A Framework for Reopening In Person Instruction, Student Services, and Administrative Services

RECOMMENDATIONS FOR LOS RIOS COMMUNITY COLLEGE DISTRICT

February 28, 2021

This is a summary report to Los Community College District Chancellor Brian King outlining initial recommendations of the *Reopening Planning Team*.

Reopening Planning Team Charge

Background. In anticipation of widespread vaccinations for COVID-19 in the first two quarters of 2021, it is essential that Los Rios Community College District (LRCCD) begins thoughtful, thorough planning for reopening face-to-face instruction and services. Based on current health predictions, the goal is to be prepared for reopening for the Fall Semester of 2021. The Los Rios Reopening Planning Team will develop an initial report outlining assumptions, questions, and concerns for reopening to submit to the Chancellor no later than **January 31, 2021**.

Upon engagement with key stakeholders, including the Board of Trustees and Labor and Senate partners as appropriate, the Los Rios Reopening Planning Team will submit a refined report outlining a detailed and specific framework and plan for reopening to submit to the Chancellor no later than **February 28, 2021.**

Composition of the Los Rios Reopening Planning Team. The Team includes representatives from each of the four Los Rios Colleges and leaders in Instruction, Student Services and Administrative Services: **Davin Brown**, Vice President of Student Services, Sacramento City College: **Frank Kobayashi**, Vice President of Instruction, American River College; **Monica Pactol**, Vice President of Instruction, Folsom Lake College; and **Theresa Tena**, Vice President of Administrative Services, Cosumnes River College. The Team can and will engage and involve additional organizational leaders into the discussions if/when their specific expertise is valuable (e.g., FM for facility needs, HR for personnel issues).

Phase 1 Charge: In developing the Report for Reopening, the Los Rios Planning Team will through the initial report:

- Identify and prioritize key issues with respect to reopening.

- Identify assumptions, questions, and concerns for reopening.

- Work with, engage and inform all key stakeholders, including the Board of Trustees and Labor and Senate partners as appropriate.

- Coordinate with the Communications Office a plan to keep all stakeholders informed of the issues under review and the decision-making processes and timing.

Phase 2 Charge: In developing the Report for Reopening, the Los Rios Planning Team will through the refined report:

- Refine and prioritize key issues with respect to reopening.

- Address questions and concerns for reopening.

- Develop a decision-making model for reopening.

- Develop the report consistent with existing statewide public health standards and directives (for example, California's Blueprint for a Safer Economy system of tiers).

- Recognizing access to additional one-time funds to support this work is not guaranteed, so in all situations the goal is to leverage existing resources to implement this plan.

- Make planning recommendations that apply uniformly to all the Los Rios Colleges to the extent possible, and any framework for exceptions to individual components of the plan will be defined and articulated consistently and universally.

Phase 1:

Assumptions, Questions, and Concerns

To best understand the assumptions, question and concerns for Reopening, the Reopening Team engaged with stakeholders via a website/feedback form, through Listening Sessions, and review of additional available resources.

Website/FeedbackForm

During the week of January 4th the "Reopening Los Rios" website was developed. The initial focus of this website was to provide information about the Reopening Planning Team Charter, information about Listening Sessions, and a Feedback Form. Information about Resources and Related Links have been added. The Feedback Form also captured the thoughts and ideas of stakeholders during the month of January.

Listening Sessions

During the week of January 11th, Listening Sessions were held at all four Colleges. The Listening Sessions highlighted the purpose, timelines, communication plans and key issues associated with the re-opening plan. Over 900 employees participated in the Listening Sessions. The primary focus of these sessions were to capture the thoughts and ideas of all key stakeholders, including the Board of Trustees, Labor and Senate partners as appropriate. On January 21, a Listening Session was held with students from all four Colleges. 59 students participated in the Listening Session.

- January 13, Cosumnes River College Employee Listening Session
- January 14, Sacramento City College Employee Listening Session
- January 14, American River College Employee Listening Session
- January 15, Folsom Lake College Employee Listening Session
- January 21, Los Rios Community College District Student Listening Session

Additional Resources

The Reopening Team used a variety of local, state and higher education resources to inform. Including, but not limited to:

City, County, and State

- California Department of Industrial Relations: Cal/OSHA Emergency Regulations to Protect Workers from COVID-19
- California Department of Industrial Relations: COVID-19 Emergency Temporary Standards FAQ
- California Department of Public Health: Blueprint for a Safer Economy
- Governor Newsom Unveils California's Safe Schools for All Plan
- Sacramento County COVID-19 Vaccine Distribution Phases

Higher Education

- California Department of Public Health: COVID-19 Guidance for Institutions of Higher Education (PDF)
- APLUS Campus Reopening Plans
- CCCCO's Report of the Safe Campus Reopening Workgroup (PDF)
- Phillips Community College COVID-19 Reopening Plan
- Los Rios Response to Coronavirus (COVID-19)

Input from both the Listening Sessions and the Feedback Form were a valuable component of gaining the perspectives of members of the campus communities.   The raw data from the Listening Sessions and Feedback Form were gathered to identify assumptions, questions, and concerns. The raw data reviewed and analyzed by the Reopening Team was organized by subject and college. Based on this review and analysis, Guiding Principles, Key Issues and Initial Draft recommendations were Identified.

Guiding Principles and Key Issues

Guiding Principles

Based on feedback from the campus communities, the following Guiding Principles for reopening are recommended:

1. Ensure the safety and well being of students and employees
2. Employ equity-minded decision making to ensure care for the most vulnerable students
3. Maintain the integrity of programs and academic standards
4. Balance efficiencies and flexibilities while ensuring maximum effectiveness in the ever-changing environment
5. Proactively ensure consistent and coordinated communication districtwide and ensure transparency in process and clearly understood recommendations

Key Issues

Based on feedback from the campus communities, the following Key Issues have been identified and prioritized:

1. Ensure the safety and well being of students and employees
    a. Safety
        i. How will students, faculty, and staff be kept safe?
        ii. What are the protocols for social distancing, mask wearing, and vaccinations?
    b. Vaccinations
        i. What will be the protocol/requirements for vaccinations of faculty, staff, and students?

2. Employ equity-minded decision making to ensure care for the most vulnerable students
    a. Student Access to Resources
        i. What computer labs will be open?
        ii. What services will be available face to face?
    b. Student Impact
        i. What mental health resources will be available to students? anxiety, isolation, depression
        ii. What technology resources will be available to students?
        iii. How can we better communicate/connect resources with students?
        iv. How can engagement through online education be improved to support students?

3. Maintain the integrity of programs and academic standards
    a. Instructional Labs
        i. How will specific protocols be developed for various disciplines?
    b. Exams/Test Integrity
        i. What will be done to strengthen test integrity?
    c. Instructional Operations
        i. How will social distancing be implemented in the classroom?
        ii. Will class caps remain the same?

4. Balance efficiencies and flexibilities while ensuring maximum effectiveness in the ever-changing environment
    a. Phased Approach
        i. What will be the District's approach to gradually reopening?
        ii. Work Environment
            1. What are possible work schedules?
            2. What might be the model or models for work?
        iii. Faculty Support
            1. Will there be access to offices?
            2. Can videos be shot in labs/classrooms?
        iv. Facilities
            1. Will HVAC be updated?
            2. What will be cleaning protocols?
        v. Preparation Time
            1. How far in advance will we know about Fall 2021?
            2. Will we have time to prepare curriculum and/or facilities?

5. Proactively ensure consistent and coordinated communication districtwide and ensure transparency in process and clearly understood recommendations.
    a. Communication
        i. How will decisions be made? and communicated?
        ii. Will the decision change?

Phase 2:

Developing the Framework Together

The initial [Reopening Planning Report](#) was released to the Los Rios Community College District on January 31, 2021.

The Reopening Planning Report was discussed extensively through various venues across the Los Rios Community College District during the month of February. Feedback on the initial Reopening Planning Report was captured through the [Feedback Form](#) through the "[Reopening Los Rios](#)" website. The Chancellor's Cabinet, which includes representatives from all of our Academic, Classified, and Student Senates, as well as all of our labor partners, met weekly to serve as the steering committee for reopening. Feedback gathered through this process is reflected in this report and its recommendations.

An area of emphasis of this Phase 2 Report should be the concept of **a framework for reopening in person Instruction, Student Services, and Administrative Services across the Los Rios Community College District**. Since March 2020, the Los Rios Community College District has provided Instruction, Student Services, and Administrative Services remotely, with the exception of programs that train first responders or those in areas that have an urgent and significant health and safety impact on our communities and their ability to respond to the COVID-19 crisis. The intent of this Report is to provide a framework for the eventual full reopening of in person Instruction, Student Services, and Administrative Services across the Los Rios Community College District.

Recommendations

Recommendation One: A Commitment to Equity and Anti-Racism

Remain committed to our district and college goals of centering the needs of our most disproportionately impacted groups through the lens of equity and anti-racism. It is recommended that equity and anti-racism are prioritized and practiced to inform all decision making. This will assist with ensuring that the most vulnerable communities, specifically Black, Latinx and other disproportionately impacted populations have their academic, support, and safety needs met as we prepare for reopening. Questions to answer when making decisions, establishing new processes and developing new policies include:

1. Audience: Who is the intended audience for this process/policy/decision?
2. Purpose: What is the purpose for this process/policy/decision?
3. Equitable Impact: Who benefits from this process/policy/decision? Why?
4. Adverse Impact: Who does NOT benefit from this process/policy/decision? Why?

Recommendation Two: Communication

It is recommended that the [Reopening Website](#) for employees be the primary communication mechanism to the campus communities. Frequently asked questions should be updated as they become available. The similar student facing [Reopening Website](#) should also be utilized as a communication tool.

It is recommended that Agreements, Protocols, Procedures and Plans be published on the Reopening Website. Examples of Agreements and Rules include Union Contracts, Memorandums of Understanding, and Human Resources Rules.

It is recommended that all prior and future health and safety plans be published on the Reopening Website and college websites. It is also recommended COVID Prevention Plans be listed on each college website and the district website.

Recommendation Three: Health and Safety of Students and Employees

It is recommended that a phased plan be implemented to keep all of our students and employees safe to the greatest extent possible. The plan incorporates guidelines from the California Department of Health's Blueprint for a Safer Economy, Sacramento County Guidelines, Centers for Disease Control and Prevention (CDC) and the Occupational Safety and Health Administration (OSHA) and outlines the phased in steps LRCCD is taking to address COVID-19. Expanded staffing will be tightly controlled and coordinated to mitigate potential risks and ensure the safety of employees and students. It is recommended all managers and supervisors are responsible for implementing and maintaining this program in their assigned work areas and for ensuring employees receive answers to questions about the program. It is recommended all employees are responsible for using safe work practices, following all protocols and procedures and assisting in maintaining a safe work environment. It is also recommended that all prior and future programmatic area health and safety plans be published on college websites.

Recommendation Four: Steering Committee

It is recommended that the Chancellor's Cabinet – which includes representatives from all of our Academic, Classified, and Student Senates, as well as all of our labor partners – serve as the steering committee for reopening (Approved January 25, 2021).

Recommendation Five: A Framework for Reopening

As of this writing, numerous factors outside of the control of the LRCCD will impact the status of the safety and well being of students and employees in 2021 and beyond. It is recommended the planning for an eventual full reopening of the LRCCD be based on the California Department of Health's Blueprint for a Safer Economy. It is further recommended that Sacramento County Guidelines be used as the baseline for decision making in LRCCD.

	Higher Risk ──────▶ Lower Risk of Community Disease Transmission***			
Measure	Widespread Tier 1	Substantial Tier 2	Moderate Tier 3	Minimal Tier 4
Adjusted Case Rate for Tier Assignment** (Rate per 100,000 population* excluding prison cases^, 7 day average with 7 day lag)	>7	4-7	1-3.9	<1
Testing Positivity^ (Excluding prison cases^, 7 day average with 7 day lag)	>8%	5-8%	2-4.9%	<2%

Recommendation Six: Decision Making Model

As indicated earlier, numerous factors outside of the control of LRCCD will impact the status of the safety and well being of students and employees in 2021 and beyond. However, for planning purposes, it will be required to begin with certain planning assumptions combined with a phased approach to reopening.

The following chart provides detail to a phased in approach based on the CDPH Tiers, Guiding Principles and Key Issues:

	High Level Recommendation	On Ground/Online w/ increased sanitation & mask wearing	Hybrid "Yellow" Online/On Ground	Hybrid "Orange" Online/On Ground	Mostly Online	Online w/ Substantial Exceptions/Safety Plans
	CDPH Tiers	Post COVID Normal	CDPH Tier 4: MINIMAL	CDPH Tier 3: MODERATE	CDPH Tier 2: SUBSTANTIAL	CDPH Tier 1: WIDESPREAD
Static: Decide which Tier to start and finish	Instruction	Instruction	Instruction	Instruction	Instruction	Instruction
	Lecture	On Ground/Online	Partially Online Allied Health 15 + Impossible to Convert + Consideration of additional classes based on Phase II Criteria	Partially Online Allied Health 15 + Impossible to Convert + Consideration of additional classes based on Phase II Criteria	Partially Online Allied Health 15 + Impossible to Convert	Allied Health 15

	Green	Yellow	Orange	Red	Purple
Labs	On Ground/Online	Partially Online Allied Health 15 + Impossible to Convert + Consideration of additional classes based on Phase II Criteria	Partially Online Allied Health 15 + Impossible to Convert + Consideration of additional classes based on Phase II Criteria	Partially Online Allied Health 15 + Impossible to Convert + Consideration of additional classes based on Phase II Criteria	Allied Health 15
Athletics	On Ground	Athletics Conditioning, Practice & Approved Competition	Athletics Conditioning, Practice & Approved Competition	Athletics Conditioning, Practice, & Approved Competition ("Low" and "Medium" Risk Sports based on CCCAA standards)	None
Child Development Centers*	On Ground	Dependent upon number of onground/online student interest; potentially phased reopening/Need Discussion			Online
Test Security	Needs Discussion/ In Progress				

Pivot: Level of services changes based on CDPH Tier	**All Campuses**	**All Campuses**	**All Campuses**	**All Campuses**	**All Campuses**
Classified / Faculty Offices	Everyone	Updated College Protocols			College Protocol
Classroom Access (includes videotaping)	Everyone	Needs Protocols		None	None
Management Return to Work	Everyone	Everyone w/Safety Precautions		Essential Employees	Essential Employees
Faculty Return to Work	Everyone	Everyone w/Safety Precautions		Essential Employees	Essential Employees
Classified Return to Work	Everyone	Everyone w/Safety Precautions		Essential Employes	Essential Employees
Student Services	**Student Services**	**Student Services**	**Student Services**	**Student Services**	**Student Services**
A&R	On Ground/Online	On Ground/Online	Online with some On Ground	Online w/ Essential Workers	Online w/ Essential Workers
Financial Aid	On Ground/Online	On Ground/Online	Online	Online	Online
Grant funded programs (i.e. HSI-SAGE, SSS)	On Ground	Online with some On Ground	Online	Online	Online
FYE- Onboarding/ Orientation (new student support)	On Ground/Online	Online with some On Ground	Online	Online	Online

General Counseling	On Ground/Online	Online with some On Ground	Online	Online	Online
Categoricals (EOPS, DSPS, CalWorks, VETS)	On Ground	Online with some On Ground	Online	Online	Online
Clubs & Events/Student Senate	On Ground	Online with some On Ground	Online	Online	Online
Affinity Programs:(i.e. Puente, Umoja, RISE, URP, PRISE, PRIDE)	On Ground	Online with some On Ground	Online	Online	Online
International Students	On Ground/Online	Online with some On Ground	Online with some On Ground	Online w/ Essential Workers	Online w/ Essential Workers
Library*	On Ground/Online	Online with some On Ground	Online	Online	Online
Library Materials Distribution*	On Ground	Essential Employees	Essential Employees	Essential Employees	Essential Employees
Instructional Supplies/Technology Distribution*	On Ground	Essential Employees	Essential Employees	Essential Employees	Essential Employees
Basic Needs Distribution	On Ground	Essential Employees	Essential Employees	Essential Employees	Essential Employees
Bookstore***	On Ground	Essential Employees	Essential Employees	Essential Employees	Essential Employees
Outreach	On Ground/Online	Online with some On Ground - Contingent upon regional K-12 return to campus decisions.	Online only with a review of pending K-12 return to campus decisions	Online	Online
Tutoring/Learning Skills*	On Ground/Online	Needs Discussion	Online	Online	Online
Computer Labs*	On Ground	Needs Discussion	None	None	None
Health Services	On Ground w/ Telehealth Online Services	Medical On ground by Appointment. Mental health/ Telehealth Online Services	Online	Online	Online
Administrative Services Activities	**Administrative Services**	**Administrative Services**	**Administrative Services**	**Administrative Services**	**Administrative Services**
Printing and Mail	On Ground/Online	Essential Employees	Essential Employees	Essential Employees	Essential Employees
Business Services	On Ground/Online	Online and on ground (counter service) needs	Online	Online	Online

			discussion			
	IT*	On Ground/Online	Online and w/Essential Employees	Online and w/Essential Employees	Online and w/Essential Employees	Online and w/Essential Employees
	Custodial & Receiving*	On Ground/Online	Essential Employees	Essential Employees	Essential Employees	Essential Employees
	Facilities Rentals	On Ground	Needs Discussion	Needs Discussion	Needs Discussion	None
	Grounds**	On Ground	Essential Employees	Essential Employees	Essential Employees	Essential Employees
	* May fall under different divisions at each college	** Mostly DO	***Follett			

The following chart provides detail to the Instructional Programs On Ground Options. Programs in both Purple and Red categories are inclusive of Impossible to Convert courses that were not able to complete during Spring 2020. Further discussion and analysis must go into Instructional Programs in the Orange/Yellow category.

Instructional Programs On Ground Options								
Requirements: DE Approval, Maintain Productivity, Safety Plans								
Allied Health 15 (AH 15)	S21	U21	F21	Impossible to Covert (ITC 22)	U21	F21	Phase II Criteria	F21
CNA (FLC)	x	x	x	Adaptive PE (ARC, CRC)	x	x	Additional considerations in instances where existing classroom space/facilities and program dynamics allow for maintaining social distancing protocols while not reducing course access (example: classes traditionally and regularly taught outdoors)	
EMT (CRC/FLC)	x	x	x	Aeronautics (SCC)	x	x		
Firefighter Academy (CRC		x	x	Automotive (ARC, CRC)	x	x		
Funeral Services (ARC)	x	x	x	Automotive Collision (ARC)	x	x		
Imaging (FLC)	x	x	x	Aviation (SCC)	x	x		
Medical Assisting (CRC)	x	x	x	Biotechnology (ARC)	x	x		
Medical Lab Technology (FLC)	x	x	x	Dental Hygiene (SCC)	x	x		
OTA (SCC)	x	x	x	Dental Assisting (SCC)	x	x		
Nursing (ARC/SCC)	x	x	x	Diesel (ARC)	x	x		
Paramedic (ARC)	x	x	x	Electrician Trainee (ARC)	x	x		
PTA (SCC)	x	x	x	Commercial Music (SCC)	x	x		

Public Safety (ARC)	x	x	x	Construction (CRC)	x	x		
Respiratory Care (ARC)	x	x	x	Cosmetology (SCC)	x	x		
Sonography (CRC)		x	x	Culinary Arts (ARC/CRC)	x	x		
				Health Care Interpreting (ARC)	x	x		
				Horticulture (ARC)	x	x		
				Mechanical Electrical Technology (SCC)	x	x		
				Veterinary Technology (CRC)	x	x		
				Viticulture (FLC)	x	x		
				Welding (ARC, CRC)	x	x		

Recommendation Seven: Delay Publication of Fall 2021 Schedule

The Fall 2021 Schedule is planned to be published on March 22, 2021. In order to facilitate feedback on the Draft Decision Making Model and make better informed decisions about how the schedule will be presented, the Reopening Team recommends that the publication of the Fall 2021 Schedule publication be delayed two weeks to April 5, 2021 (Approved by Chancellor's Cabinet on February 8, 2021). The Reopening Team also recommends not changing the Fall Priority Registration schedule so as not to delay vital enrollment processes for students (Approved by the Chancellor's Cabinet on February 15, 2021).

Recommendation Eight: Partial Facilities Closure

During the 2020 calendar year while our facilities were largely closed because of the pandemic (March 18, 2020 through December 31, 2020), courses were approved to be taught in an online format under the emergency distance education addendum offered by the California Community College Chancellor's Office (CCCCO). The CCCCO expected all colleges to have their own emergency DE addendums in place by the end of 2020.

With this expectation, the college curriculum committees, District Curriculum Coordinating Committee (DCCC), college academic senates, and the District Academic Senate (DAS) worked to approve emergency DE addendum language which was added to all LRCCD courses in our curriculum management system (Socrates). The local emergency DE addendum allows for online teaching during college or facility closures. The local emergency DE addendum was approved to be in effect for Spring 2021 and Summer 2021.

It is recommended that the local emergency DE addendum will be extended and in effect for teaching courses online through December 31, 2021. There will be no need for the regular, full distance education curricular approval in Fall 2021 for teaching online (Approved by Chancellor's Cabinet on February 8, 2021).

Recommendation Nine: A Phased Approach to a Post-COVID Normal

As of this writing, it is unlikely that the Fall 2021 semester will result in a CDPH GREEN Tier (Post- COVID Normal). However, it would be prudent for Colleges to engage in a phased approach to a Post-COVID Normal. For example, Instructional Programs in the CDPH Yellow Tier should collaborate District-wide to develop a phased approach for returning to on-ground instruction at a larger scale. A similar collaborative effort is recommended for Student Services programs across the Colleges to prepare for a phased return to more on ground operations.

Instruction

A first step during Fall 2021 includes a small group of CDPH Yellow Tier programs moving forward with limited on-ground instruction with a focus on Impossible to Convert courses (Approved by Chancellor's Cabinet on February 16, 2021) with the intention of increasing face to face offerings during Spring 2022.

Departments in the CDPH Red Tier should immediately develop safety plans for face to face instruction during Summer 2021 and Fall 2021. Departments in the CDPH Yellow Tier should utilize the Spring 2021 semester to develop safety plans for the potential of limited face to face engagement during Fall 2021, with the intention of increasing face to face offerings during Spring 2022. Finally, Departments in the CDPH Green Tier should utilize the Fall 2021 semester to develop safety plans for the potential of face to face offerings during Spring 2022.

It is recommended that decisions for instructional programs for Spring 2022 be developed and shared with Chancellor's Cabinet for feedback in advance.

Student Services

During Spring 2021, all Student Services programs should begin phased in planning that promotes a healthy and safe environment as the Colleges prepare to move toward more on-ground operations. These phases should align with the CDPH tier recommendations highlighted in this report. The recommended approach to planning should be fluid as well as provide flexibility and adaptability based on current and projected developments in COVID-19 trends.

For example, Categorical programs should develop plans for operations that are consistent with the recommendations listed in the CDPH Yellow and Green Tiers. It is imperative that planning remains flexible and includes steps necessary to efficiently shift between CDPH tiers in the event there is an immediate need to respond to changing conditions.

It is recommended that a process to move through phases/tiers be developed and shared with Chancellor's Cabinet for feedback in advance.

Recommendation Ten: Facilities Utilization

It is recommended that facilities be utilized in a thoughtful and phased approach, with considerations for proximity and availability of on-ground staffing. The need to reduce the number of people on campus (density) to meet social distancing requirements may continue for some time. Facilities will gradually be brought on line in a phased approach to ensure all buildings are in compliance with CDC and CDPH guidelines prior to their use at the start of Fall 2021. Building assessment/inspections will be done collaboratively by college operations, District Facilities Maintenance, and department leads. It is recommended that areas be assessed by each site location based on the activities and services provided to determine possible mitigation measures.   It is further recommended the district continue to align our "building resiliency" campaign to CDC and ASHRAE COVID-19 guidelines and perform a coordinated review and assessment of counters where students and employees interact.

Recommendation Eleven: Access to Technology

It is recommended that we update our computer refresh process to reflect the need for more mobile-friendly devices such as laptops to enable us to continue to work and teach at a distance.

Recommendation Twelve: Faculty Access to Campus

It is recommended that investments be made in preparation for a Post-COVID Normal. For example, it is recommended that the District explore the cost and efficacy of video capturing access for a majority of classrooms at the Colleges. It is recommended that criteria and processes be updated and published for faculty to access their office and use classrooms and/or lab space for instruction and/or video-capture.

Recommendation Thirteen: Return to Work

It is recommended that criteria and processes be established and published for employees to return to work during and post COVID. Programmatic areas should not increase staffing levels beyond current needs to support critical on-site operations without approval. Once decisions to expand on-site staffing in certain areas have been made, staff should follow the processes established and published to return to work. When making the determination to have staff return to work on-site, several options are recommended for consideration to maintain required social distancing measures and reduce population density within buildings and work spaces; remote work; alternating days; staggered reporting/departing/break times.

Recommendation Fourteen: Critical Response Groups

It is recommended that existing stakeholder and participatory governance bodies continue to gather feedback, discuss options, and deliver recommendations to the Chancellor regarding specific areas of focus. Critical Response Groups will be tasked with providing feedback on the key issues identified through the Guiding Principles.