

Northwest College Operations Plan



Approved by NWC Board of Trustees on July 6, 2020

COVID-19

NWC Background – In March 2020, the Northwest College Incident Command (IC) group developed and implemented incident response objectives and five levels of response to guide institutional operations in response to the progression & regression of COVID-19 infection risk, in accordance with Federal, State, and other health authority directives. (See Appendix 1 for detailed levels).

Objectives – Six objectives guide the strategy, priorities, safety, and response to COVID-19.

1. Protect employees' and students' health and safety.
2. Communicate regularly and clearly.
3. Maintain continuity and integrity of services, when/where possible.
4. Limit or reduce financial or legal impacts, when/where possible.
5. Establish and maintain contacts and connections with Federal/State or Local Officials.
6. Restore regular College operations partially or entirely, when/where possible.

Response Levels – Five response levels guide institutional operations with COVID-19 considerations.

Level 1: Confirmed case in the United States.

Level 2: Confirmed case within 100 +/- miles of NWC or CDC/WHO declaration of a pandemic.

Level 3: Confirmed case within 50 +/- miles of NWC or federal/state/local directive.

Level 4: Widespread employee illness or regulatory directive to CLOSE.

Level 5: Prepare to resume operations/resume operations (partial or full).

The United States and the State of Wyoming – The Wyoming Governor released several Executive Orders starting in March 2020 in response to the COVID-19 pandemic. These orders continue to be updated as needed. In April, the Governor, in response to the Federal "Opening up America Again plan," also released a plan to transition Wyoming through the pandemic. The Community Colleges have developed their plans to align within three phases; Mitigation of closures (Phase I), Recovery during partial closures and future uncertainty (Phase II), and Return to normal operations (Phase III). See Appendix II).

NWC – Fall 2020 and beyond – The COVID-19 virus has reached Wyoming, and ongoing efforts to mitigate the spread have been relatively successful. The College is currently operating at response level 5: Prepare to resume operations/resume operations (partial or full) with several modifications in place. Every department is under review, but primary areas include:

1. Academics
2. Residence Life
3. Dining
4. Athletics and Competitive Teams
5. Activities & Programming
6. Administrative Offices/Services
7. Campus Events & Gatherings
8. Community Services

The College must determine its ability to transition areas of campus between operational conditions over a period of time (i.e., semester). The ability to transition is known as operational flexibility, which would allow the College to transition to more restrictive or relaxed guidelines, as possible, based on the current conditions. The plan is designed to align with the three phases as outlined above and to pivot quickly, and to the best of our ability if conditions change throughout the next year.

LEVEL 5: Operating Conditions

COVID-19

Prepare to resume operations/resume operations (partial or full).

Models – Under response LEVEL 5, the College has developed three operational models from which to choose in response to COVID-19. When determining which operational model to utilize, the College shall evaluate national & state health trends, Federal, State, and local guidance, institutional infrastructure & staffing needs, forecasted enrollment levels, and the College budget.

Limitations – Four primary factors influenced plan development, in conjunction with ICS COVID-19 Objectives 1 & 6:

- Health & Safety Risk Mitigation
 - Custodial Capacity & Cost
 - Personal Protective Equipment (PPE) Availability, Mandatory Utilization, & Cost
 - Semester Disruption Prevention/Student Satisfaction Enhancement
1. **Operating Condition 1** – Dramatic restriction to operating conditions (similar to 2020 spring):
 - a. Shift all Face-to-Face (F2F) classes to Synchronous Distance (SD) or online delivery
 - b. Close childcare, fitness center, and the library. Permit students to break housing contract and vacate residence halls
 - c. Close campus to the public
 - d. Suspend travel
 - e. Cancel events/functions
 - f. Introduce essential employee model (remote/telework employees, limited staffing, etc.)
 2. **Operating Condition 2** – Marginal(A) or Partial(B) soft reopening to permit face-to-face(F2F) gatherings in targeted/strategic areas with enforced health & safety requirements (including custodial & Personal Protective Equipment (PPE) mandates):
 - a. Tie academic delivery to Levels of Instruction (LOI) model as conditions suggest
 - b. Restrict or limit occupancy to ensure social distancing, mandatory PPE, & health & safety guidelines in
 - i. residence halls
 - ii. dining facilities
 - iii. classrooms
 - c. Permit regulated athletic & competitive team operations
 - d. Permit regulated activities & programming
 - e. Permit regulated/limited campus events as practical
 - f. Structure administrative operations for employee safety & flexibility balanced against customer service expectations and intuitional productivity.
 - g. Permit community service operations balancing customer needs with customer and employee safety and flexibility.
 3. **Operation Condition 3** – Normal campus operations/removal of all restrictions to fully reopen campus:
 - a. Continue academic delivery:
 - i. If the semester has **not yet started**: proceed as developed for each semester of instruction under [LEVEL 5: Operational Flexibility](#)
 - ii. If the semester is **in progress**: continue as outlined under Condition 2 to prevent academic disruption.
 - b. Lift restrictions elsewhere (return to onsite work, remove limitations on student gatherings, reinstate activities & travel, resume dine-in options, etc.).

PHASE I - LEVEL 5

Mitigation of COVID-19 through Limited Course Completion during Closures

Operating Condition 2A (marginal soft reopening)

CTE, Equipment Dependent, Clinical, and Clock Hour Courses

PHASE 1

(The community colleges have specific courses and programs that are CTE and/or equipment dependent, clinical, and/or clock hour in nature and have specific hands-on student learning outcome requirements that must be met to grant transferable credit or board/industry-recognized certification and licensure requirements.)

The College shall evaluate national & state health trends, federal, state, and local guidance, institutional infrastructure & staffing needs, forecasted enrollment, and the College budget when determining which operational model (Operating Conditions 1, 2, & 3) should be utilized.

Academics

- **Partial Change** – Reinstatement of F2F course delivery based on Level of Instruction (LOI) model:
 - F2F: LOI 3 (hands-on)
 - Online: LOI 2 (hybrid: course online, lab hands-on), LOI 1, LOI 4 (already online)
- Enact/enforce mandatory PPE/Social distancing classroom/lab requirements. The number of participants, including instructors, in F2F sections, determined on a case by case basis based on lab space & equipment availability. The number of participants will not exceed the limit determined by state officials or the capacity of a specific room to meet social distancing guidelines, whichever is less in any section, and enrollment caps will be adjusted to reflect limitations.
- **Variance/Exception request as needed.**

Residence Life/Dining

- **No change** to operations in Res Halls/Dining from the 20/SP restricted model.
- **No variance** anticipated.

Athletics/Clubs/Activities/Programming

- Athletics:
 - **No change** to operations in Athletics from 20/SP restricted model.
 - **No variance** anticipated.
- Clubs/Activities/Programming:
 - **No change** to operations in clubs/activities/programming from 20/SP restricted model.
 - **No variance** anticipated.

Administrative Offices/Student Services

- **No change** to operations in admin offices/student services from 20/SP restricted model.
- **No variance** anticipated.

PHASE II -LEVEL 5

Recovery from Impacts of COVID-19 through Phase I to Phase II Reopen and Re-entry Plan: **Operating Condition 2B (partial soft reopening)**

Slow reopening of campuses and phased Re-entry Plan for all courses and Programs

PHASE II

(Alternative operating plans that allow for specific populations to enter the facilities for student support services, library, workforce development and training, testing, and specific programs that lend themselves to a controlled number of individuals within a particular area while ensuring limited opportunities for virus spread. Incorporation of PPE and public health screening may be implemented during this time. Institutions should include mechanisms and processes to allow for reverting to more limited access or expanding access based on the current status.)

The College shall evaluate national & state health trends, federal, state, and local guidance, institutional infrastructure & staffing needs, forecasted enrollment, and the College budget when determining which operational model (Operational Conditions 1, 2, & 3) should be utilized.

Academics

- **Partial Change Classes**
 - Expand reinstatement of F2F/Synchronous Distance (SD) course delivery based on Level of Instruction (LOI) model:
 - F2F: LOI 3 (hands-on), LOI 2 (hybrid: course SD, lab F2F)
 - SD: LOI 1
 - Online: LOI 4 (already online)
 - Enact/enforce mandatory PPE/Social distancing classroom/lab requirements. The number of participants, including instructors, in F2F sections, determined on a case by case basis based on lab space & equipment availability. The number of participants will not exceed the limit determined by state officials or the capacity of a specific room to meet social distancing guidelines, whichever is less in any section, and enrollment caps will be adjusted to reflect limitations.
- **All other Academic-support areas (Library, Tutoring, Advising, etc.)**
 - Enact/enforce mandatory PPE/Social distancing requirements. The number of participants, including staff, shall be determined on a case by case basis, based on space & equipment availability. The number of participants will not exceed the limit determined by state officials or the capacity of a specific room to meet social distancing guidelines, whichever is less.
- **Variance/Exception request as needed.**

Residence Life

- **Partial Change** – Since the College expands face-to-face (F2F) courses under level of instruction (LOI 2), needs to provide increased housing options, albeit with distancing restrictions. Therefore, open residence halls with significant restrictions/limitations.
- **Limit occupancy:**
 - Attempt to fill Simpson Hall first (adopt special COVID-19 rate incentive)
 - Utilize traditional residence halls with single-room occupancy.
 - Provide flexibility for freshman requirements to live on campus to provide flexible occupancy.
 - Enforce best practices for restrooms/student spacing.
 - Require acknowledgment addendum to housing contact to reference social distancing/mandatory PPE & limited activity schedule.
 - Modify rules for common areas to maintain distancing (required facemasks, no communal dining, etc.)
- **Variance/Exception request as needed.**

Dining

- **Partial change** - Adopt Sodexo best practices for food serving models in all dining locations.
- Provide areas to wash/sanitize hands before entering dining locations.
- Set dining facility occupancy capacity.
 - Modify seating options and create individual table seating zones to maintain social distancing.
- Adopt Sodexo best practices for wash/sanitize seating/tables between customers.
- Marketplace – Modify seating options, social distancing for ordering, best practice for health/safety.
- **No variance** anticipated.

Athletics/Clubs/Activities/Programming

- **Partial change** – Athletics and other competitive teams (Forensics, Livestock judging, and Equine judging) permitted to operate F2F but require enforced social distancing & mandatory PPE, including when traveling.
 - Best practices, as outlined by governing organizations (practices and competition), will be followed as it relates to athletics and competitive teams.
 - Student scholarships will remain in place even if athletic or competitive team schedules are canceled or reduced.
- Residence Life Programming- permitted to operate F2F, but require enforced social distancing and mandatory PPE.
- Student programming and student activities will be assessed on a case by case basis to determine the purpose of the event and the ability to maintain distancing and safety for participants. If social distancing measures can not be implemented, programming or activity will be delivered through non-F2F formats (i.e., online).
- **Potential change** – community programming and all other clubs/activities not permitted to operate F2F, but may proceed *if* delivered through non-F2F formats (i.e., online).
- **Variance/Exception request as needed.**

Administrative Offices/Services

- Administrative office areas will be open to students, employees, and the public with social distancing designs.
- Employees will be required to continue to work.
- Staffing patterns will be designed based on building density, social distancing, and custodial support availability. Staffing patterns will be approved by each area Vice President.
- Staffing patterns will be designed to provide critical services while maintaining contingency plans for illness.
- Cloth face masks will be required when 6 feet of social distancing cannot be maintained.
- Employees will complete a daily health screening checklist.
- Consider the opportunity for a paradigm shift to recognize financial efficiencies, office space utilization, recruitment/employment satisfaction, customer service needs.
- **No variance** anticipated.

Campus Events/Gatherings

- **Partial change** – Assess event case by case to determine impact/difficulty to maintain distancing/safety.
- **Variance/Exception request as needed.**

Community Services

- Services will be open to students, employees, and the general public.
- Services must create an operational plan which will be approved by the area Vice President and College President.
- Service plans must comply with all Governor's orders unless a variance is requested and approved from Park County Public Health.

PHASE III - LEVEL 5

Return to Normal Activity after COVID-19 through Phase II to Phase III Rolling Closure Plan

Operational Flexibility

Adaption of Academic Calendars and implementation of Prior Stages Due to Additional Short-term Closures

PHASE III

(Academic plan to accommodate additional closures through the Academic Year: adapting academic calendars, conversion to entirely distance education such as online modality where possible, conversion to partial online where courses cannot be moved to distance education fully, and limited campus access for completion of CTE, equipment dependent, clinical, and clock hours programs.)

The College shall evaluate national & state health trends, federal, state, and local guidance, institutional infrastructure & staffing needs, forecasted enrollment, and the College budget when determining which operational model (Operating Conditions 1, 2, & 3) should be utilized. Contingency plans to restrict operations as needed are required when the College elects to implement Operating [Conditions 2](#) or [3](#), which permit levels of F2F interaction.

Academics

- **Before a semester** – The Office of Academic Affairs, in conjunction with College administration, will integrate the most recent Federal, State, and local health & safety requirements when creating the anticipated academic delivery model (Operating Condition 1, 2, or 3).
 - Based on community/state health & safety probability projections, the College will select a delivery model that limits potential/anticipated delivery disruptions.
 - Course planning will develop simultaneous F2F and SD or online content. If F2F delivery is selected to be delivered under Operating [Condition 2](#) or [3](#), the College will have the ability to revert to [Operating Condition 1](#) (SD or online delivery exclusively) mid-semester.
- **During a semester** – Once a semester begins, academic delivery is expected to remain static unless additional restrictions are necessary mid-semester.
 - The College will alter its academic delivery mid-semester in one direction only: F2F → SD or online (as reverting to distance/online, then resuming F2F presents too great a disruption to students & faculty in addition to exponential custodial/mandatory PPE challenges).
 - Should a mid-semester restriction be necessary, the College will enact/enforce mandatory PPE/Social distancing classroom/lab requirements.
 - The number of participants, including instructors, in F2F/SD sections determined on a case by case basis based on lab space & equipment availability.
 - The number of participants will not exceed the determined limit in any section, and enrollment caps will be adjusted to reflect limitations.

Residence Life

- **Before a semester** – The Office of Residence Life, in conjunction with College administration, will integrate the most recent Federal, State, and local health & safety requirements when creating the anticipated residency hall occupancy model (Operating Condition 1, 2, or 3).
 - Based on community/state health & safety probability projections, the College will select an occupancy model that limits potential/anticipated resident disruptions.
 - If [Operating Condition 3](#) (unrestricted occupancy) is selected to be implemented, the College will have the ability to revert to restricted occupancy mid-semester by allowing students to sever housing contract ([Operating Condition 1](#)).
 - All housing contracts will include an addendum to reference social distancing/mandatory PPE (required face mask utilization) & limited activity schedule should it be necessary.

- **During a semester** – Once a semester begins, the occupancy model is expected to remain static unless additional restrictions are necessary mid-semester.
 - The College will alter its occupancy model mid-semester in one direction only: unrestricted spacing → restricted spacing (as restoring student room assignments presents too large of a custodial/mandatory PPE challenge).
 - Should a mid-semester restriction be necessary, the College will allow resident halls to remain open, but implement significant restrictions/limitations.
 - Permit students to break housing contract and vacate residence halls.
 - Limit occupancy:
 - Attempt to fill Simpson Hall first (adopt special COVID-19 rate incentive), limiting to 2 students per suite to maximize 2 per bathroom ratio.
 - Utilize traditional residence halls second, but cap room occupancy at one student per room.
 - Possible suspension of rules for freshmen to live on campus to meet occupancy needs.
 - Enforce best practices for restrooms/student spacing.
 - Modify rules for common areas to maintain distancing (like requiring facemasks, no communal dining, etc.)

Dining

- **Before a semester** – The Office of Residence Life, in conjunction with College administration and its vendors will integrate the most recent Federal, State, and local health & safety requirements when creating the anticipated foodservice operational model (Operating Condition 1, 2, or 3).
 - Based on community/state health & safety probability projections, the College will select an operational model that limits potential/anticipated foodservice disruptions.
 - If [Operating Condition 3](#) (unrestricted delivery) is selected to be implemented, the College will have the ability to revert to restricted operations mid-semester by providing students to-go meals ([Operating Condition 1](#)).
 - All food service contracts will include an addendum to reference social distancing/mandatory PPE & altered delivery schedule should it be necessary.
- **During a semester** – Once a semester begins, foodservice operations are expected to remain static unless additional restrictions are necessary mid-semester.
 - The College will alter its operational model mid-semester in either direction (unrestricted operations → restricted operations, or restricted operations → unrestricted operations), adjusting as health & safety conditions require.

Athletics & Clubs/Activities/Programming

- **Before a semester** – The Office of Student Services, in conjunction with Athletics, Residence Life, and the Coaches of Competitive Teams, and cooperation with College administration will integrate the most recent Federal, State, and local health & safety requirements when creating the anticipated operational model (Operating Condition 1, 2, or 3).
 - Based on community/state health & safety probability projections, the College will select an operational model that limits potential/anticipated disruptions to extracurricular programming.
 - If [Operating Condition 3](#) (unrestricted delivery) is selected to be implemented, the College will have the ability to revert to restricted operations mid-semester ([Operating Condition 1](#)), and all areas will enforce social distancing & mandatory PPE (including when traveling).
- **During a semester** – Once a semester begins, extracurricular operations are expected to remain static unless additional restrictions are necessary mid-semester.
 - The College will alter its operational model mid-semester in either direction (unrestricted operations → restricted operations, or restricted operations → unrestricted operations), adjusting as health & safety conditions require and scheduling/rescheduling and budget permit.

- If canceled, the College will not reinstate extracurricular operations until the current semester concludes (and conditions permit).
- Enforced social distancing & mandatory PPE (including when traveling) required during all instances of restricted operations.

Administrative Offices/Services

- **Before a semester** – The President & Vice Presidents will integrate the most recent Federal, State, and local health & safety requirements when creating the anticipated operational staffing model (Operating Condition 1, 2, or 3).
 - Based on community/state health & safety probability projections, the College will select an operational staffing model that permits flexibility for employees but supports customer service/efficiency strategies.
 - If [Operating Condition 3](#) (unrestricted delivery) is selected to be implemented, the College will have the ability to revert to restricted operations mid-semester ([Operating Condition 1](#)) and will enforce social distancing & mandatory PPE.
- **During a semester** – Once a semester begins, the staffing model expected to remain static unless additional restrictions are necessary mid-semester.
 - The College will alter its operational staffing model mid-semester in either direction (unrestricted operations → restricted operations, or restricted operations → unrestricted operations), adjusting as health & safety conditions require.
 - Enforce social distancing & mandatory PPE required during all instances of restricted operations.

Campus Events/Gatherings

- **Before a semester** – The Office of Student Services, in conjunction with Residence Life, and the Office of Administrative Services, and cooperation with College administration will integrate the most recent Federal, State, and local health & safety requirements when creating the anticipated operational model (Operating Condition 1, 2, or 3).
 - Based on community/state health & safety probability projections, the College will select an operational model that accommodates campus events to the extent practical.
 - If [Operational Condition 3](#) (unrestricted delivery) is selected to be implemented, the College will have the ability to revert to restricted operations mid-semester ([Operating Condition 1](#)), and all areas will enforce social distancing & mandatory PPE where necessary.
- **During a semester** – Once a semester begins, extracurricular operations may be altered if restrictions are necessary.
 - The College will alter its operational model mid-semester in either direction (unrestricted operations → restricted operations, or restricted operations → unrestricted operations), adjusting as health & safety conditions require.
 - If canceled, the College will not reinstate extracurricular operations until the current semester concludes (and conditions permit).
 - Enforced social distancing & mandatory PPE (including when traveling) required during all instances of restricted operations.

Community Services

- Services will be open to students, employees, and the general public.
- Services must create an operational plan which will be approved by the area Vice President and College President.
- Service plans must comply with all Governor's orders unless a variance is requested and approved from Park County Public Health.

Assumptions:

Some areas of focus have different levels of operational flexibility to respond to changing conditions during a semester. While it is easy to adjust a single office's customer service staffing pattern as weekly risk conditions dictate, operational changes to monolithic areas cause substantial disruption, have the ability to degrade or compromise student satisfaction/retention, and are expected to increase intutional costs. These changes should be limited in adjustment frequency and direction.

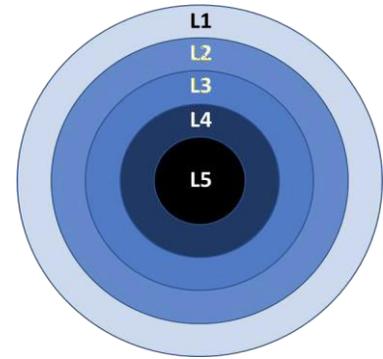
Therefore, the ICS Planning Group has determined the amount of restriction/relaxation flexibility each substantive area has for adjustment once a semester has commenced. This chart demonstrates that flexibility should COVID-19 conditions warrant an operational change during a semester of academic delivery.

Summary:

| AREA | PERMISSIBILITY: Situational Pivot <i>During</i> a Semester |
|---|---|
| <i>Academics</i> | ← <u>MORE</u> Restrictive Fall Semester |
| <i>Residence Life</i> | ← <u>MORE</u> Restrictive Fall Semester |
| <i>Dining</i> | ← <u>MORE</u> Restrictive Fall Semester |
| <i>Athletics & Competitive Teams</i> | ← <u>MORE</u> Restrictive Fall Semester → <u>LESS</u> Restrictive |
| <i>Student Activities/Clubs & Programming</i> | ← <u>MORE</u> Restrictive Fall Semester → <u>LESS</u> Restrictive |
| <i>Administrative Offices/Services</i> | ← <u>MORE</u> Restrictive Fall Semester → <u>LESS</u> Restrictive |
| <i>Campus Events & Gatherings</i> | ← <u>MORE</u> Restrictive Fall Semester → <u>LESS</u> Restrictive |
| <i>Community Services</i> | ← <u>MORE</u> Restrictive Fall Semester → <u>LESS</u> Restrictive |

Appendix 1

COVID-19 NWC: Levels of Response



(4-28-2020)

Level 1: Confirmed case in the united states

Social Distancing Response: Prepare & Assess

- 1 Monitor CDC and WHO regarding the situation. Review existing plan, Evaluate resources & supplies needed/on hand for various Levels of response. Campus locations are open.
- 2 Review and Assess each division/department/office's ability to modify operations, services, or staffing.
- 3 Review all areas of instruction, Modify or Develop a timeline to transfer classes from face to face to online format. Determine alternate arrangements for those classes that cannot be delivered online.

Level 2: Confirmed case within 100 +/- miles of NWC or CDC/who declaration of a pandemic

Social Distancing Response: Minor reductions to college/community interaction

- 1 Identify and Implement canceling classes and/or reducing operation levels temporarily, if needed, to implement the Level II response scenario and timeline. Campus locations are open after transition with reduced interaction.
- 2 Identify and cancel all on and offsite travel, activities, events, and conferences under the Level II timeline.
- 3 Transition all Face to Face classes to an online format, Modify, Reschedule, or Cancel remaining classes per timeline.
- 4 Modify operations and staffing levels, identify and implement strategies reduce large group/at-risk interaction.

Level 3: Confirmed case within 50 +/- miles of NWC or federal/state/local directive

Social Distancing Response: Major reductions to college/community interaction

- 1 Assess/implement applicable directives. Campus locations remain open with further reduced interaction.
- 2 Suspend all on and off-site travel, activities, events, and conferences beyond the Level II timeline(May 11).
- 3 Continue online classes. Cancel and reschedule remaining classes in face to face delivery (labs, etc.).
- 4 Close residential halls to students unless they cannot leave. Modify/cancel dining, fitness center, and childcare.
- 5 Close campus to public access. Limited exceptions may be necessary. Implement an offsite temporary staffing plan.

Level 4: Widespread employee illness or regulatory directive to CLOSE

Social Distancing Response: Campus locations are closed

- 1 Cancel all classes. Discontinue operations. Limit staffing to critical/on-call staff only.
- 2 Continue Level 3 response for residence halls. Close dining, fitness center, and childcare.
- 3 Maintain contact with Public Health, the state, continue communication with students and employees.
- 4 Work with Public Health and State officials to implement recovery strategies. Reopen campus.

Level 5: Prepare to resume operations/resume operations (partial or full)

Social Distancing Response: Comply with all WHO/CDC/Heath Authority directives. Lift when/where possible.

- 1 Restart the campus infrastructure engine.
- 2 Review the condition of the Res Life & Food Service environment.
- 3 Employ accreditation & regulatory guidance/directives/concessions related to the pandemic.
- 4 Prepare for the forthcoming academic terms academically & administratively (include students w/incomplete grades).
- 5 Prepare to resume non-academic on-campus events (field trips, summer session, community engagement & programming, etc.).
- 6 Recall employees/resume normal campus operations
- 7 Partially/Fully reopen campus to public/students (WY/Governor or Federal allowances).

Appendix 2



Wyoming Community Colleges

COVID-19 Guidance Protocols

Re-Opening Phase II to Phase III

Academic Year 2020-2021 Fall 2020 Reopening Plans

The Wyoming Community Colleges have been active participants in full implementation of all recommendations of local, county and national health experts in slowing the spread of COVID-19 in the communities the institutions serve. As per Governor Gordon's declaration via Executive Orders (EO) issued March 13, 2020, all colleges closed the institutions to public access as well as all outreach facilities throughout the state. It is important to recognize the leadership role the institutions played in the initial statewide response to COVID-19 with several of the institutions closing and/or extending spring break prior to Governor Gordon's EOs. The community colleges responded quickly and effectively by developing course and program completion plans through the remainder of the semester. The community colleges sought and received accreditation validation of conversion to distance education in response to COVID-19.

The colleges immediately stood up variations of institutional Emergency Response Teams (ERT) and began working very closely with their local and regional emergency response teams to meet the local and regional public health needs. The campuses were closed to public and employee access with limited exceptions, college employees were instructed to work remotely, residence halls and dining services were closed with limited exceptions, courses were converted to distance education, and plans were developed to accommodate course completion and commencement.

Community College Protocols and Plans for Phased Reopening and Re-entry

As the United States and the State of Wyoming establish mechanisms and protocols to move forward in the process of reopening the country getting back to business, the community colleges are a critical part of the state infrastructure and must respond to all impacts of COVID-19 for **mitigation of closures, recovery during partial closures and future uncertainty**, and establishing how and when **return to normal operations** should occur. Given the nature of community colleges and their critical role in economic development and job training, having the colleges develop plans for each stage will allow for better statewide management than can be done through blanket closures and Executive Orders.

Colleges developed interim plans for mitigation and recovery stages of the COVID-19 pandemic from March 13, 2020 through June 10, 2020, the following three stages of Plans and Protocols to Get Wyoming Back to Work Again with a focus on the five priorities: Saving Lives, Improving Government, Ensuring Livelihoods, Economic Well-being, and Services. Past plans and any future plans are subject to local trustee governance. With the change in Health Executive Orders to allow for institutions to reopen with up to 50 individuals as long as they meet the guidelines

enacted on June 10, 2020, via the Sixth Continuation of the Health Orders, the colleges are now at the stage of moving from Phase II (Recovery) to Phase III (Return to Normal) for fall opening of Academic Year 2020-2021. As such, the community colleges are in the stage of planning for reopening of fall 2020 (Phase III Return to Normal) including consideration of rolling closures. In addition to prior plans for Phase I and Phase II, completed Phase III reopening plans should be submitted to the Wyoming Community College Commission prior to fall 2020 start.

I. Mitigation of COVID-19 through Limited Course Completion during Closures:

CTE, Equipment Dependent, Clinical, and/or Clock Hour Courses

March 13, 2020 through May 15, 2020: CLOSED Variances/Exceptions Requests Required

The community colleges have specific courses and programs that were CTE and/or equipment dependent, clinical, and/or clock hour in nature and had specific hands-on student learning outcome requirements that must be met in order to grant transferable credit or board/industry-recognized certification and licensure requirements. As such, the community colleges developed plans for limited campus access for students and associated faculty and staff for the purpose of academic instructional course or program completion. Plans were submitted and approved by the County and State Health Official in order for the colleges to implement the completion plans. In counties where a county-wide variance was in place that met the individual college needs, an exception request was not required.

II. Recovery from Impacts of COVID-19 through Phase I to Phase II Reopen and Re-entry Plan:

Slow reopening of campuses and phased Re-entry Plan for all courses and Programs

May 15, 2020 through June 12, 2020: CLOSED with allowing classes only up to 25 people (staff allowed to meet the educational needs) with Variances/Exceptions Requests for anything more

Community colleges developed completion plans for anything in excess of the orders for phasing in Re-opening and Re-entry to the college campus as the institutions moved from mitigation to open access to select population. In consultation with the County Health Official, colleges may develop alternative operating plans to exceed the total of 25 students or to allow for meetings or other types of events that allow for specific populations to enter the facilities for student support services, library, workforce development and training, testing, and specific programs that lend themselves to controlled number of individuals within a certain area while ensuring that public health and safety protocols are implemented such as social distancing and facility cleaning that limit opportunities for virus spread. Incorporation of PPE and public health screening were implemented during this time. Colleges collaborated with their County Health Official and State Health Official for plans involving more than 25 students. All plans should be on file with the Wyoming Community College Commission.

III. Return to Normal Activity after COVID-19 through Phase II to Phase III Rolling Closure Plan: Adaption of

Academic Calendars and implementation of Prior Stages Due to Additional Short-term Closures during Academic Year 2020-2021

June 15, 2020 through Fall 2020 Academic Year Start: Reopened to up to 50 people as long as all social distancing and other safety protocols are in place.

Community Colleges will use this template to develop an academic plan to accommodate additional closures through the 2020-2021 Academic Year. The plans should consider possible outlines for adapting academic calendars, conversion to fully distance education such as online modality where possible, conversion to partial distance education where courses cannot be moved to a fully distance education modality, and limited campus access for completion of CTE, equipment dependent, clinical, and/or clock hours programs. Plans must be on file with the Wyoming Community College Commission before the start of 2020-2021 Academic Year.

Last Update:
April 23, 2020
April 27, 2020
June 15, 2020

Appendix 3

Federal Fund sources

CARES Act – Coronavirus Aid, Relief, and Economic Security Act, federal legislation intended to distribute financial support to citizens, businesses, and government entities who have been impacted by the Coronavirus (enacted 3.27.20). The \$2 trillion Act allocates \$30.75 billion to education programs, several of which provide funding for lost business revenue and incurred & planned expenditures in Post-Secondary Education:

- **Sec. 18002 (State)** – Allocated funds to the State of Wyoming, to be distributed statewide by the Governor. Status: The Commission requested \$53,758,449 from the state, but the actual amount to be awarded is pending. NWC's proportional need is roughly 1/7th of total Commission request:

| CARES ACT Request-State | Total CC's | NWC |
|-------------------------------|---------------|--------------|
| Cost to Re-Open PPE | \$ 4,598,056 | \$ 449,647 |
| Anticipated Exp. - Transport. | \$ 2,596,450 | \$ 545,000 |
| Unempl claims/Recovery staff | \$ 917,672 | \$ 166,203 |
| Bonds, Leases and related | \$ 1,865,945 | \$ 316,700 |
| Wage reimb. Student/PT | \$ 1,539,000 | \$ 150,000 |
| Exp. Ops, Closure, Continuity | \$ 10,283,062 | \$ 2,376,182 |
| Employee technology | \$ 9,415,642 | \$ 325,000 |
| Lost Rev. - Halls,Dining,Camp | \$ 10,330,148 | \$ 1,341,083 |
| Wages attributed to COVID-19 | \$ 3,498,816 | \$ 858,600 |
| Anticipated Lost Revenue | \$ 1,661,294 | \$ 580,175 |
| Estimated lost tuition & fees | \$ 7,052,414 | \$ 1,200,000 |
| | \$ 53,758,499 | \$ 8,308,590 |

- **Sec. 18002 (Governor)** – Governor-specific funds that can be distributed by Governor discretion. Status: Pending.
- **Sec. 18004 (Student)** – Allocated funds intended for NWC students who meet select eligibility criteria. Department of Education guidance has been inconsistent, contradictory, and restrictive. Status: Applied & Approved. \$336,334 available (50.0% of NWC's Sec. 18004 allocation).
- **Sec. 18004 (Institution)** – Allocated funds intended for NWC itself for COVID-19 costs or losses related to COVID-19. Institutional aid is dependent on, and proportional to, the distribution of student aid. Federal guidance is poor. Status: Applied & Approved. \$366,334 available (50.0% of NWC's Sec. 18004 allocation).