

Springfield College Preparation for Reopening and Adherence to MA Reopening Guidelines

Overview

This document lists the specific actions that Springfield College has already completed () and will complete () in preparation for re-populating the campus. It is aligned with the [Massachusetts Phase III Control Plan template](#) for Institutions of Higher Education (IHEs), which outlines [mandatory safety standards](#) for IHEs in the COVID-19 reopening period. The Massachusetts Phase III Control Plan template lists required activities in six categories, as outlined below:

1. Social Distancing
 - a. Adopted measures to provide that all persons, including faculty, staff and students remain six feet apart to the greatest extent possible, both inside and outside campus buildings
 - b. Established protocols to ensure that faculty, staff and students can practice adequate social distancing
 - c. Posted signage for safe social distancing in all places where faculty, staff and students are likely to gather
 - d. Required face coverings or masks for all faculty, staff and students (except where unsafe due to medical condition or disability) while inside and if social distancing of at least 6 feet cannot be reliably maintained
2. Hygiene Protocols
 - a. Provided hand washing capabilities throughout the campus
 - b. Taken measures to encourage frequent hand washing or sanitizing by faculty, staff and students and provided adequate supplies to do so
 - c. Provided for regular sanitization of high touch areas, such as desks, equipment, screens, doorknobs, and restrooms throughout the campus
3. Staffing & Operations
 - a. Provided training for faculty, staff and students regarding the importance of social distancing, face covering, hand-washing, symptom monitoring, testing, isolation, quarantine, and all other detection and response protocols and regularly share information through multiple channels to reinforce the message
 - b. Encouraged faculty, staff and students who are feeling ill or displaying COVID19-like symptoms to stay home or in their residence hall
 - c. Established a plan to accommodate the needs of students, staff and faculty who are at higher risk if they are exposed to COVID-19, or who care for household members who are at higher risk
 - d. Ensured that no gatherings will occur on campus that exceed the limits in the latest Commonwealth advisory, except for the purposes of instruction, provided that six feet distancing can always be maintained
 - e. Ensured that amenities and services will adhere to all sector-specific safety protocols, available on the Commonwealth's Reopening Plan website, applicable to the amenity or service. Examples include:
 - i. Office spaces: Must follow the latest office space guidance
 - ii. Dining services: Must follow the latest restaurant guidance
 - iii. Athletic centers, gyms and fitness centers: Must follow the latest fitness center and health club guidance

- iv. Campus shops and bookstores: Must follow the latest retail guidance
 - v. Performance venues: Must follow the latest performance venue guidance
 - vi. Events: Must follow the latest indoor and outdoor events guidance
4. Cleaning & Disinfecting
 - a. Established and maintained cleaning protocols specific to the campus
 - b. Taken measures to ensure that when an individual on campus is diagnosed with COVID-19, cleaning and disinfecting is performed
 - c. Prepared to disinfect all common and high touch surfaces at appropriate intervals
 5. Communication & Support
 - a. Established consistent communication to all students, staff, faculty, and the surrounding community regarding Phase III plans
 - b. Installed signage and other visual indicators throughout all campus buildings and outdoor areas to improve awareness of and compliance with Phase III requirements
 - c. Established a plan for when and how to adjust operations in response to an outbreak on campus or other public health concerns, including communicating the need to pause or discontinue in-person programming and activities to all students, staff and faculty
 - d. Established clear communication and escalation points with the Local Board of Health, Massachusetts Department of Public Health, and other state and local agencies as needed
 - e. Developed protocols for delivery of emotional and mental health services, including both individual and group counseling
 6. Detection & Response
 - a. Established a comprehensive plan, in coordination with public health officials, for facilitating testing of symptomatic individuals and monitoring students, staff, and faculty for the presence of COVID-19, including robust testing protocols for: 1) incoming or returning students, especially those who will be living on campus; 2) on-going periodic testing strategies for students, staff and faculty throughout the school year, especially for individuals in frequent contact with residential students and other individuals who have pre-existing medical risk factors. Such plans should be regularly updated to ensure compliance with current CDC and DPH requirements and guidelines and to reflect evolving testing technologies and methods.
 - b. Established a plan for ensuring that students, staff and faculty who arrive on campus from another country or a state not designated as a lower-risk state by the Department of Public Health provide documentation of a negative COVID test result on a sample taken no more than 72 hours prior to their arrival, and are informed of campus policies and the latest Commonwealth travel order regarding travel restrictions, testing, and self-quarantine requirements
 - c. Designated residential facilities space for residential students to immediately quarantine if they arrive on campus from another country or a state not designated as a lower-risk state by DPH and do not have documentation of a negative COVID test result on a sample taken no more than 72 hours prior to their arrival
 - d. Developed a plan to ensure that results and full demographic data (name, date of birth, full address, gender, race, ethnicity, primary language, occupation and disability status) on students, staff and faculty tested by the institution for COVID-19 are reported electronically to the MA Department of Public Health as required. (If testing is conducted by a healthcare facility or laboratory, results will be reported electronically to DPH by the facility or laboratory.)

- e. Developed a plan for coordinating with students, staff and faculty who are diagnosed with COVID-19, or have been in closer contact with someone who has, to ensure that they have adequate space and support to isolate or quarantine
 - f. Developed a plan to work with DPH-designated contact tracers following the identification of any case or close contact. (DPH-designated contact tracers conduct contact tracing in Massachusetts, and include local Boards of Health, both in the municipality where the campus is based and the municipality where the case or close contacts reside, if different than where the campus is may be involved, as well as the Community Tracing Collaborative. Local Board of Health officials will decide whether to conduct contact tracing or assign to the Community Tracing Collaborative.)
 - g. Designated residential facilities space to immediately isolate students who reside on campus and test positive for COVID-19, and to separately quarantine students who have had close contact with them.
 - h. Established protocols to ensure that students in isolation or quarantine have appropriate support and services.
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1. Social Distancing

- a. MA guideline: Adopted measures to provide that all persons, including faculty, staff and students remain six feet apart to the greatest extent possible, both inside and outside campus buildings
 - ✓ Evaluate how many students each classroom can safely and reasonably accommodate in-person. Reduce the number of desks / seats in the classroom and mark locations on the floor.
 - ✓ Evaluate physical spaces used for programs that require hands-on learning (AT, PT, OT, PA, PE, and VAPA) for safe and reasonable in-person use, reduce seats, mark locations on the floor.
 - ✓ Develop a list of alternative on-campus indoor teaching locations.
 - ✓ Increase usable outdoor space with tents (one 60x90 tent on the campus green, two 40x60 tents for PEPSL and Health Sciences, two 30x30 tents for athletics and storage, and three 15x15 tents for the Health Center), available for use via coordination with school deans and Student Activities.
 - ✓ On-going density reduction of seating in enclosed common areas (i.e., Student Union, Learning Commons) and mark proper furniture locations.
 - ✓ Reduce density for faculty and staff in office locations; create single-occupancy office spaces by implementing rotating work schedules, or ensure good ventilation, distancing, and masking in shared office spaces.
 - ✓ Athletics convened a committee to review safe resumption of athletics in accordance with NCAA rules and MA state guidance.
 - ✓ External athletic competition for Fall 2020 has been cancelled.

- b. MA guideline: Established protocols to ensure that faculty, staff and students can practice adequate social distancing
- ✓ Establish protocols for safe residence on campus.
 - ✓ Develop [staggered move-in procedures](#) for the safety of students, their families, and the campus community.
 - ✓ Ensure that students arriving on campus from abroad or states with high transmission rates (TBD) quarantine for 14 days or provide a negative PCR COVID test performed within 72 hours prior to arrival on campus.
 - ✓ Develop a limited visitor and guest policy for students who live on campus.
 - ✓ Develop policies, plans, and procedures to safely use residence life spaces, including considerations of traffic flow, elevator use, bathroom use and cleaning, masking in common areas, common area use, use of laundry facilities, and visitor and guest policies.
 - ✓ Establish protocols for safe dining on campus ([Harvest Table](#)).
 - ✓ Harvest Table will provide training and oversight of hygiene practices and handwashing among food service staff.
 - ✓ Install sanitation stations at all building entry and exit points and dining areas. Encourage students to continue washing their hands and using hand sanitizer on a frequent and consistent basis.
 - ✓ Deep clean facilities and increase frequency of cleanings. Implement touchless technologies where possible.
 - ✓ Provide take-out options for campus dining.
 - ✓ Limit capacity in Cheney Dining Hall to 50% normal occupancy. Direct traffic flow in and out of the building.
 - ✓ All meals will be plated (no self-service).
 - ✓ Beverages will be available in bottles / cans / disposable cups.
 - ✓ Install 24 picnic tables and park benches for outdoor eating and seating.
 - ✓ Install barriers between dining staff and students.
 - ✓ Use disposable food service items (e.g., utensils, dishes) as much as possible; wash all non-disposable items with dish soap and hot water in a dishwasher.
 - ✓ Pre-order food with app for pick up at Union food locations.
 - ✓ Established protocols for safe use of the Wellness Center, including limited access, spaced equipment, discontinue use of day lockers, discontinue use of climbing wall and racquetball courts, and access to adequate cleaning supplies in bathrooms and locker rooms.
 - ✓ Develop policies to ensure virtual meetings and events whenever possible, including faculty meetings, committee meetings, and office hours. Exceptions must be approved by the President's Leadership Team.

- c. MA guideline: Posted signage for safe social distancing in all places where faculty, staff and students are likely to gather
- ✓ Continually assess that signage is posted in all campus buildings, as well as in high-traffic outdoor spaces, including marks on the floor indicating safe waiting distances where appropriate (outside restrooms, classrooms, mail room, Dunkin', etc.), one-directional flow of traffic through buildings where appropriate, and signage indicating how students will change classrooms.
- d. MA guideline: Required face coverings or masks for all faculty, staff and students (except where unsafe due to medical condition or disability) while inside and if social distancing of at least 6 feet cannot be reliably maintained
- ✓ Face coverings / masks must be worn at all times in shared indoor spaces (i.e., hallways, bathrooms, classrooms, lounges) and outdoor spaces when a 6-foot distance cannot be maintained (e.g., wear while walking, but may remove when sitting outdoors apart from others). Faculty, staff and students will provide their own face masks.
 - ✓ Provide instructors with microphones / amplification technology, as needed.
 - ✓ Develop a [COVID-19 addendum](#) to the Student Code of Conduct addressing repercussions for students who do not adhere to policies for face coverings / masks on campus.
 - ✓ Communicate and clearly define for faculty and staff the College's policies for wearing face coverings / masks on campus and complying with social distancing.
 - ✓ Clearly indicate that face coverings / masks can only be removed in private residences or single-occupancy office spaces, or outdoors and 6+ feet apart.
 - ✓ Identify situations where physical distancing may not be possible - such as in the Health Center, FACS, Public Safety, Wellness Center, and hands-on academic programs (PT, OT, PA, AT, PE, VAPA, etc.) - and provide enhanced PPE to employees and students who are present in these situations.
 - ✓ Provide the appropriate PPE for Health Center staff, Public Safety, Wellness Center staff, residence life staff, Facilities staff, and instructors in academic programs requiring in-person contact / labs (i.e., PA, PT, OT, AT) via direct contact with department chair / supervisor.
 - ✓ Department heads will ensure staff is trained on when and how enhanced PPE (i.e., goggles, face shields, gowns, gloves) will be used.
 - ✓ Clear face masks for students needing this accommodation.
 - ✓ Provide an emergency supply of disposable masks for students, faculty and staff.
 - ✓ Provide masks and hand sanitizer in vending machines around campus.
 - ✓ On-going socialization of students on appropriate and safe face covering / mask usage.
 - ✓ Where possible, maintain cool temperature indoors to assist in compliance with masking recommendations.

- Additional procedures to promote social distancing:
 - Physical barriers (i.e., plexiglass) installed throughout campus, as needed.

2. Hygiene Protocols

- a. MA guideline: Provided [hand washing capabilities](#) throughout the campus
 - Restrooms with soap, water, and paper towels are available in every building on campus.
 - Hand sanitizer will be readily available in campus buildings.
 - b. MA guideline: Taken measures to encourage frequent hand washing or sanitizing by faculty, staff and students and provided adequate supplies to do so
 - Use existing protocol to ensure availability of soap and paper towels in restrooms.
 - Continue to post and update signage throughout campus educating on the importance of handwashing and proper handwashing technique.
 - c. MA guideline: Provided for regular sanitization of high touch areas, such as desks, equipment, screens, doorknobs, and restrooms throughout the campus
 - Ensure adequate budget for Facilities to provide additional staffing and support enhanced cleaning protocols
 - Train Facilities staff to clean safely and in a visible, consistent, and responsive way.
 - Utilize existing protocols to ensure that requests for additional cleaning can be addressed quickly.
 - Provide easy-to-use cleaning supplies in all shared spaces (e.g., wipes or cleaning sprays and paper towels).
 - Provide no-touch/foot pedal/no cover trash cans in as many locations as possible.
- Additional procedures to promote hygiene:
 - Make all bathrooms single occupancy by adding locks on the outer door.
 - Provide covers for toilets (virus can be present in stool of infected individuals and may be aerosolized upon flushing).
 - Assess bathroom ventilation and fan system, and set on or off to protect air supply in the rest of the building.

3. Staffing and Operations

- a. MA guideline: Provided training for faculty, staff and students regarding the importance of social distancing, face covering, hand-washing, symptom monitoring, testing, isolation, quarantine, and all other detection and response protocols and regularly share information through multiple channels to reinforce the message

- ✓ Develop community expectations and shared responsibility for all members of the campus community to fully adhere to risk mitigation strategies, with assistance from Communications Subgroup.
 - ✓ Develop an on-going campaign (for example, [videos](#)) about behaviors that prevent spread of COVID-19.
 - ✓ Ensure that messaging clarifies the consequences of failing to adhere to social distancing and hygiene protocols.
- b. MA guideline: Encouraged faculty, staff and students who are feeling ill or displaying COVID19-like symptoms to stay home or in their residence hall
- ✓ Ensure that SC is following the CDC IHE guidelines for [Promoting Behaviors that Reduce Spread](#).
 - ✓ Develop policies to discourage faculty and staff from coming to campus with COVID-like symptoms (e.g., expanded sick leave, work from home, etc.).
 - ✓ Develop class attendance policies to discourage students from attending classes if they have COVID-like symptoms.
 - ✓ Develop student conduct policies to discourage students from leaving their residence halls/attending campus activities and events if they have COVID-like symptoms.
 - ✓ Continue to use the withdrawal COVID (WC) grades as sanction by the Federal government for as long as federal financial aid policies allow.
 - ✓ Continue to update signage socializing students, faculty, and staff on the importance of staying away from campus when experiencing COVID-like symptoms, and how to decide when to come back to campus.
- c. MA guideline: Established a plan to accommodate the needs of students, staff and faculty who are at higher risk if they are exposed to COVID-19, or who care for household members who are at higher risk
- ✓ Provide accommodations for faculty, staff, and students who are high-risk (according to CDC vulnerable categories). HR collected this information from faculty and staff and is working with supervisors to ensure that appropriate options for telework and modified job responsibilities are provided.
 - ✓ Give students the option to select remote classes, unless face-to-face attendance is necessary to fulfill the course and program objectives.
 - ✓ Students have been sent a [Return to Campus](#) form they can use to request accommodations for the fall semester. Students with disabilities, medical conditions, or other COVID-19 risk factors are entitled to request reasonable accommodation to facilitate their continued participation in educational programs at Springfield College. Students may also request consideration on the basis of personal or family circumstances and will be accommodated to the greatest extent possible.
 - ✓ Allow Department Chairs and Deans to identify the instructional modality for their classes, and to change the instructional modality as needed to respond to evolving health considerations.

- Encourage working from home as appropriate.
- d. MA guideline: Ensured that no gatherings, including class meetings, will occur on campus that exceed the limits in the latest Commonwealth advisory, provided that six feet distancing can always be maintained
- e. MA guideline: Ensured that amenities and services will adhere to all sector-specific safety protocols, available on the Commonwealth's Reopening Plan website, applicable to the amenity or service. such as office spaces, dining services, and athletics, gyms, and fitness centers.

4. Cleaning and Disinfecting - all checked off

- a. MA guideline: Established and maintained cleaning protocols specific to the campus
 - Ensure adequate supplies to minimize sharing of high-touch materials to the extent possible (e.g., assigning each student their own art supplies, lab equipment, computers) or limit use of supplies and equipment by one group of students at a time and clean and disinfect between use
 - Socialize students, faculty, and staff to discourage sharing of items that are difficult to [clean or disinfect](#).
 - Inspect and repair ventilation systems, and evaluate ventilation in classrooms. Ventilation systems should operate properly and circulate air from outdoors. Alternatively, windows and doors can be opened for ventilation.
 - Close buildings/ classrooms/ workspaces without adequate ventilation.
 - Place new filters in all HVAC systems. Ordered high-efficiency filters; will install upon arrival.
 - Engage with an outside vendor to inspect ventilation systems and provide report.
- b. MA guideline: Taken measures to ensure that when an individual on campus is diagnosed with COVID-19, cleaning and disinfecting is performed
 - Clean and disinfect any areas on campus visited by an individual with a positive COVID-19 test.
 - Follow [CDC guideline](#) to close off areas used by a sick person, not use these areas until after cleaning and disinfecting, and, when possible, wait 24+ hours before cleaning and disinfecting.
- c. MA guideline: Prepared to disinfect all common and high touch surfaces surfaces at appropriate intervals
 - Contract with a commercial cleaning company that specializes in electrostatic cleaning services to supplement cleaning in high volume areas and to serve as an emergency backup for Facilities.
 - Develop cleaning schedules as outlined by the CDC IHE guidelines for [Maintaining Healthy Environments](#), and ensure staffing to fulfill these schedules.
 - Continue to post cleaning information in visible areas and use Facilities Management work order system to report concerns.

5. Communication & Support

- a. MA guideline: Established consistent communication to all students, staff, faculty, and the surrounding community regarding Phase III plans
- Regular communication via the Springfield College Connect will continue to engage returning and incoming students. Issues have been released bi-weekly since May 28 and will continue through the summer.
 - Release external / in progress version of checklist for faculty to view.
 - Continue to provide advice for staying healthy both physically and mentally. Coping with stress in a healthy way will make our campus community, their friends, families, and the neighboring Springfield community stronger.
 - Ensure [SC Health and Wellness Activities](#) staff continue to reach out to students to support them, include them in planning socially distanced activities, and in creating messaging and incentives to engage in staying healthy and to consistently follow [COVID-19 addendum](#) to the Student Code of Conduct.
 - Designate an administrator or office to be responsible for responding to COVID-19 concerns. All IHE students, faculty and staff should know who this person is and how to contact them.
 - Dr. Patrick Love, Vice President for Student Affairs, is coordinating the COVID-19 response planning on campus.
 - Notify faculty, staff, students, families, and the public of IHE closures and any restrictions in place to limit COVID-19 exposure (e.g., limited hours of operation).
 - Develop internal SARS-CoV-2 dashboard.
 - Developed virtual June Orientation for first year students - Springfield College Online Orientation Program ([SCOOP](#))
 - Develop virtual / socially distanced New Student Orientation (NSO) and Precamp
- b. MA guideline: Installed signage and other visual indicators throughout all campus buildings and outdoor areas to improve awareness of and compliance with Phase III requirements
- Signage has been posted around campus to remind students, faculty and staff to wear masks at all times, to wash or sanitize hands frequently, to maintain social distance, and to direct flow of traffic.
- c. MA guideline: Establish a process for determining when and how to adjust operations in response to an outbreak on campus or other public health concerns, including communicating the need to pause or discontinue in-person programming and activities to all students, staff and faculty
- In accordance with applicable federal, state and local laws and regulations, IHEs should notify [local health officials](#) and faculty, staff, and students immediately of any case of COVID-19 while maintaining confidentiality in accordance with the [Americans with Disabilities Act \(ADA\)](#), FERPA or and other applicable laws and regulations.

- Develop Rapid Response Team to be activated in the case of a positive case in the campus community to notify DPH, make decisions related to isolation protocols, contact tracing, and physical presence on campus.
 - Discontinue study abroad programs for Fall 2020 and Spring 2021.
 - Develop faculty travel policy.
 - Develop campus visitor policy.
- d. MA guideline: Established clear communication and escalation points with the Local Board of Health, Massachusetts Department of Public Health, and other state and local agencies as needed
- President Cooper is a member of the Massachusetts Higher Education Working Group, which developed a proposal for the reopening of public and private colleges and universities in the Commonwealth. The recommendations in this proposal are being considered by Governor Baker's Reopening Advisory Board.
- e. MA guideline: Developed protocols for delivery of emotional and mental health services, including both individual and group counseling
- Relocate Counseling Center to avoid cross-contamination with sick patients and to make space for contact tracing.
 - Continue telehealth appointments. Ensure counseling services are available to assist students, as needed. The EAP system is available for faculty and staff.

6. Detection & Response

- a. MA guideline: Established a comprehensive plan, in coordination with public health officials, for facilitating testing of symptomatic individuals and monitoring students, staff, and faculty for the presence of COVID-19, including robust testing protocols for: 1) incoming or returning students, especial those who will be living on campus; 2) on-going periodic testing strategies for students, staff and faculty throughout the school year, especially for individuals in frequent contact with residential students and other individuals who have pre-existing medical risk factors. Such plans should be regularly updated to ensure compliance with current CDC and DPH requirements and guidelines and to reflect evolving testing technologies and methods.
- In the Health Center, designate separate spaces for COVID vs. other health concerns to avoid infection of susceptible individuals.
 - Ensure that SC is prepared to follow CDC IHE guidelines for [SARS-CoV-2 Testing](#) and exceed as necessary to quickly identify and contain an outbreak.
 - Contract with [Broad Institute](#) to provide testing supplies and to analyze samples within 24 hours.
 - Encourage students to be tested <72 hours before arriving to campus.
 - Test all students upon arrival.
 - Test a random 10%-20% of the community weekly (approximately 300-800 tests per week). Testing will be available for faculty and staff as requested.

- Anyone with COVID-like symptoms should be tested. Symptomatic testing will be available through the Health Center.
- b. MA guideline: Established a plan for ensuring that students, staff and faculty who arrive on campus from another country or a state not designated as a lower-risk state by the Department of Public Health provide documentation of a negative COVID test result on a sample taken no more than 72 hours prior to their arrival, and are informed of campus policies and the latest Commonwealth travel order regarding travel restrictions, testing, and self-quarantine requirements
 - First week of classes will be remote (residential students will be on campus)
- c. MA guideline: Designated residential facilities space for residential students to immediately quarantine if they arrive on campus from another country or a state not designated as a lower-risk state by DPH and do not have documentation of a negative COVID test result on a sample taken no more than 72 hours prior to their arrival
- d. MA guideline: Developed a plan to ensure that results and full demographic data (name, date of birth, full address, gender, race, ethnicity, primary language, occupation and disability status) on students, staff and faculty tested by the institution for COVID-19 are reported electronically to the MA Department of Public Health as required. (If testing is conducted by a healthcare facility or laboratory, results will be reported electronically to DPH by the facility or laboratory.)
- e. MA guideline: Developed a plan for coordinating with students, staff and faculty who are diagnosed with COVID-19, or have been in closer contact with someone who has, to ensure that they have adequate space and support to isolate or quarantine.
 - Health Center staff will immediately contact positive cases to advise them on isolation and to begin contact tracing.
 - Develop a Contact Tracing [protocol](#) and a trained team of paid contact tracers to respond to a positive case on campus. Inform those who have had [close contact](#) with a person diagnosed with COVID-19 to quarantine for 14 days at home or in their living quarters and [self-monitor for symptoms](#), and follow [CDC guidance](#) if symptoms develop.
 - Immediately isolate faculty, staff, and students with COVID-19 [symptoms](#). Individuals who are sick should go home/to their residence hall or to a healthcare facility, depending on how severe their symptoms are, and follow CDC Guidance.
 - Students should not come to class or participate in activities around campus.
 - Faculty and adjuncts should teach remotely.
 - Staff who can work remotely should do so.
 - Work with staff who cannot complete job duties at home.
 - Sick faculty, staff, or students may not return to campus or end isolation until they have met the CDC's [criteria to discontinue home isolation](#).
- f. MA guideline: Developed a plan to collaborate with DPH-designated contact tracers following the identification of any case or close contact.
 - Springfield College protocols have been reviewed by the City of Springfield DPH and have been supported. DONE

- g. MA guideline: Designated residential facilities space to immediately isolate students who reside on campus and test positive for COVID-19, and to quarantine students who have had close contact with them.
 - Create 26 isolation rooms on campus, including separate bathrooms.
 - Create quarantine plan
- h. MA guideline: Established protocols to ensure that students in isolation or quarantine have appropriate support and services.
 - Isolation rooms will have access to appropriate cleaning, linens and laundry, food delivery, testing, and communication.
 - Protocols for quarantine are in place.
- Additional procedures to promote detection and response:
 - Highly encourage influenza vaccination for those who are on campus.
 - Schedule flu shot clinics as early in the year as possible.