

# **NJIT Pandemic Recovery Plan**

## **Murray Center for Women in Technology: Phased Recovery Plan**

### **June 2020**

*Established in 1995, the Murray Center is a university-wide network that connects women students and faculty to each other and to the resources they need to succeed.*

#### **CHALLENGES AS OPPORTUNITIES**

The Murray Center’s central mission—to connect NJIT women to each other—is inherently challenging during a time in which human connection itself is a potential source of illness and death. That challenge also gives us new opportunities, however—a chance to rethink and refresh the practices that we have traditionally used to engage women students, faculty, and staff. The document below outlines how the Murray Center (MC) proposes to align its procedures and activities with the university’s *Pandemic Recovery Plan* as it develops in the ensuing months. The MC plan is the product of ongoing discussions involving the Center’s professional staff (Director, Programs Manager and Coordinator), its cadre of invaluable work/study students, and its Advisory Board members, many of whom are distinguished NJIT alumnae.

The MC is not directly represented on any of the Pandemic Recovery Steering Subcommittees; thus we believe it is important for us to prepare and disseminate a formal recovery plan, even though the MC has not yet been officially charged with doing so. The MC plays a central role in actualizing the university’s commitment to diversity. In order to do that effectively in this difficult time, we need to coordinate and collaborate with many different university units so that we can communicate the distinctive needs of the populations we serve—and communicate, as well, their many creative ideas for “making lemonade.”

#### **SECURITY AND SAFTY—OVERVIEW**

The Murray Center staff and all faculty, staff, and students who visit the MC facility and/or participate in MC-sponsored face-to-face activities will be required to follow the specific social distancing and safety protocols—including the use of personal protective equipment (PPE)—as required by the institutional, state, and federal guidelines in each phase of the recovery plan (below). Current New Jersey and national guidelines can be found at:

- NJIT Pandemic Recovery Plan (infographic, 3 June 2020: see Appendix A)
- [New Jersey’s COVID-19 Information Hub](#)
- [New Jersey’s “The Road Back: Restoring Economic Health Through Public Health”](#)
- [White House Plan for Opening up America Again](#)

## COMMUNICATION AND ENGAGEMENT

Over the last 25 years, the MC has hosted a wide variety of events designed to connect NJIT women to each other and to the resources they need to succeed in their studies/careers—everything from full-scale conferences and research symposia to “craft and crunch” luncheons and focus groups. Although the Center has also used print and electronic forms of communication—a webpage, newsletters, flyers and brochures, Highlander Hub posts, etc.—our primary modus operandi has been face-to-face activities in intimate spaces, often involving the sharing of food as an incentive and social lubricant. Until the pandemic recedes and the university returns to near-normal/Phase Four operations, however, such face-to-face events pose a significant risk to the participants. Thus the MC has had to fundamentally reimagine how to engage women students and faculty/staff effectively and safely.

The sections below describe how the MC proposes to operate in each phase of the university’s *Pandemic Recovery Plan*. The MC does not exist in isolation from other university units, however. Indeed, partnership and collaboration have always been central to the Center’s approach. Thus many of the MC’s proposed activities and procedures require buy-in from other stakeholders and/or integration into the recovery plans being developed by various Steering Subcommittees. This is particularly true of “converged events”—an innovation that would require some reconfiguration and managed sharing of public spaces in the Campus Center and elsewhere. (See page 5.)

Recovery Phase	0	1	2	3	Full Recovery
Community Services	<p>Murray Center Facility Closed</p> <p>All MC Activities Online</p>	<p>Murray Center Facility Closed</p> <p>All MC Activities Online</p>	<p>Murray Center Facility open only to staff</p> <p>Social distancing &amp; sanitation enforced</p> <p>All MC Activities Online</p>	<p>Murray Center Facility open to NJIT community on limited basis</p> <p>Social distancing &amp; sanitation enforced</p> <p>Some “Converged Events”</p> <p>No large events</p>	<p>Murray Center resumes normal operations</p>
Staffing	<p>All professional staff work remotely</p> <p>Limited Work-study staff, also working remotely</p>	<p>All professional staff work remotely</p> <p>Limited Work-study staff, also working remotely</p>	<p>MC Coordinator in the Center</p> <p>Other staff work remotely</p> <p>Skeleton Work-study Staff in the Center</p>	<p>MC Coordinator in the Center</p> <p>Other staff work remotely</p> <p>Most Work-study Staff in the Center</p>	<p>Normal professional &amp; Work-study staffing</p>

### **COMMUNICATION AND ENGAGEMENT--with Prospective Women Students:**

In recent years, much of the MC's recruitment effort has been online; so the pandemic has caused relatively little disruption. The Center continues to work with Steve Eck, Executive Director of University Admissions, and has recently sent an email welcome communication to all women accepts who have deposited—the first in series of outreach efforts that will take place over the summer. [See also “COMMUNICATION AND ENGAGEMENT--with New Women Students,” below.]

The MC assists University Admissions by holding brunch information sessions for prospective women students and their parents during open houses and experience days. The Center also traditionally invites prospective women students to on-campus events and had considered restarting its successful “Student for a Day Overnight Program.” However, we anticipate that none of these face-to-face activities will be safe to resume until the university fully reopens in Phase Four. In the interim (Phases Two and Three) the Center will reach out to prospective women students via targeted emails, newsletters, and invitations to engage in various games and chats with MC student “Ambassadors” in the Center’s online venues, including Instagram and our new Discord channels. The MC is also ready to assist in other targeted recruitment activities developed by University Admissions.

### **COMMUNICATION AND ENGAGEMENT--with New Women Students:**

**Summer NSO (Phase Two):** The MC traditionally participates in the summer New Student Orientation (NSO) effort by hosting a series of “bubble tea” sessions with small groups of first year women students. The sessions are designed not only to introduce the newbies to the MC and its resources but also to connect them with the MC student staff “Ambassadors” who endeavor to make the new women comfortable enough to ask the questions and express the concerns that they otherwise tend to keep to themselves.

For reasons of safety, the NJIT’s summer 2020 NSO is being conducted entirely online; and so the MC has had to cancel all its Bubble Tea sessions. Instead, we have used the occasion to create a virtual approach to orientation that will continue to have value long after the university fully reopens in Phase Four. Working with Associate Director of New Student Orientation, Kristen DeGraff, the MC staff has developed a targeted module for the Advantage Design Group platform that NJIT NSO has licensed.

The MC module contains sections that identify the Center and its mission (*Who We Are/What We Do*); describe the MC campus facility; and explain the many resources that the MC now offers online, e.g.

- Follow us on [Instagram](#) for the latest news and contests. (Yes, there are prizes!)
- Chat with the Ambassadors and play games on our Discord site.
- Get answers to your questions and inside tips from students in your major on teachers, classes, exams and much more.
- Amp up your motivation by joining a Study with the Staffers group session in our Zoom Room.
- Get the help you need when you need it—and friendly community support that is always there for you.

A number of these new online resources were developed by the MC's student staff during the first weeks of the pandemic, including the Study with the Staffers Zoom Room and the Discord site. Over the summer (Phase Two), the professional and student staff will enhance these resources further, making them much more interactive—e.g., adding an “Ask Anything” channel for new women students to the MC Discord and “gamifying” the process of exploring the NJIT physical and virtual campus sites.

In addition to describing the MC's on campus and online resources, the Center's orientation module includes:

- links to key student clubs (Engineers Without Borders, NJIT GREEN, the Society of Women Engineers, and the Women in Computing Society, etc.);
- a FAQ section (created by a MC student staffer) that “answers [new students'] nuts and bolts questions on how to navigate the NJIT system”;
- an “NJIT Confidential” section that provides “advice, encouragement and invaluable tips from NJIT insiders -- students, faculty and staff -- to put [new students] on the right track starting on Day One”;
- a photo gallery of recent MC events;
- MC contact information.

**Fall Welcome (Phase Three):** The MC traditionally hosts coffee/cake hours for new women students during the August move-in and then welcomes both new and returning women students in early September with an elaborate “Craft and Crunch” luncheon that features a DIY taco bar; table crafts and games; and roving representatives from student clubs. However, the event—which often draws several hundred women students—is much too risky during a pandemic.

Instead, over the summer the MC staff will develop a set of virtual and hybrid events/activities designed to generate synergies and build a sense of community among women students, both first-year and returning. For example,

- Treasure hunts and ongoing “locally-played real world games” that pair upper-class women taking classes online with first-year women students doing converged learning;
- Register to vote/ vote by mail drives and voter education campaigns that take place both online and in large open spaces on campus (the green, the athletic field);
- Themed movie series (using Netflix Party) with “Mystery-Science-Theatre-style” synchronous online chat commentary and f-2-f discussion in the “converged-event lounge” proposed below.
- Two variants of the Instagram “Pass the Brush” challenge: one in which faculty introduce themselves (as real people!) to the new student cadre—and other in which student clubs link up in pitching themselves to newbies.

In these efforts, the MC will leverage the many collaborative partnerships it has built over the years with both student organizations (e.g. *The Vector*, NJIT Green, SWE, WiCs etc.) and with supportive faculty.

### **MURRAY CENTER “CONVERGED EVENTS”**

The “converged learning” approach that NJIT will use for 100 and 200-level courses this fall allows students to interact synchronously with their instructor and with each other in much larger numbers than would be safe in a face-to-face mode when social distancing is required to prevent infection. Synchronous/real time interaction helps to create group synergy and forge interpersonal connections more naturally/ efficiently than asynchronous virtual interactions.

Using the same logic, the MC proposes to address the challenges posed by the pandemic by designing a series of “converged events” in which some of the participants are present on campus and others are attending remotely. The movie series mentioned above would work well in this mode; but it could also be adapted to facilitate group mentoring sessions for women faculty and/or women staff.

The principal requirement for such converged events is a space that will allow individual participants to sit sufficiently far away from each other to prevent infection but close enough to talk to each other, as well as to the virtual participants via a video/audio link (WebEx). Several MC Advisory Board members--NJIT alumnae with degrees in architecture/design—have helped to identify spaces that might work and to suggest how they might be reconfigured.

- **The Second Floor Campus Center Lounge Area:** A number of years ago, student teams from the NJIT School of Architecture created proposals for transforming the large second floor lounge outside the MC and DOS Office into a high-tech, multi-purpose space. These proposals were not adopted, and the lounge area was subsequently furnished with pub-style four-person booths and a set of high-top tables and stools. None of this furniture is appropriate when social distancing is required, however. In its place, the MC/ MC Advisory Board suggests that the space be furnished with single person swivel chairs/desks, spaced at least six feet apart and either heavily weighted or bolted to the floor. The safe social distancing space could be further demarked by circles of light from droplights. The chairs could be equipped with built-in screens, it was suggested; however, this is probably unnecessary since most students and faculty have their own screens (phones, laptops, tablets). Films could be projected from—or even on--the front of the MC. The MC doorway could function as a podium space, etc. With the lounge set up in this manner, events could be hosted in which multimedia content was delivered in real time to both f-2-f and virtual participants. The f-2-f participants could interact with each other by voice and text—and, simultaneously, interact by voice and text with the virtual participants (via WebEx).

## **THE MURRAY CENTER'S *WOMEN DESIGNING THE FUTURE CONFERENCE*:**

On 27 March 2020, the MC had planned to host its annual, one-day *Women Designing the Future Conference*—this year on the theme “Imagining Change! New Strategies for Inspiring Community Action on Climate Change and Environmental Disruption.”

However, the pandemic and the effective closure of the university forced us to postpone the event. The MC proposed a reschedule date of 30 October to our list of speakers, and all of them – including Jane Alexander, Cynthia Pruett, and, tentatively, New Jersey first lady Tammy Murphy—said that they would participate. However, barring some dramatic good news, we now think that it is unlikely that the dangers posed by the pandemic will be sufficiently resolved by the end of October to permit us to hold a large live event safely.

We briefly considered holding a full-scale conference on October 30 but doing it entirely online. However, we became concerned about the rapid burn out in attention span that occurs during long online programs and inadequate equipment and/or expertise among our speakers.

Instead, the MC is planning to host a series of short (45-90 minute) online events in the fall (“Know Lunches”) related to the theme of our postponed March 2020 Conference. This virtual series will be structured to build an audience for a somewhat longer conference-style event in the spring of 2021 that will combine face-to-face interaction with online access.

- The fall series and the online element of the spring event will be hosted on WebEx (for which NJIT has a site license) using the “WebEx Training” capacity to create break-out rooms. (We believe that the Talking Heads component of online events needs to be paired with small group interaction.)
- In addition to WebEx, we will use the [WHOVA](#) conference management system (for which the MC has a subscription) in order to facilitate registration/ content dissemination and maximize networking opportunities.
- Both the fall online series and the spring mini-conference will be recorded, except for the breakout sessions; and the event videos will be uploaded to YouTube where we will continue to build the MC “brand”—and build interest in collaborative environmental action.

## **SECURITY AND SAFTY--The Murray Center Facility**

The Murray Center facility, located on the second floor of the Campus Center, consists of three spaces: the Main Suite (rooms 265, 264 & 263); a Small Conference Room (261) connected to the Main Suite; and a Large Conference Room (290), located on the opposite side of the second floor Campus Center Lounge. Achieving safe social distancing in these spaces is problematic given their dimensions and configuration. (See Appendix B for schematics.)

In planning for safe social distancing, we have used the approach recommended by [FEMA](#) for applying CDC Covid-19 guidelines: allotting a circle with a six-foot radius to

each occupant. This calculation—which requires 113 square feet per person—is “conservative” but realistic, in that it allows for the fact people move around in spaces and do not always stand at the exact center of their protective Magic Circles. (Allotting each person a circle with a radius of 3 feet technically provides the required six-foot separation—Person A’s 3 feet + Person B’s 3 feet—but safe distancing is easily compromised in real life situations in which people move unpredictably in relationship to each other.)

Applying this 113 square-foot safe social distancing formula to the Murray Center spaces yields the following maximum occupancy levels during recovery Phases Two and Three:

- **Room 264:** This office, located at the back of the Main Suite, is currently configured to house two staff members, the MC Programs Manager and the MC Coordinator; however, the room’s dimensions—152 square feet—means that only one staff member can safely occupy it as long as the pandemic persists and social distancing is required to protect employees from infection.
- **Room 263:** This 139 square foot office, also located at the back of the Main Suite, is currently configured to house one staff member and could continue to do so under safe social distancing guidelines.
- **Room 265:** This 471-square-foot space is the central MC public area, consisting of a receptionist’s desk, a lounge/conversation pit, a bank of computers along the east wall, and a TV, copier station, and mini-kitchen along the west wall. The square footage is sufficient to provide safe social distancing for four occupants—but only if most of the lounge furniture is removed/relocated.
- **Room 261:** Using the 113 square-foot rule, this conference room—which was designed for group study and meetings—could only be safely occupied by one person at a time, although two people, one at each end of the long conference table, might work as long as both doors to the room were kept open to improve air flow. (See discussion of HVAC below.)
- **Room 290:** Using the 113 square-foot rule, this circular conference room—which was designed for group study and meetings—could only be safely occupied by three people at a time (actually 3.5—but nobody is likely to volunteer for bisection). Access is through a single door at the end of a narrow foyer, so movement within the room would have to be carefully choreographed.
- **Access Constraints:** Careful choreography is required in the MC Main Suite as well. Although in theory, six people could be in the Main Suite (lounge+offices) at the same time while maintaining safe social distancing, the actual safe occupancy is probably lower because of the way the space is configured. The main lounge area is only about 18 feet wide, and the Center’s professional staff members have to walk the length of the lounge to access their offices in the rear. Moreover, the main door to the Murray Center is less than six feet from the receptionist’s desk, a built-in. The small conference room (261) has a door that connects it to the Main Suite and another door that connects it to the Campus Center lounge, thus offering a safer pathway into the Center—but only when 261 is unoccupied.



- **Traffic Flow:** As the discussion above suggests, rigorous management of human flow within the MC spaces (and within NJIT campus spaces in general) is required to actualize the protections theoretically afforded by social distancing. To this end, during Phases Two and Three, a mandatory, one-way pathway into and through the MC spaces will be marked on the floor in florescent tape. Once the Center reopens on a limited basis, a rotating set of student staff members will be assigned to monitor traffic/ movement within the facility throughout the day, as well as to ensure that no one enters the Center who is not wearing a mask.
- **Sanitation:** In Phase Two, a small cadre of MC staff members (people in “low risk” categories) will prepare the Center for subsequent reopening by thoroughly cleaning the facility and all surfaces. Regulations will be created and posted for safe use of shared equipment, handling refuse, and the need for repeated sanitizing of surfaces throughout each day, once the Center opens to staff and, later, to the community on a limited basis.
- **Shared Services:** The MC normally allows ID-card-bearing NJIT students to use its bank of computers and to print a limited number of pages on its printers. These services will be suspended until the university fully reopens (Phase Four). The Center’s coffee pots, refrigerator, and microwave will be reserved for staff use until Phase Four, with careful sanitation of anything that is shared.
- **HVAC:** Research strongly suggests that the SARS-CoV-2 virus exists in [aerosol form](#) as well as in large droplets and is viable in aerosol form for many minutes. A recent study published in [PNAS](#) shows that the mere act of speaking is sufficient to project virus into the air of a room. Because the MC, like our NJIT classrooms, is a sealed space, we rely on the HVAC for ventilation; and there is mounting evidence that [AC circulates](#) the virus. Moreover, there is evidence that when idle buildings are reopened for occupancy, the HVAC system may also spread the bacteria that cause [Legionnaire’s disease](#).

These potential dangers are of special concern to MC staff members because of a history of problems with the ductwork and ventilation system that serve the Center—in particular, excessive cold air flow and particulate matter being sprayed out of the ducts onto the desks in Room 264. (The issue was reported to Mitchell Gayer in March of 2019 but never fully resolved.) The MC has no independent capacity to solve this problem except simply to note that the Center’s plans for rigorous social distancing and sanitation will be rendered moot if the HVAC system spreads the virus in the ambient air.

- **Furniture:** During Phase Two, shortly before students return to campus, MC staff will rearrange the existing MC furniture so that the number of chairs in each room equals the maximum safe socially distant occupancy limit. (See above.) The chairs will be placed at least six feet from each other, positioned on X spots marked on the floor with tape. Upholstered chairs will be covered with plastic slip covers to facilitate sanitation. Excess upholstered chairs will be placed, at least



six feet from each other, in the campus center lounge area directly outside the MC's main door—an area that will temporarily be designated as the MC "terrace." [See also the "converged events" section above.] Two-person couches will be put into storage until Phase Four.

- **Bathrooms:** In order for the MC to function, the Center's staff members need safe access to the women's bathroom located on the second floor of the Campus Center. Unfortunately, this bathroom (and many others on campus) are too narrow to permit six-foot social distancing. Moreover, the potential build-up of virus in aerosol form is of special concern in such a confined space. It is not within the purview of the MC to address this issue except to suggest that access to this and other campus bathrooms needs to be restricted to one or (at most) two people at a time and must be strictly monitored.

**Enforcement of Safety/Sanitation Guidelines:** Until the university fully reopens (Phase Four), the MC professional staff will strictly observe, and strictly enforce, all safety guidelines needed to prevent the spread of infection—including social distancing, the wearing of masks, and rigorous sanitation of all surfaces. People who violate these guidelines and/or exhibit overt signs of respiratory illness will not be permitted in MC spaces. We expect the same level of strict enforcement of safety/sanitation guidelines in spaces that the MC shares with other elements of the university community—e.g. the second floor lounge areas, the bathrooms, etc. Because rowdiness (including roughhousing) has been common in the second floor lounge area since the pub-style furniture was installed several years ago, we ask that one of the Public Safety officers who works with the MC as part of community policing be assigned to monitor the second floor lounge and bathroom areas to ensure compliance with all safety/sanitation guidelines.

**Creating a Culture of Shared Responsibility:** Although NJIT employees and students have a right to expect that the university will do everything in its institutional power to create a safe and secure campus, in line with federal and state guidelines—campus safety is greatly enhanced when those guidelines are internalized by students/employees and become part of a shared community culture. The MC is eager to join with others in creating innovative opportunities to foster such a community safety culture—for example,

- Hosting virtual (or "converged") contests for the best T-shirt and poster designs on the theme of social distancing;
- Holiday-themed face pandemic mask and costume design contests—e.g. for Halloween

## **THE MURRAY CENTER STAFF**

The recovery plan outlined above assumes continuity in the Center's staff, two of whom will need to work remotely until Phase Four:


























































- **Founding MC Director :** Dr. Nancy Steffen-Fluhr— faculty member;

- **MC Special Programs Manager:** Mary Frances (Fran) Sears—a permanent part-time employee since 2010;
- **MC Coordinator:** Shivani Jaisinghani—a permanent part-time employee since June 2019.

The professional staff members above are crucially assisted by a cadre of eight to ten work-study students (The MC Ambassadors) each of whom works several hours a week for minimum wage. (Two of our three returning Ambassadors are Federal Work Study Students.)

# APPENDIX A

## Pandemic Recovery Plan

	phase 0	phase 1	phase 2	phase 3	phase 4
 <b>Academics/ Instructional Delivery</b>	 Converged learning (fully remote)	 Converged learning (fully remote)	 Limited in-person learning Critical experiential learning with OSHA waivers	 Converged learning fully implemented Social distancing maintained Face coverings required Appropriate PPE in labs and studios	 In-person learning Online presence maintained to allow swift return to earlier phases if conditions deteriorate
<b>Campus Safety, Facilities, and Security</b>	 Only essential personnel performing essential tasks	 Limited on-campus work Preparations for campus reopening begin	 25% of staff return to campus Face coverings required HVAC prepped for increased ventilation and filtration	 50% of staff return to campus Face coverings required HVAC systems operate with increased ventilation and filtration	 All employees return to work with minimal restrictions Health data and governmental guidance monitored
<b>Research Continuity</b>	 Research activity suspended Research administration conducted remotely	 Minimal research operations (with approvals) for time-sensitive projects	 Most research restarted with approval Significant social distancing and restricted lab occupancy Appropriate PPE	 Most research restored Minimal social distancing Appropriate PPE	 All research operations fully restored Laboratory and personnel safety protocols must be followed
<b>Dean of Students and Campus Life</b>	 Only essential personnel performing essential tasks All events held virtually	 Only essential staff may rotate for minimal office coverage Events remain virtual	 Professional staff on rotation to limit occupancy Virtual meetings offered to students for one-on-one and group meetings	 All offices fully open during normal business hours Drop-in visits resume	 All offices fully open during normal business hours Student support services will monitor health conditions and governmental guidance
<b>Student Activities</b>	 Student organizations meet and hold events virtually All student facilities (e.g.: lounges, game room, and food pantry) are closed	 Student organizations meet virtually Facilities remain closed Food pantry pre-packages bags for pick-up	 Limited meetings and events occur (maximum 25 attendees) with social distancing Virtual options still provided	 Events sponsored by OSL, OFSL, and student organization can be held on campus with appropriate social distancing and safety protocols	 Activities and events permitted with no social distancing All facilities open for NJIT community use
<b>Residence Life</b>	 Students encouraged to vacate residence halls Exceptions made on case-by-case basis	 Residence halls remain closed except for authorized students Social distancing required Guest privileges suspended	 Residence Life prepares to welcome students Hall-specific floor bathroom, elevator, kitchen, laundry room, and building policies In-person services by appointment	 Residence Halls welcome students Social distancing and face coverings required in public spaces Events resume with groups of 50 or less Space reserved for quarantine	 Residence Halls operate with no restrictions Space will remain reserved for quarantine as required by health data and governmental guidance
<b>Dining Services</b>	 Dining rooms and all seated restaurants are closed Pre-packaged food, utensils and beverages available for contactless delivery or pick-up	 Dining rooms and all seated restaurants are closed Pre-packaged food, utensils and beverages available for contactless delivery or pick-up	 Dining rooms and all seated restaurants are closed Pre-packaged food, utensils and beverages available for contactless delivery or pick-up	 Dining areas ensure social distancing GDS associates serve all food Takeaway service encouraged Disposable beverage containers, flatware and to-go packaging used	 Dining rooms open with cleaning every 30 minutes GDS associates serve all food Fountain drinks available Dishware and flatware served by GDS
<b>Athletics</b>	 No in-person activities All athletic facilities closed Only essential personnel performing essential tasks Student-athletes remain off campus with virtual team activities	 No in-person activities All athletic facilities closed Only essential personnel performing essential tasks with approval Student-athletes remain off campus with virtual team activities	 Reintroduce in-person operations at a reduced capacity maximum 25 attendees with strict social distancing Most operations continue virtually Facilities remain closed to the NJIT community	 Operations resume with no staffing restrictions Social distancing encouraged with density minimized Spectator attendance allowed with social distancing and following NCAA, conference guidelines	 All operations fully restored with no specific social distancing requirements Facility and personnel safety protocols must be strictly observed Travel monitored for possible hot spots
<b>Event Services</b>	 All events, including NJIT sponsored and outside group events, are cancelled or moved to virtual delivery	 All events, including NJIT sponsored and outside group events, are cancelled or moved to virtual delivery	 Planning for both NJIT sponsored and external events can begin Virtual events are encouraged Events with maximum 25 attendees and social distancing can occur	 NJIT sponsored events of any size in venues where social distancing can be maintained External events should be minimized Appropriate protocols and procedures should be followed	 NJIT sponsored and external events may resume Appropriate protocols and procedures should be followed
<b>Administrative Offices</b>	 Only essential personnel performing essential tasks Remaining workforce works remotely	 Staff whose presence is not required on campus should continue to work remotely Social distancing maintained Vulnerable employees whose presence on campus will be required should request reasonable accommodations	 Additional staff return to campus in a limited capacity Total staff on campus should increase to 25% of the workforce during this phase	 Additional staff return to campus in a limited capacity Total staff on campus should increase to 50% of the workforce during this phase, focusing on those supporting teaching, research, and student services	 Staff on campus for full operations, excluding those authorized to work from home.
<b>Resources</b>	 All non-essential expenditures deferred Operations optimized to reduce utility expenditures Non-essential construction suspended	 All non-essential expenditures deferred Operations optimized to reduce utility expenditures Non-essential construction permitted with appropriate social distancing and face coverings	 Procurement of goods and services to support recovery completed Appropriate use of social distancing and face coverings	 Financial and human resources focused on core mission of university Appropriate use of social distancing and face coverings	 University resources remain focused on support of the university core mission based on Board of Trustees approved budget Distribution of state and federal funds along with university revenue will determine available resources
<b>Travel</b>	 All university and grant sponsored travel is suspended Use of mass transit is discouraged Rutgers shuttle functions on a limited schedule Kearny route suspended	 All university and grant sponsored travel is suspended Use of mass transit is discouraged Rutgers shuttle functions on a limited schedule Kearny route suspended	 University and grant sponsored travel is permitted with Vice President approval consistent with federal travel restrictions (considering domestic health conditions) Expanded use of mass transit is anticipated	 University and grant sponsored travel is permitted with Vice President approval consistent with federal travel restrictions (considering domestic health conditions) Expanded use of Rutgers shuttle and mass transit is anticipated	 University and grant sponsored travel is permitted consistent with federal travel restrictions Rutgers shuttle operating on published schedule Use of mass transit is anticipated
<b>Information Services and Technology</b>	 IST support services operate remotely except to support essential projects and initiatives Communications with campus community occur virtually	 IST support services operate primarily remotely except to support projects and initiatives Preparations for transition to in-person learning, research, and work begin	 IST support services provide in-person support for faculty, staff, and students with social distancing and control measures in place	 IST support services are staffed appropriate to provide in-person support of research, university operations, and instructional delivery via converged learning	 IST support services are fully staffed to provide support of the university mission Services are prepared to support virtual learning should health data and governmental guidance require a transition

State of NJ



Maximum Restrictions

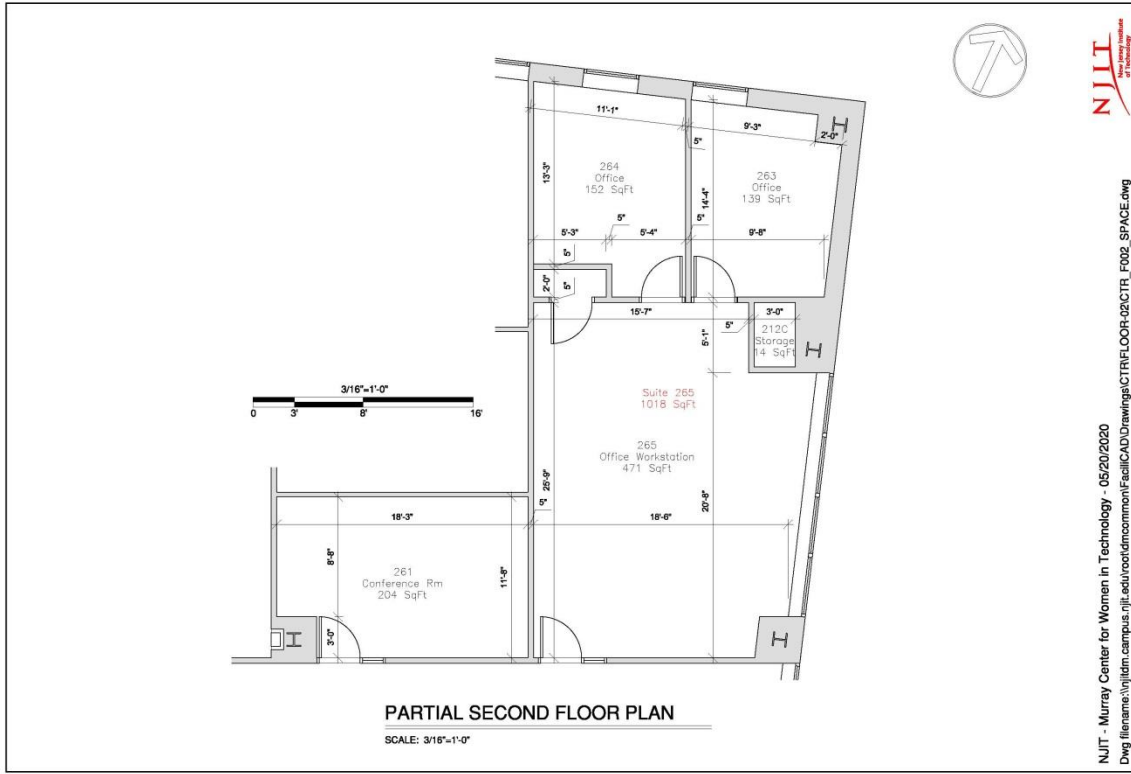
stage 1

stage 2

stage 3

New Normal

# APPENDIX B1



NJIT - Murray Center for Women in Technology - 05/20/2020  
Dwg filename:\njitdm.campus.njit.edu\rootdm\common\Facil\CAD\Drawings\CTR\FLOOR-02\CTR\_F002\_SPACE.dwg

# APPENDIX B2

