
University of Rochester Redesigned
COVID-19 Guiding Principles & Framework for Recovery

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Version 3.1: Release Notes

This version contains updates that align the guidance with New York state (NYS) guidance for reopening, clarification on masking outdoors, updated information regarding signage, information on disability accommodations, and clarification regarding library borrowing practices.

Redesign Principles & Framework for COVID-19

This document is intended to help the University of Rochester (UR) conform with local, state and national laws, regulations and guidance documents related to phased restart of activity and to function as a planning tool for a coordinated and phased resumption of University operations. It is intended to be general guidance for the development of specific University rules and directives, and flexible in order to accommodate changes in circumstances, laws, regulations, executive orders, and the advice of public health experts

Recovery Principles

1. Recovery activities shall align with current NYS executive orders and requirements as well as Center for Disease Control (CDC), New York State Department of Health (NYSDOH), Monroe County and University guidance.
2. The University expects a phased-in approach to returning faculty and staff based on availability of PPE and testing, ability to maintain social distancing, and the availability of alternatives to in-person activity.
3. Resumption of activities should align with UR Leadership decisions and directives and be coordinated through the University's Coronavirus University Restart Team (CURT) and its Emergency Operations Committee (EOC) and subgroups. All faculty, staff and students are expected to adhere to specific directives and operational plans resulting from these guidelines.
4. Priority of recovery and expansion of activities should take into consideration the availability of various internal and external dependencies, including but not limited to PPE.
5. There must be the ability to quickly screen and test symptomatic individuals and then perform robust contact tracing to identify and control an outbreak. Campus will need quarantine and isolation housing for students in residence.
6. Pivoting from open to closed may be required in the instance of new case surges.

Expectations for Use

Schools and administrative departments should develop specific plans that adhere to the guidelines and principles set forth in this document. This document will be updated as needed, given the fluid and dynamic public health situation as well as various changes to regional, state, and federal guidelines. For this reason, schools and administrative departments should ensure they are using the most up-to-date version of this document, which will be posted to the Box folder linked in the footer of this document. Supervisors and managers of employees and students should regularly and clearly communicate rules

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and expectations for behavior. The University expects compliance with such rules. Violation or disregard of directives and procedures may result in revocation of building access privileges, disciplinary action and/or other consequences.

Framework

This guidance document is based upon several key sources. First, the phases outlined below align with the New York State (NYS) “[Metrics to Guide Reopening New York.](#)” In addition, this guidance builds upon framing outlined in the American Enterprise Institute Report [National Coronavirus Response: a Road Map to Reopening](#) (March 28, 2020) and the [White House Guidelines for Opening Up America Again](#). Like the NYS guidance, both sources identify a phased approach to reopening, noting a dynamic interplay between the phases may be necessary to navigate the near- and mid-term recovery responses to COVID-19.¹ In addition, several other bodies have release guidance to inform reopening plans.² These document are available in the Box folder linked in the footer of this document; other guidance documents will be added as available and appropriate.

Within New York state, state and regional government bodies will monitor key indicators to determine whether a region can reopen. Generally, these indicators are based upon COVID-19 infection rates, capacity of the health care system, capacity for sufficient diagnostic testing, and robust contact tracing.

NYS regional reopening will be conducted in phases organized by economic sector. Early phases prioritize sectors that have both large economic impact and inherently lower infection risks for employees and customers. Later phases include those that present higher risks of infection and spread. While the Finger Lakes Region is allowed to begin Phase One of reopening, the education sector is included in the last phase, Phase Four.³

At the University of Rochester, some areas of research have received permission from the state to resume because they are deemed essential (e.g., research related to healthcare) or critical (e.g. national defense or critical manufacturing), [as outlined on the COVID-19 site](#). Researchers and labs should adhere to this guidance as well as that of the Research Executive Committee and their school deans for research.

Assumptions for Phased Operational Resumption: Near- to Mid-Term

Late Spring to Mid-Summer

- The first wave of the epidemic will peak in late spring in most of the U.S., including New York state, and stay-at-home orders will gradually be relaxed. The state will engage in phased reopening, aligning with the parameters outlined above.
- Testing capacity will likely increase in the state.

¹ The AIE Report frames 4 phases, as does NYS, while the White House Report frames 3. The White House report assumes a baseline, unnumbered phase of stay-at-home, whereas this phase is numbered (Phase I) in the AEI report.

² Guidance includes the NYS Commission on Independent Colleges and Universities (CICU), the American College Health Association (ACHA), the Centers for Disease Control and Prevention (CDC), and the American Association of Universities (AAU).

³ See <https://forward.ny.gov/industries-reopening-phase>

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- Unless approved by New York State or federal guidance there will be no University-related domestic or international travel during this phase, unless pertaining directly to COVID-19 response or approved by a member of the University Senior Leadership Group.

Late Summer to Fall

- Community-based transmission will likely continue in the U.S. in the near term, and this transmission may be accompanied by periodic outbreaks. If outbreaks become widespread within the county or the state, periodic stay-at-home orders may be issued.
- Testing capacity will likely continue to increase statewide, including antibody testing.
- International and most domestic travel will be restricted for University-related activities/business unless approved by a member of the Senior Leadership Group.

Early 2021 and Beyond

- Lifts of physical distancing measures likely are not possible until widespread testing is available as are treatments and significant progress toward vaccine development. Significant uncertainty exists in the timeline of these measures.

University Planning Principles & Guidelines

Physical & Social Distancing Parameters

All work that can be done remotely should continue remotely for the foreseeable future. Building and office occupancy should be kept to a minimum by staggering reporting and departing times or using alternative daily schedules to limit individuals' interactions. Units and offices approved to restart physical operations should return their workforce in phases, whenever possible, and whenever interacting with others, maintain at least a 6-foot separation. Therefore, faculty, staff and graduate students who cannot maintain social distancing guidelines or are able to work remotely should not be returning to their offices at this time.

1. All meetings where social distancing cannot be maintained, project discussions and seminars should continue to be conducted electronically (Zoom, Phone, FaceTime).
 - a. URMC questions about Zoom can be addressed to Sarah Peyre, CEL
 - b. River Campus questions about zoom should be addressed to the ITS help desk (585) 275-2000
2. For remote access to computers networks:
 - a. ISD (in URMC) <https://www.urmc.rochester.edu/smd/it.aspx> or call the ISD Help Desk at (585) 275-3200,
 - b. ITS (River Campus) <https://tech.rochester.edu/>, (585) 275-2000

Contact Tracing in the UR Community

The University will require some form of contact tracing to limit the spread of the virus. If technological solutions for contact tracing are not available or utilized, employees will be asked to keep detailed records with whom they had daily contact and faculty should keep attendance sheets daily to assist with contact tracing. University Health Service (UHS) will monitor community outbreaks and make recommendations on curtailing activities isolating certain buildings or closing the University based on data obtained from digital tracing and/or Monroe County Public Health.

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UHS will monitor and assess the potential spread of the virus, as well as existing policies and procedures to mitigate it. If localized outbreaks emerge, restrictions and reduced staffing may need to be implemented again.

Redesign Considerations & Staging

Spacing & Signage

In addition to the specific area guidance below, all occupancy and other areas of potential congregation space should be limited by signage, eliminating seating (if not already implemented) or other physical barriers. Over-crowding concerns apply not just for individual rooms but also to building occupancy loads. The University will evaluate modifying foot traffic patterns to reduce high-traffic areas, and will evaluate and develop plans for: . Managers as necessary to maintain social distancing guidelines. Managers, PI's, supervisory staff will work with facilities in identifying locations for visual cues. Strategies may include placing visual cues such as floor decals, colored tape, or signs to indicate to individuals where to stand and placing one-way directional signage for large open workspaces with multiple through-ways to increase distance between individuals moving through the space.

Priority Recovery Order

University Leadership (SLG and Cabinet) will define a priority order for recovery by considering the risk of the implementing an activity versus not resuming it. Impact considerations include safety, financial loss/gain, reputational loss/gain, regulatory & reporting requirements, productivity, employee morale and retention. The order of recovery can also be influenced by various dependencies and resources needed to resume an activity including faculty and staff needs and concerns, availability of critical equipment and supplies, space availability or limitations, technology resources and support, availability of critical records and documents, or availability of good and services via supply chains.

Redesign plans should identify and verify that all the resources for resumption of services are available, including any additional resources needed to meet social distancing and workplace hygiene requirements. The combination of these elements together with UHS recommendations, as well as NYS mandates and guidelines, will determine if an activity can be resumed.

Daily Operational Plan and Resources

Resumption of activities will be gradual and will be phased in rather than resuming in a business-as-usual fashion. Various modifications to daily operations may need to be implemented due to executive orders for social distancing, increased workplace hygiene requirements, and limited or unavailable resources. Consideration should be given to staggered work schedules, classes and breaks/lunches/dinners or shiftwork to ensure operational continuity with minimal staffing interactions. Refer to the Social Distancing section above for recommendations. Changes to daily operations should be documented and communicated to faculty and staff.

Identify obstacles/risk to recovery

Any required, but unobtainable, resources to resume an activity should have a plan to address the gap. These plans may include workarounds or additional altering of daily operations. Any significant resource

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gaps, plans to address the gaps or requests for assistance should be communicated with supervisors/managers and to the UR Command Team (EOC).⁴

Communications About Recovery Activities

As resumption begins, communication should go out to all affected internal stakeholders using appropriate channels. Communication should include changes in daily operations that impact faculty and staff and a method for faculty and staff to ask questions or report any issues encountered. The need for external communication about recovery activities to vendors, and extramural colleagues should also be considered on a need-to-know basis. Any media communication as well as broad University/Campus messaging must go through Office of Communications.

“Evergreen” Plans

All resumption plans should be “evergreen” with changes documented and updates based on lessons learned included. Lessons learned may be a delayed activity that does not occur until resumption of full services is complete.

Personal Safety Practices & Training

As previously noted, practices such as those listed below may change depending on evolving guidance from public health authorities and professionals.

Health Screening: Dr. ChatBot

All employees returning to work will need to be screened daily using Dr. ChatBot the app developed by the UR. This will help identify workers with symptoms before they come to work and provide early identification of potential signs of illness. Once students arrive on campus they will need to use Dr. ChatBot before attending any classes for the day.

PPE Requirements

Procedural or cloth face masks (e.g., [link](#)) are required in all common areas (hallways, restrooms, break areas). Face masks must be worn in indoor public spaces any time there is more than one person in a given space, including times of brief interaction between co-workers or friends, and anytime another person is within six feet. Masks must be worn outdoors when 6-foot separation is not feasible. . Employees working alone do not need to wear a mask.

Cleaning

End users are responsible for cleaning high touch surfaces and shared work areas (desktop, keyboards, chairs, etc.) before and after use, as well as public surfaces before/after eating. Clean personal workstations at the start and end of each workday or shift. Facilities will perform fogging disinfecting as directed by UHS in classrooms and daily in dormitory bathrooms and other high touch points such as door, light switches, handrails and elevator buttons.

Personal Hygiene

All University faculty, staff, and students should wash hands frequently with soap and water for at least 20 seconds. Avoid touching face, eyes and mouth. Avoid hand-passing/sharing of items within the workforce. Wear your mask or face covering and avoid touching the elevator buttons with you exposed

⁴ See appendix for EOC members and structure.

hand/fingers, if possible. Wash your hands or use hand sanitizer upon departing the elevator. Deploy additional handwashing stations in common areas where necessary and fire codes permit.

Training

All faculty and staff with permission to report to campus are required to take training called COVID19 Generic Safety Training found in MyPath. Researchers are required to take COVID19 Laboratory Specific Training found in MyPath.

Disability Accommodations

The University is required to reasonably accommodate faculty and staff whose disabilities may prevent them from meeting the above requirements. Supervisors who are asked for exceptions or accommodations, or who are otherwise aware of the need for them, should immediately contact their HR Business Partner for assistance with responding to such requests. Accommodations may not be required that pose a direct threat to the health or safety of the employee or others. There must, however, be an interactive process that considers all reasonable alternatives before a decision is made whether to grant an accommodation or exception.

Unit Planning

Before resuming any level of operation, each unit will need to create dynamic plans that will address moving between phases for the following areas, as applicable:

Assembly, & Recreational, Occupancies

Occupancies of large gathering spaces (greater than 400 people), such as Eastman Theater, Palestra, Prince Athletic Complex and Fauver, should be limited to 25% of the space's posted occupancy limit. For outdoor spaces everyone must maintain 6 foot separations.

Athletic Facilities/Venues & Gyms

Occupancies of gyms or athletic spaces should be limited to 1 team for outdoor practices and ½ the team for indoor practices.

Break Areas, Common Areas, Study Areas

Smaller areas used for breaks, lunch rooms, common areas or study areas should be limited to 1 person in the space or no less than 40 square feet per person.

Bus & Shuttle Service Occupancy

Buses and Shuttles will require use of masks by all riders and drivers and will be scheduled to maximize opportunities for social distancing. Hand sanitizer will be provided on each bus for use and seats will be blocked off to ensure social distancing.

Campus Housing Occupancy

An occupancy of 1 person per hallway door is recommended. If full residence hall housing is utilized, then hotel space, off campus housing or modifications to residence hall space may be needed. Options for quarantine and isolation of exposed or infected students will be developed. There shall be no tripling of rooms. For graduate housing the roommates will be viewed as a family units and no social distancing requirements are needed within the graduate housing non-public areas

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Classroom & Instructional Space Occupancy including Auditorium Seating

Classrooms, instructional space and lecture halls including auditoriums shall use 40 square feet per masked person for determining occupancy limits. Occupancy plans should account for space consumed by furniture. Hallways will be marked or provided with signage at 6-foot intervals to prevent gathering outside of classrooms.

Dining Facilities

Occupancies for dining should not exceed approximately 35% of the posted occupancy (because occupants will not be masked while eating), and occupants should observe social distancing guidelines and wear masks while on line. It is anticipated that to start, dining facilities will be take out with little or no seating. Markings on the floor will indicate where people should stand to maintain correct social distancing. Directions for where faculty, staff and students can eat will be posted (in private offices, rooms, outside while maintaining 6 feet distance, etc.) No food will be allowed in classrooms or laboratories due to masking requirements.

Elevators

Use the stairs whenever possible (for employees with disabilities, see above section on Accommodations). Avoid having more than one person in an elevator unless you can maintain 6-foot separation while in the elevator.

Laboratory Spaces

No more than one person per 250 - 300 sq. ft. of lab space may be allowed in a lab at any one time (per guidelines for restarting research in AS&E and SMD). Large, open labs in SMD (as in Kornberg or MRBX) should have one person per bay..

Libraries

Small study areas should be limited to 1 person or no less than 50 square feet per person per New York State Building Code Occupancy Chapter. Furniture in large study spaces should be configured to allow for one person per 50 square foot through the removal/covering of furniture and/or furniture spaced at 6-foot intervals demarcated with floor markings and signage. For the near-term, borrowing is limited to digital titles, which has been expanded due to the pandemic. Once physical borrowing resumes, print materials and other media should not be handled for a minimum of 72 hours after being returned from borrowers..

Mechanical/Service Spaces

Occupancies for mechanical and services spaces is 1 person or 300 square feet per person, per New York State Building Code Occupancy Chapter.

Office Use & Advising Occupancy

Office work should continue to take place at remote locations (at home) where feasible. For individuals who must report, no more than 1 individual should be in a standard office; for large occupied space, the calculation of 40 square feet per person should be utilized. Meetings and co-location of office mates may be permitted if all individuals can maintain a 6-foot separation and are masked.

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Performance, Exhibition, & Event Occupancy

Occupancies for performance and exhibition space should be estimated according the following principles: in general, occupancy will be limited to 25% of the posted occupancy. Venues containing seating should space seating (for example, plan to seat every other row and every third seat).

Restrooms

Use of restrooms will be limited based on size to maintain at least a 6-foot distance between individuals (keeping in mind that some employees with disabilities may require more frequent bathroom use than others). Supplies to allow for thorough hand washing will be provided and maintained to ensure proper hygiene can be performed. Trash removal and cleaning schedules will be established to minimize the potential for virus transmission.

Appendix: Committees & Leadership for COVID Response

Senior Leadership Group (SLG) – standing committee, Presidential-level group for institutional strategy and planning.

- COVID response: Sets institutional priorities and direction related to COVID response and planning, e.g. decisions to open or close campus, suspend or restart travel, manage workforce needs, financial strategy, etc. Core members of the SLG function as the Executive Crisis Management Team in the University’s Emergency Management Operations Framework.
- SLG Members: Sarah Mangelsdorf, President; Robert Clark, Provost & SVP for Research; Holly Crawford, SVP for Administration & Finance & CFO; Mark Taubman, SVP for Health Sciences & CEO of Medical Center; Doug Phillips, SVP & Chief Investment Officer; Thomas Farrell, SVP & Chief Advancement Officer; Elizabeth Stauderman, VP Communications; Donna Payne, VP & General Counsel; Mercedes Ramírez Fernández, VP for Equity & Inclusion; Peter Robinson, VP Government Relations; Tony Green, Chief of Staff
- ECMT Members: President, Provost & SVP for Research, SVP for Administration & Finance & CFO, SVP for Health Sciences & CEO of Medical Center, VP Communications, SVP & General Counsel, President’s Chief of Staff

Cabinet – standing committee, Presidential-level group for comprehensive institutional planning and coordination

- COVID response: affirms institutional priorities and direction related to COVID response & planning, e.g. provides consultation to Senior Leadership Group to open or close campus, workforce needs, etc.
- Members: Sarah C. Mangelsdorf, Andrew Ainslie, Jonathan Binstock, Brian Brent, Michael Campbell, Robert L. Clark, Holly G. Crawford, Gloria Culver, Stephen Dewhurst, Eli Eliav, Thomas J. Farrell, Mercedes Ramírez Fernández, Jane Gatewood, Steven I. Goldstein, Anthony Green, Donald E. Hall, Wendi B. Heinzelman, Anthony Kinslow, David E. Lewis, Mary Ann Mavrincac, Duncan Moore, Donna Gooden Payne, Douglas W. Phillips, Kathy Rideout, Peter G. Robinson, Jamal J. Rossi, Michael F. Rotondo, Jeffrey T. Runner, Joan Saab, Elizabeth Stauderman, Melissa Sturge-Apple, Mark B. Taubman, Sasha Tulgan, Richard E. Waugh

Deans Council – standing committee, Provost-level group for academic enterprise planning and coordination

- COVID response: with the addition of the Provost’s senior leadership team (PSLT), affirms institutional priorities and direction related to COVID response & planning, e.g. provides consultation to Senior Leadership Group to open or close campus, workforce needs, academic financial matters, etc.
- Members (regular): Dean of Faculty for ASE, Dean of Arts & Sciences, Dean of The College, Dean of Hajim, Dean of Eastman, Dean of EIOH, Dean of Simon, Dean of Warner, Dean of SMD, Dean of SON
- Members (PSLT): vice provost for academic affairs, vice provost for global engagement, vice provost for graduate education, vice provost for university libraries, vice provost for research, vice president for information technology

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Coronavirus University Response Team (CURT) – COVID-19-specific function, initially established by the President to plan holistically for how the situation may affect the entirety of the University in topical domains ranging from public health matters to campus climate, from travel restrictions to enrollment and recruitment of students and employees. Recovery efforts will include holistic coordination of the redesign planning for academic, research, and financial recovery efforts.

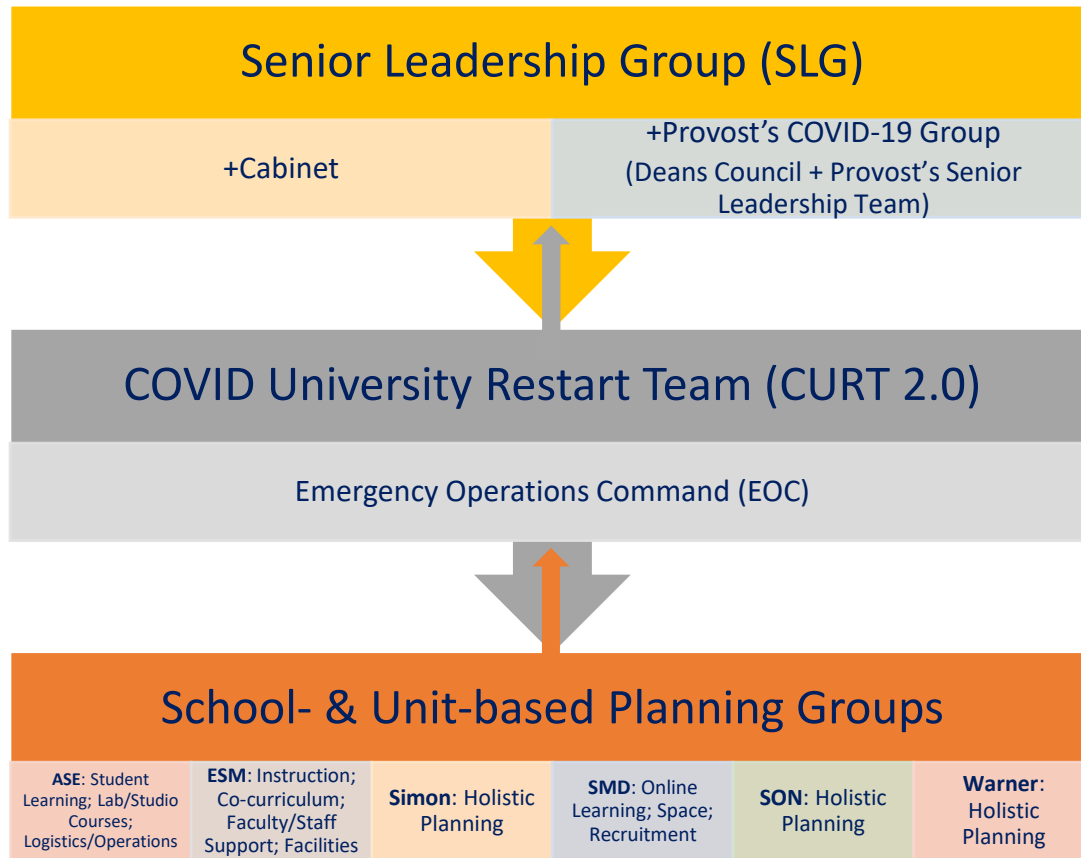
- COVID response: Phase 1 enacted for comprehensive University and medical response functions in early February 2020; Phase 2 redesign and recovery phase for non-clinical University enterprise started early May 2020.
- Members: Mark Cavanaugh (co-chair), Jane Gatewood (co-chair), Dave Bujak (Phase 1), Rob Clark (Phase 2), Holly Crawford, Teri D’Agostino, Josh Farrelman, Paul Graman, Tony Green, Amy Happ, Ralph Manchester, Sara Miller, Julie Myers, Kathy Parrinello (Phase 1), Mercedes Ramírez Fernández, Elizabeth Stauderman, Joan Saab (Phase 2), Melissa Sturge-Apple (Phase 2), Rick Waugh (Phase 2)

Emergency Operations Command (EOC) – emergency function, established by the President via the Comprehensive Emergency Management Plan (CEMP) and crisis management functions of the University; enacted by the University’s Chief Safety Officer for emergencies and structured accordingly for response and recovery.

- COVID response: enacted for non-clinical University response functions in early March 2020; recovery phase planning enacted in mid-April 2020.
- Members (COVID-specific): Mark Cavanaugh (co-chair), Jane Gatewood (co-chair), Anne-Marie Algier, Aleta J Anthony-Urbe, Laura J Ballou, Patty Bardeen, Greg Bauer, Patricia Beaumont, Pamela Black-Colton, Kathy Blackmon, Robert Bones, Michelle Bopp-Smith, Gretchen Briscoe, Dawn Bruner, Dave Bujak, Peter Castronovo, Karen Cera, Michael Chihoski, Emily Cihon, Laurel Contomanolis, Elizabeth Cox, Holly Crawford, Tara Dolan, Todd Ferrin, Mark T Fischer, Jeff Foster, Jessica Foster, Debbie Foster, Robert Fox, Alex Gales, Kevin Gibson, Patti Giordano, Tony Green, John Hain, Shawn Hammes, Amy Happ, Douglas Jacobs-Perkins, Molly (Morrison) Jolliff, Tony Kinslow, Rachel A. LaChapelle, Kaitlin Legg, Ruth Levenkron, Don Libby, Mike Liberty, Gunta Liders, Mary Madsen, Brian Magee, Ralph Manchester, Mary Ann Mavrinac, Barry McHugh, Gregory Meyer, Elizabeth Milavec, Sara Miller, Katie Mott, Julie Myers, Scott Paoni, Wendy Parisi, Dana Perrin, Michael Pettinato, Jerry Pickering, Deborah Roncone, Thomas Rouse, Christine Rovet, Alan Ryon, Joan Saab, Barbara Saat, Cam Schauf, Ed Schiedel, Ravi Shankar, Lucinda Snyder, Steven Stagnitto, Elizabeth Stauderman, Carrie Steiner, Leah Stormo-Soles, Melissa Sturge-Apple, John Tarduno, Sasha Tulgan, Kathee Tyo, George VanderZwaag, Tom Viola, Jason Wagner, Richard Waugh, Mark Wazowicz, Linda Wingerden, Michael Zanghi, Mike Zavaglia

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**UNIVERSITY OF ROCHESTER
 RIVER CAMPUS, EASTMAN SCHOOL OF MUSIC AND SOUTH CAMPUS
 EMERGENCY RESPONSE PLAN**
SUBJECT: Internal Emergency Procedure – RC COVID-19 Organizational Chart DATE: 4/22/20 NUMBER: 5.0.1.2
 APPROVED BY: Mark Cavanaugh Page 1 of 1

