Supporting our higher education clients to implement programs/projects associated with a Safe Return to Operations and implementation of initiatives designed to support a phased Return to Service.
In order to return people to campus, immediate steps should be taken to create a safer learning and work environment. These steps are based on what we know now about the spread of coronavirus and based on CDC and WHO guidelines. A successful return will rely on addressing individual and group behaviors as well as campus culture.
A Phased Implementation Approach

Phase 1
Minimal Return: 0 to 30%
- Classes on-line
- Postponed labs based learning/research
- Infrastructure/MEP
- Ramp up student support
- Invest in IT platforms
- Business/Operations/Financial changes
- Adhere to State directives

Phase 2
Some Return: 30% to 60%
- Modify + clean specific facilities
- Publish safety + density protocols
- Select priority courses
- Select/train priority faculty/staff
- Workplace/home working strategy
- Health test before entry
- Adhere to State directives

Phase 3
Full Return: 60 to 90%+
- Certified clean + contained facilities
- Gated campus with secure entry
- Set up quarantine facilities
- Housing/Dining/Recreation
- Sports + culture
- Tuition and auxiliary revenues
- Adhere to State directives
### 18 Week Plan for Return

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#### Academics
- Define Returning Cohort Demographic
- Departments Coordinate Program Offerings
- Monitor and Course Correct
- In Person vs Online Program Priorities
- Student Services Operations Policy
- Student Health Operations, Quarantine
- Procure Health and Safety Consulables

#### Auxiliary Services
- Operations for Housing, Dining, Rec
- Coordinate Return Operations Training + Supply
- Procure Health and Safety Consulables
- Housing, Dining, Rec Capacities
- Study Services Operations Policy
- Student Health Operations, Quarantine
- Procure Building Cleaning and Readiness Services

#### Facilities
- Identify Priority Facilities / Standards / Protocols
- Coordinate Academic / Auxiliary Needs
- Undertake Building Cleaning and Readiness
- Cleaning and Readiness Protocols
- Procure Building Cleaning and Readiness Services
- Phased Opening and Operations

#### Finance and Operations
- Define Staff Return Strategy
- Detailed Workplace Return Strategy
- IT / Technology Implementation
- Capital and Operating Model
- Budget Monitoring and Development
- Budget Monitoring and Development

#### Communications
- Define Policies and Institutional Direction
- Roll Out Internal / External Communications
- Internal / External Mobilization Communications
- Protocols / Procedures Reinforcement

#### Timeline
- **PLANNING**: 1-4
- **INITIATION**: 5-12
- **IMPLEMENTATION**: 13-18
- **OPERATION**: 19-24
Minimal Return: 0 to 30%

1. All classes online
Many colleges and universities are considering Fall classes continue online. To ensure a high level of performance, colleges and universities will need to invest further resources to enhance their current online services.

2. Postponed labs based learning/research
Although online learning can be used as an interim step, lab-based research remains a critical component of student training. This learning component may be postponed to Spring of 2021.

3. Infrastructure/MEP
Changes to infrastructure to better support online learning may be required in addition to modified MEP system cleaning and upgrades for the faculty/staff that remain on campus.

4. Ramp up student support
A critical component to the success of students and graduation rates depends on a strong student support approach. Support services for predominantly online students will need to be evaluated and revised.

5. Workplace Strategy
Although students may be learning online and remotely, college/university leadership on campus to lead the institution back to a new normal will be important.

Consolidate building use to minimize facilities costs while leveraging online learning. Potential reduced revenue for tuition, student housing, food and beverage, activities, and other student fees requires a completely new business model.

What you should do now:

- **All classes on-line**
  - Develop technology investment plan
  - Develop learning quality standards plan
  - Learning resources development/training team
  - Curriculum and Accreditation Plan

- **Ramp up student support**
  - Develop technology investment plan
  - Develop online service quality standards plan
  - Develop shared services training
  - Develop concierge/shared services model

- **Postponed labs based learning/research**
  - Prioritize science/engineering cleaning plan
  - Building entry protocols for essential research
  - Anticipate research expenditures deferrals
  - Phased class/lab scheduling plan

- **Workplace strategy**
  - Identify protocols and availability of PPE
  - Develop social distancing protocols
  - Develop performance standards for at home working
  - Develop furniture, IT hardware/software and apps protocols

- **Infrastructure/MEP**
  - Identify essential on campus faculty and staff
  - Create policies for health and safety
  - Ramp down plan for mothballed campus sections
  - Prioritize MEP systems cleaning upgrades plan

- **Business/Operations/Financial change**
  - Develop tuition revenue/costs plan
  - Account for loss of auxiliary revenue sources
  - Develop capital asset/resources consolidation plan
  - Develop new consolidated operating structure
Some Return: 30% to 60%

1. Modify + clean specific facilities
Preparing a university for the return of students will be a critical first step to returning to service. Partial limitation to campus entry may also be a consideration for those campuses that have the ability to control entry.

2. Publish safety + density protocols
Students, faculty and administration will have to clearly understand the university standards and protocols, knowing what to expect from each other in the new normal.

3. Select priority courses
In a balanced in-person, and online, learning experience, it will be important to confirm priorities for in-person courses.

4. Select/train priority faculty/staff
Faculty, staff and administration will need to have clear protocols established and communicated to them in this stage of transition. It will be critical to set up training, and confirm attendance before any in-person classes can occur.

5. Workplace/home working strategy
Working with each program within the university, a unique approach will need to be created ensuring that each program is uniquely engaged with students to support the academic requirements of the program. This may be very different between programs.

Consolidate building use to minimize facilities costs while leveraging online learning. Potential reduced revenue for tuition, student housing, food and beverage, activities, and other student fees requires a completely new business model.

What you should do now:

Modify + clean specific facilities
- Prioritize buildings cleaning plan
- Campus/building entry protocols
- Prioritize MEP systems cleaning upgrades plan
- Ramp up plan for mothballed campus sections

Select/train priority faculty/staff
- Develop technology investment plan
- Develop learning resources and training team
- Develop learning quality standards plan
- Develop curriculum and accreditation plan

Publish safety + density protocols
- Create policies for health and safety
- Identify PPE protocols and availability
- Develop social distancing protocols
- Health test before entry

Workplace/home working strategy
- Develop shift working/priority teaching plan
- Develop technology investment plan
- Develop performance standards for at home working
- Develop furniture, IT hardware/software and apps protocols

Select priority courses
- Prioritize classroom/lab scheduling plan
- Identify essential on campus faculty and staff
- Anticipate research expenditures deferrals

Business/Operations/Financial change
- Develop tuition revenue/costs plan
- Account for loss of auxiliary revenue sources
- Develop capital asset/resources consolidation plan
- Develop new consolidated operating structure
1. Certified clean + contained facilities
Rigorous cleaning specifications will provide students and faculty with a certain level of confidence in returning to campus. Couple additional protocols with a certification plan to support a return to service.

2. Gated campus with secure entry
Creating a completely gated campus community will help keep faculty and students safe. Providing parameters to students that identify protocols for leaving campus will further enhance safety for faculty and students.

3. Set up quarantine facilities
Identifying a building for coronavirus confirmed cases to live on campus will ensure the safety of other students and faculty, should further spread of the virus continue.

4. Residential/Dining/Recreation facilities conversions
Changing doubles to singles and triples to singles will take some planning. Additional adjacent student housing may be required. Student housing costs may increase to support a lower density approach to student housing. Protocols for use of recreation facilities will be critical to ensure that students are able to access assets they pay for in their student fees.

5. Sports + culture
Sports and Arts assembly spaces will benefit from national protocols and best practices for long-term disinfection developed in conjunction with returning these areas to operation. Over time, implementation of additional screening and monitoring technologies, integrated with existing security systems and protocols, can assist with crowd management. Digital and optical systems for the touchless support of an array of needs (ticketing, concessions, restrooms, etc.) should be adopted and installed.

Consolidate building use to minimize facilities costs, while leveraging online learning. Potential reduced revenue for tuition, student housing, food and beverage, activities, and other student fees requires a completely new business model.

Full Return: 60% to 90%

What you should do now:

Certified clean + contained facilities
- Certification liability for health and safety
- Develop phased buildings cleaning/certification plan
- Develop phased MEP systems cleaning upgrades plan
- Ramp up plan for mothballed campus sections

Residential/Dining/Recreation facilities conversions
- Identify capital costs of conversions to singles
- Create additional conversions for health/quarantine
- Develop catering facilities cleanliness plan
- Develop recreation health and safety protocols

Gated campus with secure entry
- Create gated community security system
- Develop campus/building entry protocols
- Provide health test before entry
- Create on-campus social distancing protocols

Set up quarantine facilities
- Identify PPE protocols and availability
- Identify campus quarantine deliveries/services
- Identify essential quarantine resources
- Anticipate costs/liability of quarantine operations

Sports + culture
- Develop crowd control protocols
- Develop venue cleaning protocols
- Develop food/beverage/concessions protocols
- Develop team training/playing protocols

Business/Operations/Financial change
- Develop tuition revenue/costs plan
- Account for loss of auxiliary revenue sources
- Develop capital asset/resources consolidation plan
- Develop new consolidated operating structure
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