



DEPARTMENT OF DEFENSE  
NATIONAL DEFENSE UNIVERSITY  
WASHINGTON DC 20319-5066

4 August 2020

NDU POLICY NOTICE

SUBJECT: National Defense University Return to Campus for Academic Year 2020-2021

- Ref: (a) DoD Instruction 6200.03, "Public Health Emergency Management within the Department of Defense," March 28, 2019  
(b) Under Secretary of Defense Donovan memo, Force Health Protection Guidance (Supplement 11) - Department of Defense Guidance for Coronavirus 2019 Surveillance and Screening with Testing, dtd Jun 11, 2020  
(c) U.S. Office of Personnel Management, Returning to OPM Facilities Preparedness Guide

- Encl: (1) Health Protection Condition Chart  
(2) NDU HPCON Functions Matrix

1. APPLICABILITY. This policy provides guidance and direction concerning the return of employees, students, and contractors to the National Defense University (NDU) campus during the current Coronavirus-19 (COVID) outbreak. This policy applies to all NDU personnel and activities at all locations, including the North and South campuses and Fort Bragg.
2. PURPOSE. This policy provides direction to the NDU Components in managing the return to campus of faculty, staff, and students for the 2020-2021 Academic Year.
3. INTENT. NDU must create a safe environment in order to minimize risk to our personnel while still executing our mission, managing the risk of potential COVID exposure by regulating physical proximity while providing face-to-face instruction when necessary to achieve required learning outcomes. NDU will virtualize its functions, including instruction, to the maximum extent possible while preserving academic acculturation in a prudent and safe manner. Component Heads will identify those areas of academics, academic support, and business support for which mission accomplishment requires face-to-face contact. These physical interactions must be approved on a case-by-case basis as exceptions to virtual interactions, and as required to avoid an unacceptable impact on the University's mission. Those aspects of NDU business operations that do not require physical presence to be effectively executed will be virtualized, or, when possible, delayed until they can be executed in a more controlled and safe manner.
4. DEFINITIONS.
  - a. National Defense University(NDU). Refers to the University as a whole as well as its subordinate components, directorates, departments, and subdivisions. The term "NDU campus" collectively refers to all NDU activity locations.

b. NDU Personnel. Refers to all NDU employees, students, and contractors. The term “employee” refers to any member of the faculty or staff regardless of military, civilian, or Agency affiliation. The term “student” refers to all personnel assigned to NDU to receive academic instruction, to include fellows and transient trainees attending courses at NDU, regardless of military affiliation, originating Agency, or national affiliation.

c. NDU Components. Refers to NDU Colleges (*e.g.*, National War College, Joint Forces Staff College), Directorates (*e.g.*, Human Resources Directorate, Resource Management Directorate), and individual instructional activities (*e.g.*, International Student Management Office, CAPSTONE). The term “Component Heads” collectively refers to the Commandants, Chancellors, and Directors of these activities.

5. PANDEMIC STATUS AND UNIVERSITY RESPONSE. As of the writing of this policy, community transmission of COVID allows the local areas surrounding the National Capitol Region (Northern Virginia, Washington D.C., and Maryland) and the Southeastern Virginia area to be in Phase 2, a state permitting general re-opening of local business and services with required precautionary measures (*e.g.*, face masks, social distancing). Joint Base Myer-Henderson Hall (JBMHH), Navy Region Mid-Atlantic, and Fort Bragg, North Carolina, are presently observing Health Protection Condition (HPCON) BRAVO [see Enclosure (1)], which is comparable to the local area Phase 2 conditions and restrictions. In light of current local conditions, NDU will open its campus to a limited physical presence of faculty, staff, and students for the 2020-2021 Academic Year. The opening of the NDU campus will be limited as needed to manage risk to NDU personnel. The health and safety of our personnel will be the primary concern in balancing the need for face-to-face instruction and on-campus presence against the risk of COVID transmission.

NDU will provide traditional classroom instruction to the extent feasible given current circumstances, with health risk mitigation being a fundamental consideration. It is anticipated that accommodations for academic instruction will be in a state of continuous flux. As Federal and local guidelines are updated and local conditions change, it will affect the delivery of the curriculum. Components must be prepared to rapidly adjust instructional modes and supporting functions as conditions change throughout the academic year. Component Heads will submit academic and work plans that allow for physical presence on campus while mitigating the risk of COVID transmission. These plans will be approved by the Provost or Chief Operating Officer, as appropriate, prior to the start of the 2020-2021 Academic Year.

## 6. FACULTY AND STAFF PRESENCE ON CAMPUS.

a. General Guidance. Because a significant portion of the curriculum will likely be virtual, the requirement for on-campus presence will be reduced accordingly. Components should seek to maximize telework by faculty and staff to the greatest degree possible consistent with effectively meeting curriculum learning outcomes. Business operations should pursue maximum telework consistent with effectively supporting the academic mission. Enclosure (2) will be used as a general guideline to inform on-site versus telepresence decisions. Whether and to what extent faculty and staff will be required to return to campus will be determined by

individual Components, based on identified requirements, and approved by the Provost or the Chief Operating Officer in the overall plan for return to campus. Recognizing that there will be functions that require employees to be on site, Component leaders should attempt to be as flexible as possible. Determinations as to whether an employee is required to be on campus will be made by the Component heads.

b. Telework. Restrictions and impediments to physical presence continue due to the persistence of the COVID threat. This will require review of telework agreements and position descriptions for telework eligibility to address unusual circumstances faced by our employees. Where an employee is facing an issue that prevents him or her from working on campus, the normal practice of determining a telework accommodation would apply. All such circumstances will be addressed case-by-case by Component leadership, and telework agreements will be executed for faculty and staff accordingly.

Employees requesting telework when they would otherwise be required to be on campus must contact their supervisors/chain of command to initiate action on such requests. All employee requests will be properly vetted by supervisors and responsible Components, working with the NDU Human Resources Directorate, to determine whether and to what extent telework will be authorized. Determining factors in evaluating such requests include the following:

- The circumstances underlying the request, including the risks to requesting personnel given current local conditions
- The type of work to be performed on campus
- The requirement for on-campus work
- Whether a viable virtual alternative exists
- What steps are necessary to minimize or eliminate risk to the employee

The NDU Human Resources Directorate will provide telework guidance to the Components to ensure supervisors and senior leaders are informed on the specifics of NDU and DoD telework policies. Reference (c) will be used as general guidance to inform decisions concerning on-site versus telepresence for all employees.

7. STUDENT ATTENDANCE. The Provost, in coordination with the Colleges, will issue modified attendance guidance for NDU students consistent with this policy no later than one week before the start of the academic year. Students will be expected to attend on-campus classes and activities required by the Colleges' hybrid academic delivery plans as approved by the Provost. Impediments to physical presence due to the COVID threat may require modification of on-campus requirements to address unusual circumstances faced by our students. All such circumstances will be addressed case-by-case by Component leadership. Colleges will provide additional attendance guidance to their students to meet curricula requirements consistent with the Provost's modified attendance policy.

Students requesting telepresence when they would otherwise be required to be on campus must contact their academic chain (*e.g.*, Academic Advisors, Deans, Service Chairs) to initiate action on such requests. The modified student attendance policy will provide for exceptions to required on-campus classes and activities consistent with this policy. Colleges will

accommodate students' on-site academic requirements in accordance with approved exceptions. Exceptions to on-site student requirements and corresponding accommodations will be determined by the Components. Reference (c) will be used as general guidance to inform decisions concerning on-site versus telepresence for all students.

## 8. ON-CAMPUS PRESENCE.

a. Informing the Force and Reporting. The best manner to ensure the health and safety of our personnel is through information. NDU personnel can best protect themselves and ensure the safest possible working environment when armed with accurate, current information on the nature of the pandemic, its effect on our personnel, local area conditions, and risk mitigating measures. Component Heads will ensure all personnel are provided the necessary information to protect their health and maintain a safe work environment. All NDU personnel will review the on-line NDU COVID-19 brief prior to the start of the academic year. All students will take the on-line NDU COVID-19 Health and Safety Survey prior to the start of the academic year in accordance with reference (a). Both the brief and the survey are posted on the NDU website at <https://www.ndu.edu/Coronavirus/>.

NDU personnel will continue self-reporting their health status through their Components for assessment and documentation by the Operations Department and early identification of potential risk factors by the NDU Medical Officer. Identified NDU personnel will participate in COVID surveillance testing and contact tracing efforts in accordance with reference (b). Leaders at all levels will ensure our personnel remain informed of health risk levels, local conditions, and required risk mitigation measures.

b. Physical Presence Guidelines. In accordance with established COVID-related health risk mitigation measures, all Components will ensure the following mandatory guidelines are enforced on board the NDU campus:

- Personnel will practice social distancing at all times while on board Fort McNair.
- Personnel will maintain a minimum distance of six (6) feet apart on board the NDU campus and during all classroom and work-related activities to the maximum extent practicable.
- Personnel will wear protective masks while on board the NDU campus when a minimum distance of six (6) feet between individuals cannot be effectively maintained.
- Masks are mandatory indoors when outside of the office or seminar room (*e.g.*, transiting in the hallways, restrooms, conducting business at a help/service desk).
- Personnel who believe they have come in contact with a source of COVID infection will immediately report that contact in accordance with established DoD and NDU reporting procedures.
- Personnel experiencing COVID-related symptoms or testing positive for the COVID virus will immediately report their condition in accordance with established DoD and NDU reporting procedures. Those individuals who have tested for COVID but have not received a result are likewise required to report their testing.

- The sharing of common food and beverages and establishment of student Committee/Seminar mess and coffee stations is prohibited.
- No more than fifty (50) people may gather in a particular location on board the NDU campus at a time, indoor and outdoor. Component Heads will ensure that large group activities will comply with social distancing and PPE requirements.
- All personnel will follow protocols provided by the NDU Operations Department for cleaning/sanitizing classrooms and work spaces.

c. Contact Tracing. In those instances where an employee or student has tested positive for COVID, regardless of whether the individual is symptomatic, contact tracing will be initiated to contain further exposure and transmission of the virus. The NDU Health and Fitness Directorate is the lead for overseeing contact tracing efforts and will coordinate with and provide guidance to the Components on executing contact tracing for affected employees and students.

Components will be responsible for assisting the affected individual in identifying personnel and locations he/she has had contact with during the two-week period preceding a positive COVID test. All NDU personnel are responsible for tracking their movements on board the campus for any given 14-day period (*e.g.*, classroom, lecture hall, library, main atrium, offices). College Component Heads will ensure that professors and activity leaders will maintain an attendance log for students present for all on-site activities by date, time, and location. To assist in tracking individuals' presence, every person entering or leaving an NDU facility must swipe their badge to record their presence, *i.e.*, there can be no tailgating of multiple people entering/leaving on the swipe of a single individual.

Upon identification of an individual who has tested positive for the COVID virus, responsible Component Heads will immediately notify the Provost or Chief Operating Officer, as appropriate. The Provost and Chief Operating Officer are responsible for notifying and coordinating with NDU Health and Fitness to begin contact tracing efforts and direct the affected individual for quarantine and/or further treatment. The Provost and Chief Operating Officer will immediately report all COVID-positives to the Operations Department, to be included in NDU's health status report to the President.

d. On-site Logistics Coordination. Risk-mitigation for COVID exposure on board the NDU campus requires logistic coordination and de-confliction to ensure control of personnel movement and space utilization. The current health environment does not permit *ad hoc* or short-notice modifications to existing logistic arrangements supporting the on-site academic program. Components will ensure that all requests for on-site logistics support (*e.g.*, room assignments, scheduling of events, changes to approved activities) will be properly planned and coordinated within the hosting Component and between affected Components.

New or modified logistic requirements will affect the number of employees and students on campus, overall population density, movement control, proximity/social distancing, and space sanitization periodicity. All requirements for new or modified logistic support will be submitted to Academic Affairs for vetting and coordination between Components at least ten (10) working

days prior to the event/requirement. The Provost will designate an entity within Academic Affairs as the point of contact for all such requests prior to the start of the academic year.

9. **AUTHORITIES.** The Provost and Chief Operating Officer are the approval authorities for their subordinate Components' face-to-face/on-campus functions. Component Heads will execute hybrid work plans as approved by the Provost and Chief Operating Officer and are delegated authority to execute implementing determinations consistent with this policy and the approved plans. Component Head determinations include but are not limited to classroom instructional set-up, determinations of on-site employee presence, student committee/seminar work, and approval of ad hoc individual group meetings to facilitate approved on-site instruction and work (e.g., Service Chair meetings with Service component students, academic advisor meetings, on-site business operations support). Such on-site gatherings must be determined to be necessary for the execution of the mission, that a virtual solution is either non-existent or will not be sufficiently effective, and that the risk of COVID exposure can be adequately mitigated. Presence determinations in accordance with previously approved plans may be delegated to the lowest level necessary to ensure effectiveness.

On-campus requirements for employees and students will be determined by the Component Heads in accordance with plans finally approved by the Provost or Chief Operating Officer. Component Heads may approve more restrictive measures than those authorized by the Provost or Chief Operating Officer; however, any relaxations of previously approved on-campus instructional plans or on-campus work plans must be approved by the Provost or the Chief Operating Officer.

Under HPCON BRAVO, faculty, staff, and students may be on board the NDU campus without specific permission, but they must follow physical presence guidelines at all times while present. Component Heads, supervisors, and academic leaders may restrict presence as necessary to meet health and safety requirements.

10. **RESPONSIBILITIES.**

a. **NDU Chief of Staff.** Ensure adherence to this guidance and provide oversight and coordination of University and Component efforts under this policy. Make recommendations to the NDU-P, Provost, Chief Operating Officer, and Component Heads on changes to current policy and operational execution.

b. **NDU Provost and Chief Operating Officer.** Ensure adherence to this policy. Approve overall plans for return to campus of faculty, staff, and students. Delegate authority to subordinate level leaders as required to establish individual policies appropriate to their functions in accordance with this guidance and approved plans.

c. **NDU Component Heads.** Execute the foregoing guidance and provide Component-specific implementing guidance consistent with this policy. Submit hybrid academic and work plans for approval by the Provost or Chief Operating Officer, as appropriate, prior to the start of the 2020-2021 Academic Year. Coordinate with the Chief of Staff, Provost, and Chief Operating Officer as required to effect execution.

d. NDU Operations Department. Coordinate the provision and posting of informative/directive signage and personal protective equipment throughout the University with the Chief of Staff and Components. In coordination with the NDU Medical Officer, ensure continuous monitoring and periodic, regular reporting of the health and safety status of all NDU employees and students to the NDU President, Provost, Chief Operating Officer, and Chief of Staff. Coordinate with the NDU Medical Officer to provide protocols/checklists for classroom/workspace cleansing and sanitizing.

e. NDU Human Resources Directorate. Assist the Provost, Chief Operating Officer, and Component Heads in managing the execution of workforce and student physical presence and telework under this guidance. Coordinate and work with the NDU General Counsel on workforce presence and telework issues.

f. NDU Health and Fitness Directorate/Medical Officer. Monitor and analyze local conditions, Joint Base conditions, and DoD policy guidance for changes and report to the Chief of Staff weekly and as conditions warrant interim reporting. Maintain NDU COVID-19 Health and Safety Survey data and identify at-risk personnel for testing/quarantine/treatment. Provide on-line NDU COVID-19 brief to all NDU personnel and update the brief as changes in local and base conditions warrant. Coordinate with supporting medical facilities to execute required COVID surveillance testing for NDU personnel. Coordinate and guide Component contact tracing efforts.



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16<sup>th</sup> President

Health Protection Condition Levels

# HP CON

## Health Protection Condition Levels Coronavirus Disease (COVID-19)

### ZERO NO COMMUNITY TRANSMISSION

No community transmission

#### Take everyday actions to stop the spread of germs:

Avoid close contact with people who are sick. Wash your hands often and for at least 20 seconds with soap and water. Cover your cough/sneeze with a tissue, then throw it in the trash; cough/sneeze into your elbow if tissues are unavailable. Avoid touching your eyes, nose, and mouth. Ensure all immunizations are up to date, including your seasonal flu shot. Stay home if you are sick, and avoid close contact with family members and pets. Create an emergency preparedness kit.

### ALPHA LIMITED

Community transmission beginning

#### Continue all previous actions and:

Routinely clean and disinfect frequently touched objects and surfaces. If you are sick, call your medical provider for instructions on receiving care before going to the clinic. Stay informed by routinely checking reliable sources of information such as the Centers for Disease Control and Prevention (CDC) and your local public health agencies.

### BRAVO MODERATE

Increased community transmission

#### Continue all previous actions and:

Avoid unnecessary contact with others, such as shaking hands and hugging. Avoid unnecessary travel, especially to areas known to be experiencing active disease transmission. Ensure supplies of food, medication, and other items needed for babies and pets are available to last at least 14 days. Prepare for travel restrictions and cancellation of public gatherings, such as school, religious, and other community activities; make alternative arrangements for childcare. Observe local guidance on movement restrictions and access requirements for military installations. Seek guidance from employers and unit leaders about changes to work practices (e.g., telework) and training events. Comply with medical orders for self-isolation or quarantine.

### CHARLIE SUBSTANTIAL

Sustained community transmission

#### Continue taking all previous actions and:

Expect cancellation of in-person gatherings (e.g., schools, daycare, all community activities) and restricted ability to travel. Plan activities for family members, especially children, in case you are restricted to your home for prolonged periods of time. Prepare for the potential of limited access to supplies and services, including severely restricted access to military installations. Implement remote work procedures as directed by your employer. If outside the United States, authorized or ordered departure actions may be implemented.

### DELTA SEVERE

Widespread community transmission

#### Continue taking all previous actions and:

Expect to remain at home for extended periods of time as movement in the community may be restricted, and at-home isolation or quarantine may be directed. Follow all directives and guidance from local, state and Federal authorities; these actions are to protect the health and safety of you and your family.

Emergency Kit Checklist for Families:  
<https://www.cdc.gov/childrenin disasters/checklists/kids-and-families.html>

The Military Health System Nurse Advice Line is available 24/7 by phone, web chat, and video chat.  
<https://www.health.mil/I-Am-A/Media/Media-Center/NAL-Day-at-a-glance-for-more-information>

03/25/20  
Version 1



NDU HPCON Functions Matrix

HPCON/DMV Phase	Workforce	Classes	Telework	Vulnerable Populations	Cloth Face Coverings	Social Distancing
Delta	Essential personnel only	<i>Virtual</i>	Goal - maximal	Stay at home	100%	6 feet No gatherings
Charlie Plus Phase 0	No more than 20% in spaces	<i>Virtual</i>	80% goal	Stay at home	100%	6 feet No gatherings
Charlie Phase 1	No more than 40% in spaces	<i>Hybrid on-campus/virtual instruction Abide by Social Distancing Guidelines</i>	60% goal	Stay at home	100%	6 feet <10 people
Bravo Phase 2	No more than 80% in spaces (Return no more than 20% every 2 weeks)	<i>Hybrid on-campus/virtual instruction Abide by Social Distancing Guidelines</i>	20% goal	Stay at home	100%	6 feet <50 people
Alpha Phase 3	Normal activity	<i>In person</i>	No specified target Consider vulnerable populations	May return w/ Continue mitigation	On hand	Encourage Physical Distancing
Resilience	Normal activity	<i>In person</i>	No specified target Case-by-case basis	Awareness	Adequate supply	Awareness