Purpose:
Ensure that UC San Diego can respond rapidly to emerging COVID-19 trends. Specify a structure and process for active oversight and evaluation of trends in health, behavior, and facilities usage data, formulation of calibrated recommendations for immediate modifications in campus activities, and swift forwarding of recommendations to the Chancellor and EPG in response to COVID events currently impacting the campus community.

Overview:

COVID Monitoring Team (CMT):
Monitors data on population health, student and employee behavior, usage of campus facilities, community context. Identifies any concerning trends that may warrant campus action beyond the intervention to secure the health of individuals or small clusters. As necessary, sets in motion the campus process for formulating, approving, and implementing such campus actions.

COVID Response Team (CRT):
Assesses the significance and context of concerning trends the CMT has identified in the data. Calibrates the level of campus intervention that may be needed to mitigate the trends. Communicates recommendations to the EPG regarding potential campus interventions.

Executive Policy Group (EPG):
Evaluates the CRT recommendations in light of the significance, context, and calibration of the data trends identified by the CMT. Determines the appropriate level of campus intervention to mitigate those trends. Arranges for implementation and communication, as appropriate.

Complementary Structure: Return-to-Learn Steering Committee (RTL):
The RTL Steering Committee is responsible for the development and implementation of campus policies and processes that constitute the longitudinal response to COVID-19. The CMT and CRT will refer any ideas about the possible need for development or modification of such policies and processes to the RTL Steering Committee. Having the RTL co-leads be members of the CRT will facilitate information flow.

Further details are on the following pages:
- Conceptual map of data to be gathered to inform decisions
- Conceptual framework for moving from data to decisions
- Additional information on CMT, CRT, EPG
- Health indicators to be monitored
- Examples of possible campus interventions
- Fall quarter timeline

This framework will be reviewed regularly by Cabinet and adapted as necessary.
Does Campus need to intervene to further promote public health?

HEALTH
- County public health order
- State IHE Directives
- Health Management Capacity
- PPE and supplies...
- Hospital beds...
- Isolation rooms...

DENSITY*
- UG
- G
- Housing
- Classroom
- Research
- Staff

BEHAVIOR**
- Student passport compliance %
- Student population in isolation
- Reported unauthorized gatherings
- Escalated behavioral issues [frequency, location]

COMMUNITY
- Community relations
- Media coverage of RTL
- Media

* Data informs wastewater testing program.
** Data informs messaging and education efforts.
From Data To Decisions

**SIGNIFICANCE**
- What trends do the data reveal? Are there acute, sustained, or sizable changes?
- Can we control the factors driving the trend?
- How do campus trends compare to and/or interact with community trends?

**CONTEXT**
- If this is a recurrence, what prior action was taken? With what impact?
- Is the trend self-reinforcing (negative spiral)?
- Does the current week of the quarter have specific risks or stressors?

**CALIBRATION**
- How close are we to our maximal capacity in staff, supplies, and facilities?

**IMPLEMENTATION**
- Campus Intervention Framework
  - CMT (COVID Monitoring Team) tracks data daily, briefs CRT (Covid Response Team) weekly
  - CRT pulls in specialized expertise as needed
  - CRT develops recommendation for campus intervention, briefs Chancellor and EPG
- Decision
  - University Communications templates
- Monitoring
- Consultation and Recommendations
- Decision
- EPG playbook
- Fall 2020 update
- EPG playbook

Given the significance and context, choose from the available spectrum of interventions, which include:
- Monitoring
  - influencing behavior
  - adjust health processes
  - modify activity level
- Consultation and Recommendations
  - messaging — tailored or widespread
  - modify testing / tracing processes or frequency
  - modify hygiene protocols
  - add capacity in staff, supplies, or facilities
  - change scale or modality of an activity in a particular unit / location
  - confine on-campus students to residences
  - curtail off-campus student access to campus
  - curtail in-person activities in an entire sector ([all education, all research, etc.])
  - curtail access to campus by the public

Will the action reduce stress on capacity or require investment to increase capacity?
How might the action indirectly impact the campus and broader community?
COVID Monitoring Team (CMT)

Immediate Purpose:
Monitor data on population health, student and employee behavior, usage of campus facilities, community context. Identify any concerning trends that may warrant campus action beyond the intervention to secure the health of individuals or small clusters. As necessary, set in motion the campus process for formulating, approving, and implementing such campus actions.

Membership:  [all are also members of CRT; bold = members of EPG]
- Epidemiology: Dr. Natasha Martin
- Infectious Disease: Dr. Robert Schooley
- OSI: Executive Director Robert Neuhard
- Public Health: Dean, Dr. Cheryl Anderson
- Student Affairs: VCSA Alysson Satterlund (Chair)
- Student Health: Executive Director, Dr. Angela Scioscia

Schedule:
COVID Monitoring Team will meet daily during the fall quarter in order to provide prompt response to any clusters, outbreaks, or behavioral concerns. The CMT will call in other subject matter experts as required to understand unique situations.

Activities:
- Meet daily to review data on population health, student and employee behavior, usage of campus facilities, community context.
- CMT Chair briefs the Chancellor, EVC, CECO, and RTL Steering Co-Leads after each meeting.
- CMT briefs Cabinet [M], Campus Operations Group [W] and the CRT [F] each week.
- Identify any concerning trends that may warrant campus action beyond the intervention to secure the health of individuals or small clusters.
- If such concerning trends arise, activate the COVID Response Team so that recommendations for campus interventions can be formulated and passed on to the EPG.

Data to be monitored includes the following and will evolve as required. These items are presently documented separately by their various sources, but ITS is working with partners to create a unified dashboard for easier monitoring, comparisons, and communication.
- [Health indicators] as in attached slide.
- Density of usage of campus facilities, including classroom usage [from Registrar], research [from ORA Return-to-Research plans], and other purposes [from Return-to-Campus plans].
- Significant behavioral issues, such as incidence of unauthorized gatherings, recurrent failure to comply with safety protocols, etc. Gathered from Student Conduct and from chairs/supervisors/ora reports on employee behavioral incidents.
**COVID Response Team (CRT)**

**Immediate Purpose:** Assess the significance and context of concerning trends the CMT has identified in the data. Calibrate the level of campus intervention that may be needed to mitigate the trends. Communicate recommendations to EPG regarding potential campus interventions.

**Membership:** [Blue = members of CMT; Bold = members of EPG]
- Epidemiology: Dr. Natasha Martin
- Infectious Disease: Dr. Robert Schooley
- OSI: Executive Director Robert Neuhard
- Public Health: Dean, Dr. Cheryl Anderson
- Student Affairs: **VCSA Alysson Satterludn**
- Student Health: Executive Director, Dr. Angela Scioscia
- **Academic Affairs:** EVC Elizabeth Simmons (Chair)
- **CEO Health System / RTL Steering co-lead:** Patty Maysent
- **CFO / RTL Steering co-lead:** Pierre Ouillet
- Communication: **CCMO Anne Buckley**
- EOC Lead: Dismas Abelman
- Health System IS: Dr. Chris Longhurst
- Health System HR: Lydia Ikeda
- HDH: Executive Director Hemlata Jhaveri
- **HR:** CHRO Nancy Resnick
- RMP: VC Gary Matthews

**Schedule:**
COVID Response Team will be briefed weekly by the CMT to be ready to provide prompt response to any concerning trends in the data; most CRT members are also in Cabinet or COG, so they will actually hear 2-3 briefings weekly. CRT members will keep a standard time open on their daily calendars, to enable meetings to happen without delay, if the CMT finds concerning trends in the data. CRT will convene on very short notice if an emergency arises.

**Activities:**
- Assess the significance and context of concerning trends the CMT has identified in data on population health, student and employee behavior, usage of campus facilities, and/or community context.
- Call in other subject matter experts as required to understand unique situations [e.g., as related to Research or Athletics or Teaching].
- Calibrate the level of prompt campus intervention that may be needed to mitigate the trends.
- Formulate recommendations for the Chancellor and EPG regarding potential immediate campus interventions.
- Brief the Chancellor and EPG so that decisions can be made promptly.
- **Refer ideas about possible development or modification of campus policies and processes to RTL Steering for incorporation into the longitudinal campus response to COVID-19.**

UC San Diego
Executive Policy Group (EPG)

Constituted under the UC San Diego Emergency Operations and Incident Management Plan, the EPG is the executive level oversight and strategic decision-making body for UC San Diego during a crisis situation. The EPG is responsible for and has the authority to make financial, operational, and policy decisions in response to the issue or event.

Membership:  [blue = members of CMT;  bold = members of CRT]

1. Chancellor Khosla
2. **EVC Simmons**
3. **VC-RMP Gary Matthews**
4. Associate Chancellor Jeff Gattas
5. Associate Chancellor Susan Sterner
6. **CFO Pierre Ouillet**
7. **VCSA Alysson Satterlund**
8. VCR Sandra Brown
9. VC-MS Margaret Leinen
10. VC-HS David Brenner
11. VC-EDI Becky Petitt
12. CECO Judy Bruner
13. Chief Campus Counsel Daniel Park
14. **CHRO Resnick**
15. **CEO Patty Maysent**
16. CIO Vince Kellen
17. **CCMO Buckley**
18. Police Chief David Rose
19. EOC Lead Dismas Abelman
20. EH&S Director Corey Singleton
21. Senate Chair Steven Constable

Schedule:
The campus Emergency Operations Center (EOC) leadership convenes EPG on short notice whenever the need arises.

Activities:
- Evaluate the CRT recommendations in light of the significance, context, and calibration of the data trends identified by the CMT.
- Determine appropriate level of immediate campus intervention to mitigate those trends.
- Arrange for prompt implementation and communication, as appropriate.
### HIGH LEVEL HEALTH AND EPI MONITORING DATA

#### TESTING
- Trends in daily new cases by group
- Trends in daily test numbers (asymptomatic, symptomatic)
- Trends in daily rolling 14-day avg % test positivity by group
- Geographical locations of cases & tests
- # of active outbreaks & distribution of outbreak sizes
- Test turnaround time

#### COUNTY EPI
- Trends in daily new cases
- Trends in daily rolling 14-day avg % test positivity
- County triggers dashboard

#### SYMPTOM SCREENING
- Trends in daily % positivity of symptom screen by campus group
- Geographical location of screening and positive screens

#### WASTEWATER MONITORING
- # current positive and new positive manholes
- Location of positive manholes

#### HEALTHCARE INTERACTIONS
- Current COVID-19 hospitalizations (students, campus employees, health employees)
- Cumulative COVID-19 related deaths by campus group

#### ISOLATION/QUARANTINE
- Isolation dorm capacity and beds in use (# isolation, # quarantine)
- # students isolating or quarantining in other residences

#### CONTACT TRACING
- # cases under active investigation
- % cases investigated within 24 hours
- # valid contacts under investigation
- % first contact attempts of close contacts within 24 hours
- % contacts interviewed within 24 hours
- % completed interview

#### MODELING
- Campus effective reproduction number
- County epidemic forecasts
### EXAMPLES OF CAMPUS INTERVENTIONS (NON-EXHAUSTIVE)

<table>
<thead>
<tr>
<th>INTERVENTION CATEGORY</th>
<th>EXAMPLES OF POSSIBLE INTERVENTIONS</th>
<th>DECISION AUTHORITY</th>
<th>CONSULTATION WITH</th>
<th>EARLY NOTIFICATION SHOULD INCLUDE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INDIVIDUAL HEALTH INTERVENTIONS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Isolation of individual student</td>
<td>SHS</td>
<td></td>
<td>1-2 cases none needed; if greater than 3 cases in a given day or 5 in a 7 day period: CMT, CRT, EPG, EOC</td>
<td></td>
</tr>
<tr>
<td>Isolation of individual student-athlete</td>
<td>SHS</td>
<td>Athletic Director</td>
<td>1-2 cases none needed; if greater than 3 cases in a given day or 5 in a 7 day period: CMT, CRT, EPG, EOC</td>
<td></td>
</tr>
<tr>
<td>Quarantine individual student</td>
<td>SHS</td>
<td></td>
<td>1-2 cases none needed; if greater than 3 cases in a given day or 5 in a 7 day period: CMT, CRT, EPG, EOC</td>
<td></td>
</tr>
<tr>
<td>Quarantine individual student-athlete</td>
<td>SHS</td>
<td>Athletic Director</td>
<td>1-2 cases none needed; if greater than 3 cases in a given day or 5 in a 7 day period: CMT, CRT, EPG, EOC</td>
<td></td>
</tr>
<tr>
<td>Quarantine of residential unit</td>
<td>SHS</td>
<td>CRT</td>
<td>CMT, CRT, EPG, EOC</td>
<td></td>
</tr>
<tr>
<td>Closure of research lab due to serious safety violations</td>
<td>EH&amp;S</td>
<td>VC Research</td>
<td>CRT, cognizant Provost, EOC</td>
<td></td>
</tr>
<tr>
<td><strong>PUBLIC HEALTH INTERVENTIONS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quarantine of multiple residential units</td>
<td>Chancellor with EPG</td>
<td>DUE or Graduate Dean</td>
<td>COG, EOC</td>
<td></td>
</tr>
<tr>
<td>Quarantine of a residential building</td>
<td>Chancellor with EPG</td>
<td>DUE or Graduate Dean</td>
<td>COG, EOC</td>
<td></td>
</tr>
<tr>
<td>Quarantine of multiple residential buildings</td>
<td>Chancellor with EPG</td>
<td>DUE or Graduate Dean</td>
<td>COG, EOC</td>
<td></td>
</tr>
<tr>
<td>Positive case in athletic team/quarantine team</td>
<td>CRT</td>
<td>Athletic Director</td>
<td>Provosts, Coaches, EOC</td>
<td></td>
</tr>
<tr>
<td>Quarantine of more than one athletic team</td>
<td>Chancellor with EPG</td>
<td>Athletic Director</td>
<td>COG, Coaches, EOC</td>
<td></td>
</tr>
<tr>
<td>Quarantine of all athletic teams/cessation of training</td>
<td>Chancellor with EPG</td>
<td>Athletic Director</td>
<td>COG, Coaches, EOC</td>
<td></td>
</tr>
<tr>
<td>initiate ad hoc asymptomatic screening for specific populations</td>
<td>Chancellor with EPG</td>
<td></td>
<td>COG, EOC</td>
<td></td>
</tr>
<tr>
<td>Restrict testing due to lab capacity challenge</td>
<td>Chancellor with EPG</td>
<td></td>
<td>COG, EOC</td>
<td></td>
</tr>
<tr>
<td>add capacity in health staff, supplies, or facilities</td>
<td>Chancellor with EPG</td>
<td></td>
<td>COG, EOC</td>
<td></td>
</tr>
<tr>
<td><strong>CHANGE OF CAMPUS ACTIVITY LEVEL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Closure of research lab due to infection</td>
<td>CRT</td>
<td>VC Research, EH&amp;S</td>
<td>EPG, cognizant Dean, EOC</td>
<td></td>
</tr>
<tr>
<td>Closure of research lab due to safety violations</td>
<td>EH&amp;S</td>
<td>VC Research</td>
<td>COG, EOC</td>
<td></td>
</tr>
<tr>
<td>Closure of multiple research labs</td>
<td>Chancellor with EPG</td>
<td>VC Research, EH&amp;S</td>
<td>COG, EOC</td>
<td></td>
</tr>
<tr>
<td>Return to Red [Research]</td>
<td>Chancellor with EPG</td>
<td>VC Research, EH&amp;S</td>
<td>COG, EOC</td>
<td></td>
</tr>
<tr>
<td>Closure of in person dining</td>
<td>Chancellor with EPG</td>
<td></td>
<td>COG, EOC</td>
<td></td>
</tr>
<tr>
<td>Convert specific in person class to remote</td>
<td>CRT</td>
<td>AVC-EI; DUE or Graduate Dean, Senate Leadership, AS and GSA leadership</td>
<td>cognizant Dean/Chair/Provost, EOC</td>
<td></td>
</tr>
<tr>
<td>All learning remote</td>
<td>Chancellor with EPG</td>
<td>AVC-EI; DUE or Graduate Dean, Senate Leadership, AS and GSA leadership</td>
<td>COG, EOC</td>
<td></td>
</tr>
<tr>
<td>Restrict access to specific campus sites</td>
<td>Chancellor with EPG</td>
<td></td>
<td>COG, EOC</td>
<td></td>
</tr>
<tr>
<td>Curtail campus access by students living off-campus</td>
<td>Chancellor with EPG</td>
<td></td>
<td>COG, EOC</td>
<td></td>
</tr>
<tr>
<td>Restrict campus access by the general public</td>
<td>Chancellor with EPG</td>
<td></td>
<td>COG, EOC</td>
<td></td>
</tr>
<tr>
<td>Shelter in place</td>
<td>Chancellor with EPG</td>
<td></td>
<td>COG, EOC</td>
<td></td>
</tr>
<tr>
<td><strong>BEHAVIORAL INTERVENTION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>increased messaging to campus populations about requirements</td>
<td>Chancellor with EPG</td>
<td></td>
<td>COG, EOC</td>
<td></td>
</tr>
<tr>
<td>communicate change in health protocols</td>
<td>Chancellor with EPG</td>
<td></td>
<td>COG, EOC</td>
<td></td>
</tr>
<tr>
<td>train campus community in health protocols</td>
<td>Chancellor with EPG</td>
<td></td>
<td>COG, EOC</td>
<td></td>
</tr>
</tbody>
</table>

Note: The Campus Operations Group (COG) includes the leadership of the Academic Senate, AS, and GSA; the Chancellor and Cabinet; the Deans and Provosts; and other campus leaders.
### Fall 2020 – Timeline of Behavioral Risks and Stressors

<table>
<thead>
<tr>
<th>Week</th>
<th>Dates</th>
<th>Item</th>
<th>Risk-taking elevated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 0</td>
<td>September 28 – October 4</td>
<td>Transition into the Quarter</td>
<td>All</td>
</tr>
<tr>
<td>Week 1</td>
<td>October 5-11</td>
<td></td>
<td>1&lt;sup&gt;st&lt;/sup&gt; years</td>
</tr>
<tr>
<td>Week 2</td>
<td>October 12-18</td>
<td></td>
<td>1&lt;sup&gt;st&lt;/sup&gt; years</td>
</tr>
<tr>
<td>Week 3</td>
<td>October 19-25</td>
<td>Weekend: Pre-Halloween Party Period</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; years</td>
</tr>
<tr>
<td>Week 4</td>
<td>October 26 – November 1</td>
<td>Weekend: Halloween Party Period</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; years</td>
</tr>
<tr>
<td>Week 5</td>
<td>November 2-8</td>
<td>National / State Elections</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; years</td>
</tr>
<tr>
<td>Week 6</td>
<td>November 9-15</td>
<td>Mid-Week Holiday – Veterans Day (Nov 11)</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; years</td>
</tr>
<tr>
<td>Week 7</td>
<td>November 16-22</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 8</td>
<td>November 23-29</td>
<td>Thursday/Friday: Thanksgiving Holiday travel</td>
<td></td>
</tr>
<tr>
<td>Week 9</td>
<td>November 30-December 6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 10</td>
<td>December 7-13</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finals</td>
<td>December 14-18</td>
<td>Final Exams</td>
<td></td>
</tr>
</tbody>
</table>