

Ready & Resilient Recommendations Summer and Fall 2021

Table of Contents

- Introduction and Planning Process for the Months Ahead page 2
- Data Points Guiding Future Action and What We Have Learned page 3
- Context for Reading the Following Brief Recommendations page 4
- Section 1 Overview: Community Health and Well-Being page 5
 - Community Health and Well-Being Recommendations pages 6-7
- Section 2 Overview: Academic Operations and Instructional Spaces page 8
 - Academic Operations and Instructional Spaces Recommendations pages 9-10
- Section 3 Overview: Campus Life, Operations, Events, and Visitors page 11
 - Campus Life, Operations, Events, and Visitors Recommendations pages 12-13

Introduction

***Goal:** To the greatest extent possible, return Elon's engaged learning model to more regular operations, including continuing in-person campus living, learning and student engagement, appropriately adapted operations and events, and a focus on community health and well-being.*

After holding successful in-person living and learning for the 2020-2021 academic year, Elon University looks forward to summer 2021 and the 2021-22 academic year with significantly eased restrictions and a strong focus on the health and well-being of the entire Elon community.

To support our relationship-driven learning environment and culture, we expect to:

- Continue in-person, face-to-face classes, following the approved traditional academic calendar and with a single pedagogical platform of in-person learning
- Be at full occupancy in residence halls and apartments
- Continue to focus on student, faculty, and staff health and well-being
- Return to more customary operations, hours, and capacity in campus offices and facilities
- Invite parents, alumni, and guests back to campus when appropriate
- Achieve the highest possible level of vaccine protection within the campus community, either through a student vaccination requirement or other policies that encourage vaccination
- Utilize arrival testing for the entire community and surveillance testing for those not vaccinated
- Continue face coverings in public settings and reduce distancing as per health guidelines
- Host in-person events, including Convocations, Family Weekend, athletic and cultural events, Homecoming, Commencements, and student activities
- Return to more typical formats for participation in the Elon Experiences (Study Abroad, Internships, Undergraduate Research, Service Learning, and Leadership).

We greatly appreciate how students, faculty, staff, parents, alumni, and local communities came together this past year to ensure a safe and healthy environment on campus. We are prepared through next summer and fall to continue utilizing virus mitigation tactics as necessary and advised by health officials—particularly vaccination, masking, enhanced personal hygiene practices, and testing.

Our Planning Process for the Months Ahead

To support the next phase of the plans originally created by the Task Force on Fall Semester 2020, we have developed the following initial roadmap to transition the Elon community to operations with COVID-19 under control. Throughout the process, we will:

1. Remain vigilant and responsive in the midst of a rapidly changing health environment.
2. Ask departments to gather lessons learned from the past year to be incorporated in future planning.
3. Remain committed to healthy, in-person living and learning on our relationship-driven campus.
4. Encourage the use of a range of approaches to support individual health and well-being needs.
5. Communicate expectations, timelines, and guideposts to ease the campus back to traditional practices.

Ongoing Summer Planning and Gathering Learning from the Past Year

Part of this shared governance process will involve asking specific groups or units, such as academic council, staff advisory council, Human Resources, and others, to develop policies and procedures for fully in-person operations. An example of such a project will be examining and redesigning classroom and campus spaces to ensure classes can meet in one setting, while supporting the expected shift to three-foot distancing and returning the majority of surge spaces to prior usage for meetings and events. Each vice president and dean will work with individual units to both gather what has been learned during the past year and to ensure 2021-2022 plans are developed, based on the attached recommendations, by July 15.

Data Points Guiding Future Action

The following data points and metrics, carefully observed during the pandemic, will continue to be monitored as our community returns to more traditional operations.

- Elon COVID-19 Alert System and weekly updated campus dashboard
- Status of vaccination rates among Elon students, faculty, and staff
- Status of vaccinations regionally, nationally, and globally
- Status of positivity and active case numbers regionally, nationally, and globally
- Campus testing positivity rates

What We Have Learned

Recommendations have been developed in light of the following insights gained over the past year.

Community Health & Well-Being

- The main mode of COVID-19 transmission is by respiratory spread (not through food or surfaces).
- Vaccines are highly effective in reducing virus spread, illness, and symptom severity.
- Masks are the next most important protection, as are physical distancing and enhanced hygiene.
- Testing is an essential tool in identifying illness and will continue to be utilized for the entire community upon arrival to campus, as warranted by health officials, and those not vaccinated.
- Monitoring personal health daily and staying home when ill continue to be effective in protecting the community against many types of infectious illness.
- We can resolve to change our behaviors in order to protect individual and community health.
- To differing degrees, COVID-19 impacted physical and mental health students, faculty, and staff. Initiatives focused on engagement, connections, and well-being remain critically important.

Academic Operations and Instructional Spaces

- Despite many challenges, faculty and staff were able to simultaneously adjust academic operations, support student learning and degree progression, and uphold the university mission.
- Virus spread can be effectively contained through controlled environments where mask-wearing and physical distancing are followed, including classrooms.
- While we successfully offered hybrid classes, a single pedagogical platform (either in-person or virtual) is more effective for instructors and learners.
- Faculty, staff, and students rapidly adopted a wide range of technologies to support teaching, learning, and administrative work. These newly gained skills can be leveraged in the future.
- Many students utilized virtual learning supports. Others are still developing strategies to learn and test effectively in this environment, as indicated by the increase in academic integrity honor code violations, suspensions and probations, and difficulties navigating the hybrid environment.
- Effective and direct communication is essential to academic operations, including clear narratives, policies, procedures, and expectations to reinforce institutional objectives, reduce ambiguity, and support all members of our community.

Campus Life, Operations, Events, and Visitors

- Our institution values in-person interactions, learning, and engagement that build and sustain community and belonging, even though virtual technologies can be effective, flexible, and efficient.
- Elon's relationship-driven culture is central to managing well-being in an inclusive and equitable climate. The University must continue to develop strategies to assist those most heavily impacted by the pandemic, such as students from low-income backgrounds.
- Measures, such as shelter in place or social hiatus, create significant anxiety and stress.
- Wearing masks is essential in social locations, such as residence halls and dining halls, which support student connections and development.
- Effective communication is key in ensuring the campus community is updated about current cases, new policies, and expectations.

Context for Reading the Following Brief Recommendations

As COVID-19 conditions improve, vaccines become more prevalent, and we learn more about the science related to this virus, the Ready & Resilient Committee makes the following brief recommendations for healthy, in-person experiences as we anticipate more fully returning to our relationship-rich culture and community.

Two Conditions/Columns on the Recommendation Chart

We anticipate that improving conditions, increased vaccine availability, and significant progress toward herd immunity will mean that fall semester will shift more fully back to our standard operations across campus. For that reason, the document provides recommendations for the expected, lower risk conditions. Yet, we have also included examples of recommendations, policies, and procedures that could be used in case of a surge or unexpected higher risk conditions. These recommendations are presented below in two columns:

1. **Recommendations for lower risk conditions** (as conditions continue improving, remain within normal to moderate risk levels on Elon's COVID-19 Alert Matrix, and require many fewer restrictions) and
2. **Recommendations for higher risk conditions** (if conditions were to deteriorate to high COVID risk or above on Elon's COVID-19 Alert Matrix, perhaps due to a case surge, and additional restrictions were required).

Some recommendations, which apply broadly, are spread across both the lower and higher risk columns.

Three Sections on the Recommendations Chart

Recommendations are provided in three sections, similar to the Report of the Task Force on Fall 2020:

1. **Community Health and Well-Being**
2. **Academic Operations and Instructional Spaces**
3. **Campus Life, Operations, Events, and Visitors**

All recommendations will be subject to change based on conditions, state, and local guidelines, etc.

Guidance from Local, State, National, and International Authorities and Health Officials

Although all efforts and recommendations will continue to be based on **guidelines and expertise from local, state, national, and international authorities and health officials**, we have chosen not to include this statement in every single recommendation in the charts below.

Note: *This document was created in March and April 2021. At this time, without thorough research being completed on vaccines, our expectation is that all adults in the US will have the opportunity to be fully vaccinated by the end of May 2021, and our understanding is that reaching at least 80% of the community fully vaccinated will assist efforts to ease campus restrictions. Significant changes in research, conditions, and guidelines may alter institutional plans.*

Section 1 Overview: Community Health and Well-Being Recommendations

The following recommendations are intended to guide university efforts to maintain campus health and well-being as we adjust campus operations, increase engagement, and ease campus restrictions through summer and fall 2021. To develop these recommendations, the Health and Well-Being Team relied on the “Task Force on Fall Semester 2020 Report,” the policies and practices implemented this year, our evolving knowledge of COVID-19 and mitigation efforts, and guidance from state and national health officials.

Throughout the past year, we learned how individual actions can impact the health of others in our community, and we strongly encourage students, faculty, and staff to be vaccinated to support individual and community health.

Repeatedly, we witnessed that each individual has agency to improve campus health *and* also has distinct needs. Therefore, these recommendations continue to consider the health of the campus and local communities, as well as the needs of individuals within those groups.

We will continue, as appropriate, to utilize modified tools and mitigation strategies that have kept our community healthy over the past year. The recommendations below are organized across three sets of conditions – lower risk conditions, higher risk conditions, and all conditions – within the following overarching categories:

- Surveillance testing for those not vaccinated, those with symptoms, and close contacts
- Quarantine and isolation, if needed
- Sanitation and hygiene practices
- Shared health guidelines & commitments
- Training, education, and employee policies
- Clear communication with the entire community and regular consultation with health experts

COMMUNITY HEALTH & WELL-BEING	2021-2022 Recommendations for Lower Risk Conditions <i>(as conditions continue improving)</i>	2021-2022 Recommendations for Higher Risk Conditions <i>(if conditions deteriorate to moderate to high COVID risk)</i>
Testing and vaccinations	<ul style="list-style-type: none"> ● Strongly encourage students, faculty, and staff to be vaccinated with any of the COVID vaccines and submit a vaccination record. ● Explore avenues for achieving the highest possible level of vaccine protection within the campus community, either through a student vaccination requirement or other policies that encourage vaccination. ● Continue symptomatic testing in Student Health Services and Faculty Staff Wellness Clinic during business hours. ● Pre-departure testing offered for study abroad, study USA, & summer experiences. ● Follow CDC guidelines regarding exemption from testing after full vaccination. 	
	<ul style="list-style-type: none"> ● Continue arrival testing for students, faculty, staff, and new employees, unless fully vaccinated or in an exempt period. ● Continue asymptomatic surveillance testing for those who are not exempt: <ul style="list-style-type: none"> ○ Undergraduate students (weekly) ○ Graduate students, faculty, staff (monthly) ○ Those in proximity of positive cases (or membership in targeted groups) ○ In the event of an unexpected case surges. ● Transition asymptomatic testing to a smaller venue. ● Discontinue surveillance testing when advised by CDC. 	<ul style="list-style-type: none"> ● Continue arrival testing for students, faculty, staff, new employees, as well as for those arriving from out of state or country, unless fully vaccinated or in an exempt period. ● Continue asymptomatic undergraduate weekly testing and asymptomatic monthly testing of graduate students, faculty, and staff who are not exempt. ● Continue 2x per week testing for any groups sheltering in place, in campus quarantine, or with clusters or potential outbreaks.
Quarantine and isolation	<ul style="list-style-type: none"> ● Continue quarantine and isolation protocols as directed by CDC, as well as local and state health departments, and managed through HR and Student Care and Outreach. 	
	<ul style="list-style-type: none"> ● Decrease supply of off-campus spaces and staffing for quarantine support, case investigation, and contact tracing as conditions improve. ● Conclude testing earlier each day to reduce the burden placed on students, quarantine staff, and dining services. 	<ul style="list-style-type: none"> ● Maintain a supply of off-campus spaces and staffing for quarantine support, case investigation, and contact tracing. ● Continue high level of support for students in quarantine/isolation in terms of staffing, meals, and resources.
Well-Being	<ul style="list-style-type: none"> ● Continue regular well-being messages and resource sharing. ● Gather input from individuals and groups on ways to support healthy transitions from the past year. ● Begin a process for gathering individual and group feedback on ways to enhance student, faculty, staff well-being. ● Ask campus units to begin considering how to add well-being within their short and long-term planning. ● Consider if the Committee on Wellness and Well-Being could lead in this effort and provide support for this work. 	

Sanitation protocols	<ul style="list-style-type: none"> ● Maintain sanitation stations in classrooms and across campus. ● Continue facility cleaning protocols while discontinuing fogging. ● Maintain daily cleaning and disinfection of public spaces. ● Continue high levels of ventilation and filtration in all buildings. 	<ul style="list-style-type: none"> ● Maintain sanitation stations. ● Maintain once per day sanitations of public spaces, fogging, and enhanced cleaning protocols. ● Continue building ventilation/filtration at highest levels.
Health guidelines & personal responsibility to the community	<ul style="list-style-type: none"> ● Students, faculty, and staff recommit to the Healthy Elon Commitment at beginning of semester, regarding testing, staying home/ seeking medical advice when experiencing symptoms, complying with quarantine/isolation requirements, following health/university officials' guidance, limiting personal contacts, distancing, checking health daily, hygiene practices, and guarding against infection. ● Maintain a face covering policy consistent with public health guidelines. At the time of this writing that means wearing appropriate cloth face coverings or masks indoors and in certain outdoor settings (public events). ● Those with compromised immune systems, who are ill, or more comfortable wearing masks should also continue this practice. ● Discontinue health app daily reminders. ● Ask departments to consider where to maintain and where to remove plexiglass when masks are no longer required. 	<ul style="list-style-type: none"> ● Continue wearing appropriate cloth face coverings or masks indoors and outside. ● Continue daily health app reminders.
Travel	<ul style="list-style-type: none"> ● Dean of Students or appropriate Academic Dean will approve student organization sponsored travel (including overnight). ● Student Involvement will update student organization travel policies in light of lessons learned in the past year. ● Individuals/groups may begin to travel to international locations with approvals at Elon and in line with recommendations from US State Department, CDC, and host country health authorities. ● Faculty and staff may begin professional travel via any mode of transportation as budgets allow. 	<ul style="list-style-type: none"> ● Students, faculty, and staff are strongly discouraged from travel. ● Prohibit student organization sponsored travel, with the exception of travel monitored/approved by Dean of Students. ● Individuals/groups advised not to travel to any international location, in line with recommendations from US State Department, CDC, and host country health authorities. ● Faculty/staff are asked to limit personal and professional travel to essential business, approved by a dean or vice president, and registered (including a safety plan) with appropriate supervisor.
Training, education, and employee policies	<ul style="list-style-type: none"> ● Continue to require new students and employees to complete the R&R training modules and submit vaccination records. ● Conclude Pandemic Leave for employees and communicate how ADA accommodations should be operationalized for a fully in-person semester for students and employees. (Human Resources, Disabilities Resources, Provost, Registrar) ● Update interview guidelines and protocols per health guidelines. 	<ul style="list-style-type: none"> ● Continue requiring new students and employees to complete training modules, review disclosure statement and Healthy Elon Commitment, as well as submit vaccination records. ● Consider whether any remote work or instructional accommodations would be made available per ADA or CDC guidelines if conditions warranted. (Human Resources, Disabilities Resources, Provost, Registrar)
Communication with the community and consultation with health experts	<ul style="list-style-type: none"> ● Provide updates from Vice President of Student Life as needed. ● Update the campus dashboard weekly until no longer needed. ● Consult infectious disease and health data experts as needed. ● Convene Ready & Resilient Committee, Data Teams, and Infectious Disease Committee bi-weekly or monthly. 	<ul style="list-style-type: none"> ● Provide weekly updates from Vice President of Student Life and from Ready & Resilient as needed. ● Update the active case, quarantine, and testing dashboard daily. ● Consult infectious disease and health data experts weekly. ● Convene Ready & Resilient Committee and Data Team multiple times weekly and Infectious Disease Committee weekly.

Section 2 Overview: Academic Operations and Instructional Spaces Recommendations

To support Elon's Educational Commitment to *relationship-rich experiences that are a foundation of an Elon education*, the Ready & Resilient Committee's Academics Team developed a set of recommendations for the Summer and Fall 2021. These recommendations are based on the *Faculty Handbook*, the "Task Force on Fall Semester 2020 Report" section on instruction, the policies and practices implemented as the pandemic unfolded, our evolving knowledge of COVID-19 and mitigation efforts, and feedback from the Academic Affairs Advisory Council and Academic Council.

These recommendations serve as an invitation to colleagues into conversations as we continue to collaborate on the delivery of our institutional mission and our shared commitment to engaged, inclusive, rigorous, and interactive education. Please note that recommendations for the Winter and Spring 2022 terms will be made in early Fall 2021, prior to final course schedules being posted for registration.

Summer 2021

The academic schedule for Summer 2021 is already set and therefore we do not anticipate a need for widespread adjustments or additional protocols. As summer courses are predominantly taught online, existing processes should be used for summer online courses. Students with remote only learning accommodations should enroll in fully online courses. Face-to-face on-campus courses and individualized, on-campus learning experiences will continue with mask-wearing, distancing, and cleaning, as per 2020-2021 modifications. These classes should be scheduled in classrooms that will seat all enrolled students in a physically distanced space. Students on campus for individualized learning experiences, such as SURE, student workers, mentored internships in the local community, and so on will be required to test weekly if not exempt from testing due to vaccination.

Fall 2021

While we successfully offered a range of virtual, hybrid, and in-person courses this past year, we anticipate moving to a single pedagogical platform – in-person learning – as we know this is more effective for instructors and learners. We expect that vaccinations and other public health measures will allow for face-to-face classroom experience in Fall 2021 that includes masking and reduced distancing per WHO and other health guidelines.

Recommendations are organized across three sets of conditions – lower risk conditions, higher risk conditions, and all conditions – within the following overarching categories:

- Curriculum, academic calendar, and schedule of classes
- Guidance for adaptive in-person and experiential learning, and/or student learning support
- Support for community health and well-being
- Supports for student learning or thriving, inside and outside the classroom
- University resources, policies, and professional development opportunities to support teaching, mentoring, and other professional responsibilities
- Guidance for out of class interactions

ACADEMIC OPERATIONS & INSTRUCTIONAL SPACES	2021-2022 Recommendations for Lower Risk Conditions <i>(as conditions continue improving)</i>	2021-2022 Recommendations for Higher Risk Conditions <i>(if conditions deteriorate to moderate to high COVID risk)</i>
Curriculum, academic calendar, & schedule of classes	<ul style="list-style-type: none"> ● Return to the pre-pandemic existing curriculum and academic calendar. (Schools/departments, Calendar Committee) ● Develop communication campaigns for summer term and fall term for each possible scenario to remind students, faculty, staff, parents, families, and other external audiences of our institutional mission and values, and the science that underlies the recommendations for each scenario. Explain how Elon’s faculty and staff are revising and enhancing the instructional program and learning spaces in Fall 2021. (University Communications, Provost’s Office) ● Re-evaluate pre-term Planning Week/Days to consider the level and delivery of programming and meetings to allow for more individual course preparation time. (Associate Provost, Academic Excellence & Operations) ● Maintain the adjusted schedule for class times to continue extended “passing time” in order to decrease congestion, allow for disinfection if needed, and allow for greater pause between classes. (Associate Provost, Academic Affairs and Curriculum, Registrar) 	<ul style="list-style-type: none"> ● Consider adjustments to the calendar if conditions warrant.
Guidance for adaptive in-person instruction, experiential learning, and/or student learning support	<ul style="list-style-type: none"> ● Assess classroom seating capacities and fall course needs in alignment with World Health Organization and anticipated CDC guidelines and re-set rooms accordingly. <ul style="list-style-type: none"> ○ Assign a small team in April/May to analyze how to ensure all classes will meet in spaces that can accommodate full roster. ○ Reassess needs for temporary instructional (surge) spaces and tents. As possible, return surge spaces to event-meeting spaces and discontinue use of tents. (Physical Plant, Planning, Design, & Construction Management, Registrar’s Office) ○ Add new outdoor classrooms as drop-in teaching sites. 	<ul style="list-style-type: none"> ● Assess classroom seating capacities and fall course needs in alignment with CDC guidelines and set rooms accordingly. (Planning, Design & Construction Management, Physical Plant, Registrar) ● Reassess need for temporary instructional (surge) spaces (and tents) as classroom spaces and maintain as needed. (Planning, Design, & Construction Management, Physical Plant)
<ul style="list-style-type: none"> ● Prompt widespread discussion of lessons learned about instruction, student learning, and student learning support during the pandemic. Leverage our learning while remembering our core values and recognizing that COVID-19 has changed our perspective. (Academic Deans, department chairs, Academic Affairs Advisory Committee, May Campus Conversation) ● Revisit/update attendance and office hours provisos as the campus shifts back to traditional in-person modes, including communication of expectations for attending/not attending class when legitimately ill. (Academic Council) ● Provide guidance regarding appropriate accommodations related to the Elon Experiences. (Elon Experiences Advisory Committee) 		

<p>Support for community health & well-being</p>	<ul style="list-style-type: none"> ● Support an ethos of wellness and well-being among faculty, staff, and students that acknowledges the various impacts the pandemic had and continues to have on members of our community. (Committee on Wellness and Well-Being, Human Resources) ● Discuss/assess what pre- or mid-pandemic stressors, habits, practices, and/or routines to retain or alter in order to strengthen and support the community and support our educational mission. (Relevant departments, offices, units, supervisors, Human Resources) ● Maintain pandemic cleaning protocols for personal learning/teaching spaces upon arrival to classrooms, and cleaning supplies and sanitation materials continue to be made available in classrooms. (Physical Plant, Building Managers) ● Maintain face covering policy in classrooms and academic buildings to be consistent with public health guidelines. 	
<p>Support for student learning or thriving, inside & outside the classroom</p>	<ul style="list-style-type: none"> ● Support faculty, staff, and students as we reestablish effective, in-person teaching and engaged learning consistent with Elon’s educational model. ● Provide resources to continue successful use of technology within in-person classroom settings. ● Handle missed work due to quarantine or other illness-related absences on case-by-case basis between faculty member and student. Individual faculty members work with students to ensure course learning outcomes can be met but without any institutional expectation of hybrid instruction. 	<ul style="list-style-type: none"> ● Provide guidelines for hybrid/blended teaching and learning, consistent with Elon’s educational model and increased use of technology and online pedagogies in instructional spaces.
<p>University resources, policy flexibility, & professional development opportunities to support teaching, mentoring, & professional responsibilities</p>	<ul style="list-style-type: none"> ● Assess adjustments needed to support incoming first-year students (Class of 2025), considering especially retention, resilience, and student learning. Consider possible adjustments needed based on their experiences learning remotely during their senior year of high school. (relevant departments, programs, and student learning support units) ● Assess adjustments needed to support current students (Classes of 2022-2024) in their progress toward degree completion, graduation, and participation in a residential campus. (KLC, Office of Student Care & Outreach, Academic Advisors, Registrar) ● Assess and support learning and career planning needs of recent alumni. (SPDC, Alumni Engagement) ● Provide Promotion & Tenure committee guidance for evaluating faculty portfolios affected by the pandemic. (Academic Council, Provost) ● Clarify whether the 2020-2021 recommendation that “faculty and departments/programs dedicate the majority of their professional energies to teaching and mentoring students” continues into 2021-22, and/or consider to what degree expectations for professional activity and contributions to the life of the university should return to pre-pandemic levels or not. (Academic Council, Provost) ● Provide guidance regarding updated research protocols given the context. (IRB) ● Clarify the financial resources and other supports available for faculty professional development and professional activity through College/School as well as through FR&D funding, given budgetary status. (Provost, Academic Deans) ● Develop and refine training and professional development opportunities to help prepare faculty and staff to return to in-person instruction and the campus. (Human Resources, CATL, TLT) 	
<p>Guidance for out of class interactions</p>	<ul style="list-style-type: none"> ● Professional travel remains constrained due to pandemic-related budget cuts despite lifting of public health constraints. Dean or appropriate supervisor will offer unit specific guidance. 	<ul style="list-style-type: none"> ● University-funded travel support remains limited, with support for virtual conferences/professional development as funding allows.

Section 3 Overview: Campus Life, Operations, Events, and Visitors Recommendations

Throughout this past year, Elon has reinvented student experiences, gatherings, operations and events to ensure a vibrant and healthy student experience on campus. In support of our core values and mission, this summer and fall, we will return to more recognizable versions of our student-centered, learning-focused and relationship-driven experiences outside the classroom and healthy engagement opportunities for all students.

Using lessons learned from the past year, the campus will significantly ease restrictions. This shift will include in-person events and meetings, decreased physical distancing, and increased space capacities, as students again engage more openly in student organizations, dining facilities, and residence halls. Students, faculty, and staff will again be allowed to participate in student organization and professional travel per new campus guidelines and as funding allows. Parents, alumni, and guests will again be invited to visit campus and participate in events that are mission-driven and utilize up to date health and safety guidelines.

Recommendations are organized across three sets of conditions – lower risk conditions, higher risk conditions, and all conditions – within the following overarching categories:

- Re-imagined student experiences, gatherings, and events
- Offices, departments, and operations
- Gathering sizes
- Tents & surge capacity spaces
- Residence halls
- Dining
- Student support
- Orientation activities
- Athletic facilities
- Signage & communications
- Alumni & parents
- Visitors to campus

CAMPUS LIFE, OPERATIONS, EVENTS, & VISITORS	2021-2022 Recommendations for Lower Risk Conditions <i>(as conditions continue improving)</i>	2021-2022 Recommendations for Higher Risk Conditions <i>(if conditions deteriorate to moderate to high COVID risk)</i>
Re-imagined student experiences, gatherings, and events	<ul style="list-style-type: none"> ● Reinstatement of face-to-face programs, meetings, services, and socializing in healthy ways that support community health and well-being, follow local and state guidelines, are approved and overseen by Event & Space Management, and follow all health guidelines. ● Student organizations return to holding in-person programs, meetings, and events. ● Continue wearing appropriate cloth face coverings or masks indoors and in certain outdoor settings (public events) per health guidelines. ● Re-open campus recreation and wellness, fitness centers, locker rooms, and pool to internal constituents at normal capacities, as conditions allow. 	<ul style="list-style-type: none"> ● Continue approved and mission-driven gatherings (approved and overseen by Event & Space Management) following distancing, masking, reduced attendance in accordance with local, state, and national guidelines regarding gatherings and dining. ● Student organizations reduce in-person programs, meetings, and events. ● Continue creatively engaging students with one another utilizing outdoor spaces on the quad, in outdoor hang-out structures, outdoor seating, and virtual components.
Offices, departments, and operations	<ul style="list-style-type: none"> ● Support staff and students as office operations return to pre-pandemic activity and provide students, faculty, and staff with in-person assistance needed to support the educational mission. ● Reset office arrangements, configurations, and furnishings, in alignment with WHO and CDC guidelines. ● Offices and departments explore effective virtual services that were developed during pandemic. 	<ul style="list-style-type: none"> ● Office operations deliver services and programs utilizing decreased capacity, increased physical distancing, and/or virtual offerings that support the educational mission while supporting the health and well-being of students, faculty, and staff. ● Utilize virtual meetings as needed.
Gathering sizes	<ul style="list-style-type: none"> ● Follow eased gathering limitations indoors and outdoors in alignment with WHO and CDC guidelines, keeping in mind that congregate living and increased campus interactions may require restrictions beyond state and local guidelines. 	<ul style="list-style-type: none"> ● Limit gathering sizes indoors and outdoors based on health agency recommendations and state and local guidelines, including residence halls, classrooms, and outdoors. ● Meeting and classroom spaces will operate with reduced capacity per guidelines.
Tents & surge capacity spaces	<ul style="list-style-type: none"> ● Remove tents used for dining. ● After classrooms are assigned to spaces capable of accommodating full rosters, return temporary instructional spaces (surge spaces), as possible, to event-meeting spaces with reservations through online system. 	<ul style="list-style-type: none"> ● Assess the need for program venues and tents for classroom and event use.

Residence halls	<ul style="list-style-type: none"> ● Residential lounges and kitchens open to full capacity and functions with masks required. ● Ease restrictions on guests and room changes. ● Remove weekend staffing/cleaning of residence hall bathrooms. 	<ul style="list-style-type: none"> ● Suspend room changes, except at discretion of Residence Life. ● Daytime and overnight guests/visitors are limited. ● Maintain weekend sanitation of all residence hall bathrooms. ● Require masks and limit capacities in common areas.
Dining	<ul style="list-style-type: none"> ● Elon Dining will return to pre-pandemic space, capacity and traffic patterns, reducing distancing and expanding service and menu options while upholding strict hygiene practices. 	<ul style="list-style-type: none"> ● Elon Dining alters space, capacity, and traffic patterns to support distancing, as well as enhanced hygiene-sanitation procedures, grab & go options, and modified services and menus. ● Maintain McEwen and Lakeside tents for expanded capacity.
Student support	<ul style="list-style-type: none"> ● Students will be directed to pre-pandemic models with counseling, student care and outreach, academic advising, etc. ● Campus services and programs utilize a range of in-person initiatives, to provide enhanced support of student well-being. 	<ul style="list-style-type: none"> ● Telehealth and virtual options are utilized where appropriate. ● Messaging regarding student well-being and resources are shared regularly with students. ● Support efforts are added when and wherever possible.
Orientation activities	<ul style="list-style-type: none"> ● Orientation activities for incoming students and families (up to 4 guests per student at Move-In) will be predominantly in-person. ● Use a centralized check-in location and assigned move-in times to limit the number of people in the halls at one time. 	<ul style="list-style-type: none"> ● Follow a similar schedule as fall 2020 with hybrid activities for orientation weekend and multi-day student move-in process following a centralized check-in process.
Athletic facilities	<ul style="list-style-type: none"> ● Athletics will ease attendance maximums and distancing while continuing to follow CAA, NCAA, and state guidelines. ● Athletic events will welcome visitors and spectators. ● Maintain vaccination or appropriate testing for student-athletes and staff per CAA and NCAA guidelines. 	<ul style="list-style-type: none"> ● Athletics will restrict attendance in compliance with CAA, NCAA, and state guidelines unless university guidelines are stricter. ● Spectators and visitors will be limited at athletic events. ● Maintain vaccination or enhanced testing for student-athletes and staff per CAA and NCAA guidelines.
Signage	<ul style="list-style-type: none"> ● Non-applicable signage, such as floor stickers, will be removed. 	<ul style="list-style-type: none"> ● Maintain complement of informational signs, floor stickers, etc.
Alumni & Parents	<ul style="list-style-type: none"> ● Invite alumni and parents to visit campus in fall, complying with all health guidelines, for events such as Orientation/Move-in, Family Weekend, Homecoming, Commencement, and more. 	<ul style="list-style-type: none"> ● Limit opportunities for alumni and parents to visit campus, instead engaging constituents virtually.
Visitors to campus	<ul style="list-style-type: none"> ● Strategically welcome parents, alumni, approved groups, and visitors who have a relationship with the campus. ● Continue welcoming prospective families per campus guidelines. ● Performing arts programs, cultural programs, lectures, and lyceum events open to the broader community (non-Phoenix Card holders) as attendance and distancing limitations ease. ● Campus facilities and programs begin to welcome external guests per guidelines in fall semester. ● Summer day camps resume with approved safety plans. ● The Inn at Elon eases restrictions per health guidelines. 	<ul style="list-style-type: none"> ● Continue to strategically prioritize internal campus constituents, while significantly decreasing external visitors. ● Continue welcoming prospective families per campus guidelines. ● Performing arts programs, cultural programs, lectures and lyceum events open to the campus community (Phoenix Card holders) with reduced attendance to support distancing. ● The Inn at Elon follows state, local, and national guidelines. ● Campus facilities and programs (including Belk Library, Campus Rec. & Wellness, Turner Theater, dining facilities, residence halls, Moseley Center) limit access to Phoenix Card holders.
<ul style="list-style-type: none"> ● All vendors providing deliveries and services follow approved guidelines and avoid any unnecessary risks to the campus. 		