

Reopening New York – The Juilliard School Plan

The New York State Department of Health has issued [Detailed Guidelines](#) and a [Reopening Plan Checklist](#) for Higher Ed during the COVID-19 public health emergency. The Guidelines and Checklist require each institution to develop and submit a plan that, at a minimum, covers **(1) Reopening, (2) Monitoring, (3) Containment, and (4) Shutdown**. Each section has several required elements.

[The Juilliard School](#) (“Juilliard,” or the “School”), submits the following plan (the “Plan”) for reopening and operating during the ongoing emergency. Juilliard, located at Lincoln Center in New York City, offers undergraduate and graduate degrees in dance, drama (acting and playwriting), and music (classical, jazz, historical performance, and vocal arts).

The Juilliard School’s main building, known as the Diamond Building, located at 155 W. 65th Street in Manhattan, is occupied and operated solely by The Juilliard School and includes classrooms, teaching studios, rehearsal studios, practice rooms, theaters, administrative offices, and utilities spaces. Its residence hall, including residential and dining facilities, a health office, laundry, and gym, are situated in the Rose Building, a multi-tenant mixed-use building next door at 165 W. 65th Street. The Rose Building is owned and managed by Lincoln Center for the Performing Arts, Inc. (“LCPA”) and occupied by LCPA itself as well as several resident arts organizations constituting Lincoln Center. The dining services in both buildings are operated by AVI Foodsystems, Inc.

The Juilliard School has engaged with campus stakeholders, including staff, faculty, and students, as well as LCPA and AVI, in devising this Plan. LCPA, which owns and manages the building that includes the residence hall, has affirmed it is aware of this Plan and its intent to comply with the portions of the Plan addressing Lincoln Center.

AVI, the food services provider, has affirmed it is aware of this Plan and its intent to comply with the portions of the Plan addressing food services. Operations of dining halls and other on-campus food services will be in accordance with the [Interim Guidance for Food Services during the COVID-19 Public Health Emergency](#) or successor document.

The Juilliard School Plan for (1) Reopening, (2) Monitoring, (3) Containment, and (4) Shutdown

1. Reopening - Plans for restarting campus operations including student, faculty, and staff return.

a. Capacity: Phasing and quantity of students, faculty and staff to return to campus, considering factors such as ability to maintain social distance in public spaces and residence halls, testing capabilities, Personal Protective Equipment (PPE) availability, quarantine and isolation capacity, local medical capacity, and availability of safe transportation.

Phasing and quantity of students, faculty, and staff to return to campus: Juilliard plans to phase in students', faculty, and staff return to campus by lengthening the School year and moving certain coursework online. Our academic year starts with a new, all-online Summer Term including for-credit and non-credit offerings. The year will continue with an elongated fall semester divided into three 7-week blocks: pending health guidelines, Block 1 will be fully online but with the building available as a resource on a limited basis to those students who require access to instruments or studio space, in addition there will be a limited number of in-person lessons scheduled to take place during Block 1, as well as student access to wi-fi. Block 2 will phase in on-campus learning and performance work to no greater than 50% of normal occupancy; and Block 3 will focus on major study and performance opportunities, in-person to the extent possible. This will be followed by a slightly shortened spring term that extends into June. Backup plans will be in place for each of these segments in the event the School must scale back or eliminate in-person activity due to prevailing health conditions.

Residence Hall: The residence hall capacity will be reduced by 25%, from about 325 students to a maximum of about 250. The School will eliminate double-occupancy bedrooms so that each residential student has their own sleeping space. Residential students will be gradually phased in over 1-2 months. Residential students normally constitute about 40% of the student population; under this reduced occupancy plan, residential students will constitute approximately 30% of the student population.

This phase-in plan will permit those in the building to maintain social distance in our public spaces as well as our residence hall.

Physical Distance: Juilliard is reconfiguring spaces and restricting the use of classrooms, studios, and other places where students, faculty, and employees congregate, so that individuals are spaced at least six feet apart in all directions. Impermeable physical barriers such as strip curtains and Plexiglas are being installed in accordance with OSHA guidelines.

Circulation: A building circulation plan has been developed for implementation at re-occupancy. This will include designating separate ingress and egress doors. Lobbies and elevator areas will have social distancing markers identifying where building occupants can

wait safely. The School is de-densifying the elevators with a capacity limit while also encouraging more stairwell use. Stairwells will be identified as an UP or DOWN stair to eliminate pass-by traffic. Narrow corridors will also be assigned a direction using tape with arrows. The School is posting signage and distance markers denoting spaces of six feet in all commonly used areas and any areas in which lines are commonly formed or people may congregate (e.g., libraries, large studios, large performance spaces, dining hall, lobby). Elsewhere in the building, signage, distance markers denoting spaces of six feet, and other indicators will reduce distance between people.

Ventilation: The School is increasing ventilation with outdoor air to the greatest extent possible while maintaining health and safety protocols. Improvements are underway to repair/replace outside air damper systems, fan speed drives, operable windows, and humidification units. Indoor air purifiers are being provided as needed.

Closed to General Public; Limited Invited Guests: Juilliard facilities are closed to the general public until further notice. Visitors will be on an "invited guest" basis only and are required to abide by all health and safety protocols. Student/institutional IDs are required to enter Juilliard facilities.

Signage Promoting Health and Hygiene: Juilliard and LCPA, respectively, are posting signs throughout the Diamond and Rose Buildings, consistent with DOH COVID-19 signage, reminding individuals to:

- Stay home if they feel sick.
- Cover their nose and mouth with an acceptable face-covering.
- Properly store and, when necessary, discard PPE.
- Adhere to social distancing instructions.
- Report symptoms of or exposure to COVID-19, and how they should do so.
- Follow hand hygiene and cleaning and disinfection guidelines.
- Follow respiratory hygiene and cough etiquette

Screening: Both Lincoln Center and Juilliard will be implementing a screening program for everyone entering those buildings. In addition, together with neighboring organizations, the School is engaging in conversations with local health providers about the availability of testing.

PPE: In advance of the school year, the School has acquired an ample supply of cloth and disposable masks to reopen the school. The School has established the availability of additional PPE with its regular suppliers as well as joint purchasing opportunities with neighboring institutions at Lincoln Center.

Gatherings in Enclosed Spaces: The School has operated an all-remote environment since March 23, 2020 and has used video, teleconferencing, and other technological means in lieu of in-person gatherings (e.g. classes, conferences, office hours, lessons, rehearsals). In-person activity will be phased in on a gradual basis in the coming school year as and when appropriate.

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Activities will be held in open, well-ventilated spaces and will be planned to ensure that individuals can maintain six feet of social distance between one another (e.g. by leaving space between chairs, having individuals sit in alternating chairs).

Gatherings are limited to 50% of maximum capacity, and use of small spaces (e.g., single practice rooms) is not permitted by more than one occupant at a time.

The School is either closing non-essential amenities and communal areas that promote gathering or are high-touch (e.g., break areas, communal coffee machines); or providing cleaning and disinfecting supplies that may be used by individuals before and after they use the amenity or area (e.g., practice rooms).

The School is putting into place practices and signage to respect social distancing and restrict occupancy, including in dressing areas and multi-stall restrooms.

The School will stagger schedules when necessary to promote social distancing.

Isolation Room – Diamond Building: The School maintains an isolation room near the front entrance of the main building should someone fall ill while working at School, or screen positive for COVID-19 exposure or symptoms while at School. From the Isolation Room, affected individuals will be immediately sent home, to their residence, or to another designated quarantine or isolation location with instructions or arrangement for health assessment and testing. The School will immediately notify the state and local health departments about the case if test results are positive for COVID-19.

Isolation Rooms – Rose Building: The School has set aside 12 rooms for isolation in the residence hall, which would accommodate approximately 5% of the residential population at any given time. The Isolation rooms in the Residence Hall are available for Residence Hall students who need to isolate due to a suspected case of COVID-19 or a positive COVID-19 test result. Anyone testing positive is required to notify School health officials, to self-isolate, to talk to a healthcare professional, and to test negative before being permitted to re-enter the active School population.

See below for further Quarantine and Isolation provisions for residential and non-residential students.

Medical capacity: Local medical capacity on the upper west side of Manhattan is ample, with Mount Sinai West in the immediate vicinity and other major hospitals and medical facilities nearby.

Transportation: The School does not operate any shuttle vans or other transportation of its own. If it begins one, it will file a supplement to this Plan that sets forth safety protocols for such service. Existing bike racks near campus will be supplemented by additional bicycle parking being installed in the Diamond Building before the reopening, and potentially in other nearby locations where it is safe, practical and permitted by law.

- b. PPE: Develop plans for obtaining and providing acceptable face coverings to all employees of the institution. Determine if the institution will be providing face coverings or other PPE to students. Develop requirements about what PPE is required where and when for employees, students, and other individuals on campus, in accordance with state and local public health laws, regulations, and policies.***

PPE plans and requirements in Juilliard/Diamond Building and Rose Building Residential Areas: In advance of the school year, the School has acquired an ample supply of cloth and disposable masks to reopen the School. The School will require acceptable face coverings to be worn in all public areas of the School other than when individuals are in private offices or living quarters. The School will train employees on how to adequately put on, take off, clean (as applicable), and discard face coverings and other PPE.

PPE plans and requirements in LCPA/Rose Building Common Areas: Lincoln Center, the manager of the Rose Building (which incorporates the residence hall), has developed plans for obtaining and providing face coverings to all of its employees servicing that building. Lincoln Center will require all individuals in that building to wear acceptable face coverings in all areas of the building other than private offices and private residences.

PPE plans and requirements in Dining Services Areas: AVI, the food service provider for the School, has developed plans for obtaining and providing face coverings, gloves, and other food-service related PPE for its employees servicing the Juilliard School. It will require all its employees to wear the requisite PPE in all food service and preparation areas.

- c. Testing: Plan for screening and diagnostic testing students and faculty for SARS-CoV-2 upon return, especially any individuals with recent international or long-distance travel, particularly from areas with widespread community transmission of the virus. Plans should indicate if individuals will be tested, who will be tested, the frequency of testing, the method of testing, notification of test results, and the process for those arriving to campus untested. Plans may determine whether to quarantine students upon arrival until they receive testing and a negative test result.***

Screening: Anyone seeking to enter the Juilliard facilities will be required to fill out an app-based electronic screening questionnaire daily. This questionnaire will ask users about any COVID-19-related symptoms or recent travel, in accordance with CDC guidance, prior to a temperature scan and confirmation that they are wearing a mask. Responsibility for screening lies with the Department of Human Resources (for policies and procedures) and Public Safety (for implementation).

Testing: Planning for diagnostic testing is still underway, in consultation with NYS and NYC guidelines and availability. At a minimum, testing will be required for cause, i.e., if a student or residential staff member develops symptoms of COVID-19 or has been notified of an exposure. The frequency and method of any other testing is subject to ongoing public health guidance. The School is familiar with protocols around group testing and will consider such

protocols as best practices emerge. Responsibility for testing lies with the Health Office (for students) and the Department of Human Resources (for faculty and staff).

Notification and Tracing: If a student, faculty, or residential staff member develops symptoms of COVID-19 or has been notified of an exposure, they will be required to take a diagnostic test immediately, and to quarantine while awaiting the result. In addition, any community member who tests positive for COVID-19 at any point will be required to immediately inform health services (students) or human resources (faculty or staff) so that the School may coordinate contact tracing through the NYC Track and Trace Program and implement enhanced cleaning and disinfecting procedures.

Quarantine: The School will follow governmental regulations requiring all travelers coming from identified locations with significant rates of transmission of COVID-19 to quarantine for a 14-day period after arrival. In accordance with those requirements, such individuals will be instructed to quarantine and not be in public or otherwise leave quarantine quarters.

- Quarantine for residential students: Residential students who are required under public health rules to quarantine upon arrival in New York State may quarantine in their own single rooms in the Residence Hall. They will be instructed to remain in their suites for the duration of their quarantine periods and to use a mask when entering any part of the suites other than their private sleeping areas. Individuals subject to quarantine will be instructed to monitor for symptoms of COVID-19. Individual thermometers will be provided to residential students for daily temperature-taking. Food, needed medication, and cleaning supplies will be brought to them, and trash will be taken out in accordance with stated public health guidelines. Any residential student who tests positive for COVID-19 during quarantine or becomes symptomatic will be moved to a designated isolation room within the Residence Hall.
- Quarantine for non-residential students: Non-residential students who are required to quarantine upon arrival in New York State under public health rules will be instructed to quarantine in their local residences or another location away from School. Individuals subject to quarantine will be instructed to monitor for symptoms of COVID-19, including taking their temperature daily.
- Quarantine care for both residential and non-residential students: Counseling Services will provide remote sessions as needed. Student Development also provides an array of online enrichment and wellness programming that students may participate in as desired. Student Development can provide resource lists of community support organizations that may be helpful in addressing additional needs such as food and grocery delivery. The Provost and Academic Affairs Offices will coordinate academic adjustments and accommodations.

- d. Residential living: Residential living plans should include protocols for capacity limits, enhanced cleaning and disinfection, appropriate social distancing, use of acceptable face coverings in common areas, restrictions on non-essential gatherings and activities, limited access by students to other residential facilities (e.g. dormitories), restrictions of visitors, special housing considerations for students who are immunocompromised or who have an underlying health condition, separate living spaces for persons undergoing isolation or quarantine, and a modified set of rules for students to follow.***

Capacity limits: The School will reduce the maximum capacity of its residence hall by 25%, from 325 to 250 maximum, with a maximum of 1 to a sleeping space, 2 to a sink, three to a shower. The School will phase in residents in at least two tranches, so that move-in, orientation, and trainings are gradual and distanced.

Enhanced cleaning and disinfection: The School plans for enhanced cleaning and disinfection protocols by increasing professional cleanings as well as providing additional cleaning supplies, training, and reminders to residential students.

Social distancing: The School will establish and communicate rules for students to follow regarding social distancing, using 6' as a minimum guideline.

Use of face coverings in common areas: The School requires the wearing of acceptable face coverings in common areas throughout the residence hall building.

Restrictions on non-essential gatherings and activities: The School will restrict all non-essential gatherings and activities in the residence hall. Both the School and Lincoln Center, the owner and manager of the building that incorporates the residence hall, will enforce any government mandated restrictions on activities in the Rose Building. This restriction will be communicated to all tenants of this multi-user building and strictly enforced.

Limited access to other residential facilities: N/A. There are no other residential facilities.

Restrictions of visitors: The School will restrict visitors to the building and to the residence hall. Lincoln Center, the owner and manager of the building that incorporates the residence hall, will require visitors to the Rose Building to be pre-registered and approved. Visitors will be required to go through a health screening process before entering the building. This restriction will be communicated to all tenants of this multi-user building and strictly enforced.

Special housing considerations for students who are immunocompromised or who have an underlying health condition: The School will work to accommodate students who are immunocompromised or who have an underlying health condition. Students who have certain underlying medical conditions or are at increased risk for severe illness from COVID-19 have been urged to contact the Office of Academic Support and Disability Services to discuss possible disability housing-related accommodations.

Separate living spaces for persons undergoing isolation or quarantine. The School has established 12 separate living spaces for persons undergoing isolation or quarantine. These spaces have separate sleeping areas, separate sinks and separate showers – not shared.

Students will have a modified set of rules for students to follow: Students will be required to subscribe to the modified set of rules set forth in their housing contract and in published policies.

- e. Operational activity: Determine how classes, shared spaces, and activities may be adapted in various phases of return and operations (e.g., identify which classes will offer alternate approaches such as A/B schedules or remote instruction; appointment-only use of shared spaces, limiting number of individuals participating in in-person activities at any given time).***

The School has revised its inventory of classrooms, shared spaces, teaching and rehearsal studios, practice rooms, faculty and administrative offices so that social distance may be maintained. It has moved academic courses online for the fall semester. Use of the School's residence hall and main building for the first block will be by special permission/appointment only. Use of the residence hall and main building for the second and subsequent blocks will be on a reduced basis. The School will follow governmental guidance as to how many individuals may participate in in-person activities at any given time, and in no event will activity be planned for a space that cannot accommodate 6' social distancing by all participants.

Use of shared spaces (e.g., gym, laundry, practice rooms) will be restricted to appointment only for the duration of the School year.

- f. Restart operations: Implement plans to safely reopen buildings such as cleaning and disinfection, and restarting ventilation, water systems, and other key facility components, as applicable***

Cleaning and disinfection: The School building has received a total professional cleaning and disinfection. Prior to re-occupancy, the custodial team will be engaged to complete a thorough cleaning of the facility. At the time of re-occupancy, Juilliard and Lincoln Center, respectively, will provide proactive disinfection of touch points and other cleaning needs throughout the main building and the Lincoln Center facilities used by residential students and staff. This will include elevator buttons, handrails, door handles, shared instruments, and other possible high-touch areas.

Restarting ventilation, water systems: Prior to occupancy, the School will have completed a comprehensive ventilation study to identify areas of improvement, in keeping with the CDC and ASHRAE standards (American Society of Heating, Refrigerating, and Air-Conditioning Engineers).

Throughout the shutdown, critical systems such as ventilation and potable water distribution have been maintained by building engineers. Prior to re-occupancy, repair work,

upgrades, and preventive maintenance will be completed including thorough rehabilitation of the systems that have been dormant or under-utilized due to the empty building.

Other key facility components: The School recently added 70 additional hand sanitizing stations throughout the campus. In addition, all the restrooms have been converted to include touchless fixtures as well as touchless soap and paper towel dispensers.

Deliveries: The School is establishing designated areas for pickups and deliveries, limiting contact to the extent possible.

g. Extracurriculars: Institute policies regarding extracurricular programs and which activities will be allowed, considering social distancing and risk of COVID-19 transmission;

While not considered “extracurricular” at Juilliard, public performances are being transitioned to a livestream format for at least the fall semester. Artistic collaborations and showcases will be developed remotely or on a small-group basis, with appropriate screenings and protections in place. School related travel or performance trips will be cancelled based on the CDC’s travel guidance and in adherence to current public health conditions.

Most student enrichment programs will be cancelled or held via Zoom when possible and beneficial for students. Extracurricular programs and activities produced by Student Development will be conducted online for the first 7 weeks of the fall semester. Exceptions to this may be small recreational activities in Residence Hall Lounge for residential students. For these events, face coverings and 6’ physical distancing will be required. Additionally, attendance will be capped to a reduced maximum capacity in accordance with governmental guidelines. Outdoor activities (walks in Central Park or Riverside Park, neighborhood walking tours) may be coordinated for small groups of under 10 people. Physical distancing and face coverings will be a requirement for these outdoor activities as well.

For Block 2 and beyond, programs and activities will continue to be conducted online with a phase-in of in-person programs. Activities will take place outdoors where possible or in large, well-ventilated spaces that permit social distancing at 6’ or more. Attendance in indoor activities will be capped to reduced maximum allowable capacity. For any in-person event the following guidelines will be followed:

1. Face coverings and physical distancing rules will be required for entry and participation in the program/activity.
2. Hand sanitizer stations will be at the entrance of any space used for a program or activity.
3. If food is available, it will be served by staff wearing face masks and gloves. Disposable eating utensils and plateware will be used. There will be no self-service nor sharing of touched items.

4. No activity will involve facing one another at less than 6' distances, nor touching or close contact.
5. Capacity limits will be properly maintained and the largest available spaces will be utilized.

h. Vulnerable populations: Consider vulnerable populations on campus and individuals who may not feel comfortable returning, to allow them to safely participate in educational activities and accommodate their specific circumstances.

The School remains committed to making every practicable effort to allow students to continue their academic work. It recognizes that some students, faculty, and staff may have a disability diagnosis, chronic medical condition, identify with one or more vulnerable populations, live in another country, or have discomfort with returning to life on campus for another reason.

Students are urged to communicate their issues or concerns with the Office of the Provost, the Office of Health and Counseling Services, or the Office of Academic Support and Disability Services. Faculty and staff are urged to communicate their issues or concerns with the Human Resources Department.

The School is working to handle these cases on an individual basis specific to each person's needs and circumstances. The School urges each individual who has known health conditions that presents a higher risk of serious illness as identified by the CDC to consult with their health care provider and family to make an informed decision on whether to participate in in-person activities during any of the School year.

For faculty: In July, the Office of the Provost deployed a survey to faculty to understand concerns about returning to work. The School will follow applicable law and the policies and procedures in its faculty manual, as may be amended from time to time upon public health guidance, regarding vulnerable populations' participation in the workplace.

For other employees: HR will deploy a survey in August to employees to understand concerns about returning to work. The School will follow applicable law and the policies and procedures in its employee manual, as may be amended from time to time upon public health guidance, regarding vulnerable populations' participation in the workplace.

i. Hygiene, cleaning and disinfection: Establish campus-wide cleaning and disinfection protocols for classrooms, residence halls, restrooms, dining halls and other facilities. Promote hand and respiratory hygiene among all individuals on campus.

Building-wide – pre-occupancy: Prior to re-occupancy, the custodial team will be engaged to complete a thorough cleaning of the facility. In addition, an outside contractor will be retained to complete a top-to-bottom sanitizing of the facility.

Cleaning and disinfection protocols: At the time of re-occupancy, custodial staff will be scheduled during the day to disinfect occupied areas of the buildings, including classrooms,

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practice rooms, studios, and performance areas. Following DOH's "Interim Guidance for Cleaning and Disinfection of Public and Private Facilities for COVID-19," custodial schedules will include regular cleanings and disinfection of touch points such as elevator buttons, hand rails, door handles, shared instruments, ballet barres, shared computers and other equipment, and other high-touch areas. Users will also be provided with cleaning materials and instructions to wipe down shared surfaces after use, and to perform hand hygiene before and after contact. All spaces will be scheduled with a minimum of 15 minutes (depending on space type – some longer) to allow for ventilation and disinfecting of the space between uses.

Residence Hall: In addition to regular cleaning staff, a contracted cleaning service will be retained to provide additional regular professional cleanings and disinfection of residential suites. In addition, residents will be provided cleaning supplies and training on how to use them to disinfect spaces between service. Residents will receive training and will be required to subscribe to protocols and enforcement measures for keeping their spaces clean.

Hand Hygiene: The School recently added 70 additional hand sanitizing stations throughout the residential facilities and the main building. In addition, all the restrooms in the main building have been converted to include touchless fixtures as well as touchless soap and paper towel dispensers. Signage has been installed throughout the campus encouraging hand washing and use of hand sanitizing stations.

Dining Hall: Operations of dining halls and other on-campus food services will be in accordance with the [Interim Guidance for Food Services during the COVID-19 Public Health Emergency](#), or any applicable successor guidance.

In the dining facility, there will initially be no customer-facing stations. The food service provider is working to ensure the residents have satisfactory meals and dietary options with a grab-and-go service model. All prep work in the kitchen will be done in a socially distanced manner. When safe, the dining facility will have limited team member serving stations open for meal periods. All team members will be in proper PPE and be following all safety protocols. AVI will manage the staging of customers during each meal period to ensure proper social distancing.

All styles of meal service will follow all CDC and local Board of Health guidelines. There will be no seating in the dining room of the facility until it is deemed safe. Regular cleaning and disinfecting practices throughout the dining facility will be enhanced according to guidelines. The food services contractor, AVI, subscribes to and affirms these principles and practices.

Communications: The HR, Facilities, Public Safety, and Residence Life staff are partnering with Public Affairs and Communications personnel for the placement of appropriate signage throughout the residential facilities and the main building to remind people of proper hygiene, facial covering, hand washing, social distancing, maximum capacities, and other hygiene protocols. The School has a communications plan that includes periodic emails and updates to the website for students, parents or legal guardians, employees and visitors that

includes reopening-related instructions, training, signage, PPE (face coverings) and social distancing reminders.

Except as otherwise designated herein, questions from students and faculty about the COVID-19 public health emergency and plans implemented by the institution are directed to the Office of the Provost; questions from staff are directed to the Director of Human Resources.

2. Monitoring - Policies to track health conditions on campus.

- a. Testing responsibility: Identify who is responsible for purchasing and administering testing, as well as notification of test results; plans should offer contingencies for continual screening of symptoms and temperature checks without testing, if needed***

Juilliard's Health Office is making arrangements for diagnostic testing for those unable to get tested in their home communities. Specific protocols for testing and notifications are under study. Currently the School expects that any testing and notification of test results will be handled by an outside provider and Juilliard will receive a copy of the results: Human Resources will receive results for staff and faculty, Juilliard Health Services will receive results for students. The School is activating a program for daily screening of symptoms and temperature checks upon entry to the Juilliard facilities, as noted above.

- b. Testing frequency and protocols: Determine testing frequency and process which may include plans to test for cause (e.g. symptomatic individuals, close or proximate contacts, international travel), plans to test for surveillance to proactively monitor for symptoms of influenza-like illness, as well as protocols around group testing***

As noted above, the School plans to require screening and testing of students for SARS-CoV-2 upon return, especially for those individuals with recent long-distance travel, particularly from domestic and international areas currently identified with widespread community transmission of the virus. The specific plan for which individuals will be tested, the frequency and method, notification of test results, and process for those arriving to campus untested, are subject to review and ongoing applicable state and local public health guidance as well as availability of testing. The School will follow state and local health regulations for the quarantining of students from restricted states or international areas upon arrival until they receive testing and a negative result.

While planning for testing is still underway, it will likely begin with a student requirement for a baseline negative diagnostic test shortly before or upon arrival. Students, faculty, staff, and all others seeking to enter the facilities will be subject to a daily health screening requiring attestations of symptoms, a temperature scan, and confirmation that the person is wearing a facial covering. All will be notified of the requirement to seek medical attention for anyone experiencing symptoms consistent with COVID-19 and to quarantine for known exposure to a positive case.

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Anyone testing positive is required to notify School health officials, to self-isolate, to talk to a healthcare professional, and to test negative before being permitted to re-enter the active School population.

Additional testing may be warranted for cause, i.e., if a student or residential staff member develops symptoms of COVID-19 or has been notified of an exposure. The frequency and method of any other testing is subject to ongoing public health guidance.

The School is familiar with protocols around group testing and will consider such protocols as best practices emerge.

- c. Early warning signs: Define metrics that will serve as early warning signs that positive cases may be increasing beyond an acceptable level; define method(s) to monitor against such metrics;***

Juilliard will work in coordination with the NYC DOH and NYC Control Room to track metrics and be aware of early warning signs. Metrics considered will be an increase in the percentage of positivity rates in the Juilliard community and in New York City, as advised by government health officials.

- d. Tracing: Consider plans for contact tracing in close coordination with state and local health departments using the protocols, training, and tools provided through the New York State Contact Tracing Program;***

Juilliard will cooperate and coordinate with the NYC Track and Trace Program to provide them with important information regarding students with positive test results and their close.

- e. Screening: Develop plans for regular health screening of employees, students, and visitors.***

All employees, students, and visitors to either School building are required to complete a health screening. This program requires daily attestations of symptoms and a daily temperature scan for anyone seeking to enter Juilliard facilities; a requirement to seek medical attention for anyone experiencing symptoms consistent with COVID-19; and a requirement to quarantine for known exposure to a positive case. The screening also detects whether the individual is wearing a face covering, as is required.

3. Containment - Plans for how to respond to positive or suspected cases, as well as preventative policies and practices

- a. Students confirmed or suspected to have COVID-19: Residential institutions need to include plans to monitor and provide medical care and other health services to students who test positive and are in isolation, need more advanced medical care, or who are awaiting test results.***

Juilliard Health Services will provide remote medical care and monitoring for students who test positive and are in isolation or who are awaiting test results. Monitoring will consist of daily check-in with patient including review of symptoms. Individual thermometers will be provided to residential students for daily temperature-taking. Food, needed medication, and cleaning supplies will be brought to residential students, and trash will be taken out in accordance with stated public health guidelines. Any residential student who tests positive for COVID-19 during quarantine or becomes symptomatic will be moved to a designated isolation room within the Residence Hall, with a single sleeping space and single bathroom. Counseling Services will provide remote sessions as needed. Student Development also provides an array of online enrichment and wellness programming that students may participate in as desired. Student Development can provide resource lists of community support organizations that may be helpful in addressing additional needs such as food and grocery delivery. The Provost and Academic Affairs Offices will coordinate academic adjustments and accommodations.

For students who need more advanced medical care, Health Services will provide referrals to specialists and to higher levels of care as appropriate.

If students have an outside medical provider monitoring their health care, that medical provider will continue to provide care and coordinate any specialty referrals and referrals to a higher level of care.

- b. Hygiene, cleaning and disinfection: Implement strategies for cleaning and disinfection of exposed areas and appropriate notification to occupants of such areas***

If someone is suspected or confirmed to have COVID-19, Facilities personnel (Juilliard for the Diamond Building; Lincoln Center for the Rose Building) will close off areas used by the person who is suspected or confirmed to have COVID-19. They will open outside doors and windows as possible to increase air circulation in the area. They will wait 24 hours before they clean and disinfect; if 24 hours is not feasible, they will wait as long as possible. They will clean and disinfect all areas used by the person suspected or confirmed to have COVID-19, such as offices, classrooms, bathrooms, and common areas. Once the area has been appropriately cleaned and disinfected, it will be reopened for use. Individuals without close or proximate contact with the person suspected or confirmed to have COVID-19 can return to work area or resume on-campus activities in the area immediately after cleaning and disinfection. Juilliard and Lincoln Center, respectively, will have reporting plans in place for individuals who are alerted that they have come into close or proximate contact with a

person with COVID-19, and have been alerted to such exposure via tracing, tracking or other mechanism.

c. Communication: Develop plans to share protocols and safety measures taken by the institution.

The Juilliard School maintains a webpage with updated guidance, policies and Community messages, including protocols and safety measures. Communications also emails updated guidance to students, staff and faculty as well. Juilliard and Lincoln Center will provide physical and/or electronic signage reminders throughout the buildings about hand hygiene, coughing/sneezing into the elbow, wearing masks, following directional signals, observing social distancing markers, and more.

d. Isolation: Identify how to isolate symptomatic individuals, both residential and non-residential (as applicable). Plans must specifically identify where individuals will be residing (e.g. residence halls, hotels, home) throughout the duration of their isolation, as well as the support system that will be provided including food, medicine, psychosocial, academic and/or other support, as needed.

Residential students: Residential students who test positive for COVID-19 will be moved to one of the 12 isolation rooms set aside in the Residence Hall. These rooms are singles with private bathrooms. These students will be instructed to remain in the rooms for the duration of their isolation. Food, cleaning supplies, and any needed over the counter medications and prescriptions will be brought to the students' rooms, and trash will be taken out in accordance with stated public health guidelines. Counseling Services will provide remote counseling as needed. Student Development also provides an array of online enrichment and wellness programming that students may participate in as desired. The Provost's Office will coordinate academic adjustments and accommodations.

Non-residential Students: Non-residential students will be instructed to isolate in their local residences. Counseling Services will provide remote counseling as needed. Student Development also provides an array of online enrichment and wellness programming that students may participate in as desired. Student Development can provide resource lists of community support organizations that may be helpful in addressing additional needs such as food and grocery delivery. The Provost's Office will coordinate academic adjustments and accommodations.

e. Quarantine: Identify how exposed individuals (residential and non-residential) will be quarantined away from others, including the support system that will be provided including food, medicine, psychosocial, academic and/or other support, as needed.

Residential students: Residential students who are required to quarantine and who test negative for COVID-19 will quarantine in their own single room in the Residence Hall. They will be instructed to remain in their suite for the duration of their quarantine period and to use a mask when entering any part of the suite other than their private sleeping area. Food,

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cleaning supplies, and any needed over the counter medications and prescriptions will be brought to the students' rooms, and trash will be taken out in accordance with stated public health guidelines. Counseling Services will provide remote counseling as needed. Student Development also provides an array on online enrichment and wellness programming that students may participate in as desired. The Provost's Office will coordinate academic adjustments and accommodations.

If they test positive for COVID-19 during quarantine, they will be moved to the isolation rooms.

Non-residential Students: Non-residential students will be instructed to quarantine in their local residences or another location away from School. Counseling Services will provide remote counseling as needed. Student Development also provides an array of online enrichment and wellness programming that students may participate in as desired. Student Development can provide resource lists of community support organizations that may be helpful in addressing additional needs such as food and grocery delivery. The Provost's Office will coordinate academic adjustments and accommodations.

4. Shutdown - Contingency plans for decreasing on-campus activities and operations and/or closing the campus.

- a. Operational activity: Include which operations will be decreased, scaled back, ramped down, or shutdown and which operations will be conducted remotely; include process to conduct orderly shutdown which may include phasing, milestones, and involvement of key personnel;**

Juilliard will continue to monitor and follow guidance from New York City, New York State, and the CDC regarding higher education and public health best practices. The School's Emergency Response Team, led by the Vice President for Administration & General Counsel, is responsible for monitoring this guidance and formulating recommendations for a decrease, scaling back, ramping down, or shutdown of in-person operations. The Team will include at least one faculty representative as well as staff members representing Health Services, Student Development, Residence Life, Public Safety, Office of the Dean and Provost, IT, and Operations. An infectious disease specialist, as well as an engineering firm, will provide outside expertise on a consulting basis to the team. In the event of a contingency situation requiring partial or total shutdown of in-person operations, the Emergency Response Team will make a recommendation to the President for decision and implementation.

The Emergency Response Team will continue its monitoring work and will engage in planning exercises in the coming school year.

- b. Move-out: For residential universities, plans need to be put in place for how students would safely depart campus. Institutions should consider policies for students who may not be able to depart campus quickly (e.g. international students)**

Should a move-out become necessary, residential students will be notified as much in advance as possible under the circumstances that they must move out of the Residence Hall and depart campus. To the extent possible under the circumstances Students will be assisted with packing and shipping their belongings so that they may move out in a timely and orderly fashion, in accordance with the social distancing and horizontal/vertical circulation guidelines then in effect in the building. The School will arrange for pro-rated reimbursements of room and board charges. Students who are unable to meet the move out deadline or would like to request an exemption will contact the Office of Residence Life or the Office of International Advisement. International and residential students whose homes are in significantly affected areas will not be expected to return home. The School will work with these individuals on a case by case basis to offer alternatives, extensions, and emergency financial assistance as needed.

- c. Communication: Develop comprehensive plans to communicate internally and externally throughout the process.**

The Public Affairs team will work closely with the President, Senior Staff, the Emergency Response Team, the Student Development team, the Residence Life staff, Lincoln Center, and AVI to create informative, effective messaging to be sent to the Juilliard community via email and the School's website. The School's [2020-21 Academic Year Plan](#) page can be accessed under Juilliard's Campus Life section. Both the public and Juilliard community members can access important updates. Community emails from key offices such as the Office of the President will continue to be sent as needed to all students, faculty, and staff. The Communications staff helps draft and review all School-wide messages prior to distribution.