Planning Summary

Plan for the Fall of 2021
ECU Fall Planning Committee

Planning Summary Contents

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Fall 2021: Planning Context

The past academic year (2020-21) has challenged ECU and Pirate Nation in ways never before experienced. Much of what we have endured was unimaginable and certainly hard to plan for. We dealt with continuous frustration and disappointment, but we also celebrated the passion and compassion of our ECU community. We will record our collective endurance and resilience. ECU planned, as best it could, to cope with COVID-19 during the past fall and then spring semesters. Now, important changes permit us to plan with greater certainty and confidence for Fall 2021. COVID-19 prevalence has substantially lessened, we learned a great deal about accommodating COVID-19 in our midst, many of us have been vaccinated, and there has been significant deregulation of federal and state COVID-related requirements and guidance. All these features come together in the Return of Pirate Nation 3.0.

ECU is working with faculty, staff, students, the UNC System, and county and state health officials to plan for Fall 2021. While some aspects of the upcoming fall will be determined by the behavior of the coronavirus and the persistence of COVID-19, there are some things we should count on for the Fall semester. The foundation for Fall 2021 planning, just as it was in the preparation for the last academic year, is the health and safety of our entire ECU community. That planning element comes first. As was the case last year, the plan will undoubtedly need adjustment as we carefully monitor important metrics. Monitoring and surveillance will continue to be a key to improved precision-management of ECU’s public health. ECU will be agile and nimble as we proceed.

Fall 2021 Expectations and the ECU Planning Process

In his message to the ECU community on March 18, 2021, and only three days after stepping into his new role, Chancellor Philip Rogers made clear the general expectations for Fall 2021. He indicated a need to plan for --

“a return to campus operations for the Fall 2021 semester that will hopefully look more like the ECU experiences we expect. … Simply put, our goal is to begin transitioning back to regular on-campus operations following state and UNC System guidelines. While safety remains our top priority, we must now also work to re-establish the wonderful sense of community that comes from our shared on-campus experience.”

Subsequently, Chancellor Rogers appointed and charged a Fall 2021 planning team to focus on related operational aspects. His charge included the intent for the university to return to pre-pandemic modes of course delivery with safety precautions in place. He indicated that residence halls will return to normal capacity with single and double-occupancy student rooms and safety protocols in place. Dining Services will return to normal operations with safety protocols in place and recreation centers will also return to full operations. With those expectations in place, the Fall Planning Committee appointed by Chancellor Rogers included:
In addition to these 16 appointees, each of the four content subgroups reached out to others at ECU to ensure ECU structural representation and necessary expertise. The work of the Fall Planning Committee commenced on April 14, 2021, with its initial meeting. The committee met weekly, and the subgroups met at least weekly as well. In total, the Fall 2021 Plan that evolved is the product of over 50 individuals in concert with constructive feedback obtained from a virtual campus Town Hall held on June 7 complemented with survey responses from a questionnaire issued to all campus constituents. The Town Hall was attended (in part or total) by nearly 700 individuals. The survey attracted nearly 700 individuals. The Planning Team considered all feedback and made substantive edits based on those comments and questions. The draft plan was presented to the Chancellor’s Cabinet prior to June 30, 2021, with opportunity for final suggestions/edits. The Cabinet recommended the final version to the chancellor prior to July 7, 2021, and the chancellor has subsequently accepted the plan. Before looking at the plan for a return to normalcy and to a promising Fall 2021, let’s take a brief look at the past academic year in summary fashion. There certainly are some lessons to be learned.

**Perceptions and Sensitivities**

One of the most difficult aspects of planning for Fall 2021 are the significant differences in the perception of risk and appropriateness of responses that exist among ECU community members. Not all Pirates see eye to eye on the risk or how we should respond. As the COVID-19 risk has faded over the past few months and as North Carolina has relaxed its restrictions (especially social distancing, gathering size, and face coverings), that variation in perceptions and preferred response has grown. That feature has been recognized throughout the planning process. According to a Chronicle of Higher Education survey conducted by MaGuire Associates (March 2021), when individuals are aggregated (in this case prospective students and parents/guardians) there are at least three “personas” with regard to COVID’s risk.

**Persona 1. “Freedom First.”** This group is about eight (8) percent of the population surveyed. They do not like restrictions and will not tolerate required vaccination, face covering, and social distancing. It should be left to the individual.

**Persona 2. “Normalcy Seekers.”** This is the largest group at about sixty-seven (67) percent of the surveyed population. They prefer vaccination but it is not essential to their campus engagement. They do not object to other forms of COVID protection such as face coverings and social distancing.
Persona 3. “Continuing Carefully.” This group is about twenty-five (25) percent of the population surveyed. This group welcomes vaccination and will engage on campus if the vaccine is required. They desire the strictest of public health measures. They also prefer some forms (hybrid) of remote learning and living but do want face-to-face interaction.

While the exact composition of Pirate Nation might differ from this sample of over 21,000 individuals, the three personas are apparent in suggestions and reactions to early versions of the Fall 2021 Plan. These differences are a source of frustration and even conflict in the general population and certainly a source of friction among Pirate Nation.

It is vitally important that we Pirates remain tolerant of these differences and the Fall 2021 Plan. Almost any planning solution will receive varied reaction, positive and negative. Polarized views and hardened positions will not help our return, especially early on. As we will describe in the next sections, managing our way through an expected opening peak of COVID-19 cases is essential to the well-being of individual Pirates and the institution. So, while we might open the Fall with modest public health measures and community expectations, we all hope that we are able to relax those restrictions once we move past that opening peak.

A Year to Remember, Academic Year 2020-21

ECU’s year in review starts with an important graph (Figure 1) that portrays the prevalence of COVID-19 among ECU students and employees, i.e., total new reported cases, from our opening in August to commencement in May, i.e., the fall and spring semesters.

![New COVID-19 Cases](https://returnofpiratenation.ecu.edu/public-covid-dashboard/)

Figure 1. COVID cases at ECU. Source: https://returnofpiratenation.ecu.edu/public-covid-dashboard/
Planning for the peak, any peak, is an important aspect of any successful planning effort. For example, basic infrastructure must accommodate peak demand whether you are dealing with rush-hour traffic (highway capacity) or the hottest July afternoon (electrical capacity). The same is true for public health planning. In some ways our need to pivot to remote learning and living early in Fall 2020 was dictated by an overwhelming peak in COVID-19 cases as witnessed in Figure 1. That peak was sorely underestimated during the planning process and that peak in cases was served with insufficient isolation and quarantine (I/Q) capacity. As a result, we could not manage our way through that Fall 2020 peak. That will not be the case in Fall 2021.

ECU managed its way through spring semester with far less difficulty because the plan was adjusted to provide reduced densities on campus, increased testing, and ample isolation/quarantine capacity on campus. ECU Police worked with local law enforcement to monitor off-campus gatherings that exceeded gathering limits established and adjusted by the Governor’s Executive Orders. It should be noted that the vast majority of ECU students were compliant as a culture of compliance developed across the academic year. We also illustrated after the fall peak, and across the remainder of the academic year, that our on-campus spaces experienced limited COVID-19 transmission within residential settings with no evidence of transmission within academic settings. The 3 Ws (wear mask, wait six feet, wash hands) worked when accompanied by appropriate testing/tracing and I/Q capacity. Note that ECU experienced a dramatic decline in the magnitude of the COVID peak between Fall and Spring semesters. In fact, the spring COVID peak was approximately 25 percent of the fall magnitude and was managed without difficulty. Two interesting increases in positive COVID-19 cases occurred at ECU and graphically evident, two weeks after Halloween and two weeks after St Patrick’s Day. To our knowledge, the ECU community experienced a total of six hospitalizations (students and employees) with full recovery by all. Our empirical evidence suggests limited or no transmission outside of congregate living on our campus.

ECU does not exist in a geographic bubble, and we bring the lion’s share of our students from across North Carolina (about 12 percent of students are from out-of-state) to our city and region. Once here in Greenville and Pitt County, our students and employees live within a small urban environment and interact in a variety of ways – as consumers, as employees, as experiential learners – with the community at large. Thus, community spread is an important aspect of ECU’s impact on Greenville/Pitt County and ECU’s disease exposure from Greenville/Pitt County. It’s a two-way street. During most of the past year, with a few dramatic exceptions like the Fall peak, infection rates among ECU students and employees were considerably less than the levels found in Pitt County. The next two graphs illustrate the prevalence of COVID-19 over the past year within North Carolina (Figure 2) and Pitt County (Figure 3).
In Pitt County, the dramatic spike in cases that is evident (Figure 3) in late August and early September corresponds with the surge in cases associated with ECU’s Fall 2020 reopening. This coincidence emphasizes the important impact that ECU can have on the surrounding community. Note that these spikes occur roughly two weeks after large gatherings or significant events. In this case, two weeks after move-in. The community spread associated with holidays (Halloween, Thanksgiving, Christmas, New
Year’s) is also evident in the Pitt County time series. During that time, ECU’s exposure to community spread was of concern. Monitoring these ECU and NC dashboards along with others like the Johns Hopkins website for global and national COVID trends provides key metrics in assessment of risk and changes in risk. As of mid-June, the CDC’s ensemble-analysis of 25 independent forecasts of new COVID-19 cases in the U.S. indicates a decline in new cases of approximately 50 percent over one month (June 1 to July 1). Using the same methodology, CDC forecasts a decline of approximately 45 percent in NC’s new COVID cases. Such short-term (monthly) COVID-19 forecasts at national, state, county levels are available at https://www.cdc.gov/coronavirus/2019-ncov/science/forecasting/forecasts-cases.html. Overall, the strong trend in reduced COVID-19 prevalence since the peak of early January (U.S., NC, and Pitt) is a source for optimism as we think forward to Fall 2021 at ECU.

Another source of optimism is the ongoing vaccination of the U.S. population. As of June 15, nearly 175 million Americans had received at least one dose of an authorized vaccine. That equates to 53 percent of the total U.S. population, 65 percent of the population 18 years or older, and 87 percent of those 65 years or older. Within NC (June 15), vaccination results have lagged a bit from national benchmarks with 4.6 million individuals receiving at least one dose. That equates to 44 percent of NC’s total population, 54 percent of population 18 years or older, and 81 percent of those 65 years and older. Pitt County also lags behind national and state benchmarks with 73,037 people having received at least one dose (as of June 15) and that equates to 40 percent of the total population. Current data on vaccinations from national to county level can be found on the CDC site at https://covid19.ncdhhs.gov/dashboard/vaccinations. NC vaccination data are also available at https://covid19.ncdhhs.gov/dashboard/vaccinations.

With improved COVID-19 conditions, in full compliance with NC and UNC guidance, and by the end of Spring 2021, ECU hosted campus visits by prospective students and their parents, enjoyed athletic events with significant fan attendance (including over 5,000 fans for NCAA regional baseball), and celebrated our 2020 and 2021 graduates with ECU’s first in-person commencement ceremonies since December 2019. Throughout the spring, the series of NC Governor’s Executive Orders have relaxed restrictions on gatherings and social distancing. This important trend in COVID deregulation culminated in the CDC guidance for vaccinated individuals of May 13 followed immediately by the Governor’s Executive Order 215 on May 14 and updated on June 11. EO 215 removed indoor face covering requirements for most settings (excluding health care, child-care, and K-12 facilities). In addition, EO 215 lifted all mass gathering restrictions, occupancy limits, and social distancing requirements. Thus far (mid-June), despite this COVID-related deregulation, new COVID-19 cases have continued to decrease. Given this deregulated operating environment, what remains is a tremendous level of freedom in shaping a normally safe return to campus in Fall 2021.

Density: An Essential Planning Parameter

ECU is blessed with two beautiful campuses (East/West or Main/Health Sciences), i.e., the campus. The campus was explicitly designed for people. It is purposely a dense and walkable scale. For ECU to return to normal, it stands to reason that people must return to the campus in large number. Design capacities must once again be achieved or be nearly achieved. ECU’s mission craves face-to-face interactions, within and outside the classroom. ECU maximizes student success and leads regional transformation when we engage in person. While ECU has learned to complement its face-to-face interactions with virtual activities, it teaches, serves, researches, and creates better with all modalities available. However, we must regain this desired campus density as safely as possible. We must become “safely
normal” or “normally safe.” Two types of spaces deserve special attention in this regard, classrooms (including labs and studios) and residential halls.

This is the bottom line. A return to anything close to pre-COVID normal at ECU cannot be achieved at six feet or even three feet of separation. For example, six feet of separation reduces the capacity of a typical classroom to approximately 30 percent of official seating capacity. Far fewer than half of our class sections could be offered in-person under a six-foot requirement and no large-scale introductory courses like introductory biology or chemistry or psychology, can be accommodated. Thus, six feet of separation (social distancing) within academic spaces is not a design element in preparation for Fall 2021.

In addition, campus living requires a return to normal and safe occupancy rates to operate with sustainable cash flows. A mix of single and double occupancy rooms must be safely achieved in order to be financially feasible. Commitment to design capacities within those two important categories of university space, class and residence, is already in place. As of June 15, 2021, nearly 75 percent of undergraduate class sections are scheduled either in person or hybrid but primarily in-person. That is the portfolio of courses that new and returning students have registered for and expect to witness on arrival in the Fall. While ECU will offer an increased supply of single-occupancy residential rooms in response to student demand, the large majority of rooms will be double occupancy.

With increased densities necessary within all academic and non-academic facilities, we must recognize that other public health protocols take on added importance. This added importance should be clearly reflected with Fall 2021 planning. Other ECU community expectations must be complied with. In the absence of a mandate (presumably from the Governor), COVID-19 vaccination must be encouraged and incentivized prior to students’ return in Fall 2021. Certainly, as ECU manages its way through the early peak period (classes start on Monday August 23), face coverings for those unvaccinated, hand washing, enhanced testing programs, tracing, and ample isolation/quarantine capacity take on added importance. ECU will plan appropriately for this opening peak in late August and early September.

**Vaccination: A Key to Achieving Normality**

The ECU community (students, employees, visitors) must understand that the most effective pathway to normalcy, including football Saturdays in Dowdy-Ficklen Stadium, is through widespread vaccination and herd immunity. In a memo to UNC System Chancellors (4/29/2021), based on legal and policy advice, President Peter Hans stated unequivocally that “the UNC System will not mandate the COVID-19 vaccine for faculty, staff, or students of the constituent institutions.”

NC law lists the six specific immunizations required of most college students. The NC Commission for Public Health has authority to add immunizations beyond those named in the law. In fact, the Commission has added six to the original list of six for 12 total required immunizations. While the Commission could add the COVID-19 vaccination it has not done so thus far (as of mid-June).

In the absence of a mandated COVID-19 vaccination, ECU should reduce barriers to access, create incentives and persuade hesitant community members. Individuals should be motivated to secure the proven protection of an emergency authorized or approved vaccine. In terms of access, a series of vaccination clinic dates on campus were available throughout the spring semester and bus transportation was provided to the mega vaccination site at the Greenville Convention Center. In
addition, mobile vaccination clinics have visited off-campus housing complexes. ECU has made every effort to bring the vaccine to employees and students. Several vaccination incentive programs already have been implemented. These include but are not limited to food vouchers, apparel, parking, textbook vouchers, waivers from mandatory COVID-19 testing, and university sponsored travel.

For ECU to be well-informed about the level of vaccination, and to plan accordingly, students and employees are encouraged to disclose their vaccination status through myPIRATEchart, which is accessed through the Student Health Services website at https://studenthealth.ecu.edu/. This is a secure site, and all HIPAA privacy protections will be enforced. Data will be aggregated in order to provide necessary planning intelligence.

The following CDC graphic (see Figure 4 below) was updated on May 14, 2021. It illustrates why vaccination is so important at the individual level and provides an important ingredient for safely returning to normal densities. Note that most indoor activities, including those that are experienced with substantial density, are deemed safe for fully vaccinated individuals without a face covering. A CDC science briefing accompanies this recommended set of safe activities at: https://www.cdc.gov/coronavirus/2019-ncov/science/science-briefs/fully-vaccinated-people.html?CDC_AA_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Fmore%2Ffully-vaccinated-people.html.

In addition to vaccination, there is little doubt that face coverings for unvaccinated individuals will be an important ingredient of returning safely to normal to start the Fall 2021 semester. It is also hoped that even the face covering requirement might be relaxed if COVID-19 conditions improve during the 2021-22 academic year.
Figure 4. CDC Guidance on safe activities for fully vaccinated individuals.
ECU Compliance and Vaccination/Testing. All individuals participating in on-campus activities, including employees and students, must be compliant with ECU’s Community Expectations. Compliance with community expectations in the fall is anticipated to require one of the following:

- Proof that the individual is vaccinated with an FDA emergency-use authorized or WHO approved vaccine, or
- Compliance with ECU’s reentry and/or surveillance testing program, or
- Proof that the individual has tested positive for COVID-19 within the past 90 days.

In addition to basic compliance as described above, there may be additional community expectations for our Fall return, e.g., hygiene and face coverings in some circumstances. The following statement summarizes anticipated community expectations as ECU reopens in the Fall.

ECU Community Expectations

Note: These expectations will be updated according to local, state, and federal guidance as needed.

- **Stay in compliance.** All individuals participating in on-campus activities, including employees and students, must be compliant with ECU’s Community Expectations. Compliance with community expectations in the fall is anticipated to require one of the following:
  - Proof that the individual is vaccinated with an FDA emergency use authorized or WHO approved vaccine, or
  - Compliance with ECU’s reentry and/or surveillance testing program, or
  - Proof that the individual has tested positive for COVID-19 within the past 90 days.

- **Follow face covering requirements.** ECU requires face coverings in the following indoor situations to protect against a possible COVID-19 surge upon return to full density on campus:
  - Classrooms, teaching laboratories, studios, and other spaces where instruction occurs, unless a safety plan has been submitted and an approved exception has been issued,
  - Any indoor setting where social distancing of at least three feet cannot be maintained, and
  - Spaces identified per the current Governor’s Executive Order.

On ECU’s campus, no face covering is required outdoors. All unvaccinated individuals are encouraged to wear a face covering when social distancing of at least three feet cannot be maintained. This face covering requirement will be re-evaluated on or before Sept. 15, 2021.

- **Practice good hand hygiene.** Wash hands frequently, for 20 seconds at a time. If soap and water are not readily available, use alcohol-based sanitizer containing at least 60% alcohol.

- **Follow signage or requirements when directed.** While social distancing and mass gathering limits are no longer required, people are expected to follow signage directing traffic flow through building entrances, exits, elevators and other common areas, to minimize density. Individual activities and facilities may have more specific requirements based upon the unique risks presented.

- **When sick, stay home from work or class.** Before coming to work or class, self-assess your health daily for these [symptoms identified by the CDC](https://www.cdc.gov). If you have symptoms, do not attend...
work or class, and contact your medical provider. Fill out the COVID-19 Self Reporting Form on Pirateport and notify your instructor and/or supervisor if you need to miss class or work.

- **Follow all directions given by university officials and public health authorities.** This includes directions related to testing, contact tracing, and adhering to isolation and quarantine requirements if you have been diagnosed with COVID-19, have possible COVID-19 symptoms, or have been deemed a close contact of someone diagnosed with COVID-19.

- **Follow limitations and protocols as identified under the Responsible Behavior Initiative.** Limit in-person gatherings to the number of individuals currently specified by ECU and by local, state, and national guidance including the governor’s executive orders, requirements of the North Carolina Department of Health and Human Services, etc. Face coverings are recommended for unvaccinated individuals, and some locations may have additional requirements for community safety. These requirements apply to all university-hosted meetings and gatherings, as well as meetings and gatherings hosted by students and student organizations, regardless of whether they take place on campus or off campus.

- **Follow appropriate surveillance testing protocols.** This includes re-entry and regular surveillance testing for unvaccinated students, faculty and staff as determined by ECU.

- **Vaccinations are encouraged and available on campus for faculty, staff and students.** Schedule your appointment through Student Health Services. If you have received your vaccine elsewhere, such as a pharmacy, you are encouraged to let the university know by uploading your vaccine card to your MyPIRATEChart.

- **All students (including student organizations), faculty and staff are expected to follow these expectations both on and off campus.** These community expectations — as well as all other rules, practices and guidelines ECU has implemented to reduce the risk of COVID-19 — are supplemental and in addition to university policies, regulations, and rules already in place.

Failure to follow these community expectations or any other university policy or guidance related to COVID-19 health and safety, on or off campus, may lead to administrative and/or disciplinary action. Violations of state or local laws, ordinances or executive orders are also subject to criminal citations or penalties. See the Office of Student Rights and Responsibilities COVID-19 webpage for more information about requirements and sanctions for violating community expectations.

Although ECU has instituted many reasonable practices to lessen or reduce the risk of spread of COVID-19, ECU cannot guarantee that you will never be exposed to or get sick from the virus, and ECU cannot guarantee a COVID-19-free environment. In addition, the COVID-19 pandemic could cause further interruption to academic and campus activities and operations. We also don’t know all the long-term effects of COVID-19, and we acknowledge it is possible to contract COVID-19 even when following safety precautions recommended by government authorities, agencies, and university policies and practices. But what we can do together is to try to keep ourselves and our community healthy, slow the spread and do our part to protect our Pirates.
COVID-19 Risk Levels and Operational Adjustments

Monitoring COVID conditions at varied geographic scales is an important part of any Fall 2021 Plan. ECU should remain nimble in responding appropriately to altered conditions. But, to reiterate, the default plan requires a return to normal densities on campus with safety precautions. The plan also calls for precision management as conditions warrant at the very local level, e.g., an outbreak in a classroom or the wing of a residential floor. ECU must have the capacity to identify and respond to COVID-19 clusters when and where they occur. The timeliness of surveillance results and response to those results is a key element in precision management. That sort of managerial intelligence requires substantially increased surveillance testing over that executed by ECU in the previous academic year. ECU averaged 200 tests per day during most of spring semester. The plan for Fall 2021 commences with 700 tests per day, 5,000 tests per week. Given the expected peak the first few weeks of the fall semester, the testing plan should be clearly tied to that variation in volume. In addition, the existing waste-water testing program could/should be expanded for early detection in residential and non-residential settings.

Within the deregulated environment that ECU will operate in, contingency planning can take many formats and the COVID-19 Operational Matrix below (Figure 5) helps to summarize the relationship between five COVID-19 levels and the related adjustments to operations at ECU that could take place. Note that four COVID-19 levels define the horizontal axis of the matrix while various operational categories define the vertical axis. Each cell of the matrix represents the operational response to a specific COVID-19 level. ECU’s COVID-19 Operational Matrix has been significantly adapted from risk assessment devices employed by Brock University (Ontario, Canada), Johns Hopkins University, and the American Athletic Conference. It was initially proposed to the Fall Planning Committee by its Public Health subgroup with key leadership from Dr. LaNika Wright and Dr. Joseph Armen.

The first two COVID-19 levels (green and yellow) permit ECU to secure relative normality with design densities in most campus operations. More concerning COVID-19 levels (orange and red) will require social distancing restrictions that generally do not permit the preferred operational densities and will largely defeat a return to campus normalcy. As indicated before, ECU plans on remaining within conditions green and yellow through careful campus preparation and enhanced precision management. ECU will manage its way through the opening peak in Fall 2021.

Following this operational summary (the ECU COVID-19 Matrix in Figure 5), more detailed statements on COVID-19 public health programming and protocols, instruction, research, student support, student activities, employee work, and campus COVID-19 coordination are provided.
This matrix intends to provide a high-level overview of ECU’s operational responses to different COVID-19 risk levels. For detailed recommendations, please review the final report of the Fall 2021 Planning Work Group.

<table>
<thead>
<tr>
<th>OPERATIONAL UNIT OR ACTIVITY</th>
<th>LOW RISK: MINIMAL PROTECTIVE MEASURES</th>
<th>MODERATE RISK: INTERMEDIATE RESTRICTIVE MEASURES</th>
<th>HIGH RISK: STRINGENT CONTROL MEASURES</th>
<th>VERY HIGH RISK: MAXIMUM CONTROL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score (see scoring rubric)</td>
<td>Less than 2</td>
<td>3-8</td>
<td>9-12</td>
<td>12 or more</td>
</tr>
</tbody>
</table>

**COVID-19 Protection Protocols**

- **Face Coverings**: Required in specified spaces (see Community Expectations) | Required in all in-door spaces | Required in-door and when unable to socially distance outside | Required at all times in the presence of others
- **Social Distancing (Non-classroom Settings)**: Not required | 3 feet when possible | 6 feet when possible | 6 feet
- **Mass Gatherings and Events**: Mass gathering limitations lifted | Mass gathering limitations based on NCDHHS and local guidance | Mass gathering limitations based on NCDHHS and local guidance; virtual engagement encouraged | No mass gatherings in person; virtual engagement only
- **Testing**: Reentry and surveillance testing of ECU students and employees; testing capacity up to 5,000 tests per week | Ongoing surveillance testing of ECU students and employees; testing capacity increased as needed | Ongoing surveillance testing of on-site ECU students and employees | Ongoing surveillance testing of on-site ECU students and employees
- **Tracing**: Tracing capacity expanded by adding a full-time tracer | Tracing capacity expanded further | Tracing capacity expanded further | As needed
- **Cleaning, Sanitizing & Disinfection**: Facilities Services conducts regular cleaning and ongoing cleaning/sanitizing high-touch surfaces in common areas; building occupants utilize disinfecting wipes and sanitizing stations

**Student Life**

<table>
<thead>
<tr>
<th>Residence Halls</th>
<th>Double and single occupancy</th>
<th>Double and single occupancy</th>
<th>Reduced single occupancy</th>
<th>Single occupancy and possible shelter in place</th>
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</thead>
<tbody>
<tr>
<td>Campus Dining and Retail Locations</td>
<td>Traditional operations</td>
<td>No self-serve; take-out and prepackaged food service increased</td>
<td>50% capacity; no self-serve; take-out and prepackaged food service increased</td>
<td>Dining halls open only to residential students; take-out only food service at retail locations</td>
</tr>
<tr>
<td>Recreation Centers</td>
<td>Traditional operations</td>
<td>Restricted hours</td>
<td>Reduced and limited indoor hours; promote outdoor activities within group gathering limits.</td>
<td>Scheduled appointments only; no intramurals or club sports</td>
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<tr>
<td>Transit</td>
<td>Face coverings required; daily cleaning and disinfection and use of operator barriers</td>
<td>Face coverings required; daily cleaning and disinfection and use of operator barriers</td>
<td>75% capacity, face coverings required; daily cleaning and disinfection and use of operator barriers</td>
<td>50% capacity, face coverings required; daily cleaning and disinfection and use of operator barriers</td>
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<tr>
<td>Athletics</td>
<td>Follow NCAA and American Athletic Association requirements for testing/tracing, quarantine/isolation</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

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<table>
<thead>
<tr>
<th>OPERATIONAL UNIT OR ACTIVITY</th>
<th>Low Risk</th>
<th>Moderate Risk</th>
<th>High Risk</th>
<th>Very High Risk</th>
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<tbody>
<tr>
<td>Score (see scoring rubric)</td>
<td>Less than 2</td>
<td>3-8</td>
<td>9-12</td>
<td>12 or more</td>
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### Instruction and Research

<table>
<thead>
<tr>
<th>Class Delivery</th>
<th>As scheduled; specific sections may switch to short-term online delivery upon consultation with public health officials</th>
<th>As scheduled; specific sections may switch to short-term online delivery upon consultation with public health officials</th>
<th>Most classes move to online delivery; specific sections coded as lab, studio, etc. will remain in person</th>
<th>Fully online</th>
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</thead>
<tbody>
<tr>
<td>Classroom Capacity</td>
<td>As scheduled</td>
<td>As scheduled</td>
<td>Remaining in-person classes at scheduled capacity</td>
<td>No occupancy</td>
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<tr>
<td>Clinical and Experiential Learning – ECU Sites</td>
<td>Existing approval processes based on site risk assessment and student safety requirements</td>
<td>Update site risk assessment and confirm continued student participation</td>
<td>Communicate with non-ECU sites to update risk assessment, confirm student participation, and ensure compliance with local regulations</td>
<td>Opportunities may be substantially reduced; update site risk assessment and confirm continued student participation</td>
</tr>
<tr>
<td>Clinical and Experiential Learning – Non-ECU Sites</td>
<td>Existing approval processes based on site risk assessment and student safety requirements</td>
<td>Communicate with non-ECU sites to update risk assessment, confirm student participation, and ensure compliance with local regulations</td>
<td>Communicate with non-ECU sites to update risk assessment, confirm student participation, and ensure compliance with local regulations</td>
<td>Opportunities may be substantially reduced; communicate with non-ECU sites to update risk assessment, confirm student participation, and ensure compliance with local regulations</td>
</tr>
<tr>
<td>Research</td>
<td>Traditional operation for most research activities; use safety plans based on risk assessment and researcher safety requirements</td>
<td>Update safety plans to align with low-risk activities as defined by OSHA Guidelines</td>
<td>Update safety plans to align with appropriate OSHA Guidelines</td>
<td>Restricted to essential personnel for priority research</td>
</tr>
</tbody>
</table>

### Faculty, Staff, Visitors and Travel

<table>
<thead>
<tr>
<th>Faculty/Staff Work Arrangement</th>
<th>Onsite or approved flexible work arrangement</th>
<th>Reduced onsite density; increase use of flexible work arrangement</th>
<th>Further reduction of onsite density; remote work encouraged</th>
<th>ROSE employees onsite; remote work/rotation of onsite employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitors/General Public Access to Campus Facilities</td>
<td>Full access to campus while adhering to ECU Community Expectations</td>
<td>Restricted access while adhering to ECU Community Expectations</td>
<td>Authorized access only while adhering to ECU Community Expectations</td>
<td>Severely limited access while adhering to ECU Community Expectations</td>
</tr>
<tr>
<td>Travel for Academic, Research, &amp; University Business</td>
<td>Subject to CDC, state, UNC System, and local public health guidance and ECU travel approval process; only authorized international travel permitted</td>
<td>Subject to CDC, state, UNC System, and local public health guidance and ECU travel approval process; only authorized international travel permitted</td>
<td>Subject to CDC, state, UNC System, and local public health guidance and ECU travel approval process; all international travel suspended</td>
<td>Subject to CDC, state, UNC System, and local public health guidance and ECU travel approval process; all travel outside of NC suspended</td>
</tr>
<tr>
<td>International Arrivals</td>
<td>Follow CDC Guidelines. Fully vaccinated people get a viral test 3-5 days after arrival and self-monitor for Covid-19 symptoms. Unvaccinated individuals get tested AND stay home and self-quarantine for a full 7 days after travel. If not tested, stay home and self-quarantine for 10 days (CDC, May 19, 2021).</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 5. ECU’s COVID-19 Matrix summarizing campus adjustments to altered COVID-19 conditions.

One of the keys to a successful Fall 2021 reopening involves the appropriate definition of COVID levels within the COVID Matrix (above) and careful monitoring of COVID-related conditions (e.g., levels and rates of change) to assess the risk level at any point in time along with appropriate adjustments to
campus operations. ECU prefers to adjust operations in a well-defined manner and with as much precision as possible in order to remain in low and moderate risk levels, green and yellow.

The “algebra” for defining COVID-19 levels and associated risks is an important element in any plan. In many plans, such an algebra might be implicit or qualitatively assessed. In planning for Fall 2021, ECU has adopted a more formal approach to the assessment of COVID-19 risk. The definition of risk level can be approximated with the following rubric (Figure 6) for guidance and scoring. While this scoring rubric should not be considered as a fully validated decision tool, it intentionally provides much improved objectivity and transparency in estimating, and deliberating about, the aggregate level of COVID-related risk that the ECU community is exposed to.

<table>
<thead>
<tr>
<th>Directional Trigger</th>
<th>Yes(1)/No(0)</th>
<th>Weight</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant increases in COVID-19 transmission on campus, occurring at a greater rate than the local community.</td>
<td>0</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Percentage of new cases not linked epidemiologically to known cases greater than 50%</td>
<td>0</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td>Significant increases in COVID-19 transmission within the institution’s local community</td>
<td>0</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>Evidence that the institution and community is disregarding physical distancing and PPE requirements</td>
<td>0</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Insufficient availability of COVID-19 testing by the institution or local/state public health authorities,</td>
<td>0</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>Insufficient healthcare capacity, on campus or within the local healthcare facilities.</td>
<td>0</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>Insufficient space to manage the number of in-residence students requiring quarantine rooms or self-isolation</td>
<td>0</td>
<td>12</td>
<td>0</td>
</tr>
<tr>
<td>Significant decreases in COVID-19 transmission on campus</td>
<td>0</td>
<td>-8</td>
<td>0</td>
</tr>
<tr>
<td>Significant decreases in COVID-19 transmission within the institution’s local community</td>
<td>0</td>
<td>-7</td>
<td>0</td>
</tr>
<tr>
<td>Evidence that the institution and community is consistently observant of physical distancing and PPE requirements</td>
<td>0</td>
<td>-4</td>
<td>0</td>
</tr>
<tr>
<td>Sufficient healthcare capacity, on campus or within the local/state healthcare facilities</td>
<td>0</td>
<td>-7</td>
<td>0</td>
</tr>
<tr>
<td>Natural + Vaccine-Induced Immunity = 50%</td>
<td>0</td>
<td>-2</td>
<td>0</td>
</tr>
<tr>
<td>Natural + Vaccine-Induced Immunity = 60%</td>
<td>0</td>
<td>-4</td>
<td>0</td>
</tr>
<tr>
<td>Natural + Vaccine-Induced Immunity = 70%</td>
<td>0</td>
<td>-6</td>
<td>0</td>
</tr>
<tr>
<td>Natural + Vaccine-Induced Immunity = 80%</td>
<td>0</td>
<td>-8</td>
<td>0</td>
</tr>
<tr>
<td>Natural + Vaccine-Induced Immunity = 90%</td>
<td>0</td>
<td>-10</td>
<td>0</td>
</tr>
</tbody>
</table>

Figure 6. A formal approach to scoring the general COVID-19 risk level.

The Important Role of ECU’s COVID-19 Coordination Committee

Who will monitor and recommend necessary adjustments to ECU operations? During the summer of 2020, and while planning for ECU’s Fall 2020 reopening, the interim chancellor appointed a formally designated administrative committee, The COVID-19 Coordination Committee. The express purpose of that committee is to ensure adequate planning, infrastructure, and responses to COVID-related
developments. In essence, this Coordination Committee meets weekly and provides ongoing monitoring of COVID-19 conditions and rapid operational responses to those changes. The chancellor has delegated authority to the Coordination Committee to coordinate, direct, and advise on-campus efforts to cope with COVID-19. That Administrative Committee will persist as long as needed and certainly through the conclusion of next academic year, 2021-22.

The development of the COVID-19 Operational Matrix (Figure 5) provides an essential framework and tool for the ongoing work of the COVID-19 Coordination Committee including periodic scoring of conditions and possible operational adjustments. In addition, the Coordination Committee will edit all pertinent ECU regulations in timely response to COVID-19 conditions, operational adjustments, and guidance from public health officials such as the CDC, NCDHHS and the Pitt County Health Department along with guidance from Governor’s Executive Orders, and the UNC System.

Finally, the COVID-19 Coordination Committee has authority to assess the risk associated with any unique circumstances or clear exceptions to established regulations and render a decision in that event. The committee has the experience and expertise needed to make such informed and consistent decisions on behalf of the entire ECU community and as delegated by the chancellor. Within the context of a deregulated COVID-19 environment, their role is of even greater importance and the basic tool for their decision-making, the COVID-19 Matrix, is essential.