RETURN TO LEARN OVERVIEW

Fall 2020 Plan

Sept. 23, 2020
AGENDA

1. Program leadership and Return to Learn vision
2. Risk mitigation: teaching, housing, campus-wide
3. Viral detection: symptom screening, testing, wastewater
4. Intervention: isolation, contact tracing
The Return to Learn program is managed by a dedicated collective of faculty, administrators, public health experts and students.

**Campus Leaders:**
- Elizabeth Simmons, Executive Vice Chancellor, Academic Affairs
- Alysson Satterlund, Vice Chancellor, Student Affairs
- Sandra Brown, Vice Chancellor, Research Affairs
- Gary Matthews, Vice Chancellor, Resource Management & Planning
- Nancy Resnick, Chief Human Resources Officer
- Anne Buckley, Chief Communications and Marketing Officer
- Vince Kellen, CIO
- Quynh Nguyen, President, GSA
- Kimberly Giangtran, President, AS

**Public Health Experts:**
- Dr. Cheryl Anderson, Dean, Wertheim School of Public Health
- Dr. Chip Schooley, Distinguished Professor, Division of Infectious Diseases and Global Public Health
- Dr. Natasha Martin, Associate Professor, Division of Infectious Diseases and Global Public Health

**Program Sponsor:**
- Chancellor Pradeep K. Khosla

**Steering Committee Co-Leads:**
- Patty Maysent, Chief Executive Officer, UC San Diego Health
- Pierre Ouillet, Vice Chancellor, Chief Financial Officer

**Health Leadership:**
- Dr. Christopher Longhurst, CIO, UC San Diego Health
- Brendan Kremer, CAO Operations, UC San Diego Health
- Dr. Angela Scioscia, Executive Director, Student Health

**Steering Committee Co-Leads:**
- Patty Maysent, Chief Executive Officer, UC San Diego Health
- Pierre Ouillet, Vice Chancellor, Chief Financial Officer

**Program Sponsor:**
- Chancellor Pradeep K. Khosla

**Health Leadership:**
- Dr. Christopher Longhurst, CIO, UC San Diego Health
- Brendan Kremer, CAO Operations, UC San Diego Health
- Dr. Angela Scioscia, Executive Director, Student Health

**Program Sponsor:**
- Chancellor Pradeep K. Khosla

**Steering Committee Co-Leads:**
- Patty Maysent, Chief Executive Officer, UC San Diego Health
- Pierre Ouillet, Vice Chancellor, Chief Financial Officer

**Public Health Experts:**
- Dr. Cheryl Anderson, Dean, Wertheim School of Public Health
- Dr. Chip Schooley, Distinguished Professor, Division of Infectious Diseases and Global Public Health
- Dr. Natasha Martin, Associate Professor, Division of Infectious Diseases and Global Public Health

**Health Leadership:**
- Dr. Christopher Longhurst, CIO, UC San Diego Health
- Brendan Kremer, CAO Operations, UC San Diego Health
- Dr. Angela Scioscia, Executive Director, Student Health

**Program Sponsor:**
- Chancellor Pradeep K. Khosla

**Steering Committee Co-Leads:**
- Patty Maysent, Chief Executive Officer, UC San Diego Health
- Pierre Ouillet, Vice Chancellor, Chief Financial Officer

**Public Health Experts:**
- Dr. Cheryl Anderson, Dean, Wertheim School of Public Health
- Dr. Chip Schooley, Distinguished Professor, Division of Infectious Diseases and Global Public Health
- Dr. Natasha Martin, Associate Professor, Division of Infectious Diseases and Global Public Health

**Health Leadership:**
- Dr. Christopher Longhurst, CIO, UC San Diego Health
- Brendan Kremer, CAO Operations, UC San Diego Health
- Dr. Angela Scioscia, Executive Director, Student Health

**Program Sponsor:**
- Chancellor Pradeep K. Khosla

**Steering Committee Co-Leads:**
- Patty Maysent, Chief Executive Officer, UC San Diego Health
- Pierre Ouillet, Vice Chancellor, Chief Financial Officer

**Public Health Experts:**
- Dr. Cheryl Anderson, Dean, Wertheim School of Public Health
- Dr. Chip Schooley, Distinguished Professor, Division of Infectious Diseases and Global Public Health
- Dr. Natasha Martin, Associate Professor, Division of Infectious Diseases and Global Public Health

**Health Leadership:**
- Dr. Christopher Longhurst, CIO, UC San Diego Health
- Brendan Kremer, CAO Operations, UC San Diego Health
- Dr. Angela Scioscia, Executive Director, Student Health

**Program Sponsor:**
- Chancellor Pradeep K. Khosla

**Steering Committee Co-Leads:**
- Patty Maysent, Chief Executive Officer, UC San Diego Health
- Pierre Ouillet, Vice Chancellor, Chief Financial Officer

**Public Health Experts:**
- Dr. Cheryl Anderson, Dean, Wertheim School of Public Health
- Dr. Chip Schooley, Distinguished Professor, Division of Infectious Diseases and Global Public Health
- Dr. Natasha Martin, Associate Professor, Division of Infectious Diseases and Global Public Health

**Health Leadership:**
- Dr. Christopher Longhurst, CIO, UC San Diego Health
- Brendan Kremer, CAO Operations, UC San Diego Health
- Dr. Angela Scioscia, Executive Director, Student Health

**Program Sponsor:**
- Chancellor Pradeep K. Khosla

**Steering Committee Co-Leads:**
- Patty Maysent, Chief Executive Officer, UC San Diego Health
- Pierre Ouillet, Vice Chancellor, Chief Financial Officer

**Public Health Experts:**
- Dr. Cheryl Anderson, Dean, Wertheim School of Public Health
- Dr. Chip Schooley, Distinguished Professor, Division of Infectious Diseases and Global Public Health
- Dr. Natasha Martin, Associate Professor, Division of Infectious Diseases and Global Public Health

**Health Leadership:**
- Dr. Christopher Longhurst, CIO, UC San Diego Health
- Brendan Kremer, CAO Operations, UC San Diego Health
- Dr. Angela Scioscia, Executive Director, Student Health
In order to improve the safety of our community, UC San Diego has launched the Return to Learn program, an adaptive model that includes:

**Risk Mitigation**
- Hygiene, cleaning, sanitation
- Physical/social distancing
- Face coverings, PPE
- Structural configuration

**Viral Detection**
- Symptomatic testing
- Asymptomatic testing
- Environmental monitoring
- County surveillance

**Intervention**
- Case isolation
- Contact tracing
- Exposure notification
- Molecular sequencing

**RETURN TO LEARN VISION**

Guided by Our Values:
- Protecting student, employee, and public health and safety
- Rooted in Tritons’ care for one another and for the UC San Diego community
- Providing students rich, equitable and flexible opportunities to learn and grow
- Being good stewards of our financial resources and protecting employee livelihoods
- Decision-making guided by evidence, science and the expertise of our community
RISK MITIGATION
25% DENSITY FOR FACULTY AND STAFF*

Expectations for all employees on campus:
- Face coverings required outdoors and in shared spaces indoors
- Daily COVID-19 symptom and exposure screening for everyone
- Physical distancing protocols observed

Restrictions and conditions:
- Currently only employees deemed “essential” by state and county guidelines, and research personnel granted special approval are allowed on campus
- Maximum ratio of faculty and staff on campus expected to be **below 25% of normal operations**
- New cleaning protocols and systems in place

*As allowed by state and county guidelines
• **Density and safety standards**: Align with city, county, state and campus requirements
• Research guidelines developed and communicated via website, town halls, announcements
• All research plans reviewed by department chairs, deans, Environmental Health and Safety, Research Affairs
• Programs prepare for start: Resources made available (PPE, sanitization, etc.), training, density modification of spaces, safety requirement signage, etc.
• All personnel on-site for research commit to safety compliance
• Monitoring and compliance consequences established to ensure health safety

**Summer experience**:
• No evidence of on-site transmission
• COVID-19 prevalence on campus lower than community
PRIMARILY REMOTE TEACHING

Fall instruction plan*:
• Limit hybrid/in-person class size to 25% of room capacity and a max. of 50 students
• Up to 20 outdoor spaces being prepared for outdoor instruction and/or student support services
• Focus hybrid/in-person capacity on classes that benefit most from in-person elements
• Everyone in classroom must wear an approved face covering
• Lab/studio class COVID-19 safety protocols developed to address specific disciplinary needs
• 100+ classrooms’ A/V upgraded for full Zoom and simulcast capability
• Emergency Operations Center will have free masks for Triton Health Ambassadors to deliver to faculty at campus locations

New protocols, signage/markers to manage:
• Classroom ingress, usage and egress
• Classroom hygiene and social distancing
• Building and classroom ventilation: outside air, filters
• Increased classroom sanitation frequency
• Personal lapel mics being distributed to in-person instructors

* County of San Diego is permitting in-person classes in compliance with state guidance for IHE.
**FALL CLASS IMPLEMENTATION**

COVID-19 testing required twice a month for students attending an in-person course

Fall class enrollments:
- 8% of unique UG classes (lecture or section) are in-person (~420)
- **7% of total UG course capacity in hybrid* mode**
- 24% of UG students taking at least one in-person course (~7,700)
- 20% of Grad students taking at least one in-person course (~1,500)

Expected campus population (as of September 16):
- ~38,000 total students enrolled (remote + in-person, G+UG)
- ~9,200 students taking at least one in-person class (G+UG)
- ~6,500 UG students living on campus, 50% have registered for an in-person class
- ~11,000 total UG students with an on-campus experience (housing and/or course) (~6,500 housed + ~4,500 living in community)

---

* Hybrid defined as any class with an in-person element. Most hybrid classes have limited in-person interaction compared to traditional in-person classes.
UNDERGRADUATE HOUSING LAYOUT

Dorms
- Long corridors
- Common study space on one floor
- 2-3 common bathrooms, with large number of residents assigned to one group of toilets and showers

Residential Hall Suites
- Suites have common areas and study spaces without a kitchen
- 1 shared bathroom, with 8-12 residents assigned to one group of toilets and showers

Apartments
- Includes kitchen and reflects apartment designs in the greater community
- 1 shared bathroom for 4-5 residents

Not at UC San Diego

All rooms now singles

All rooms now singles
A pod may consist of students from 1-3 residential units allowed to visit each other, similar to a household. Pod sizes are tightly restricted.

**Undergrads**
- ALL undergraduate residences are suites or apartments with occupancy reduced to **1 student/bedroom**
- ~6,500 undergraduate students to be housed on campus, a **55% reduction from typical density**
- Many undergraduate students are housing insecure and/or do not have an alternative living accommodation
- After sequential COVID-19 testing, small residential units may be combined to create pods of limited size to enable social interactions. No other visitors allowed.

**Graduate Students**
- Single graduate students are in a **single bedroom**
- ~4,000 graduate students live permanently in campus apartments (includes 1,000 partner/spouse/children)

COVID-19 testing required twice a month for students living on campus.
DISTANCED DINING AND ENHANCED CLEANING

Dining
- Entrances controlled to manage crowds
- Physical distancing aids
- Prepackaged products offered, encouraging mobile ordering and takeout
- Acrylic barriers, cashless transactions and near-field communication card readers
- Seating options based on San Diego County public health orders

Cleaning
- All public areas disinfected frequently
- Undergraduate residences cleaned and sanitized by Housing and Dining staff
- All undergraduate residential common areas and dining facilities using a cleaning system that pairs an electrostatic sprayer with disinfectants and sanitizers

Hand-sanitizer dispensers placed at the entrance of all dining and market locations, as well as in colleges.
Health and Safety

- Initial PCR COVID-19 test and an IgG antibody test, additional testing done at least every other week, daily symptom screen
- All trainings conducted in physically distanced manner, face coverings worn for all but strenuous exercise, any sharing of equipment done with appropriate sanitation/hygiene between uses
- Trainings have appropriate acclimatization considerations, transition period supporting health and injury-prevention as scholar-athletes prepare for initial Division I participation
- Return to participation is strictly voluntary; athletics scholarships will be honored regardless of whether a scholar-athlete returns to campus

Engagement and Leadership

- Intercollegiate Athletics is a year-round enterprise that maintains a deep commitment to the development of scholar-athletes, in addition to providing institutional pride, social engagement and cultural significance – regardless of the status of athletic competition
- Scholar-athletes model healthy behaviors, understanding that as Tritons they are responsible for their individual and collective actions to help keep the UC San Diego community safe from the spread of COVID-19
- As inclusive leaders, scholar-athletes will continue to promote social justice and anti-racism while working on initiatives with campus student organizations and AS – such as voter registration and various educational programs
CAMPUS ENGAGEMENT FOR A SAFER COMMUNITY

**Information Sharing**

- **Emails** – Preferred method of receiving information
- **RTL Website** – 3,000 unique page views per day
- **Social Media** – Facebook, LinkedIn, Instagram and Twitter + student-created TikTok videos
- **Student-Led Marketing and Communications** – Student “pledge” and community-focused efforts
- **Landlord Communication** – Outreach to share campus processes and protocols

**Two-Way Communication**

- **Town Halls** – Multiple town halls held weekly
- **Surveys** – Feedback on attitudes and barriers to compliance
- **Interviews** – Opportunities for students, staff and faculty to share ideas and concerns about campus safety
- **Focus Groups** – Feedback on communication and on how to encourage positive behavior change

**Multidisciplinary Behavior-Change Strategies**

Anthropologists, public health experts and psychologists inform communication and policy recommendations

- **Student Conduct Code** – Revised to support compliance
- **Triton Health Ambassadors** – Embedded and off-campus to advance social norming and compliance campaigns
- **Covid-19 Training** – Employee and student safety awareness

**Anthropologists, public health experts and psychologists inform communication and policy recommendations**

**Multidisciplinary Behavior-Change Strategies**

- **Student Conduct Code** – Revised to support compliance

**Triton Health Ambassadors** – Embedded and off-campus to advance social norming and compliance campaigns

**Covid-19 Training** – Employee and student safety awareness
Extensive new protocols for employee and student health and well being

- New leave program(s) that allow employees to be out due to Covid-19 impacts, creating a safer and healthier campus while encouraging employee well being

- Hiring 250 students to act as Triton Health Ambassadors, encouraging and supporting healthy practices across campus

- New engagement and intervention protocols
  - Pathway to Progressive Engagement-Academics
  - Pathway to Progressive Engagement-Research
  - Pathway to Progressive Engagement-Staff
  - Interim Student COVID-19 Code of Conduct
  - Intervention Support

- New behavioral and operational protocols
  - https://returntolearn.ucsd.edu/return-to-campus/safety-requirements/index.html
VIRAL DETECTION
DAILY SYMPTOM AND EXPOSURE SCREENING

All UC San Diego employees and students who are reporting to campus or any other physical UC San Diego location must conduct a daily self-screening for COVID-19 and are highly encouraged to utilize the Google / Apple exposure notification app.

- **Green Thumb**
  - No symptoms or exposure
  - Cleared to work on-site

- **Yellow Thumb**
  - “Exposure,” not cleared for on-site work
  - Must quarantine for 14 days
  - Test 5 days after exposure

- **Red Thumb**
  - “Symptomatic,” not cleared for on-site work
  - Triage with Health Support line
  - Offered no-cost test via UC San Diego Health
DAILY SYMPTOM AND EXPOSURE SCREENING

All UC San Diego employees and students in the San Diego region who do not report to campus or any other physical UC San Diego location are highly encouraged to:

- Complete daily symptom screening
  - If they screen positive for symptoms or exposure, they will be contacted by UC San Diego health to triage and schedule testing
- Utilize the Google / Apple exposure notification app
- Interact/cooperate with campus and county outbreak investigation teams
- Utilize campus’s convenient and free Covid-19 testing capacity when needed
- Follow county and campus guidelines and protocols
ASYMPTOMATIC TESTING

May
- Proof of concept
- 1,500 tests (UG + Grads)
- 35% opt in
- 0 positive

June/July
- Risk-based testing
- Focused on symptoms and exposures
- Concurrent with daily symptom screening

August
- Everyone allowed one free test in the month
- Objective: build trust and ensure healthy base population

September
- Systematic testing of everyone returning/coming to campus
- Wastewater monitoring fully deployed

October/December
- Regular, risk-based surveillance for everyone on campus
- Integration with symptom screening app
- >90% probability of detecting an outbreak with <10 linked infections

Bob Neuhard you are CLEAR to visit any UC San Diego site on Wednesday August 26, 2020
## Cumulative Summary as of Sept. 1, 2020

<table>
<thead>
<tr>
<th></th>
<th>Total Positive Cases</th>
<th>Asymptomatic tests completed</th>
<th>Symptomatic tests completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students (^1)</td>
<td>43</td>
<td>3,329</td>
<td>1,259</td>
</tr>
<tr>
<td>Campus Employees (^2)</td>
<td>24</td>
<td>3,038</td>
<td>424</td>
</tr>
<tr>
<td>Health Employees (^3)</td>
<td>170</td>
<td>11,905</td>
<td>4,181</td>
</tr>
</tbody>
</table>

### August 16–22, 2020

- 858 tests were conducted during the week of August 16-22.
- 2 positive tests of students were reported. This brings the cumulative positive student test rate to 1.1%.
- 3 positive tests of campus employees were reported. This brings the cumulative positive campus employee test rate to 0.73%.
- 9 positive tests of Health employees were reported. This brings the cumulative positive Health employee test rate to 1.2%.
Positive: Move Into Isolation

PCR Test 1
Result

PCR Test 2
ALL residents in the unit on-site 12 days

PHASE I

Masking except bedroom and shower.
Maintain physical separation.

Wastewater Surveillance

Consider augmented surveillance testing

Symptoms

Repeat PCR test

Positive: Move into Isolation

Phase II*

Masks not required in residential unit.

Students in isolation move back after the unit is in Phase II.

Positive: Move Into Isolation

*Phase II for all units will not be reached until 10/12.
Viral Detection

PHASE II
2 negative tests per resident + symptom-free = Residential unit no longer needs to mask or maintain physical distance within the residential unit.

PHASE I
Students are masking and maintaining physical distance within their residential unit.

A student tests positive: Unique quarantine instructions for the residential unit/pod will be provided.

Phase III*
Students may have the option to form pods with other residential units within a residential building; pod members can interact with one another in their respective residential units.

Residential Pod Benefits
- Creation of small community
- Shared accountability
- When inside their residential unit, students will not be required to mask in common spaces, which allows the group to engage in social activities and broader, responsible social interaction

*Dependent on state and county ordinance requirements and campus viral activity
### Multiprong approach to reduce risk

Testing capacity achieved via:
- Additional equipment and staffing in existing CLIA lab (CALM) ~2,000 tests/day
- New CLIA lab on campus (EXCITE) ~1,000 tests/day
- Two primary supply chains to diversify risks

Sufficient capacity to serve both the patient community and the campus

### Campus testing needs (every 14 days)

<table>
<thead>
<tr>
<th>Population</th>
<th>Size</th>
<th>Daily Tests</th>
</tr>
</thead>
<tbody>
<tr>
<td>UG residential</td>
<td>6,500</td>
<td>470</td>
</tr>
<tr>
<td>UG coming for class</td>
<td>4,500</td>
<td>330</td>
</tr>
<tr>
<td>Grads residential</td>
<td>3,500</td>
<td>250</td>
</tr>
<tr>
<td>Grads coming to campus</td>
<td>4,500</td>
<td>320</td>
</tr>
<tr>
<td>Faculty/staff on campus</td>
<td>8,000</td>
<td>570</td>
</tr>
<tr>
<td>Total</td>
<td>27,000</td>
<td>1,940</td>
</tr>
</tbody>
</table>

### Testing capacity

<table>
<thead>
<tr>
<th>CALM Lab</th>
<th>EXCITE Lab</th>
</tr>
</thead>
<tbody>
<tr>
<td>Symptomatic testing</td>
<td>Asymptomatic surveillance testing</td>
</tr>
<tr>
<td>Patients and region</td>
<td>Campus</td>
</tr>
</tbody>
</table>
Early identification of the virus will trigger PCR testing of all residents in the adjacent building.
Case investigation teams consist of an administrative lead, case investigator, epidemiology liaison and contact tracers. Support is provided by a clinician, epidemiologist and social worker.

- Campus-employee case investigation and contact-tracing oversight by faculty in the Herbert Wertheim School of Public Health (HWSPH)
- Student case investigation and contact tracing done by Student Health, aligned and integrated with the HWSPH
- Off-campus students strongly encouraged to interact/cooperate with campus and county teams

Integrated health records:
- All students already have a health record on EPIC that allows timely and secure patient communication, case management and full compliance with privacy regulations

Google / Apple exposure notification app:
- Roll-out begins week of September 21, 2020 and will be available to all UC San Diego students and employees
- All students and employees are strongly encouraged to utilize the app
**ISOLATION AND QUARANTINE**

**On-Campus students who test positive: isolation**
- Moved to designated on-campus isolation housing for 14 days where all of their basic needs will be met, and food will be delivered to the unit.
- Receive clinical care from Student Health and Well-being. Hospitalization and step-down care if needed is covered by the health insurance student carry.
- Released from isolation upon meeting CDC guidance.

**Proven isolation practices during spring and summer: no campus spread identified.**

**On-campus students who are “exposed”: quarantine**
- Required to quarantine for 14 days
- Potential to quarantine in their own residence depending on situation
- Clinical care from Student Health and Well-being
- Twice daily symptom screen
- Tested for virus between days 5-10

**Off-campus students who test positive or are “exposed”:**
- May utilize campus isolation or quarantine space when necessary due to their off-campus housing situation

---

606 beds available for isolation / quarantine
DATA MONITORING AND CAMPUS-LEVEL RESPONSE

COVID Monitoring Team: Key campus health experts, VCSA
- Intensive daily tracking of trends in data on population health, student and employee behavior, campus usage
- If concerns arise, the CMT activates the COVID Response Team the same day

COVID Response Team: CMT plus additional subject matter experts, EVC
- Immediately evaluates the significance and context of the concerning data trends
- Identifies responsive potential campus-level actions, such as messaging to shift behavior, changes in testing or other health protocols, reduction in on-campus activity, and so forth
- Forwards proposal action to the Emergency Policy Group promptly

Emergency Policy Group: Chancellor and other leaders, per Campus Emergency Operations Plan
- Determines appropriate campus action
- Sets implementation and related communications in motion