USCPrice
Sol Price School of Public Policy

GENERAL RESTART PLAN

Basic Principles

- Protection from viral transmission is focused on three approaches:
  - Personal health screening
  - Physical distancing
  - Personal protective equipment (PPE)
- Physical distancing achieved through density restrictions:
  - Spatial mapping employed to maintain distancing goal of at least 6 feet
  - Altered or extended hours can be used to increase productivity within density limitations
  - Parameters apply to all shared areas (e.g., elevators, restrooms, breakrooms, hallways)
- PPE policies will be set centrally (i.e., who are vulnerable individuals, who may opt out, etc.)

Members of the Business Continuity Plan Leadership Roster

Dana Goldman	Interim Dean
Juliet Musso	Vice Dean, Academic Affairs
Neeraj Sood	Vice Dean, Faculty Affairs & Research
LaVonna Lewis	Associate Dean for Diversity, Equity & Inclusion
Lois Takahashi	Director, Sacramento Center
Linda Peacore	Associate Dean of Administration
Carol Rush	Associate Dean, Student Affairs & Enrollment Management
Melissa Azarcon	Associate Dean of Finance
Kattie Johnson	Assistant Dean, Faculty Affairs
Julie Labich	External Affairs Director
Jonathan Schwartz	Online Education & Digital Media Director
Gail Uyeda	Human Resources Director
Anthony Burgos	IT Director
Matt Loggins	Facilities Director and Safety Coordinator
Stephen Lambert	Safety Coordinator

Marlon Boarnet	Dept. Chair, Planning
Jason Doctor	Dept. Chair, Health
Richard Green	Dept. Chair, Real Estate
Gary Painter	Dept. Chair, Public Policy
Yan Tang	Dept. Chair, Public Administration
Frank Zerunyan	University Liaison to the ROTC Programs
Chris Klein	Chief of Staff, Dean's Office
Juliet Lee	Administrative Manager, Sacramento Center

Information Technology

1. **Technology in support of continued online classes, working remotely, and hybrid environments**
   For fall 2020, we will continue to build upon the technology put in place to support online classes for spring and summer. All classrooms in RGL have monitor or projector displays, webcams, and microphones to accommodate DEN class environments.

   All faculty and staff have remote access and Zoom capability, allowing them to teach and work from home, and are trained to use Zoom and other technologies for teaching and working. We have contracted with Pearson for continued support for faculty teaching online (described in Academic Restart Plan). Several faculty are taking the CET training this summer and we have redeployed two current Price employees to provide Blackboard support to faculty teaching online.

   We are using a Yammer page which provides resources for faculty teaching online. This has been successful and we'll continue to utilize this through summer and fall. The Yammer site is a place faculty share best practices with one another and we post links to training seminars and other USC resources.

   Department chairs are working directly with faculty in their areas to be sure they have the resources and support they need. We developed and shared guidelines for teaching asynchronous classes. We're ensuring we meet the hourly contact hours regardless of modality. We regularly surveyed faculty and students about how online classes went in spring 2020 and will apply lessons from those surveys for summer and fall 2020.

2. **IT staffing**
   We continue to have sufficient IT staff available to accommodate needs as they arise. Based on the success this spring, faculty and staff are well-prepared for fall 2020. The IT staff have been working remotely for the most part since March, but we plan to have them back on campus to be readily available to assist as needed in summer and fall. We should be able to accommodate most needs within their regularly scheduled hours with some limited overtime.

3. **Equipment needs**
   In general, we have had a sufficient supply of equipment (i.e., computers, laptops, printers, monitors, etc.) and have not needed to purchase additional equipment to conduct business operations. We have confirmed that we have webcams in classrooms, so do not need to purchase more for DEN class set-up.

We have been tracking loaned equipment and purchases and will take an inventory of equipment when it is returned to the office (e.g., monitors, keyboards). We will maintain a list of which equipment is still being used by faculty and staff from home.

4. **Connectivity for online students**
   IT staff will work with faculty and staff directly to troubleshoot any problems. Based on how things have gone this spring, we are confident that we can address anything that arises. For students not having access to internet, we will continue to refer them to the USC Student Affairs Office and the Basic Needs Fund which has provided hotspots for students who need them.

Facilities and space considerations

1. **Alternative work space in order to preserve physical distancing**
   We have completed a space analysis, both for classrooms and offices. We also identified additional class and work space:
   a. Three faculty offices that are available due to sabbaticals or retirements in fall 2020
   b. Student lounge in Lewis Hall can be converted to a classroom
   c. Two conference rooms can be made available for classroom or workspace
   d. South courtyard outside Lewis Hall for individual workspace or smaller group meetings

2. **Employees working at staggered or alternating times**
   We have identified three shared offices where staff would need to be relocated or have alternate/staggered work schedules in order to ensure appropriate physical distancing. We will coordinate directly with supervisors to determine arrangements that meet their specific needs.

3. **Cleaning procedures**
   It is our understanding that FMS will be handling cleaning schedules and protocols for classrooms and public spaces. It is our desire to maintain the current class schedule as much as possible, but will continue to assess the in-person class schedule and adjust times as needed for cleaning schedules. If classes need to be shortened to allow for cleaning, we will add asynchronous and online contact. Faculty and staff will be provided cleaning supplies and instructions for office spaces and workstations. Shared office space will have signage posted with instructions for cleaning work surfaces, door handles, etc. We will have disinfectant spray and/or wipes available for faculty and staff to use in those instances.

4. **Hand sanitizing stations**
   It is our understanding that FMS will set up hand sanitizing stations at entrances of buildings and near elevators. In addition, we plan to have hand sanitizer available at reception areas and office suites where multiple people may be working.

5. **Method to maintain physical distancing**
   In accordance with guidelines and supplies from the University, we will post signage on floors in our buildings to indicate space requirements. For reception areas and bathrooms, signage will be posted to indicate the number of people who may be in the space at a time.

There are two stairwells in Lewis Hall – one on the east side of the building and one on the west. To limit the frequency of people passing one another in on stairs, we will post signage on floors and walls to indicate that the east stairwell will be used one-way for going up and the west stairwell will be used one-way for going. There will be signage at the building entrance to let people know which direction to walk and locations of stairwells, as well as the elevator for those who cannot take the stairs. Signage will also be posted to indicate one-way building entrances at the north (main) and east doors and one-way building exits at the south and west doors.

6. **Mechanism to ensure face coverings**
It is our understanding that everyone coming to campus will be required to take the appropriate TrojanLearn modules(s) and that at the completion of these modules individuals sign an informed consent form which is their agreement to abide by physical distancing, cleaning, and face covering protocols. As a way to further stress the importance of following requirements, the School leadership is committed to using face coverings and will regularly and publically encourage faculty, staff, and students to observe requirements for face coverings, physical distancing, handwashing, and cleaning protocols. The policy will be posted on the School's Restart web page and email communications and signage will reinforce health and cleaning protocols. We will have extra masks in the dean's office so that faculty, staff, and students can pick up a mask if they forget to bring their own.

7. **Signage**
As directed by the University, signage will be posted on floors, walls and stanchions to inform community members about behavior protocols in all public spaces, work spaces, common areas, hallways, and other designated areas. Additional signage will indicate one-way walking paths in hallways and stairwells. This signage will include stickers for the floors to mark out 6-feet measurements where people might be waiting (e.g., elevator, student-facing offices, bathrooms). We will use templates provided by the University to print and post additional signage specific to our buildings, including the number of people permitted in break rooms, bathrooms, elevators, etc. based on County and University guidelines. Signs will be posted in offices where there are reception areas to instruct people to wait outside until the space is clear. Additional signage will be posted in all classrooms providing instructions regarding the seating and flow of the classroom.

8. **Visitors**
All visitors and outside vendors will be required to complete Trojan Check before coming to campus. We will communicate physical distancing and cleaning protocols via our School's Restart web page and signage posted throughout our buildings. Events or gatherings where visitors would normally have attended in-person will be limited in size based on L.A. County guidelines, and most activities will be conducted virtually or via Zoom.

<u>Student Affairs</u>

1. **International programs**
International Labs are experiential learning opportunities in which students integrate classroom knowledge with professional practice by providing policy-related consulting services outside the United States. Lab participants collaborate as multi-disciplinary teams to address a particular project identified by the client in the host country. Student analyze information pertinent to the project and its context, then produce a set of recommendations for accomplishing project objectives.

PPD 613a is a 1-unit course that precedes and is a prerequisite for a companion 3-unit intensive field course offered in the summer term. The primary purpose of the 1-unit course is to lay the groundwork for activity to follow in the companion course. Students will conduct background research, form thematic teams, and develop a proposed work plan that guides their fieldwork in the summer. The first component of the Lab held at USC during the spring semester helps students complete background research and prepare for their fieldwork prior to leaving USC Price. In recent years, Price International Labs have deployed Adobe Connect and Zoom to deliver the 1-unit course online. Students participate in activities such as online video conferences with the client to gain a better understanding of the client's business needs, organizational environment, and policy challenges. During the 3-unit summer course (PPD 613b), students spend two weeks in a host country meeting with experts and practitioners, making site visits, and working collaboratively on their project. The two weeks consist of two main phases after arrival: "ingestion & digestion" during the first week, and "report and presentation production" during the second week.

At the beginning of the spring 2020 semester, the school had three Price International Labs scheduled. In March 2020, they were cancelled due to the COVID-19 outbreak in all three locations (Milan, London, Buenos Aires). In spring 2021, three Labs will resume with the same topics, instructors and overseas institutional partners:

Location	Topic	Instructor	Local Partner
London, UK	Smart City	Eric Heikkila	University College London
Milan, Italy	Social Innovation and Human Capital	Christine Beckman	Bocconi University
Buenos Aires, Argentina	Local Governance & Housing Issues in Buenos Aires	Frank Zerunyan	Fundacion Metropolitana

If travel limitations continue and students are not able to go abroad in summer 2021, the International Labs will be offered completely online. Instructors will prepare teaching materials in order to use Zoom, Blackboard and/or other tools to assist in delivering the course materials, and provide regular touch points with students during the online teaching period. The Price Global Engagement Office will facilitate the Labs by supporting instructors, and contacting international partners to identify speakers and lecturers relevant to the topic. Although students will miss the valuable opportunity of experiencing the 2-week intensive course comprising in-person lectures and site visits, an online learning environment provides more flexibility to invite consulting project clients, lecturers, guest speakers to meet with our Lab students. With institutions and organizations adapting to the new normal of economic activities after the pandemic, international virtual site visits with support from our overseas local partners and USC overseas offices can be arranged for our students. The online format will continue to entail a full schedule of lectures and possible virtual site visits designed to illuminate the policy issues within the local context. Students will be working in fluid teams with client presentation and written reports being produced in parallel.

2. **Virtual orientation programs**
We are planning that all "Welcome back" events will be virtual. This will include the international student orientation and master's orientation programs. We will host a series of virtual Town Hall meetings for students with the new Interim Dean Dana Goldman in lieu of an in-person welcome event.

We will continue to have student appointments virtually, including academic advising appointments. As we are permitted, we will move to some in-person meetings with required protocols in place.

3. **Admissions**

We are not planning on any recruitment travel for fall 2020, either domestic or international. We will participate in virtual college fairs with our current partners and we're exploring hosting virtual information sessions. We are already planning on more extensive advertising and engaged a digital marketing campaign this spring that was very successful and on which we will build for fall.

In response to limitations for Chinese students, we used WeChat and worked with the USC China Office to engage prospective and admitted Chinese students this spring. These efforts went well; therefore, we will utilize what we learned and provide extensive personal contact with individuals virtually. Moreover, the experience of hosting a successful virtual Admitted Students event this spring will contribute to offering similar effective virtual activities for recruitment.

Open lines of communication will be important for students as we continue to adapt our work to the changing situation. We will provide periodic status reports to students via email, our web page, and digital media. We also welcome the opportunity to partner with the student counseling center to facilitate student support.

Budget implications related to equipment

We have received a relatively minimal number of requests and have been able to fund these thus far. Faculty charge any equipment to their faculty research accounts (e.g., monitors, laptops, chairs, etc.). We've encouraged faculty and staff to use what they have in their campus offices, and some have taken chairs, monitors, and keyboards to use at home workstations. If the University continues to have a significant number of employees working from home, we would like to receive guidance as to how to address ergonomic workstation requests and the subsequent budget implications of granting those requests.

Communications

Our External Affairs Director will ensure messaging about restart is consistent for both internal and external audiences. We will also coordinate with the Associate Dean of Student Affairs on messaging that is related to students and their academic programs in particular. We will coordinate all communications to include updates to web pages and online resources. We have and will continue to provide guidance to staff to update voicemail messages, email signatures, and signage as it relates to their ongoing remote work.

This spring we set up a Price School COVID-19 web page with resources and information for employees. We will update this web page for Restart, in addition to directing faculty and staff to consult University web resources about health and cleaning protocols, training, human resources, remote work, etc. We plan to host a virtual Town Hall event where we will present information about Project Restart as it applies to our School. We will post a "welcome back" packet for returning employees that covers training requirements, symptom checking, physical distancing protocols, transportation schedules and policies, budget/purchasing policies, remote work policies.

Employees

Regular faculty: 72
Adjunct faculty: 163
Staff: 158

Postdoctoral scholars: 6

By location:

Building	Faculty	Staff	Postdocs
RGL	44	41	1
VPD	12	43	3
SAC	3	6	
UGW	1	32	2
CPA (formerly VKC)	1	16	
RTH	2		
KAP	1		
ASC	1		
Remote location	6		
PED		3	
SCT	1	17	
Total	**72**	**158**	**6**

Guiding principles:
- Faculty and staff able to work from home may continue to do so
- Return of non-essential employees dependent on ability to main physical distancing
- Employees in vulnerable populations should work from home

1. **Returning employees**
During the shelter in place orders, nearly all of our staff were able to work successfully from home (the few exceptions were staff who function primarily as receptionists). Given the success of our faculty and staff working from home the past three months, we plan to continue encouraging those who can work from home do so, through the summer and possibly the fall, or until the University provides further guidance.

While the vast majority of employees will work from home, public and student-facing offices such as Student Affairs and Career Services may begin to have more traffic on campus in August and through the fall semester. For these departments, staff will keep a rotating schedule such that someone can be in the office while others in the department work from home. This will allow for those who need to stay home to remain there while still providing support for classes and in-person services. Other offices, centers and programs will use a similar approach by having some staff work from home with limited staff physically present in the office to handle in-person needs. For instance, since academic advising has been successful via Zoom, that will continue. However, as some protocols ease, we may have an advisor present in the office for one-on-one appointments with physical distancing practices in place; in Career Services, employees may meet with recruiters or host small-group programming. Faculty will work from home except when they are teaching or need to utilize their offices.

Until the University instructs employees to return more fully, we will continue to monitor the number of employees physically coming to their offices to ensure our buildings are at the appropriate capacity (given that the majority of faculty and staff will remain at home, we do not expect any problems). We have

developed a checklist for faculty and staff to follow whenever they want to go to their offices, which includes the requirement they complete the Trojan Check prior to each visit. In addition to supervisors receiving automated notification through Trojan Check, we have asked staff to email our HR Director Gail Uyeda to inform her of when they will be on campus and in which building. Gail can also provide reminders about observing physical distancing protocols and wearing face covering.

We will communicate directly with supervisors about coordinating with members of their team who may be at higher risk and encourage managers to be flexible and develop back-up plans should particular staff in their office need to remain at home for a period.

2. **Coverage for people who are sick**
   Similar to the approach described above, departments and offices will manage coverage in their areas, creating alternating work schedules and staggered hours to accommodate physical distancing needs along with necessary in-person coverage. Should someone become ill, these alternating schedules would adjust accordingly. Supervisors will also prepare back-up plans for staffing should someone on their team become ill. Many of our departments are using Slack to stay connected which will be a tool for communication should back-up plans need to be utilized.

3. **Flexible work arrangements to allow for physical distancing in offices**
   Based on a space analysis of offices, the majority of workstations are either in private offices or have sufficient distance or partitions between them to allow for required physical distancing. For those where there is not sufficient space, supervisors will arrange work schedules so that some staff work from home, some work in the office on a rotating basis, or some move to other workstations which are currently vacant (e.g., empty offices due to faculty sabbatical, empty conference room). We will work directly with individual offices that have limited space so they have a plan specific to their department. Supervisors will be prepared to reassign roles and responsibilities as needed to address priorities.

4. **Employees returning to work**
   Currently, we are planning for some key operations staff to return to work on campus. This would include IT, Facilities, and HR. The Associate Dean for Administration will be present in the Dean's Office on a regular basis since it will be important to have a consistent presence in the Dean's Office as a primary point of contact for anyone coming to the School. Other departments will regularly assess what is essential depending upon the circumstances. For instance, the Student Affairs Office will arrange for in-person staffing to accommodate students coming to campus for assistance. The needs of students will determine when in-person staffing is required and supervisors will plan which of their team members will come in and when.

5. **Provisions for high-risk/vulnerable staff**
   Faculty and staff who identify as being at higher risk for severe illness from COVID-19 due to age or underlying health conditions, or have family members in the "high risk" category, temporary accommodations will be granted to the extent feasible. Staff and faculty with concerns should contact their supervisors, department chairs, HR partners, or deans of faculty. Similar to our plans for flexible coverage and support for those who become sick, offices will have back-up coverage plans in place should the need arise. For staff in vulnerable categories, supervisors will coordinate their tasks such that they may continue to work from home until the risk factors are diminished. We will follow guidance from the University regarding how to identify and accommodate employees in high-risk categories.

Travel

We will share the University's policies for essential travel with faculty and staff. When student travel is permitted, we plan to communicate that we want students traveling for courses/labs to use Christopherson Travel to purchase tickets and add on cancellation insurance. This was our approach in the spring because it helped facilitate refunds should travel become restricted.