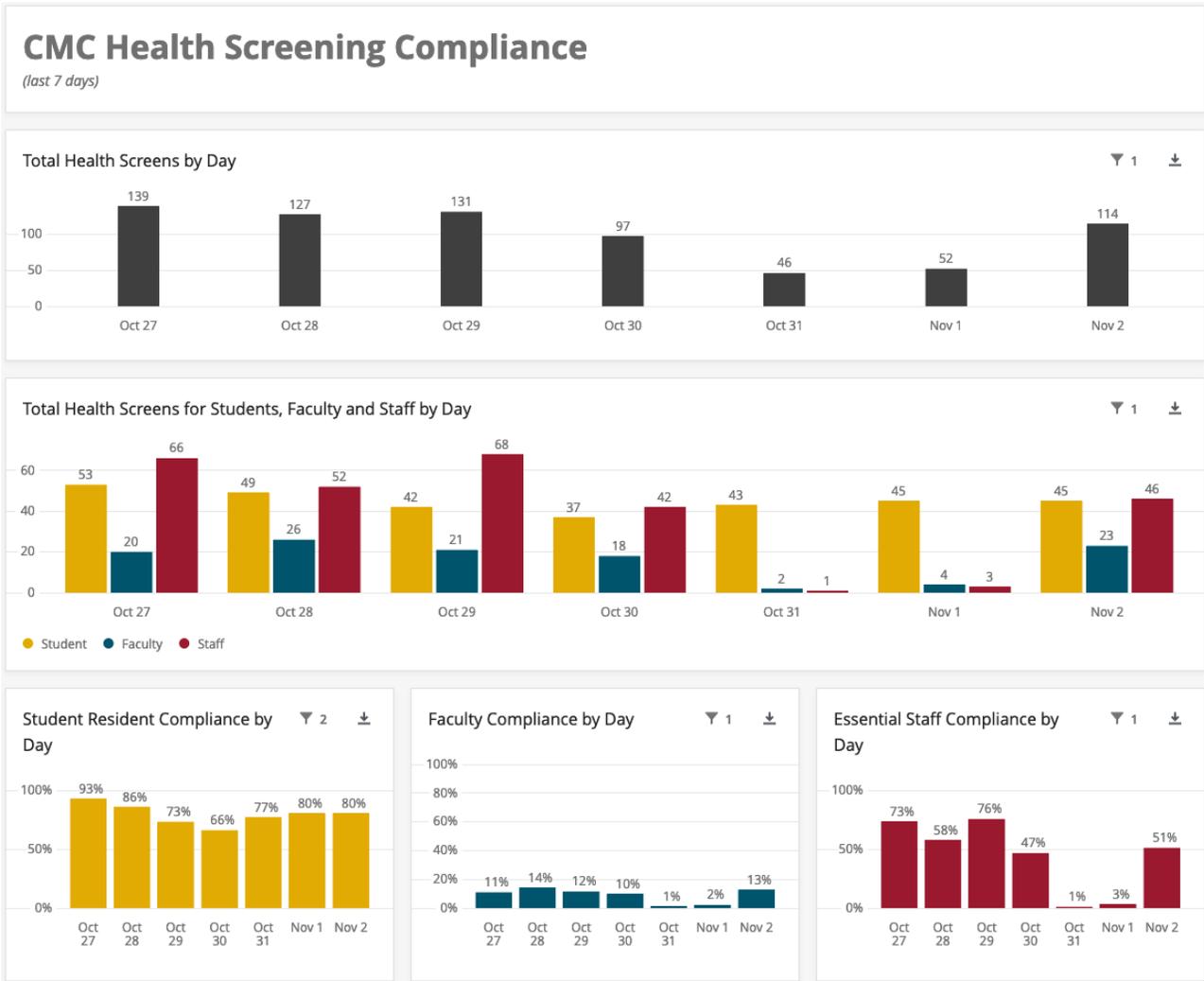
- **HHB Ticket Dashboard**

- Displays analytics related to HHB tickets broken out by ticket status and affiliation (student, faculty, staff).



• **Health Screening Dashboard**

- A high-level view of daily health screening compliance rates over the last seven days.



## Chapter 2: Rigorous Health and Safety Protocols and Capabilities

### 2.1. Renowned Medical Consultants

The following medical professionals are consulting with the College throughout the 2020-21 academic year to:

- Review CMC's return to work/return to learning plan, including but not limited to CMC's policies and procedures on health screening, testing, contact tracing, personal protective equipment, physical distancing, cleaning protocols, and other health and safety measures designed to reduce the exposure of students, faculty, staff, vendors, and visitors at CMC to COVID-19;
- Inform CMC on the application of federal, state, county and local health regulations and guidance to its operations;
- Answer questions from CMC about the above regulations/guidance or the COVID-19 pandemic generally; and
- Make appropriate referrals when asked to other medical personnel/companies who may help answer CMC's questions or provide CMC with necessary medical services.



**Dr. Timothy Brewer** is Professor of Epidemiology at the UCLA Fielding School of Public Health/Medicine, and a member of the Division of Infectious Diseases, at UCLA's medical school. He previously served as Director of Global Health Programs at McGill Univ. Medical School, and has published extensively on using analytic methods to optimize the population-based control of infectious diseases, particularly tuberculosis and HIV. Dr. Brewer has served numerous international organizations including the WHO, NIH, and CDC, and currently serves as Board Chair for the Consortium of Universities for Global Health.

MD, New York Medical College; MPH, Harvard Sch. of Public Health; BA, Yale Univ.



**Dr. Sarah Van Orman** is a physician trained in internal medicine and pediatrics and is the Chief Health Officer for USC Student Health. She has extensive experience assisting USC with its response planning for communicable disease outbreaks including norovirus, active tuberculosis, and measles, and provided public health leadership during active disease outbreaks, including H1N1 influenza, mumps, meningococcal meningitis, Ebola and high-risk research exposures. She was instrumental in the creation of USC's campus pandemic influenza plan.

MD, Mayo Medical School; MMM, Carnegie Mellon Univ.; BA, Carleton College.



**Dr. Toby Hamilton** is the Chief Executive Officer of Hamilton Health Box, founding partner of Emerus Holdings Inc., a fellow of the American College of Emergency Physicians, and Board-Certified in emergency medicine. He continues to explore health applications for Texas Medical Center teaching fellows who are developing new products and technologies for the healthcare space, while also creating micro-clinics at employers across the states of Texas and Louisiana.

MD, Texas Tech Univ. Health Science Center Sch. of Medicine; BS, Texas Tech Univ.



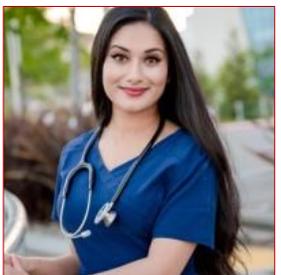
**Dr. Glenn Davis** is the Chief Medical Officer for Hamilton Health Box. He is also President and Co-Founder of Cypress Physicians Association, a primary care clinic, and President and Founder of Allopathic Alternatives, LLC. He is Board Certified in Internal Medicine and Pediatrics.

MD, Baylor College of Medicine; BS, Texas A&M University.



**Tony Rogers MD** is Board-certified in family medicine and a Fellow of the American Academy of Family Physicians. He has worked for the Santa Barbara Public Health Department since 2004 where he sees his own patients as well as teaches resident physicians, and is the clinical lead for medical informatics. He is an alumnus of Pomona College '95.

MD, Texas Tech Univ. Health Science Center Sch. of Medicine; BA, Pomona College.



**Shivani Lal RN** will staff CMC's onsite clinic and provide case management services to ill students and employees. She has prior experience, including treating COVID-positive patients, in the ICU at Chino Valley Medical Center, and also served as School Nurse for RO Health, Inc., in Hayward, California. She will facilitate access to testing, relay results, and advise CMC continually on its health screening protocols.

RN, BSN, Samuel Merritt University.

NO PHOTO  
AVAILABLE

**Karina Aguilar** is HHB's Medical Assistant (MA) supporting the RN in the onsite clinic. She is trained in medical terminology, injections, basic phlebotomy, taking vital signs, patient charting, specimen labeling and transporting, and HIPAA/OSHA guidelines. She is also bilingual in Spanish. She completed the Clinical Medical Assistant program at US Colleges in Montclair, California.

## 2.2. Mandatory, Actionable Daily Health Screenings



Beginning July 6, 2020, the College instituted daily health screenings for all employees required to work on campus as well as those visiting campus. These were conducted in person at the Human Resources office. Employees were required to complete a paper questionnaire (attached here as **EXHIBIT A**). On the advice of CMC's two medical experts – Drs. Brewer (UCLA) and Van Orman (USC) – the College is not currently requiring temperature checks as part of the daily health screening protocol.

Starting August 17, 2020, the College transitioned to a daily online health screening questionnaire offered through Qualtrics. The questions are the same as the paper version in **EXHIBIT A**. This questionnaire is available to the entire College

community (students, staff, faculty, vendors, and visitors). The questionnaire either clears a person to enter campus or, alternatively, directs a person not to enter campus and instead to contact Hamilton Health Box's onsite Registered Nurse for further instruction. All reported symptoms are actively managed with a follow-up contact from the RN, who oversees access to testing and return-to-campus.

Time spent participating in the health screening process is considered compensable time and will count as hours worked for non-exempt employees. The College will also develop best pay practice policies around testing and screening in the event employees present with symptoms and are disallowed from reporting to work.

## 2.3. Onsite COVID-19 Medical Services, including Symptomatic, Exposed, and Surveillance Testing

The College has contracted with Hamilton Health Box (HHB) to provide comprehensive COVID-19 services to the College community. HHB's services include:

- Staffing an onsite medical clinic;
- Reviewing and responding to concerning results from the daily health screening;
- Discussing symptom concerns with College community members;
- Providing COVID-19 testing including supervision of self-administered COVID-19 surveillance testing;
- Manage cases in the CMC community (including post-testing health care);
- Developing educational material on COVID-19 for the community;
- Developing and enforcing the College's Exposure Management Plan;
- Serving on the College's COVID-19 Compliance Committee;
- Performing manual contact tracing.

HHB partners with Fulgent Genetics to provide Molecular Testing (RT-PCR test) to patients. This test is performed by collecting respiratory specimens through the nasopharyngeal cavity. The onsite clinic opened in August 2020 and will be staffed by RN Shivani Lal and at least one medical assistant (MA).

The clinic will be located at The Children's School campus (which is closed for academic year 2020-21; see also section 2.6: Quarantine and Isolation). HHB uses private laboratories to process test kits, although as of August 11, 2020 HHB secured a clinical and public health laboratory license (CLIA) which allows HHB to operate a Cepheid equipment for PCR testing on campus. HHB anticipates securing a PCR testing machine for the College's use during the spring 2021 academic term.

The College has established and publicized a dedicated email address: [covid19@cmc.edu](mailto:covid19@cmc.edu) and phone number: (909) 607-2301 for its community members to reach the HHB on-campus clinic.

The College currently provides testing for all employees required to work on campus, students with housing exceptions who have been approved to live in College-provided, off-campus apartments, and College students who made private arrangements to live in the surrounding area in fall 2020. Beginning in August of 2020, all employees or students with an exposure or with symptoms were provided a COVID test.

As of November 17, 2020, the College will begin COVID PCR surveillance testing. The PCR COVID tests will be available to all students in the local area and all employees.

If permitted to open for the spring 2021 semester, the College will implement twice weekly surveillance testing of all on-campus students, with results expected within 24 hours. The College will also implement once a week surveillance testing of on-campus, essential employees, with results expected within 24 hours. These will be self-administered PCR tests. HHB will train six employees from the CMS Athletics Department to supervise the self-administered tests as well as to perform the PCR tests involving the collection of respiratory specimens through the nasopharyngeal cavity.

## 2.4. Technology-supported Contact Tracing

The College utilizes a combination of stored data, tracing applications and virtual personal interviews to conduct contact tracing.

### Stored Data

The College has built a database of location information in the Qualtrics database to inform the contact tracers of critical information they need to effectively perform contact tracing. This data includes contact information such as email and phone numbers for employees and students, office locations for staff, housing location for students, apartment mates for students, and other key fields to rapidly determine who may be located in close proximity to any exposed or positive employee or student.

### Technology Application

The College has contracted with vendor PricewaterhouseCoopers (PwC) to secure access to its "Automatic Contact Tracing" program. This program supports the rapid identification of and communication with individuals who may have come in contact with someone infected with COVID-19.

By a simple download of the PwC application on a mobile device, the program offers a secure digital tracing platform through which Bluetooth and Wi-Fi signals are exchanged between devices, creating a series of electronic "fingerprints" to track the proximity and duration of interactions among device users.

When a device user is diagnosed with COVID-19, a system administrator is notified and a report is generated that provides a list of all those with whom their device has exchanged signals for a given time period and within a certain proximity. The PwC app will provide data for the contact tracers to use in their interviews and, based on their clinical judgment, they will notify others of potential exposures, as applicable, and advise those persons accordingly.

The PwC application serves to supplement the College’s manual contact tracing process. The College anticipates piloting the technology in December 2020 and deploying it campus-wide in January 2021.

Manual/Telephonic

An HHB Medical Assistant and/or HHB RN, will perform the telephonic/virtual contact tracing process, which includes phone calls with infected and exposed individuals. All identified individuals will be given quarantine instructions and a testing appointment if the HHB medical staff determine there is such clinical indication.

Shivani Lal RN obtained a COVID-19 Contact Tracing Certificate from the Johns Hopkins University Contact Tracing Course. She is, moreover, a BSN prepared RN with direct experience caring for COVID-19 ICU patients. HHB’s Medical Assistant, Karina Aguilar, will also complete the course before starting.

**2.5 Ample Supply of Personal Protective Equipment (PPE) and Health and Safety Wellness Kits**

For employees working on campus, the College provides one CMC-branded reusable cloth face covering. Employees are encouraged to bring their own, but disposable masks are provided to those arriving without one. An additional 1,300 cloth masks are on hand for distribution and use upon the reopening of the residential campus. Additionally, supplemental cleaning supplies are available if necessary and upon request.

The College sent care packages to all enrolled students at the start of the fall 2020 semester, which included, among various school supplies and small gifts, a 6-foot round blanket (to promote social distancing), and blue block glasses (for Zooming).

The student cohort living at Alexan Kendry in fall 2020 received, as one component of their health and safety wellness kits, two reusable CMC-branded masks in addition to a small supply of disposable masks. The entire contents of the individual wellness kits and cleaning supply boxes follow here:

Each student receives own “CMC Go-bag”	Each apartment receives cleaning supply box
<ul style="list-style-type: none"> <li>• Medical/Personal Supplies in Red Go-Bag:               <ul style="list-style-type: none"> <li>○ Disposable masks</li> <li>○ 2 reusable CMC masks</li> <li>○ 1 vomit bag</li> <li>○ 1 4oz. Tussin Mucus and Chest Congestion (no Acetaminophen)</li> <li>○ 1 bottle (20-24 ct.) Acetaminophen</li> <li>○ 1 digital thermometer</li> <li>○ 1 mini first aid kit (Band-Aids, ice pack, ointments, gauze)</li> <li>○ Nitrile gloves</li> <li>○ Coffee mug</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Cleaning Supplies Box:               <ul style="list-style-type: none"> <li>○ Liquid dish soap</li> <li>○ Liquid hand soap</li> <li>○ Glass cleaner</li> <li>○ Toilet bowl cleaner and brush</li> <li>○ Laundry soap</li> <li>○ Dryer sheets</li> <li>○ Hand sanitizer</li> <li>○ All-purpose cleaner or wipes</li> <li>○ Garbage bags</li> <li>○ Sponge for cleaning</li> <li>○ Tissues</li> </ul> </li> </ul>

<ul style="list-style-type: none"> <li>● Hygiene in Red Go-Bag:             <ul style="list-style-type: none"> <li>○ 1 oz. lotion, conditioning shampoo</li> <li>○ 1 travel size toothpaste, toothbrush</li> <li>○ 2 sm. bars soap</li> <li>○ 1 razor</li> <li>○ 2 oz. antiperspirant</li> <li>○ 2 oz. hand sanitizer</li> <li>○ 1 pack pocket tissues</li> <li>○ 1 comb</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ Paper towels</li> <li>○ Toilet paper</li> <li>○ Dish towel</li> <li>○ Swiffer wet mop + pads</li> </ul> <ul style="list-style-type: none"> <li>● There will be two HEPA vacuums and refill bags for student use to be signed out from the RA.</li> </ul>
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In addition to the items provided to students, a recommended packing list will be delivered, which includes:

Recommended medical supplies:

- Additional reusable cloth face coverings/masks or disposable masks of your choice
- Pulse oximeter – measures pulse rate and oxygen level in blood
- Box of single-use Nitrile gloves
- Cough drops or lozenges

Recommended food/beverage:

- Gatorade, Pedialyte, or other electrolyte enhanced beverages
- Water and tea
- Soup
- Shelf-stable healthy snacks

## 2.6 Quarantine and Isolation: Rigid Protocols, Ample Housing

The College is committed to ensuring that all of its community members are able to safely quarantine and isolate if they have been exposed to someone with COVID-19 or have themselves tested positive for COVID-19. If an employee is exposed or tests positive, the employee will be ordered to quarantine or isolate at home.

When the residential component of campus is allowed to open, and presuming that students are housed in single rooms with no roommate, an exposed student who has not yet tested positive would quarantine in place in the student's room. Meals would be delivered to the student's room. Bathroom schedules would be implemented and bathroom monitors and cleaning protocols would be enhanced.

Students who test positive will be isolated. This involves removing the student from her/his assigned campus housing and relocating the student to one of two on-campus spaces, in addition to campus adjacent housing, dedicated solely to isolation. The College will deliver meals to isolated students, and hazmat professional cleaning services are identified to clean after any positive student leaves the location. The students will be monitored by HHB medical professionals for the duration of the isolation, to include a daily phone call, possible rounding visits performed in full PPE and potential use of Masimo monitoring devices for temperature and oxygen data.

The Dean of Students office has defined expectations specific to students in quarantine or isolation (detailed immediately below) and adopted a protocol (attached as **EXHIBIT B**) governing the College's response to confirmed or suspected cases of COVID-19.

### Quarantine and Isolation Expectations for Students

Per *CMC Returns: The Agreement*, CMC students agree to participate in daily health screenings, testing as required, and full participation in both electronic and interview-based contact tracing. Students also agree to notify the College immediately if they have tested positive or been diagnosed with COVID-19 or have, within 14 days prior to being on campus and anytime thereafter, had close contact with someone who has tested positive for or has been diagnosed by a medical professional as having COVID-19. When a student is either diagnosed with COVID-19 or has been identified as a close contact of someone who is diagnosed with COVID-19, the student agrees to abide by the terms of mandated quarantine or isolation per the procedures described below.

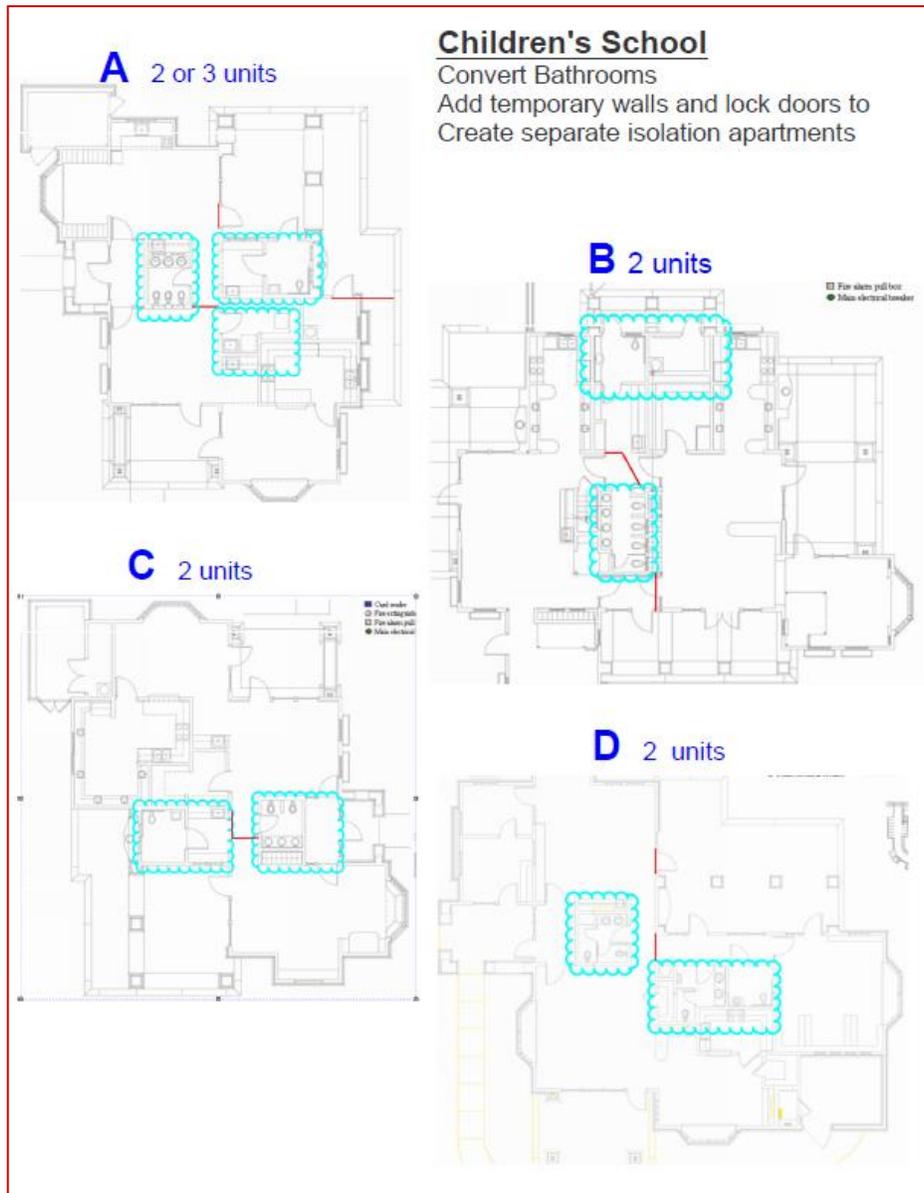
- In consultation with Hamilton Health Box and/or Student Health Services health professionals, the Dean of Students Office will identify a temporary housing assignment for the student for the duration of their quarantine or isolation. Bedding and a health kit will be provided. Students should pack the minimum amount of clothes and other necessities for a 14 day stay.
- If a student has an ESA, the animal may not accompany them to the temporary housing location; instead, the emergency contact person must take custody of the ESA until the quarantine or isolation period is completed.
- Campus Dining Services will arrange meal delivery, and Facilities will provide cleaning supplies and schedules.
- Students in mandated isolation will have daily tele-medical check-ins with a Hamilton Health Box health professional; more if deemed medically necessary. Students in quarantine will have once daily tele-medical check-ins with a Hamilton Health Box health professional.



## B) The Children's School

The College will effect the conversion of four cottages at The Children's School campus (654 E. Sixth Street, Claremont) into housing for a number of (at least 7) students in isolation by January 1, 2021. There are two to three bathrooms per cottage. Each converted unit will have a separate entrance, showers, and toilets. Moreover, the College's onsite clinic and HHB staff will be located in the school's front office (in Cramer Cottage, labeled 'D' below). The location will be used for all symptomatic and exposed students' and employees' COVID testing. The adjacent parking lot allows for drive-through testing as well. Once construction is certified complete, and as early as the first week in December, HHB's clinical equipment, telemedicine infrastructure, testing equipment and supplies will begin to be installed.

The current construction plan calls for expansion of each of the two existing restrooms within each cottage to install a bathtub/shower combo, to remove and replace the existing diminutive toilets with standard adult toilets, and moreover to provide ADA restrooms within each cottage. Cottage D will be reconfigured to create dedicated lab and exam rooms, as well as an administrative office for HHB's personnel. The latter will also include a waiting room and one of the aforementioned isolation spaces.



## 2.7 Enhanced Cleaning

The College is committed to meeting all health guidelines for cleaning of its campus, including the expansion of staffing to increase the cleaning protocols and frequency on campus.

Enhanced cleaning services include:

- ABM hiring an additional 35 FTE's assigned to CMC
- Daily cleanings to occur between 7 am – 9 pm
- Frequent cleaning of high-touch items, including 14 times per day in Robert's Pavilion, common areas, elevators, stairs, and 94 campus bathrooms and 7 times per day in 35 classrooms.
- Disinfection includes specified areas such as: door handles, switches, dispensers, table tops, hand rails, phones, water fountains, elevator buttons, chairs and desks

Provide dedicated cleaning specialists in dining areas (Collins, McKenna, HUB and Athenaeum) to disinfect touchpoints, bus tables and empty trash.

For areas that have been exposed to a positive case of COVID, a special hazmat vendor with enhanced protocols is on retainer to provide full cleaning services. Using the dedicated vendor protects the regular staff from direct responsibility for disinfecting after a known case of COVID. The College has also identified a laundry service that can clean linens after a positive case of COVID.

## 2.8 Rigorous COVID-19 Health and Safety Protocols and Policies, with Consistent, Timely Enforcement

The College has adopted a variety of policies for its community members which serve to reinforce these health and safety protocols:

- Staff and Faculty Health and Safety Protocols on Campus (**EXHIBIT C**)
- Health Screening Policy (**EXHIBIT D**)
- Faculty and Staff Acknowledgement (**EXHIBIT E**)
- Data Use and Retention Policy Related to the College's COVID-19 Health Protocols (**EXHIBIT F**)
- Student Agreement (**EXHIBIT G**)
- Testing, Isolation, and Quarantine Guidelines (**EXHIBIT H**)

### Students

Socialization of expectations:

- Students will receive the behavioral agreement in advance and attest to/agree to it.
- Multiple communications throughout summer and fall already occurred to socialize the expectations, including: student input in development of the agreement; and that students saw it/attested to it one time already in our fall room draw, when a fall reopening was still under consideration.

Consequences

- There will be student conduct sanctions for violations of the agreement, managed via the Dean of Students office student conduct process. Consequences of violations could include loss of on-campus housing privileges for egregious violations or repeat offenses. Those cases will be handled in a timely manner via conduct conferences for swift action. If a case warrants potential suspension

or expulsion (CIR process), an immediate interim action for removal from campus can occur while the case is being adjudicated.

- Resident Assistants provide on-scene enforcement and reminders to follow protocols.

CMC Public Safety provides 24/7 patrols of campus to emphasize community standards and document violations.

## 2.9 Effective Educational Materials

The College will provide ongoing education to its community members about COVID-19 via printed and digital signage, email reminders, on CMCReturns ([cmc-returns.cmc.edu](http://cmc-returns.cmc.edu)), and through handouts.

The educational materials distributed to date are attached as **EXHIBIT I**.

## 2.10 Comprehensive Exposure Management Plan

The College drafted an Exposure Management Plan pursuant to the guidelines issued by the Los Angeles County Department of Public Health Guidelines on August 12, 2020. It will be reviewed for compliance with, and updated to remain consistent with, the County's more recent October 20, 2020 revisions.

## Chapter 3: Academics

### 3.1. Adapted Academic Calendar and Scheduling

#### Fall 2020 Academic Calendar

Courses begin on August 24, 2020 and end on November 24, 2020. The final examination period will take place the week after Thanksgiving (Nov. 30 – Dec. 4). There will be no fall break this semester. There will be two Saturdays on which teaching will take place: one to replace a lost Tuesday and one to replace a lost Friday of instruction in the amended calendar.

(69 instructional days)

#### **August 2020**

- August 24: First day of classes

#### **September 2020**

- September 4: Last day to add\*; all course fees become final (PE, labs, art, music)
- September 7: Labor Day Holiday (classes in session)
- September 12: Saturday Instructional Day (observing normal Tuesday course schedule)
- September 30: Low Grade Notice/Academic Advisory target date

#### **October 2020**

- October 15: Last day to drop courses without record\*
- October 26: Spring 2021 course schedule available on the portal

#### **November 2020**

- November 10-13: Pre-registration for Spring 2021
- November 13: Last day to opt for CR/NC grading in elective courses\*; last day to withdraw voluntarily from a full semester course with a grade of "W"
- November 14: Saturday Instructional Day (observing normal Friday course schedule)
- November 23: Senior Theses due by 3:00p.m.
- November 23-24: Monday and Tuesday before Thanksgiving (observing normal Wednesday and Thursday course schedule)
- November 24: Last day of on-campus instruction
- November 25-29: Thanksgiving Recess (no classes in session)
- November 30: Senior Thesis grades due to Registrar by 3:00p.m.
- November 30-December 4: Final examinations (remotely)

#### **December 2020**

- December 10: Grades due to Registrar by noon
- December 15: Grades visible on the student portal

\* Deadlines for ½-semester (sub-session) courses follow the sponsoring college's calendar.

## Spring 2021 Academic Calendar

Courses begin on January 25, 2021 and end on May 6, 2021. The final examination period will take place the week of May 10, 2021. There will not be a typical spring break this semester; rather, there will be four non-consecutive days off (TBA).

### **January 2021**

- January 18: First day of staggered return-to-campus, to include COVID testing and quarantine of all students. (If single occupancy, currently planning for 200 students per day over one week.)
- January 25: First day of classes

### **February 2021**

- February 5: Last day to add\*; all course fees become final (PE, labs, art, music)

### **March 2021**

- March 3: Low Grade Notice/Academic Advisory target date
- March 18: Last day to drop courses without record\*
- March 26: César Chávez Holiday (observed – no classes in session)

### **April 2021**

- April 5: Fall 2021 course schedule available on the portal
- April 16: Last day to withdraw voluntarily from a full semester course with a grade of "W"; last day to opt for CR/NC grading in elective courses\*
- April 20-22: Pre-registration for Fall 2021
- April 26: Senior Theses due by 3:00p.m.

### **May 2021**

- May 3: Senior Thesis grades due to Registrar by 3:00 p.m.
- May 6: Last day of CMC classes
- May 10-14: Final examinations
- May 15: Commencement
- May 20: All grades due to Registrar by noon
- May 25: Grades visible on the student portal

\* Deadlines for ½-semester (subsession) courses follow the sponsoring college's calendar.

## **3.2. Universally-designed Hybrid Instruction**

### Mode of Academic Delivery

Because the College did not receive permission to open its residential campus from the State or County as of July 24, 2020, it determined to offer courses online-only for Fall 2020.

The CMC faculty remain absolutely committed to delivering the highest quality education to CMC students. Courses will be taught virtually in a variety of synchronous and asynchronous ways. The faculty have adopted many pedagogical and curricular innovations to improve the learning of our students while in a virtual format.

Lab courses have been redesigned to accommodate online learning. Each faculty member and department assumes responsibility for the conversion of courses to ensure that all learning objectives continue to be met.

Keck Science faculty have worked very hard to develop amazing ways of adapting their teaching to a virtual format.

Faculty have been working all summer to ensure that courses are engaging. They are taking workshops in online course design and have access to one-on-one coaching from experienced online instructors. One innovation that will be used for purely synchronous classes with an in-person component is the creation of “Zoom Rooms,” in which the technology is sufficiently sophisticated that students’ experiences online will more closely mirror the in-person class experience. Many faculty are also changing their pedagogies to include more small group discussions; invited speakers from academia, policy and industry; research projects; and one-on-one meetings; among other innovations.

### 3.3. Adapted Grading and Assessment

#### Grading Policy

The AY 20-21 grading policy will be CMC’s standard policy as outlined in the AY 2019-2020 Course Catalog with one change, namely, an extension of the deadline to request CR/NC (November 12 for fall and April 16 for spring). The [AY 2020-2021 Course Catalog](#) reflecting this change was published in August.

### 3.4. Instructional Spaces (indoor and outdoor)

In Fall 2020 all classes are being held remotely. However, in the course of planning for the eventuality of students returning to campus, the College engaged an architect to reimagine classroom spaces and to measure appropriate social distancing provisions. In order to maximize physical distancing and meet the newest requirements of Los Angeles County, the College plans to have a maximum occupancy of 25% of total occupancy in indoor classrooms. The College has created four outdoor classrooms with large and secured tents as is necessary to accommodate both class enrollments and locations for utmost health, safety, and social distancing.

Because the College’s average class size (inclusive of Keck Science) is 18 students and only 6% of classes have more than 30 students, the College did not deem it necessary to divide students into cohorts.

The College engaged the architecture firm AC Martin to study classroom modifications, including relocating classes to various outdoor venues. Proposed outdoor classrooms are outlined below:



- Gann Quad – two classrooms; max 15 students each (tents are on hold as of Nov. 2020)
- Pickleball courts – two classrooms; max 20 students each (tents erected as of Sept. 2020)
- Student Event Plaza – two classrooms; max 20 students each (tents erected as of Sept. 2020)
- The Bubble – potential on campus COVID surveillance testing location for any on campus residential life program;

The College will ensure each space is equipped appropriately with networking infrastructure, audio-visual systems and standard classroom technologies.

The College also inventoried its classroom spaces so that it could take various classrooms offline which were deemed too small to accommodate physical distancing. Conversely, larger spaces which had not served previously as instructional spaces have been configured to serve as classrooms.

### 3.5. Library and Resource Centers

Notwithstanding its announcement of online-only course offerings in Fall 2020, the College will continue to provide all support services to students. Specifically:

- Huntley Bookstore will be open for online purchases and can ship orders.
- The Center for Writing and Public Discourse (CWPD) will still provide consultations. CWPD is connecting with consultants over the summer to schedule for fall. CWPD expects to host online tutoring for all students enrolled in CMC courses.
- Success Consultants and DOS Peer Tutors will be available for individual and small-group sessions over Zoom. The Success Consultant program will also be hosting various virtual workshop series, such as Best Life Strategies and Chill, throughout the fall.
- The Quantitative Computing Lab (QCL) consultations will be available for students via one-on-one mentoring offered via Zoom. As a substitute for walk-ins, QCL plans to offer “mentor office hours.” The mentors will be available via Zoom without appointment at given times throughout the day and evening. The QCL will continue offering “online-only” workshops at different times throughout the day.

### 3.6. Accessibility Services

All academic accommodations will stay in place for students with documented disabilities. Should students need new or different accommodations for the virtual learning environment, they should reach out to [accessibilityservices@cmc.edu](mailto:accessibilityservices@cmc.edu) to request those. Housing accommodations will be put on hold and instituted when the student is approved to return to campus.

Accessibility Services will not offer any live proctoring but are available for assistance to faculty and students in meeting the accommodation. In the virtual environment, many accommodations can be handled by the faculty member, such as extended time. For students with distraction-reduced accommodations, we can provide helpful tips for how to make your space less distracting in order to support your overall academic success.

## Chapter 4: Student Life

### 4.1. Student Life

#### 4.1.1. Required Student Acknowledgement for Return to Campus

As a condition of returning to campus for residential life and/or in-person instruction in spring 2021, students will be required to sign an agreement to new conditions imposed on them due to the pandemic. Please see **EXHIBIT G** for the current draft of the entire agreement. Highlights are as follows:

- Full compliance with the health and safety protocols described in Chapter 2.
- Proof of having received the seasonal flu vaccine before returning to campus.
- Students will maintain six feet of physical distancing and will wear face coverings in public, outdoors, in classrooms, and in all common spaces, including all residence hall spaces outside of their assigned room.
- Students' ID cards will be activated to permit access to their residence hall only. CMC students who are not living on campus, but who come to campus for classes or other activity, will have access to restroom facilities not located in residence halls and will have limited dining and study space options in monitored, common locations on campus.
- Common residence hall spaces such as lounges will be configured such that students can study, eat, or socialize in small, physically distanced groups. Lounges can also be used in the evening for registered student club and organization meetings. Reservations are required; physical distancing must be maintained; posted, reduced occupancy limits in those spaces must be respected; and participants must wear face coverings. Most club and organization events will be held virtually, or outdoors with six feet of physical distancing and masks.
- Students from the other Claremont Colleges are permitted to visit CMC students in designated outdoor spaces, and all guests must abide by CMC policies.
- Students will limit their off-campus movement as much as possible to only that required for essential services (food services, prescriptions, medical appointments, etc.) and will notify the Dean of Students office if they are required to leave campus for an exceptional circumstance by air travel or other mode of public transportation. Off-campus travel may require quarantining upon return to campus.
- Alcohol is not permitted at any gathering that exceeds the housing occupancy limits outlined above.
- No drinking games of any kind are permitted, including those in which non-alcoholic beverages are used in place of alcohol (i.e., beer pong, beer die, flip cup, etc.).
- Outdoor gatherings of up to 15 people are permitted if masks are worn, physical distancing is adhered to, and there is no alcohol present.

#### 4.1.2. Single-room Living for Reduced Density

CMC is a residential college campus and houses the majority of students—over 90%, or around 1,200 students—in the campus dormitories and apartments each fall. If permitted to re-open, CMC will allow only single room occupancy to reduce overall housing density to approximately 65% of its normal capacity. Specifically, the

College will return the maximum number of students allowed by LA County, but no more than 870. The student-to-bathroom ratio will accordingly range from of a low of 2:1 to a high of 21:1 (although the highest student-to-toilet ratio is 5:1).

In anticipation of a return to campus by students and in an effort to reduce on-campus density, in fall 2020 CMC leased 44 apartments through a local apartment complex named Alexan Kendry (AK). AK is located 1.3 miles from campus and is a brand new complex, with construction completed in spring 2020. The apartments offer single bedrooms with dedicated bathroom; the two bedroom and two bath include a shared living area and kitchen. The College assigned all students into single rooms with no shared bathrooms.

With CMC providing online-only instruction in fall 2020, CMC offered the AK units to a small number of students who were facing homelessness, housing insecurity, or some other extraordinary circumstance precluding their successfully completing online schooling from their home. Currently, 59 CMC students are living at Alexan Kendry in single room occupancy. CMC rented furniture and pays for utilities, including internet, for these units. CMC assigned an RA at the complex in addition to one professional staff member.

All CMC-affiliated residents were tested for COVID-19 upon move-in and are required to complete daily online health screenings.

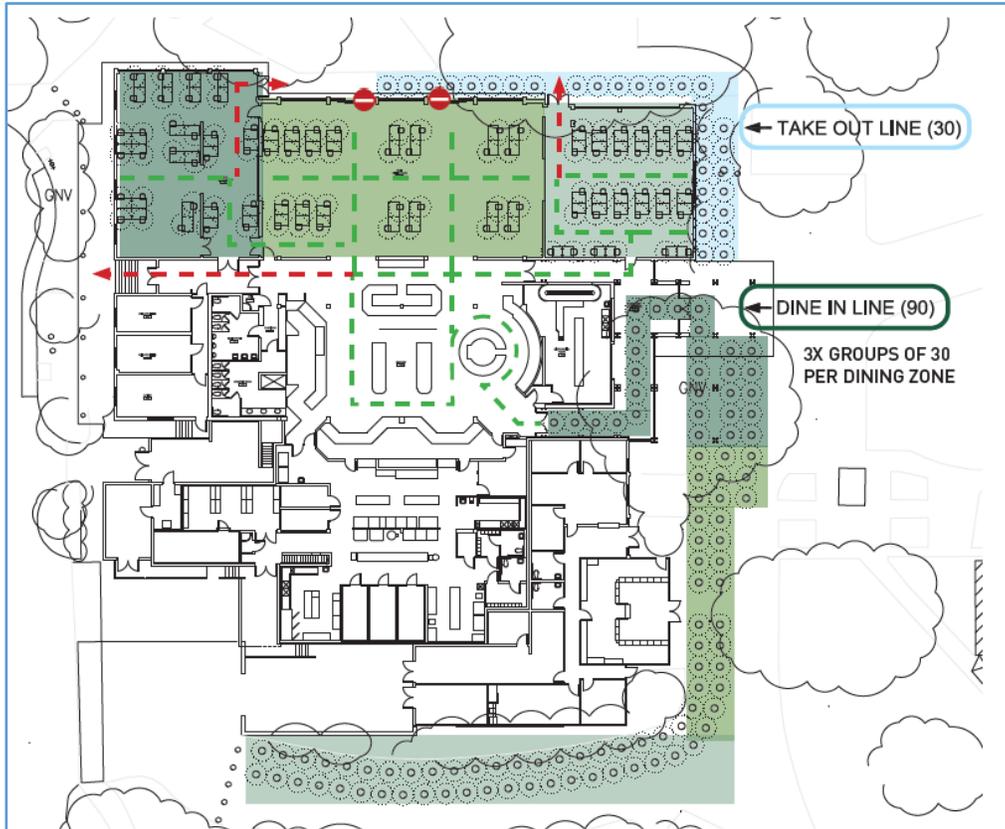
Given that these apartments are off campus, CMC also purchased two 28-passenger shuttle buses. When in-person instruction resumes on campus, the College will run the shuttle from 7:30 a.m. through 10:30 p.m. Monday through Friday, and 11:00 a.m. through 6:00 p.m. Saturday and Sunday.

For fall 2020, except for the RA assigned to Alexan Kendry, CMC is providing RA services virtually, with job responsibilities modified appropriately. For example, virtual resident advisers serve as a resource and advocate to all students in their virtual cohort, build community within their respective residential community, communicate student needs and issues to the Dean of Students office staff and other appropriate College staff, provide on-call support to the College, and provide administrative support to the care of the residential facilities.

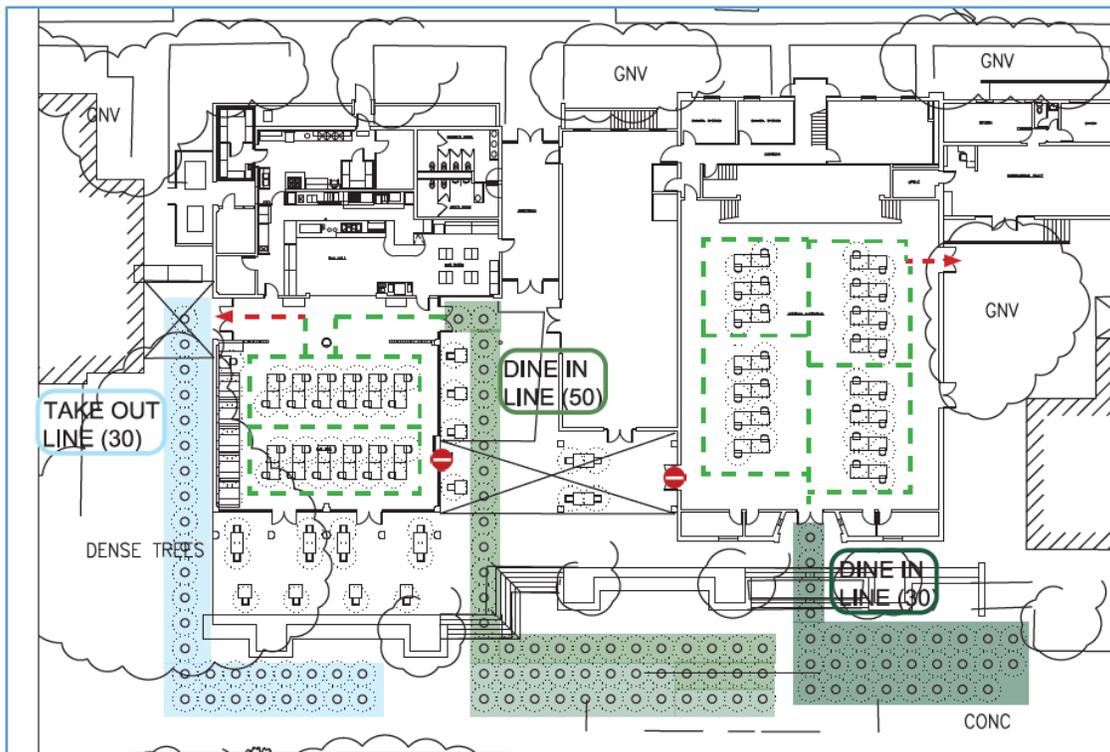
#### 4.1.3. Expanded Take-out and Outdoor Dining Options to Complement Food Services Program

The College met regularly with Bon Appetit management (the College's dining services vendor) and architects to strategize ways to modify the dining program to embrace best practices for the prevention of disease proliferation and to optimize social distancing. The team identified multiple locations for picking up prepackaged to-go meals, indoor and outdoor seating alternatives, and strategies for volume management. In addition, the College is prepared to actively monitor restrictions on indoor dining which may be intermittently imposed by Los Angeles County and will close indoor dining locations as needed.

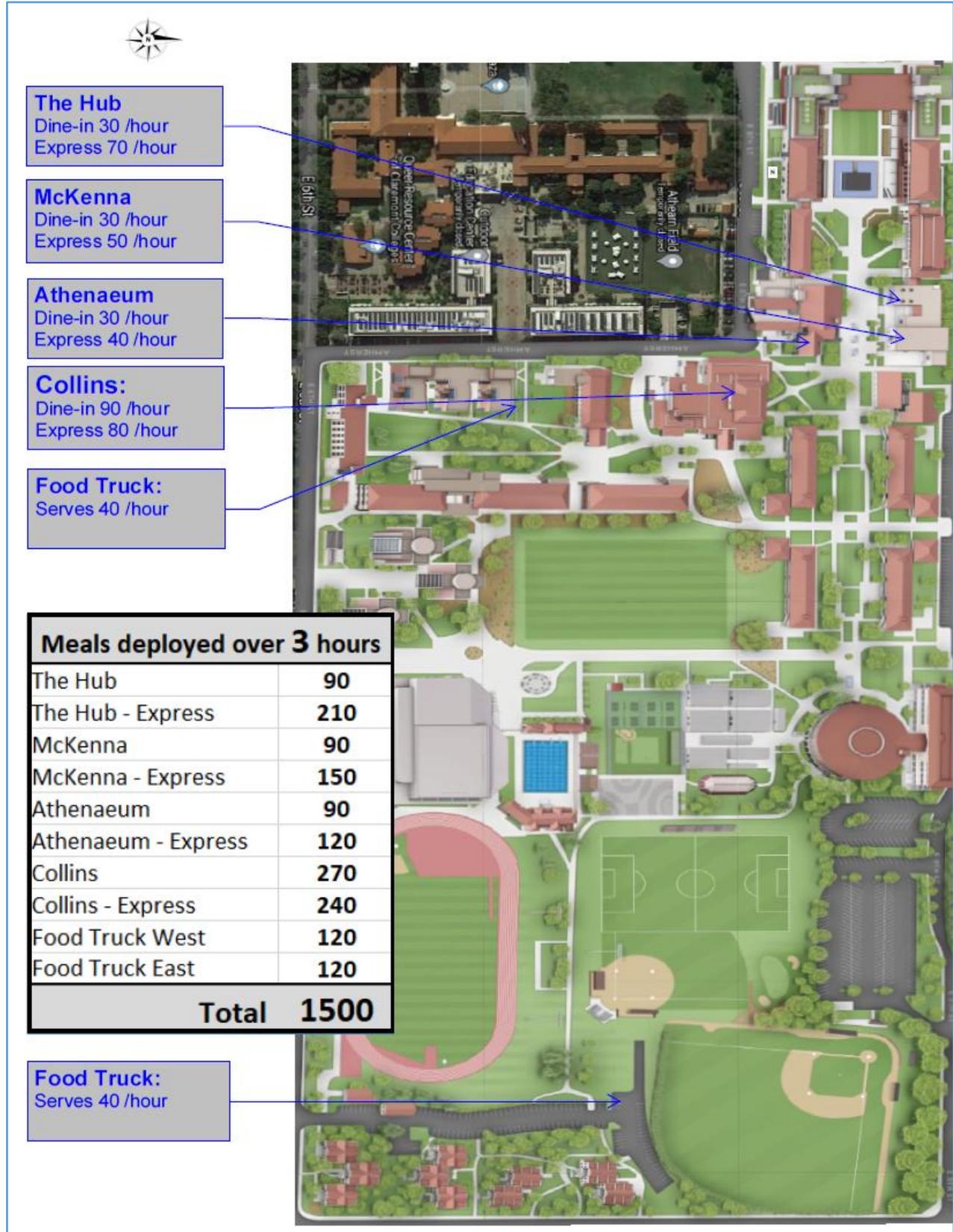
Preliminary scoping of locations for retrieval of to-go meals or sit-down dining (limited to groups of 30) included Collins Dining Hall, McKenna Auditorium, The Hub, the Athenaeum, and one food truck. The College will be implementing the GrubHub Campus app (aka Tapingo) for students to specify meal preference and will select locations based on wait times. Each meal pick-up will be assigned a designated pick up time. With all meals and beverages being prepackaged to-go, Bon Appetit estimates that with increased staffing, it can supply 1,500 meals per each three-hour meal period (see maps on following pages).



Collins Dining Hall



The Hub and McKenna Auditorium



The College is preparing to install one food truck at a strategic campus locations adjacent to the Mid Quad dormitory area. Bon Appetit will centrally oversee the staffing, menu program, safety and licensure. This location provides ample outdoor dining seating, and adequate space to socially distance the pick-up line.

CMC is also prepared to contract with a company that supplies high-quality food for purchase from vending machines. Everytable ([www.everytable.com](http://www.everytable.com)) is a Los Angeles-based company that prepares fresh, full meals daily from scratch. They add new menu offerings every week, have vegan and vegetarian options, and provide nutrition/ingredient information with each meal. Each machine can hold approximately 70 meals. The vendor would restock the SmartFridges five days per week. Students would be provided a pre-loaded card in lieu of the flex dollars they are typically given each semester.

The benefits of the vending machines are:

- ✓ Give students access to meals without having to leave their residence hall
- ✓ Serve as a replacement for CMC's traditional "snack" hour in Collins Dining Hall
- ✓ Serve as a replacement for The Hub Store, which may be repurposed as a food distribution site

The College has also worked with an architect to develop additional outdoor seating locations. Five potential areas have been identified for students to take their to-go meals and sit outside. These outdoor gathering spaces will also serve as safer places to congregate while maintaining social distancing, or as impromptu areas for classes or study groups to meet outdoors. Areas 2 (east of Collins), 3 (Phillips Hall) and 5 (Mid Quad) will be informal gathering areas defined by outdoor chairs, tables and umbrellas for 12 to 18 people. Area 1, south of Appleby Hall, is under design to create a new outdoor patio that could seat 30 to 60 outdoor diners, with convenient and adjacent access to Collins for enjoying a take-out meal. Similarly, Area 4, south of Beckett Hall, can accommodate shade umbrellas and dining tables to support seating adjacent to the Food Truck location, creating a convenient social distancing-compliant area for enjoying a take-out meal.

Finally, the College has determined to contract with GrubHub Campus (aka Tapingo) as a mobile ordering solution for students. The platform provides 24/7 customer support both for dining services staff as well as the individual ordering food. CMC staff will demo the product in the fall and intend to pilot it in the spring. There are three possible dining options:

- Order ahead for pickup (grab-n-go)
- Dine-in (reservation)
- Dine-in (walk-in)

GrubHub will provide a system for the first two options. If in-person dining *is not allowed* by LA County, offerings will be 100% grab-n-go. In that case, students/staff/faculty would order their food using the GrubHub app, which would make sure that the orders are distributed evenly across our different pickup locations. GrubHub will also show availability and wait times for each location based on the current number of orders. If in-person dining *is allowed* by LA County, the College will offer reservations in GrubHub such that students can reserve a particular spot and time in advance.

It is the College's objective ultimately to provide as much real-time data to students as possible to empower them to self-regulate. We imagine a live dashboard that represents the current capacity at each dining location. If in-person dining is allowed, additional technology will be used to surface the precise capacity of the dining room.

#### 4.1.4. Virtual Programming for Clubs and Organizations

Clubs and organizations can still be active this academic year by utilizing virtual meetings and programming. The CMC Club and Institute Fair was held virtually to give students a chance to meet club leaders and learn more about each organization. The ASCMC VP of Campus Organizations is available to help all clubs create virtual programs, run efficient and engaging virtual meetings and elections, or even start a new club.

## 4.2. Athletics

CMS Athletics comprises students from Claremont McKenna College, Harvey Mudd College, and Scripps College. It is the ongoing mission, responsibility and obligation of the CMS Athletics Department, supported by its member Colleges, to provide a safe and healthy environment for the coaches, staff, student-athletes and visitors of CMS Athletics.

In response to the pandemic, a working group was established to develop a comprehensive *Return to Play Safely* plan for CMS Athletics, Physical Education and Recreation. The working group included the staff of CMS Sports Medicine, Performance and Health, facilities management and programming, equipment operations staff, and selected members of the coaching staff. This plan was developed in a fluid manner, keeping pace with the most current data, directives and recommendations from federal, state and local government entities, the CDC, the WHO, the NCAA, NATA, NSCA, SCIAC and other medical experts in the field. The plan is consistent with the SCIAC policies and the expectations of conference institutions. The plan is continuously reviewed, reevaluated, and readied for a potential spring 2021 deployment.

#### 4.2.1. Regulated Intercollegiate Athletic Activities

CMS Athletics will utilize the most up to date NCAA sport classifications for COVID-19 transmission risk and the associated testing strategies that are outlined here:

Sport classification (as of 11/4/2020 webinar with Dr. Brian Hainline of the NCAA):

- Low Transmission Risk: Cross Country, Golf, Tennis, Track & Field
- Intermediate Transmission Risk: Baseball, Lacrosse, Soccer, Softball, Volleyball (if all players are masked)
- High Transmission Risk: Basketball, Football, Water Polo

Testing strategies:

- Low Transmission Risk: Testing is performed in conjunction with a school plan for all students, plus additional testing for symptomatic and high infection risk individuals as warranted.
- Intermediate Transmission Risk:
  - Out-of-season athletic activities: Testing is performed in conjunction with a school plan for all students, plus additional testing for symptomatic and high infection risk individuals as warranted.
  - In-season: Surveillance PCR testing, for example, 25%-50% of athletes and Tier 1 non-athlete personnel every one to two weeks if physical distancing, masking and other protective features are not maintained, plus additional testing for symptomatic and high infection risk individuals as warranted.
- High Transmission Risk:
  - Out-of-season athletic activities: Surveillance PCR testing, for example, 25%-50% of athletes and Tier 1 non-athlete personnel every one to two weeks if physical distancing, masking and other protective

features are not maintained, plus additional testing for symptomatic and high infection risk individuals as warranted

- Preseason: Testing once weekly by PCR testing, or three times weekly by antigen testing.
- Regular and postseason, outdoor sports: Testing once weekly by PCR testing, or three times weekly by antigen testing.
- Regular and postseason, indoor sports: Testing three times weekly on nonconsecutive days, beginning one week prior to the first competition. PCR or antigen testing may be used. If all training and competition are done with universal masking and adherence to infection risk mitigation, then testing can be considered in a manner consistent with outdoor high transmission risk sports.

CMS Athletics will continually evaluate the safety of training activities, practice, and competition in its 21 sports utilizing the NCAA transmission risk assessments and recommended testing strategies.

Working in partnership with the SCIAC, CMS Athletics will continue to evaluate the opportunity for its student-athletes to practice during the spring semester as well as participate in a limited, SCIAC-only schedules as follows:

#### Fall Sports:

- Training and practice with significantly reduced competitive opportunities for low and intermediate transmission risk sports (Cross Country, Soccer, Volleyball)
- Training and practice only for high transmission risk sports (Football and Men's Water Polo)

#### Winter Sports

- Training and practice with reduced competitive opportunities in concert with the current NCAA Championships schedule for low transmission risk sports (Swim & Dive)
- Training and practice only for high transmission risk sports (Basketball)

#### Spring Sports

- Training and practice with a delayed-start SCIAC schedule in concert with the current NCAA Championships schedule for low and medium transmission risk sports (Baseball, Golf, Lacrosse, Tennis, Track & Field)
- Training and practice with on-going evaluation of safety of competition in concert with the SCIAC for high transmission risk sports (Women's Water Polo)

CMS Athletics will follow the guidance for practice and competition in all sports provided by the NCAA in its [Resocialization of Collegiate Sport: Developing Standards for Practice and Competition](#). Current NCAA recommendations to mitigate risk include:

- Daily self-health checks
- Face coverings and physical distancing
- Outdoor training whenever possible

Fans/spectators will not be allowed at any CMS Athletics competitions per SCIAC policy.

#### 4.2.2. Limited, Monitored Access to CMS Facilities

All CMS facilities will limit access to essential personnel such as student-athletes, coaches, and staff. Health Screening must be completed for entry for all persons at all athletics facilities. Those who have any of the following

characteristics will NOT be allowed to enter:

- Fever of 100.4 or greater
- Cough, difficulty breathing, sore throat, or loss of taste or smell
- Have had close contact (>15 minutes) with a person known to be infected with COVID-19 within the past 14 days ([CDC Close Contact Definition](#))

All users are required to wear a face covering except for when activity prohibits or if the participant has a medical condition that prevents the safe usage of a face covering. All users will be required to maintain physical distancing whenever possible. Markers will be placed on the floor/ground within these spaces to help users adhere to social distancing guidelines.

The use of locker rooms by any user group (including athletic teams) is prohibited at this time. Hand sanitizer is readily available for use throughout all CMS Athletics Facilities. Doors and windows that can be opened, will be opened, to introduce as much fresh outdoor air as possible.

CMS will monitor and adhere to all county and state guidelines for gym facilities and these policies will dictate usage and cleaning of the indoor fitness spaces (fitness center, studio spaces, and weight room). CMS may set occupancy and time limits for spaces and equipment as well as reservation requirements.

Every CMS Athletics facility shall have practice and game-day safety procedures. Student-athletes, coaches, and staff will be educated on those procedures prior to the start of the season.

#### 4.2.3. Modified Physical Education and Recreation Programs

All physical education, recreation activities (including club sports and intramurals) will be monitored and classified within the model of transmission risk categories developed by the NCAA as well as follow federal, state, county and college guidelines for health and safety, as follows:

- Any in-person physical activities will be low-risk and outdoors to start the semester. Intermediate and high transmission risk activities and indoor activities will not be allowed until conditions improve.
- Groups will be limited in size according to current guidelines.
- Face coverings will be worn unless a participant has a medical condition that prohibits the safe use of a face covering.
- Physical distancing will be required.
- Students, faculty and staff must complete the daily health screening per institutional protocol.
- Many PE and Recreation classes will continue to offer virtual options.
- Virtual classes may be synchronous or asynchronous at the instructor's/department's discretion.

### 4.3. Augmented Student Services

#### 4.3.1. 24-hour Health Services / Resources

##### Telehealth

Students have the option of using the contracted telemedicine service, 7C.Health. This no-cost option is available to all students at The Claremont Colleges, regardless of whether they are living on campus, including international students. This service provides 24/7 access to Medical and Talk Now telehealth services with student-focused physicians and counselors.

##### Student Health Services

Student Health Services (SHS) will continue to operate during the academic year, but with a modified schedule. Medical services through SHS can be received on an appointment basis only. Walk-in appointments will not be allowed due to COVID-19 pandemic-related restrictions. As a result, same day appointment availability will be expanded to accommodate most students in a timely manner. SHS can be contacted at 909-621-8222. Their website provides more detailed information about the services provided.

##### COVID-19 Concerns

The College has contracted with Hamilton Health Box, an independent, licensed health clinic now located on CMC's campus. The Hamilton Health Box medical staff is available to assist students who are living locally with COVID-19 assessments, testing, symptom monitoring, and contact tracing. Students have been advised that if they are experiencing signs and symptoms that are associated with COVID-19 or have come into close contact with someone who has tested positive for COVID-19, they should quarantine as soon as possible and report it to CMC COVID-19 HOTLINE: 909-607-2301 or covid19@cmc.edu.

##### Individual Therapy

- Monsour is available for ongoing appointments for students in CA, using a new model as of this fall. They will hold 20-25 min initial intake assessments and then either offer to see a student at Monsour, or they will refer out to someone in the community if a student needs longer-term or more specialized care than they can offer.
  - Monsour will see out-of-state students once via video or phone and will refer to a local provider in their home state/country, as needed.
  - Psychiatry will be available to students living in California. Students living outside of CA can connect with a Monsour psychiatrist for a consult. During this consult, the doctor will either determine that they are able to see the student for ongoing medication management (this is on a case-by-case basis, depending on location) or they will refer the student to someone in their local community.
- DOS will offer supplemental therapy as they have in the past, with an 8-session limit. Students will be matched with providers on a case-by-case basis depending on the student's home state and available practitioners. This resource can be accessed by contacting [counseling@cmc.edu](mailto:counseling@cmc.edu).
- **Aetna Student Assistance Program (SAP)**: All students, whether or not they are enrolled in the Aetna Student Health Insurance Plan, are entitled to 3 free therapy sessions with a provider. Students can also continue to see their therapist after the 3 free sessions, but will be responsible for payment at that time (check with your therapist to see if they take your private insurance). To access the SAP portal, use the following credentials to log in – username: **CMCSAP** and password: **CMCSAP**.

## Groups

ARC Counseling will be offering groups that will enable peers from across the world to connect with one another and a therapist as they talk about the various challenges brought on by the current times. Please contact ARC directly for links to attend: ([info@arccounselingandwellness.com](mailto:info@arccounselingandwellness.com) / 909-333-7434).

- *Student Success during a Pandemic*: Think about attending this group if you are interested in discussing and learning skills around topics such as isolation, loneliness, lack of motivation, navigating family dynamics, etc.
  - Tuesdays 5pm PT (starting 9/1)
  - Thursdays 8am PT (starting 9/3)
- *Racial Trauma*: Open and real discussion about experiences of racial trauma and what healthy navigation of our current climate may look like.
  - Sundays 3pm PT (starting 9/6)

Monsour will be holding a variety of groups this semester.

- Regular [group therapy programming](#), available to students in California only (Students of Color, Women's, Men's, Understanding Self & Others, Queer Support Space, Grief Group).
- Additionally, they will hold a number of workshops available to students across the globe.
  - [Multi-session workshops](#) include: Mindfulness Mondays, Centering Black Experiences, Anxiety Management, Healthy Relationships, Creative Expressions and International Student Drop-in Coffee Hours.
  - [One-time workshops](#) include: You Can Help a Friend, How to Transition to College during a Pandemic, Self-Care & COVID-19, Race and White Allyship, Recovering from Relationship Trauma, Working with Perfectionism, How Student Leaders and Mentors can Better Support Black Students.

## Drop-ins

- Tuesday: APIDA community / 3-5PM (ARC Counseling)\*
- Thursday: CLSA / 2-4PM (Dana Reyes)
- Friday: BIPOC community / 11am-1pm (ARC Counseling)\*
- Friday: 3-5pm (Matt)\*\*
- Upcoming Hours @ OBSA & QRC

\*Contact ARC for drop-in links ([info@arccounselingandwellness.com](mailto:info@arccounselingandwellness.com) / 909.333.7434)

\*\*Contact [counseling@cmc.edu](mailto:counseling@cmc.edu) for link

## 24/7 Resources

ProtoCall, our 24/7 phone service, is still available. A therapist can be reached on the phone by calling 909-621-8202 and pressing 1 after hours.

[7c.health](#): On-demand video therapy is available for students who are looking to speak with a licensed professional. This resource is free & unlimited, though the sessions are not ongoing. This means you can call in as many times as you'd like, but you may not always be able to meet with the same therapist. This should not necessarily be used in place of regular, ongoing therapy, but is appropriate for crises, situational events or when a student is looking to check in with someone a few times, as-needed. Available to international students with a US-based phone number or VPN.

[Aetna Student Assistance Program](#): Students anywhere in the world can access 24/7 support by logging on using the username: CMCSAP and password: CMCSAP. Once in the portal, students can either peruse the educational articles and tips on a variety of mental health & wellbeing issues or they can call 877.351.7889 to speak with a counselor, anytime, anywhere. This resource, similar to 7C.Health, is available to students across the globe.

## Referrals

Case management services will be available to all students, per usual, for referrals to therapy and other forms of support. Jess Neilson ([jneilson@cmc.edu](mailto:jneilson@cmc.edu)) will meet with students and help them identify their individual needs, navigate insurance and talk through the therapy process. We have welcomed Tebraie Johns ([tebjohns@cmc.edu](mailto:tebjohns@cmc.edu)), our Case Management Graduate Assistant for the year, who will also be assisting with this. Please note, it is the responsibility of the student, and not Claremont McKenna College, to evaluate any treatment provider to support each student's success.

Along with the addition and expansion of other mental health supports, we recognize that the best option for some students may be scheduled therapy with a provider in their state. In an effort to increase accessibility to care for students around the world, in some situations we will provide limited funds (to defray the cost of co-pay, towards unmet deductible, or to subsidize out of pocket costs) for up to 8 therapy sessions. To see if they may be eligible for assistance, students can fill out this form. This resource is currently in place for the Fall 2020 semester only.

### 4.3.2. Career Services and Employment

The Soll Center for Student Opportunity at CMC houses Career Services, Scholar Communities, and sponsored internships and experiences. In response to the pandemic, it has reimagined its programming and services to continue to provide support to CMC students and alumni.

#### **Priority Goals for Fall & Spring 2020:**

- Engage all students with empathy, community-building, individual outreach, and virtual programming focused on career exploration, skills training and placement
- Launch a cohort coaching program within each class year; focused on critical stages of career development:
  - First-years: transitioning to CMC, community building, and building connections to campus resources
  - Sophomores: career exploration, skills development, and knowledge building
  - Juniors: impactful experiential learning opportunities
  - Seniors: identifying placement opportunities and a successful transition out of CMC
- Proactively work with employers, alumni and parents to create more internship and full-time opportunities for students during this time of employment uncertainty
- Deepen our learning, intentionality, and activities focused on diversity, equity, and inclusion

Core programming will continue in a virtual format, including networking treks, job shadowing, Peers + Careers series, and industry meet-ups. The Soll Center will offer a number of new opportunities this academic year, including micro-internships during the fall semester. This brand-new offering will connect students and recent alumni to paid part-time project work through the Parker Dewey platform. This will allow students to complete remote skills-based projects for 10-40 hours at a time, across all industries, departments and times of year.

In anticipation of the challenges associated with the transition into and out of college, additional programming has been developed for incoming students and graduating seniors. Seniors will be offered individual job placement services and targeted workshops to help answer the most pressing questions to help with full-time recruitment and graduate school. The first year class will be offered a career exploration program focused across multiple interest clusters, workshops that help students craft their story and get involved in campus

opportunities, and individual meetings that will help them think about how to make the most of their time at CMC.

Finally, Soll Center staff continue to work proactively with employers, alumni, and parents to create more internship, micro-internship, and full-time opportunities for students during this time of employment uncertainty.

#### 4.3.3. International Services

Various accommodations have been made for international students engaged in remote learning, including offering courses and informational sessions in multiple time zones.

## Chapter 5: Safe Reintroduction of Workforce

### 5.1. Returning to Work

For the purposes of this document, “employees” include paid, full-time and part-time faculty and staff, student employees, interns and volunteers.

In mid-March when the College shut down due to the pandemic, the College identified the following categories of employees: those who are required to work on campus to support its basic operations; those who can work remotely and those who cannot work remotely and are also not required to be on campus to support the College’s basic operations. Thus, the College reconfigured work processes to permit remote work for as many employees as possible in spring 2020.

To facilitate remote work, employees can request that technology equipment be moved from office to home for business use by obtaining their manager’s approval and then submitting an ITS Online Request. ITS will retrieve approved items and will mail requested items to the employee. Additionally, the College has recently implemented a virtual home office ergonomic assessment process to help employees work comfortably from home by providing appropriate ergonomic office equipment for home office use.

Assuming students would be allowed back on campus in fall 2020, the College developed a phased return to work plan with three phases of essential employees needed to be on campus to support students to be brought in on a staggered timeframe.

Phased Return to Work - Estimated		
Phase I	Critical on Site, Facilities, IT, Registrar, Student Affairs	59
Phase II	IT, Dining, Athenaeum, Student Affairs	75
Phase III	Academic Affairs, Institutes, Fac Support, Faculty, Fin. Aid	271
Phase IV Remain Remote	Can Remain Remote, Admission, Advancement, Athletics	220
<b>Total</b>		<b>625</b>

The College is currently only allowing employees that are deemed essential to be on campus. Many staff do not have to be on campus to support online educational delivery. The College remains committed to the Governor’s goal of not having any employees on campus whose job responsibilities can effectively be performed at home. Additionally, employees with pre-existing conditions or other health vulnerabilities whose job requires them to be on campus can seek job accommodations through the Human Resources Department.

When LA County permits the campus to re-open, the College will continually assess changes needed in work force, while focusing on health and safety conditions for all employees. In key areas needing to be re-opened, barriers between work spaces have been erected, as well as plans for redesigning common areas, ensuring work stations are situated more than six feet apart, and broad use of alternating work schedules and staggered breaks.

### 5.2. Training

Whenever employees return to on-campus work, the College requires completion of job-specific as well as general health and safety training. To the extent staff have access to necessary technology, training will be delivered virtually, via Zoom, in advance of their return to campus. New, job-specific training will be developed in accordance with COVID-related changes in each department and based on job descriptions and identified areas of need. A brief summary of topics to be covered follows.

**Infection Prevention Measures**

- General description of COVID-19, symptoms, when to seek medical attention, how to prevent its spread, and procedures for preventing its spread at the workplace
- How an infected person can spread COVID-19 to others even if they are not sick
- Prevention measures – review of new policies

**Health screening and testing**

- Actively encourage sick employees, or those who have been exposed to someone who tested positive for COVID-19, to stay home; immediately send employees home or to medical care, as needed, based on symptoms
- Provide instruction on how the employee will receive daily health screenings and testing
- Provide information on medical care and isolation/quarantine guidelines for home

**Personal Hygiene**

- Cough and sneeze etiquette; handwashing and health hygiene
- Providing tissues, no-touch disposal trashcans and hand sanitizer for employee use

**Physical and Social Distancing**

- Practice physical distancing (6 ft.)
- Avoid shared workspaces (desks, offices, and cubicles) and work items (phones, computers, other work tools, and equipment) when possible
- If they must be shared, clean and disinfect shared workspaces and work items before and after use

**Personal Protective Equipment (PPE)**

- Appropriate PPE will be provided to and used by employees (face coverings, gloves, etc.)
- Provide information regarding cloth face coverings vs. PPE
- Proper cleaning of face coverings

**Location of Cleaning Supplies**

- Provide instruction on how to safely use cleaners and disinfectants
- Cleaning supplies will be distributed to offices throughout campus
- Provide instruction on how to obtain more supplies

### 5.3. COVID-19 Specific Policies

Please refer to **EXHIBITS C, D, E and L**:

- C.** Staff and Faculty Health and Safety Protocols on Campus
- D.** Health Screening Policy
- E.** Faculty and Staff Acknowledgement
- L.** COVID-19 Supplemental Paid Sick Pay Policy

The College is providing up to 80 Hours of COVID-19 supplemental paid sick leave for all eligible staff (effective July 1, 2020) at the employee's regular rate of pay. COVID-19 supplemental paid sick leave can be used before other paid or unpaid time off, or leave. Additionally, employees who are ill are encouraged to remain home due to illness.

Time spent participating in the health screening process is considered compensable time and will count as hours worked for non-exempt employees. The College will also develop best pay practice policies around testing and screening in the event employees present with symptoms and are disallowed from reporting to work.

For more information, please visit the [CMCReturns](#) website.

## Chapter 6: Campus Infrastructure Improvements and Enhanced Health and Safety Rules for Campus Access

### 6.1. Modifications/Engineering Controls

Campus modifications due to COVID-19 include:

- The number of people in any indoor room on campus (e.g., classrooms, meeting rooms, lecture halls) is limited at any given time, such that all people in the room can easily maintain at least a six-foot distance from one another at all practicable times
- Drinking fountains turned off (except touchless bottle fillers)
- Designating some bathroom sinks out of order (with plexiglass and/or signage) for distancing
- Limiting occupancy within bathrooms; reduced beds-to-bathrooms ratio
- Common areas (e.g., kitchenettes, community rooms, lobbies, lounges, study areas) have been closed or rearranged, to congregating and to support physical distancing.
- Classroom modifications – occupancy and layouts
- Dining modifications – no self-serve, disposable tableware, table and queuing spacing, signage, meals to-go, reservation times
- Changed triple dorm rooms to double; changed most doubles to singles
- Added additional apartments off-campus
- Signage and hand sanitizing stations installed strategically throughout campus
- Elevators: signage and reduced occupancy
- Sanitizing supplies distributed to offices and stocked on electric carts

### 6.2. HVAC Evaluation and Upgrades

#### HVAC Systems

CMC is fortunate to be in a strong position concerning its existing HVAC equipment and systems. Over the past two to three years the College has been replacing and upgrading its major control systems to optimize functionality, efficiency, monitoring and control. The standard to which the College will hew are those prescribed by the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE). This professional association is broadly recognized as the standard-bearer in the industry; their authority and guidelines are referenced by the CDC, the WHO and OSHA, among others. The ASHRAE guidelines generally promote increased ventilation and air filtration.

Campus buildings enjoy a mix of 100% fresh air (about one-fourth of CMC's interior spaces), mostly recirculated air limited to a single zone (about one-third of spaces), and filtered/recirculated air shared among multiple zones (another one-third). With minor exceptions, kitchens and restrooms already enjoy fresh air that is continuously expelled and replaced. Challenges relating to a broader 100% fresh air strategy include increased electrical consumption, decreased ability to keep spaces comfortable in peak temperatures, and air filters requiring frequent changes. In the case of mixed air, the majority of contaminants should be trapped at the air filter, though the remaining particles potentially risk cross-contamination across adjacent rooms. A comprehensive survey of fresh air across residential and non-residential campus spaces has been completed by management and we are working with our vendor, Gardner Air, to implement strategies to make the campus as safe and clean as possible.

HVAC filters are MERV 13 equivalent. The Minimum Efficiency Reporting Value—or MERV—rating is a measure of filter efficiency, quantifying the fraction of particles removed from the air passing through a filter. MERV 13

indicates the capture of greater than 90% of particles down to 1 to 3 microns, which is larger than viruses, but smaller than the droplets that typically carry the virus. Only HEPA filters can trap 100% of virus particles. Our existing equipment cannot be retrofitted to work with HEPA filters.

The College resolved early to install portable high-efficiency air cleaners, upgrade buildings' air filters to their highest possible efficiency, open windows and doors, and make other modifications to increase the quantity of outdoor air and ventilation in offices and other spaces.

More recently, this fall Facilities and Campus Services partnered with P2S Engineering to evaluate our current HVAC systems, and requested that they provide HVAC operational recommendations that would mitigate the risk of the transmission of COVID-19 within our buildings. The results of this study are summarized herein. The College has implemented the recommendations within buildings that are currently in use on campus, and expects to complete work on the remaining buildings prior to the start of the spring semester. The estimated cost to fully implement the HVAC plan detailed below is \$100,000 per semester.

P2S Engineering's evaluation process and recommendations align with the ASHRAE Position Document on Infectious Aerosols (for non-healthcare buildings) issued April 14, 2020. Their recommendations follow here:

1. Use minimum MERV 13 filters in centralized HVAC systems where feasible
2. Increase outdoor air ventilation as conditions allow
3. Control humidity and temperature in the buildings
4. Operate systems 24/7
5. Disable demand-control ventilation systems

The recommendation for air handling systems that have return air is to use a minimum MERV 13 filter rating. Two other recommendations are to increase the pre-occupancy outdoor air purge time and increase the ventilation rate. Increased pre-occupancy purge time means turning the air handlers on two hours before business hours at 100% OSA. Increased ventilation involves disabling demand-controlled ventilation controls and/or setting the economizers to open for greater periods. Allowing the economizers stay to open a few degrees F above and below the ideal set point will increase the ventilation rate of the buildings with a minimal impact on the energy usage of the HVAC systems. It is important to keep the spaces within the temperature comfort zone so that occupants are not tempted to use fans or heaters in their spaces, which could spread the virus within the space.

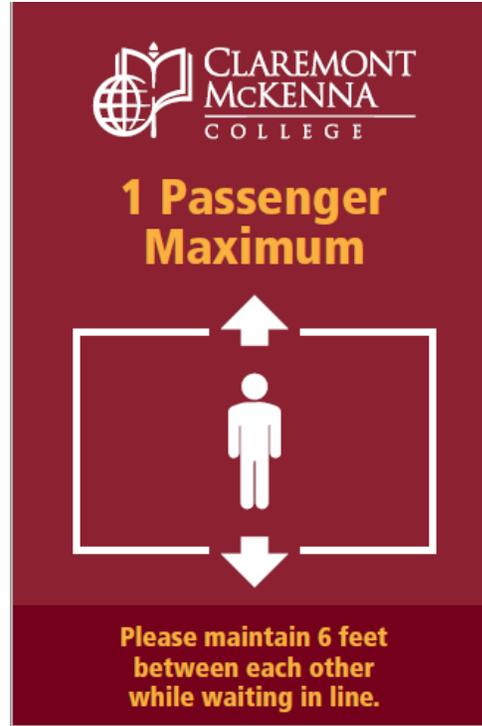
Facilities will continue to manage best practices in the industry and to adjust our HVAC operational protocols when supplemental recommendations and requirements are proven effective.

### 6.3. Highly Visible Signage

In order to safely effect a campus reopening, it is necessary to implement a signage program. The purpose of this is to raise awareness and visibility of the College's guidelines and requirements relating to COVID-19 prevention. The program includes, but is not limited to, banners, bathroom and elevator signs, and floor markers. They will be posted strategically throughout the campus, in residence halls and academic spaces, and near campus and building entrances.



Two-tier banner signs and A-Frames\*



Elevator signage

\*Text on lower tier reads: In accordance with orders issued by the County of Los Angeles, we hereby notify all parties of the following:

- Do not enter the building if you are experiencing any symptoms of respiratory illness, including fever and cough;
- Adhere to social distancing measures and maintain a minimum of at least a six foot distance from one another at all times;
- Regularly wash your hands;
- Sneeze and cough into a cloth or tissue, or if not available into your elbow;
- Do not shake hands or engage in any unnecessary physical contact;
- Adhere to all communicable disease recommendations provided by the Los Angeles County Department of Public Health. See [publichealth.lacounty.gov](http://publichealth.lacounty.gov);
- Adhere to the CDC's guidelines found at [www.cdc.gov/coronavirus](http://www.cdc.gov/coronavirus). Your health and well-being are paramount to us. By adhering to the Order, we are all doing our part to stay safe and well.



Floor markers

Signage description	Amount:
A-Frame inserts update-LA County	40
2-tier banners	40
Elevator Signs	70
Floor Markers	2000
Miscellaneous Signs across campus	350
Seating markers	300
Bathroom signage	400

#### 6.4. Strict Vendor and Visitor Protocols

The College has adopted and announced protocols governing the presence of third-party vendors, volunteers and visitors on the CMC campus.

##### Vendors

Vendors may enter the campus only with explicit approval from an authorized CMC representative, and must follow all CMC and building-specific protocols while visiting. Vendors who are on campus for longer than momentary deliveries must submit their COVID-19 health and safety protocols to CMC's COVID Compliance Committee and return a signed copy of the Vendor COVID-19 Acknowledgement. The Committee vets third-party protocols, and if they are deemed insufficient, the vendors are required to comply with CMC's.

Certain vendors have a permanent presence on the CMC campus, including Bon Appetit (Dining Services); ABM (Housekeeping); and Allied Universal (Campus Safety). Employees of these vendors must also complete CMC's health and safety training.

The Protocols for Vendors on CMC's Campus During COVID-19 and the Vendor COVID-19 Acknowledgement and Release of Liability are attached as **EXHIBIT J**.

##### Visitors

CMC has been directed by Public Health authorities to limit campus access for nonessential visitors to the greatest extent permitted by law. Accordingly, until further notice CMC will not have any volunteers on campus. In a small number of cases, there are compelling reasons to allow visitors. To govern those instances, CMC has developed a visitor framework outlining the guidelines to which such visitors must adhere.

On the day of the visit and before they arrive on campus, visitors must complete CMC's online daily health screening questionnaire at <https://www.cmc.edu/healthscreen> and be prepared to show the verification page at all times. Visitors without online access to complete the questionnaire must first report to the CMC Human Resources Department located at 528 North Mills Avenue for a manual health screening before entering campus. The manual health screening is available Monday through Friday between 6:00 a.m. and 11:00 a.m., or by special, advance arrangement with Human Resources personnel.

The Protocol for Visitors and Volunteers on CMC's Campus during COVID-19 is attached as **EXHIBIT K**.