The University reserves the right to modify and update this draft Master Plan at its sole discretion, based upon changing circumstances and ongoing guidance from federal, state and local authorities.
“[W]hile your mind is tuned into the things of God, it should also reason things out and act after mature reflection and deliberation. Whenever possible, don’t act in matters of importance until you can see things clearly. Try to foresee, more or less, what the result will be before you decide anything. Leave nothing to chance, but once you have taken every precaution, place your trust in God alone.”

— Venerable Father Francis Libermann, C.S.S.P.
Guiding Principles

Duquesne University’s plans and protocols for responding to the COVID-19 pandemic are based on the following guiding principles:

• **Safety**—The foremost goal of the plan is to ensure the safety of all staff, faculty students and campus visitors to the maximum extent possible.

• **Mission**—All aspects of the plan are centrally focused on the mission of the university to serve god by serving our students.

• **Continuity**—A central focus of the plan is to ensure continuity of operations so that the activities of the university and student progress towards their degrees can continue with minimal disruption.

• **Flexibility**—Given the fluid nature of the COVID-19 pandemic, the plan is designed to be flexible and responsive to change.
Feedback and Participation

Duquesne surveyed students and their parents, faculty, and staff members regarding their preferences in order to develop a plan for the fall that took their concerns into account. The survey had significant participation. Other discussions and meetings with different groups resulted in more than 6,000 people providing input on the University’s plans.

On the most consequential decision—whether to take measures to open campus safely with modifications or to arrange for an entirely online semester—all constituents aligned strongly in favor of the University re-opening.

<table>
<thead>
<tr>
<th>Individual Survey Participants</th>
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</thead>
<tbody>
<tr>
<td>Student</td>
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<tr>
<td>Parent</td>
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<tr>
<td>Faculty</td>
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<tr>
<td>Staff</td>
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</tbody>
</table>
Survey Participant Delivery Preferences

Fully Online vs. Hybrid On-Campus Operations

- **STAFF**: 80% Fully Online Semester, 20% Hybrid Model to Resume On-Campus Operations
- **FACULTY**: 70% Fully Online Semester, 30% Hybrid Model to Resume On-Campus Operations
- **PARENT**: 60% Fully Online Semester, 40% Hybrid Model to Resume On-Campus Operations
- **STUDENT**: 50% Fully Online Semester, 50% Hybrid Model to Resume On-Campus Operations
The COVID-19 pandemic requires the entire Duquesne community to work together to ensure the safety of every person in this community. All members of the Duquesne community who plan to return to campus in the fall are asked to take a pledge to keep themselves and others safe.

Key is Community

ACCOUNTABLE TOGETHER, I PLEDGE TO:

PROTECT MYSELF: I will complete daily health screens and will follow up with the appropriate health personnel if I have a positive screen.

PROTECT OTHERS: I will wear an appropriate face mask when I am in any public space. I will practice physical distancing. I will appropriately self-isolate/quarantine if I have signs or symptoms consistent with COVID-19 or if I am a confirmed case or have been in contact with a confirmed case.

PROTECT THE DUESNE COMMUNITY: I will participate in contact tracing and/or case management if I am a suspected or confirmed case or if someone I know is a suspected or confirmed case.

Through these actions, I pledge to help keep the Duquesne University community a safe and healthy environment for all individuals consistent with the University’s mission of caring for the needs of others.
Phase I: Preparations to Reopen: involving all of the activities necessary to gear the University up to once again have students, faculty and staff on campus. This includes but is not limited to completing all physical alterations to campus (e.g., HyFlex modifications to classrooms; adding plexiglass barriers to some work spaces; modifying the entry and exists to some buildings to improve foot traffic flow; significant signage and foot traffic guidance; additions of hand sanitation stations).

Phase II: Initial Reopening: involving bringing a significant number of faculty, staff and students back to campus for the fall semester. This includes but is not limited to getting employees reacclimated to returning to work, moving students back into campus housing, initiating the official start of campus activities including orientation events and classes.

Phase III: Sustained Reopening: involving maintaining all safety measures put in place to keep the campus community safe. This includes but is not limited to completing the Daily Health Screen, limiting campus events and focusing on having academic life in a modified environment.

Phase IV: Return to Normalcy: involving life at the university after a vaccine is developed and the university returns to normal operations.
Student Success and Continuity

- During the course of Duquesne’s traditional new-student orientation and August welcome week, dozens of returning sophomores, juniors and seniors will serve as non-paid volunteers to mentor new students. **A new student mentoring program will be implemented to ensure that each incoming freshman will have a student mentor.**

- **Multiple forms of communications will be used to inform students and parents about changes in services and procedures.** The University will establish segmented communications focused on particular areas.

- Duquesne will inform students of resources (videos, websites, etc.) available to **assist with remote learning** and communicating with faculty and staff.

- Certain student and University services will staff beyond the traditional 8 a.m. to 5 p.m. timeframe.

- **All in-person courses will incorporate hybrid learning.**
Student Success and Continuity

• The University’s traditional survey following FAST will inform final planning for new-student orientation.

• Orientation will adjust traditional schedules to permit physical distancing and reduce redundancy across orientation programming.

• Duquesne will offer additional move-in days for which families can pre-register, to spread move-in over a period of days.

• Offices that offer orientations for specific student populations (e.g., Commuter Services, ODI, the Center for Global Engagement) will extend collaborative programming into the semester.

• Faculty office hours will be expanded.

• Faculty will offer weekly “open chat” drop-in sessions to students.

• Duquesne will promote tutorials and resources available to faculty and staff to implement enhanced online tools.
Personal Responsibility for Collective Good
A Daily Health Screen is Required

- Must be completed by all individuals before they start their day on campus.

- A **negative screen** occurs when a person answers no to every question in the daily health screen. People with a negative screen are free to be present on campus.

- If a **student** has a positive screen prior to returning to campus for the start of the semester, he or she must contact his or her primary care provider (PCP) or treating physician for a consultation. If a student has a positive screen after returning to campus, he or she should contact Duquesne University Health Services (DUHS) by calling 412-396-1650 to receive instruction regarding appropriate next steps.

- **Employees** who have a positive screen should contact their PCP or treating physician for consultation. Employees should keep their supervisor apprised if these consultations require time away from work.

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### Daily Health Screen Questions

1. Do you feel sick?
2. Is your temperature (measured by a thermometer) above 99°F (37.2°C)?
3. Do you have a sore throat?
4. Do you have a headache?
5. Do you have a cough or any shortness of breath?
6. Do you have any unexplained muscle aches or fatigue?
7. Have you recently lost your sense of taste or smell?
8. Have you recently had any new gastrointestinal symptoms such as diarrhea?
9. Do you have congestion or a runny nose?
10. Have you recently experienced nausea or vomiting?

To ensure compliance with privacy laws, the results of daily health screens should be maintained by individuals rather than by programs, departments or units.
Physical Distancing and PPE

• All **students** will be provided with training on COVID-19 compliance protocols, guidelines, personal responsibilities and proper PPE use. Resident students will be provided with training from resident directors and assistants on COVID-19 compliance protocols, guidelines, personal responsibilities and proper PPE use.

• **All employees** will be provided with training describing COVID-19 compliance protocols, guidelines, personal responsibilities and proper PPE use.

• All individuals who are physically present on campus will be asked to **practice physical distancing** as part of their daily routine. Individuals are encouraged to limit on-campus gatherings outside of the classroom to those that are absolutely necessary. Individuals are also discouraged from attending crowded places or mass gatherings.

• **Individuals who do not comply with physical distancing guidelines** can be asked to leave campus.
Student Conduct

- The **Student Code of Conduct** and Residence Life Handbook will have a COVID-19 addendum related to compliance with COVID-19 conduct standards.

- All resident students will be provided with comprehensive orientation and training to familiarize them with all expectations, responsibilities and consequences of violations.

- The addendum will refer students to COVID-19 health and safety expectations, identify prohibited actions, and discuss adaptations of the student conduct process with respect to COVID-19.

- Students will be required to review the addendum as part of their pre-return questionnaire.
Physical Distancing and PPE

- **Personal Protective Equipment (PPE)** and other supplies to mitigate risk—including hand sanitizer, disinfectant wipes and cleaning products to sanitize surfaces—will be procured centrally.

- **Employees** will receive initial supplies and additions as necessary.

- The University will coordinate to provide **resident and commuter students** with supplies.

- Campus **visitors** will be required to self-supply or have supplies provided by the inviting department.
Campus Presence and Activity

Cloth masks or disposable masks must be worn by all individuals in all public settings on campus whether they are indoors or outdoors. These public settings include, but are not limited to:

• Academic Walk and all campus sidewalks
• Campus libraries
• Student Union
• Power Center
• Break rooms and lounges
• Classrooms
• Meeting rooms
• Hallways, stairwells and elevators
• Restrooms
Student Activities

• The Center for Community Engaged Teaching and Research will support faculty engaged in community engaged teaching and scholarship. **Community engaged learning experiences will utilize online options for meeting and collaboration**, where possible.

• Students will receive clear instructions regarding **protocols for work in labs**.

• External placements including **internships, externships and practicums will be provided consistent with state and county regulations**, accreditation requirements and external partners.

• Student clubs and academic activities programming will prioritize **opportunities for student leadership and development**. Programs will be offered online whenever possible and will utilize social distancing, if necessary.

• Student Life offices including the **Office of Freshman Development, Residence Life, the Commuter Assistant program and the Office of Diversity and Inclusion** will continue to offer online programming as well as face-to-face programming consistent with current health and safety guidelines.
Student Activities (continued)

• **Events and activities should occur on campus.** Wherever possible, external guests should participate virtually.

• **The Office of Diversity and Inclusion** will implement plans for outreach, including virtual office hours, virtual forums and minority student surveys prior to FAST 2020.

• **Fraternity- and sorority-sponsored events will either be postponed or reevaluated** depending on whether the event can be modified to occur remotely or virtually.

• **Study abroad programs will be cancelled for the fall 2020 semester.** Rome and Dublin campuses will prepare for a return of students in spring 2021.

• **International students** will be accepted on campus if they are able to secure appropriate visas.
Testing, Screening, Tracing

If Duquesne has a confirmed case or cases of COVID-19, DUHS will initiate contact tracing.

- Tracing will determine close University-affiliated contacts, defined as any individual who was within 6 feet of an infected person for at least 15 minutes.

- Allegheny County Health Department (ACHD) will be notified directly of the students, staff and employees with whom the infected person had contact, to the fullest extent possible. ACHD will pursue notification of those individuals who are not University affiliates.

- Whether completed by ACHD or Duquesne, contact tracing of students will begin by interviewing the confirmed case using structured survey questions to identify close contacts who may have been exposed. Potentially exposed individuals will receive daily surveys to determine a need for testing.

- Depending on the nature and timing of potential exposure, close contacts of confirmed cases who are members of the Duquesne community may be asked to quarantine and self-monitor. Employees will be asked to do this at home. Students may be asked to quarantine in designated University facilities operated under quarantine and isolation protocols.
## Testing Options for Students

### COVID-19 Testing Options for Students

<table>
<thead>
<tr>
<th>Point-of-care test (Abbot ID Now or similar test) for suspected cases.</th>
<th>Send-out test (PCR nasopharyngeal (NP) swab of similar test) for suspected cases.</th>
</tr>
</thead>
</table>
| For all students meeting DUHS clinical criteria:  
  - Completed by DUHS.  
  - If positive, student becomes a confirmed case and protocols for isolation on or off campus are implemented until recovery.  
  - If negative, clinical consideration will be made to decide if a follow-up send-out test is also warranted. | For suspected cases with a negative point-of-care test:  
  - Completed by Quest reference lab.  
  - Isolate suspected case until results known.  
  - If positive, student becomes a confirmed case and protocols for isolation on or off campus are implemented until recovery. |
Campus Presence and Activity

• Vice presidents and deans will determine on-campus staffing requirements, sequencing and rotation schedules, where appropriate. **Only employees whose work necessitates a campus presence will return to campus.**

• All spaces will support physical distancing and hygiene/cleaning protocols.

• The first wave of select employees to return to campus will begin the week of July 6, 2020.

• Employees faced with unique challenges will consult supervisors and/or the Office of Human Resources.

• The next group of employees will return to campus in early August 2020.

• Vice presidents and deans, in consultation with directors and department chairs, will determine faculty and staff for whom an on-campus presence is necessary, whether on a rotational or daily basis, and amend schedules as appropriate to adhere to social distancing requirements.

• When guidance from government and health care leaders indicates an appropriate control of transmission and/or the availability of widespread vaccines, vice presidents and deans will determine the resumption of on-campus operations for all employees.
Vulnerable Populations

The University is implementing a variety of modifications to classrooms, work schedules, workspaces and instructional modalities, as well as cleaning protocols throughout campus, to enhance health and safety conditions for all employees. In cases of employees who may have an underlying condition, the University will be as flexible as possible in addressing return to work issues and accommodations, as needed.

CDC Vulnerable Population Criteria

- People 65 years or older
- People with chronic lung disease or moderate to severe asthma
- People who have serious heart conditions
- People who are immunocompromised
- People with severe obesity (body mass index [BMI] of 40 or higher)
- People with diabetes
- People with chronic kidney disease undergoing dialysis
Reasonable Accommodation

• If an employee has one of the medical conditions identified by the CDC or any other condition that the employee believes would prevent returning to work during the pandemic, the employee must notify the University of the need for an accommodation related to an underlying medical condition.

• The University will follow the required interactive process through the Office of Human Resources and the Office of Disability Services. Appropriate medical documentation may be required.
Campus Wellbeing

The University has developed a multifaceted response to the pandemic's impact on the psychological health of students, faculty and staff. Psychological health issues are not an individual phenomenon but rather a byproduct of societal, familial, cultural, political and even spiritual forces. Therefore, interdisciplinary practices are central to the promotion of wellbeing.

Albeit developmental in nature, this approach – to promote holistic wellbeing for the entire community so that it infuses every aspect of University life – is one way to reduce student, faculty and staff anxiety and depression while mitigating the adverse impact of collective trauma.
Campus Wellbeing

- Spiran Campus Ministry and the various Student Life offices have created online communities to help reduce feelings of isolation by promoting the spirit of community.

- Counseling Services implemented all interstate teletherapy laws so that clients can be served with little to no disruption to their care.

- An inter-divisional wellbeing team has been formed to ensure students, student groups, faculty and staff who need support are provided it.

- A “Meditations for Challenging Times” group for students will be arranged as part of a newly developed initiative, “Wellbeing Wednesdays.” Comparable groups for faculty and staff, and one in alumni, will also be implemented.

- A Student Emergency Assistance Fund has been developed to help students who suffered economic hardship as a result of the pandemic.

- As both an act of compassion and public service to the University community, Duquesne will initiate a campus-wide campaign to encourage self-reporting in instances of COVID-19.
Places
Campus Access

- Reducing access points and imposing limitations on visitors will assist in maintaining and promoting health and safety and cleaning and maintenance protocols.
- Until further notice, the primary access points for the University will be **Bluff and McAnulty Streets**.
- **Shingiss Street, Seitz Street, and Magee Street will be closed**.
- **Employees and students must display valid hang tags on their vehicles**. Regular authorized contractors will be provided valid hang tags for their vehicles.
Enhanced Cleaning Protocols

Newly revised housekeeping policies and procedures address the efficient and effective use of personnel while specifically targeting residence halls and areas of student communal activities.

• Housekeeping staff will receive COVID-19 training updates before students return. The training includes all public health updates and education on PPE and cleaning/disinfecting in all campus spaces, including but not limited to residential, educational, recreational, work and general public spaces.

• Traditional work shifts will be adjusted to allow social distancing among workers and to execute a multi-layered cleaning approach.

• Electrostatic sprayers, designed to kill microbes on both frequently-touched hard and soft surfaces, will be deployed.

• Hand sanitizer stations will be prominently placed in all public spaces.
Enhanced Cleaning Protocols (continued)

• Cleaning approach in student areas will consist of an overlapping three-fold disinfecting and cleaning plan, which will provide targeted focus to high-touch areas such as doorknobs, light switches, hand rails, etc. This service will be conducted in the early morning and afternoon/evening hours and will augment the existing cleaning assignments.

• Cleaning protocols in personal, professional faculty and staff workspaces will be reduced from pre-pandemic/traditional methods. The goal in these areas will be to focus on cleaning and disinfecting entryways, restrooms, public spaces and lobby/reception areas, and to encourage personal responsibility for personal space cleaning. Appropriate supplies will be provided.
Building and Space Access

- All Duquesne building access points on Forbes and Fifth Avenues will be card access only at all times until further notice.
- All other campus buildings will be card access only from 5 p.m. to 7:30 a.m. daily.
- All buildings will have specifically identified entrances and exits, close some access points, continue to be handicap accessible.
- All spaces will have limited occupancy and social distancing guidance requirements in classrooms, meeting rooms, restrooms, elevators and service centers.
- Office suites will have limited occupancy and impose social distancing through staggered return-to-work schedules and physical barriers, where appropriate and possible.
Building and Space Access (continued)

• All buildings will have **directional signage for hallways and stairs** and repeated signage reminding people to social distance. **Plexiglass dividers** will be used to separate spaces in offices, near vending machines, at service windows and cashier stations, and in similar areas to ensure distancing.

• All **elevator occupancy will be limited** to maintain social distancing. Signage on each will indicate occupancy, and floor tape in each will indicate standing areas to compel social distancing.

• Any building areas utilizing **queues for service** such as Admissions, Parking Office, DUHS, Food Services, Financial Aid, Cashier’s Office, Human Resources, DU Card Services, etc. will have **social distancing signage** and floor tape to indicate waiting positions.

• Large public or externally sponsored campus events will be extremely limited, if permitted at all, and must be specifically authorized by the President.

• Small, internally-sponsored events, using smaller events spaces or classrooms during non-instructional times, must be approved by a vice president in consultation with the director of event services and registrar, where appropriate.
Large Common Spaces

• **The Student Union** “fish bowl” will have reduced number of tables and chairs to limit the number of occupants in the room and at each table. Signage will display occupancy limits and social distancing requirements. Sitting on the floor will be prohibited.

• **The Power Center Fitness Area** locker rooms will be closed, and the fitness area will remain card access only. No non-Duquesne visitors will be permitted. Enhanced staff cleaning protocols will be in place, and enhanced self-serve cleaning supplies will be available in each space and their use will be encouraged.

• **The University’s Gumberg Library** will limit overall occupancy and floor access will be restricted to alternate floors by days, subject to permission of the librarian, to allow for intermittent enhanced cleaning. Furniture will be removed/reconfigured as necessary to provide for social distancing in all open areas. The library will be card access only. No non-Duquesne, non-authorized personnel will be permitted until further notice.
Classrooms

Students in classrooms and lecture halls must wear masks and will be seated in such a way as to maintain social distance during class.

• Instructors will manage the ingress and egress of their in-person teaching spaces. Tape on the floor will mark queues into classrooms and one-way traffic patterns in hallways. Egress from classrooms will be conducted by rows with proper spacing of students.

• The University will arrange classroom seating to space students at least 6 feet apart.

• Seating capacity should be limited to approximately 40% of full capacity. Additional online students can participate in a synchronous fashion.

• Classes can be broken into teams of students who alternate attending in person and online in order to de-densify.
Classrooms (continued)

- Floor tape will mark faculty teaching space to provide optimal locations for each teaching approach in a HyFlex classroom or with white boards and to maintain social distancing.

- Non-classroom spaces may be used for large sections of courses (e.g., Power Center, student ballroom): Non-classroom space such as ballrooms can be used for special teaching situations such as examinations. Teaching outdoors is not an option.

- Computer labs will have reduced capacity due to social distancing.
Residence Halls

• Student residence halls will be de-densified to a goal of 85% occupancy.

• All resident student rooms will employ physical distancing protocols in configuring student rooms. A significant number of single rooms have been added to assist in de-densification.

• Furniture will be reconfigured to encourage proper distancing, and students will be prohibited from moving it.

• A quarantine wing will be established for the fall 2020 semester and held open for those who may need it. The University also has established a comprehensive quarantine protocol, should it be needed.

• All students will be required to complete a “return home questionnaire” before returning to campus so that the information is available should it become necessary to close campus because of a COVID-19 resurgence.

• Guests will be temporarily limited in Living Learning Centers to one person per resident. No overnight guests will be permitted. All guests must wear masks and abide by Residence Life rules.
Restrooms, Showers, Shared Spaces

- Shower time sign-ups will be implemented to reduce the number of people in the area at the same time.
- All facilities will have abundant signage regarding personal hygiene, including hand-washing, face masks and social distancing.
- Every other sink will be taped to prevent use and foster social distancing.
Common Space in Residence Halls

To control occupancy, promote social distancing and allow for enhanced cleaning in study lounges, hallways, lobbies, and laundry areas:

• Lobbies and lounges will remain accessible but will be de-densified and will employ appropriate directional signage and floor markings. Furniture will be removed and/or reconfigured.

• Entrances/exits will be specifically configured to control traffic flow and promote distancing. Plexiglas partitions will be added to lobby reception areas where appropriate.

• Resident students will be educated initially and periodically thereafter by resident assistants and directors.

• All desk staff will be trained and will wear masks at all times.

• Residence hall fitness rooms and computer labs will be closed for the fall semester.

• Elevators and elevator lobbies will have appropriate floor markers and signage encouraging social distancing, requiring mask usage and restricting elevator occupancy.
Dining and Food Venues

To encourage outside dining and socializing as much as possible, and to encourage take-out and the following changes will be made:

• All dining venues will provide take-out service and grab-and-go options. All University-owned dining facilities will receive enhanced cleaning in accordance with COVID-19 cleaning protocols. Starbucks, Freshens, and Coffee Tree Roasters will follow their corporate protocols.

• Large tents with social-distance seating will be used from August through October. Areas may include: Mellon Hall lawn, College Hall lawn, and Assumption Commons.

• Tables and benches will be placed in the lawn behind the Administration Building.

• The Red Ring restaurant outdoor patio furniture will be configured for social-distance seating.

• All tables in indoor dining spaces will be arranged for social distance seating.

• Multiple refuse receptacles and free-standing hand sanitizing stations will be available.

• Signage and University communications will encourage take-out and outdoor dining through October and emphasize social distancing practices.
Parking and Shuttles

- Parking office hours will be by appointment only (online or phone preferred) and employees will rotate days in the office or take “shifts” while alternating teleworking to minimize occupancy.

- Parking garages will be limited to Duquesne and authorized persons only. Alternate parking sites for staff will be explored to offset demand in the garages.

- Valet services will be temporarily discontinued.

- Parking permits will be mailed and/or multiple pickup locations will be identified to reduce foot traffic in the parking office.

- Educational materials to promote social distancing will be posted in the garages and on the parking website.

- Shuttle service (Pittsburgh Transportation Group) will reduce shuttle occupancy from 25 to seven. Demand and scheduling will be evaluated as enrollment becomes firm to determine the need for an increased number of shuttles or runs.

- Masks will be required of all users and drivers and the shuttle provider will follow public health cleaning protocols.

- Riders of the Southside and SGA shuttles will be provided with information about Pittsburgh Transportation Group’s (PTG) COVID-19 protocols.

- Pittsburgh Transportation Group must notify the University if any employee tests positive for COVID-19.
The COVID-19 pandemic requires the entire Duquesne community to work together to ensure the safety of every person in this community.