NYU Shanghai reopened the campus in phases, first with seniors and graduating master's students on April 27th and then the remaining cohorts of students on May 4th. In total 400 students returned to campus, 350 faculty and staff, and 120 contracted workers in (facilities, dining, public safety). At the current moment, we are seeing the traffic of about 750 faculty, staff, and students on a daily basis. Classes transitioned to mixed-mode, with some students and faculty in-person and others participating remotely. Return to campus was optional for all students, with many international faculty and staff outside Shanghai unable to return due to travel and border restrictions. Classes led by professors who are still outside China continued to be 100 percent digitally mediated, while roughly 60 classes--or about one-fifth of all courses offered this semester--were able to operate in mixed-mode, with live sessions for those students able to attend in person. Social, club, and athletic activities will not be resuming in person this semester.

Responsible Reopening

In a memo to the community, university leaders said they understand that students and faculty will find all these changes to campus life a bit disconcerting. “The point of all these changes is that NYU Shanghai is being challenged to serve as a model of responsible reopening,” wrote Chancellor Yu Lizhong, Vice Chancellor Jeffrey Lehman, and Provost Joanna Waley-Cohen. “The incidence of [COVID-19] is low enough in Shanghai that we are able to reopen in this way, but it is essential that we do so in a manner that minimizes the risks to public health.”

“Of course, this is precisely the sort of challenge that our university was designed to meet. As individuals, and as a community, we gladly accept the responsibilities that go with being part of an innovative experiment that we hope will contribute to the betterment of our world. It is in that spirit that we will go forward and complete a semester unlike any other.”

Operationalizing and Implementation of Reopening

Academic Facilities

The Shanghai Government developed a 60 point comprehensive checklist that served as a self-assessment of our readiness to reopen. In general the checklist can be broken into what we have categorized as the 4 P's: Protocols, Policies, Products, and People.

Protocols: We needed to establish new protocols that were unique to the academic center and residence hall. This included every single detail from entry to exit of the building, classroom use, dining, public space. We developed these protocols similar to how we deal with other crisis mitigation. A core team of university administrators involved in crisis response ran a number of drills to imagine all possible scenarios based on general patterns and behaviors that we are accustomed to on a daily basis or during normal operations.
● How do you enter the building?
● How do you control the spaces?
● What happens when someone reports they are sick in the middle of class?
● Have you prepared enough public health signage?
● How do you communicate the protocols to the community?
● Do you know where to send an individual to get tested?
● Who is the response team? What is their role? How are they trained?
● Have the local health officials provided feedback to your reopening plans?
● How often and with what types of product and standard of operations for disinfecting classrooms after each class?
● How do we provide a safe environment for meals on campus?

Types of Protocols
● Suspicion of Infectious Disease
  ○ If individuals have any symptoms or show any fever, this is generally enough of a threshold to notify local health authorities for the next steps.
  ○ Setup isolation areas to wait for transportation to a fever clinic or testing site
  ○ Continual monitoring and follow up care by the health staff.
● Use of Residential Quarantine Spaces
  ○ Can you take offline any rooms that can be isolated from the rest of the building?
  ○ How do you manage food delivery, trash removal, disinfection of the space.
  ○ Ensure you have enough supplies of linens and the safe removal after use.
  ○ UV Light treatment of the space after students vacate.
● Disinfecting Public Spaces
  ○ How do you train each custodial staff to ensure they follow through on the established standard operating procedures.

Policies: This can be broken into external (CDC, Education Commission, WHO, Infectious Control, Neighborhood Associations, Government Agencies) and internal (university employees and students)

● We carefully studied the policies issued by the Education Commission, Health Authorities, CDC, WHO to develop the most conservative and comprehensive list of best practices. Ultimately, we adhered to those directed by our governing agency (Shanghai Municipal Education Commission).
● We developed an addendum to our Code of Conduct that were specifically targeted to COVID-19 policies (see health orientation presentation) and specified that individuals would be subject to community standards violations for not adhering to the code. We will in the fall add a new policy related to “public health response”.
● Students were required to attend a COVID-19 Health and Safety Orientation before access to the building. This included a quiz of the materials, and accepting the terms of the return to campus.
Health Orientation Link:
https://docs.google.com/presentation/d/1yTCpi6CitFzNO8Sd2-eMLGYrf59yhp3fV3486bqjzB0/edit?usp=sharing

**Products:** We were mandated to have enough supplies to cover at least 10 days with a source to replenish the items.

- Thermal Temperature Stations/Monitors at entrances
- In-Ear Thermometer / Mercury Thermometers for secondary testing
- Disinfectant Solution
- 1 facemask a day for students, faculty, staff.
- Hand Sanitizers in public spaces
- Mask/Protective Coverings for the Public Safety and the crisis response staff. This included proper use training by medical professionals.

**People:** The hardest and most challenging task is changing people’s behaviors. The messaging must be very clear of the expectations, behaviors, and consequences. Individuals must adopt and agree to the importance of community responsibility and develop new norms.

- Each person has to develop enough health literacy to assess their health.
- Utilized our mascot to be the university image around safe behaviors (see health orientation).
- Individuals had to provide timely data, such as travel history, contact with any COVID-19 patients, their date of return, the method of their return.
- Everyone has developed a heightened alert and awareness. Examples include both swiping in and out of the building. This allows us to determine who entered and left when we reconcile the data on a daily basis.
- To assist with contact tracing, individuals must use their university ID card to tap into the building and tap out upon departure.
- In public spaces in the library, students are asked to scan their seat.

**Residential Facilities**

Shanghai authorities and governing bodies did not mandate or require the university to re-open the residential facilities with “one person - one room.” The limitations of our resources and facilities would not have made that possible. We were required to ensure that our protocols and processes allowed for early detection, isolation, and testing. Similar to how individuals enter the academic facilities, students are required to show their “health code”, “temperature check”. Students were also advised to self-monitor and report to the university if they were not feeling well, regardless of symptoms. We prepared a number of “isolation rooms” that had a separate entrance and did not interface with the HVAC systems. These rooms will be used for anyone who feels “unwell” and would then follow other medical advice. If they had the symptoms for COVID-19 they would get tested, if they did not, these spaces allow for close monitoring and
separation from the rest of the community. If necessary, both roommates would be moved into this space.

**Resources and Reference Points**

Here’s a video of what campus looks like now:


**One Entrance/One Exit**

To minimize potential exposure and better monitor access, the university has designated just one entry and one exit point to the Academic Building. All community members must enter through the Songlin Road gate. The Century Avenue gate will serve as the sole exit. All other doors will be closed.

**Temperature Checks**

Every person seeking to enter campus must have their temperature taken upon arrival. Anyone with a temperature higher than 37.3 Celsius will be sent to a designated fever clinic.

**Health Codes**

NYU Shanghai security guards at the Academic Building and residence halls will check to ensure that every person entering possesses a “green” health QR code on the Alipay mobile app. A person who does not have a code can approach the front desk to fill two forms: Information of Personal Health Condition and Acknowledgement of End of Quarantine Observation.

The health code uses location and cell phone data points to help pin down if you have been in contact with anyone who tests positive for COVID-19. There are also other apps that show clusters and areas where there were cases so people are aware if they came into contact.

**Academic Building Rules**

All community members must wear a mask in all public areas, wash hands frequently, and maintain physical distance from each other. No more than five people should share an elevator. Each of which has foot decals installed to indicate where riders should stand, and hand sanitizer next to the directional buttons. The Academic Building will be open from 7:30 am to 8:30 pm, Monday through Saturday. This will enable maintenance workers to ensure that the building is sanitized and ventilated every day.
**Dining on Campus**

The cafeteria serves three types of set lunch from 11 am to 2 pm, Monday through Friday. Everyone needs to book (staff as well as students and faculty) the next day’s meal before 3 pm each day through NYU Shanghai’s WeChat corporate account and pay via campus card. Faculty and staff members are encouraged to pick up lunch at eight designated spots near the freight elevator on each floor of the Academic Building and to eat at their desks. Community members may dine in the cafeteria so long as they sit one person per table, facing the same direction. There will be just one entrance (near the juice bar) and one exit (next to the gym) to the cafeteria.

**Library**

The library academic commons and collection will open from 7:30 am to 8:30 pm, Monday to Saturday, and Sunday if classes are in session. The circulation desk will open from 9 am to 6 pm, Monday through Friday and 1 to 6 pm on Saturdays. In order to avoid overcrowding, there will be fewer seats in the library at the moment. Users will sit at least one meter apart from each other. Small group study rooms are now for solo use only. No more than two students will be allowed to occupy a larger group study room. Students must register their seat locations through the “Save a Spot” seat management system. This allows the university to track down close contacts if a student was found later to have the virus. All books returned to the library will be disinfected. A self-service UV book sanitizing machine will be available for anyone who wishes to disinfect their books. Users are welcome to use alcohol wipes to clean keyboards or mice when using computers in the library.

**Shuttle Buses**

All shuttle buses will be cleaned and disinfected after every trip. Bus drivers’ health conditions are closely monitored. Students will be required to wear masks throughout the trip, stand at least one meter apart when waiting for the bus, swipe their campus cards to get on the bus, and sit one seat apart from each other on the bus.
Protection Tips for Taking Elevator

1. Wear a face mask in elevator

2. Avoid overcrowding in elevator and maintain social distancing

3. Use hand sanitizer before and after pressing the buttons

4. Take staircases if you go to lower floors