

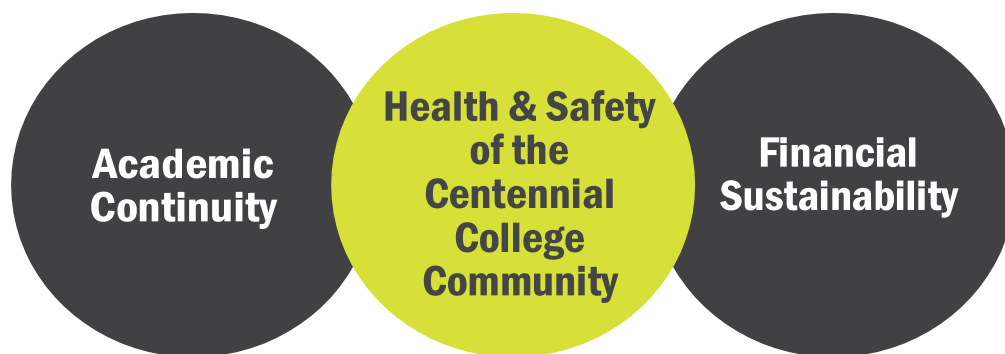
**The
4R's
of Stability:**

**COVID-19
SECOND WAVE
ACTION PLAN**

Centennial College's Approach

In response to the novel coronavirus (COVID-19), Centennial College closed its campuses and learning sites on March 17, 2020 as the Ontario government enacted a Declaration of Emergency. Programs were quickly transitioned online, and all employees, except for a few deemed essential staff, began teleworking.

The College's established guiding principles within the COVID-19 context are the **4R's of Stability: Reflect, Reimagine, Restore, Repeat**, as they apply to the College's **3Es – Enrolment, Employment and Engagement** – along with relevant committees and task forces. As the number of active cases began to drop over the summer, the Ontario government began to lift restrictions, allowing faculty, staff and students to return for program recovery purposes in July. Centennial has been delivering Fall semester programs in a hybrid learning method, with most courses delivered online, and limited hands-on learning at all campuses where online learning is not feasible.



The *health and safety of the Centennial College community* has been the College's foremost goal throughout this pandemic, and will remain as such as the College continues to tread uncharted waters. To successfully realize its enduring vision of transforming lives and communities through learning, the College shall continue to act on its commitment to focusing wholly on each student, whether they be on campus or learning at a distance. *Academic continuity* requires bold strategic moves to ensure the continuous and dependable delivery of educational excellence. Furthermore, the pace at which the pandemic has been affecting business models requires the College to accelerate its robust monitoring and establish clear protocols to ensure *financial sustainability* during these unprecedented times. These pillars – the health and safety of the Centennial College community, academic continuity, and financial sustainability – will remain at the forefront of Centennial's approach to planning for a second wave.

As Ontario entered Phase Three of its recovery mode, the number of positive COVID-19 cases began to rise, with the province reporting a surge of new cases that continue to break the all-time daily record of cases reported since the beginning of the pandemic. As the case numbers continue to increase, the province has been introducing new restrictions to some industries and regions, including the Greater Toronto Area, although none that directly affect the college sector. However, Centennial must prepare for the possibility that, should the anticipated second wave result in even greater increases in COVID-19 positive cases, the province could again impose partial or complete restrictions on in-person instruction, which may include another temporary halt to in-person learning delivery.

This document outlines Centennial College's **7-Point Action Plan** for ensuring the College can seamlessly adjust academic programming, operations, and service offerings if health officials declare a second wave that necessitates repeating a previous phase.

7-POINT ACTION PLAN

01

Lessons Learned from the First Wave:

Reflecting on previous efforts during the first wave of COVID-19 and areas of improvement going forward.



02

Integrating Newly Created Policies, Procedures and Programs:

Developing and implementing policies, procedures, and programs outlining the various responsibilities and expectations of the College community to direct both short and long-term goals and actions in response to the COVID-19 pandemic.



03

Phases of Re-Opening – High-Level Roadmap for Planning:

Identifying an approach for service levels at each re-opening phase to provide guidance on repeating and moving forwards through COVID-19 phases to better support departments in their planning efforts.



04

Scenario Planning:

Mapping out possible scenarios related to COVID-19 and steps to be initiated College-wide.



05

Procurement Strategy:

Detailing an enhanced procurement strategy building upon reflections from the first wave of COVID-19 and executing a clear action plan for next steps.



06

College Community Wellness:

Supporting the physical and psychological health and well-being of the College community through various wellness programs and resources for both employees and students.



07

Communications Strategy:

Ensuring that College students, faculty and staff receive timely communications to inform them of the impact of the second wave of COVID-19 on the College's operations



Lessons Learned from the First Wave

No area of the College was spared from the challenges faced as a result of the pandemic, and considerable resilience and growth was displayed by all. Communication and collaboration across the College has allowed an agile project implementation process – enabling the College to navigate and adjust course as the pandemic evolves. Strengthening these ties and working closely with each other will be essential in addressing a second wave scenario. Leveraging the experiences gained – whether strategic, tactical, or perhaps most importantly, managing emotional well-being – will be core to success.

With countless examples of a persevering Centennial community, key learnings have been pivotal. The following are some findings from lessons learned debriefs.

- **Planning:** Business continuity planning and being prepared for emergency situations is critical. This might signify a multitude of factors, such as having a sufficient safety stock of Personal Protective Equipment (PPE), connecting scheduling efforts towards an integrated model, or having a plan outlining key actions to take in the event of emergency measures.
- **Communication:** The feeling of ‘less is more’ is often experienced across several groups being inundated with emails, texts, phone calls, and Zoom video conference meetings. Practicing digital communication etiquette where appropriate will help everyone utilize their time efficiently. Timely and honest communication through various channels to the College community has helped ease concerns and keep everyone informed of change. The College will continue striving to establish and maintain effective communication networks by breaking down communication silos and keeping the lines of communication open.
- **Project Management:** Using best practices in project management has established a framework for the College to effectively implement strategic decisions. Utilizing various agile and Project Management Institute project methodologies has enabled the College to connect and mobilize the implementation of countless pandemic initiatives. Developing these organizational competencies is vital to institutional capacity and stability now, and could very well be a source of competitive advantage in the future.
- **Balance:** Balance is quite possibly the most significant ideal to strive for in maintaining emotional and mental wellness during this pandemic. The divide between life and work is less apparent given telework, and family commitments often come into play. Flexible work schedules and supporting teams are helpful in creating balance.

Practicing lessons learned and continuing feedback loops will ensure that the College leverages both institutional triumphs and failures for organizational learning. Continually improving the College’s approach to tackling the pandemic is why Centennial will be well prepared for the second wave.

COVID-19 POLICIES, PROCEDURES AND PROGRAMS

The onset of the COVID-19 pandemic brought with it significant challenges for the College, including the need to quickly transition our traditional face-to-face course delivery to remote learning. During the first couple of days of the transition week in March, the Centre for Organizational Learning and Teaching, Libraries and Learning Centres and the Centre for Academic Quality worked collaboratively to develop and launch the Academic Continuity Toolkit available on eCentennial and accessible to all. The toolkit included a comprehensive suite of academic technology and pedagogical resources to assist faculty with transitioning their courses to remote learning and provided information to support faculty through the delivery of their classes online.

The teams have continued to renew and create resources to support faculty in preparing for the Summer and Fall 2020 terms. As well, in rapid response to the need for academic stability, learner engagement, and financial stewardship, the Centre for Part-time and Online Learning, engaging with Academic Schools, began the process of transitioning 22 programs to high quality fully online experiences for students in March 2020. Summer semester saw the introduction of these programs, with an additional 22 programs being added for development in June 2020. In the Fall semester, all 44 online programs (172 courses) were on offer. This transition of programs to online learning will continue through August 2021.

The onset of the pandemic also necessitated that a multi-faceted framework of measures be put into place, aimed at protecting the College community and slowing the spread of the virus. Over the summer, Centennial reorganized campus spaces in preparation for the safe on-site return of students, faculty, staff and contractors in accordance with public health regulations and guidelines. In July, Centennial re-opened for students needing to complete lab work to graduate or progress to the next level, with the College operating at the highest level of health and safety standards. Following the success of this limited re-opening, the College has continued to extensively plan and implement a multitude of measures necessary for safely expanding on-site campus services and operations when the fall semester began.

Centennial College adapted its operations and service offerings to manage the first wave of the pandemic, and the policies and procedures developed throughout this experience will be instrumental in helping to navigate the risk of a second wave. In addition to ensuring institutional stability and economic security, planning for a second wave must remain a dynamic and fluid process so as to effectively respond to the evolving situation.

The following policies and procedures implemented to date detail the responsibilities and expectations of the College community to guide both short- and long-term goals and actions.

CAMPUS RE-ENTRY GUIDELINES & PROTOCOLS

All students, faculty, and staff either returning to campus or coming to campus for the first time are required to complete mandatory COVID-19 awareness training. The Campus Re-Entry Guidelines and Protocols online learning module details the College's re-entry plan, including the response to COVID-19 and best practices for ensuring the health, safety, and well-being of the College community.

- The development of these guidelines and protocols has been informed by available legislative Acts and Regulations, and will continue to be updated in alignment with public health directives. At the end of the module, a brief online quiz assesses the participant's knowledge. A certificate is received upon completion of the quiz, which must be presented as part of the check-in procedure when arriving on campus for the first time or upon return to campus.

PRE-SCREENING HEALTH ASSESSMENT

All students, faculty, and staff returning to campus must conduct symptom monitoring prior to arriving at Centennial College campuses and satellite locations.

- To enter one of the controlled access points on campus, results from the College's COVID-19 Pre-Screening Assessment must be displayed, with a new self-assessment being completed each day an individual needs to enter a Centennial facility. The purpose of this assessment is to have community members report the existence of any potential COVID-19-related symptoms and exposure history, thus identifying those who should not be on campus. Pre-screening can be completed through the Campus Safety Watch App or in-person at the Security check-in station.

CHILD-CARE POLICIES AND PROCEDURES

Centennial College operates two exceptional child-care centres as an integral part of its Child Studies program. They are licensed by the Ontario Ministry of Community and Social Services, and are open to the public, and to the children of students, teachers, and staff at Centennial College. As of July 2, 2020, Centennial has re-opened both its Progress and East York child-care facilities, with strict adherence to the Ministry of Education guidelines. The comprehensive re-opening plan included the development of a number of novel policies and procedures in response to the COVID-19 pandemic.

- Physical Distancing Policy
- Attendance Reporting Policy
- Cohorting Staff and Children Policy
- Communication with Families/Guardians and other Stakeholders Policy
- Enhanced Environmental Cleaning and Disinfecting Policy
- Food Safety Practices Policy
- Interactions with Infants and Toddlers Policy
- Management of Cases and Outbreaks of COVID-19 Policy
- Group Events and In-Person Meeting Policy
- Screening and Temperature Check Policy
- Use of Personal Protective Equipment Policy
- Use of Toys, Equipment, Space and other Materials Policy
- Occupational Health and Safety Policy

INCIDENT MANAGEMENT SYSTEMS PLANNING

Preparing for and responding to individual exposure and/or illness of COVID-19 on campus, at the residence, and at child-care centres.

- As part of the overarching effort in positioning Centennial College to leverage its available resources and respond both effectively and efficiently during unprecedented times of crisis, comprehensive plans and processes have been developed. With continued guidance from Toronto Public Health and the Ministry, these workflows provide direction to the College community in preparing for, and responding to potential incidents through the successful implementation of procedures and compliance with regulations. This rapid adaptability will not only shorten our response time and quicken resolution to the incident(s) at hand, but will also significantly influence the ultimate impact placed on the institution.

COVID-19 RESPONSE INFORMATION

This resource has been developed to augment existing processes and provide further direction to the College community in preparing for and responding to unique situations that may affect their health and safety.

- Fall 2020 return-to-class general reporting guidance, steps to take based on scenarios that are probable inside/outside the classroom, and consolidated FAQs are included for reference to assist in managing a potential event on campus. A complementary summary document has also been developed as a quick guide to support a safe and productive work environment for managers and employees.

ACADEMIC SPACE BOOKING PROCESS

Process to assess requests for additional activity on campus outside of the regularly scheduled labs.

- To safeguard the health and safety of the College community, meet Ministry requirements, and adhere to Toronto Public Health guidance for post-secondary institutions, Centennial has developed an expedited process for requests of additional activity on campus, outside of the regularly scheduled labs. This is a resource for faculty and academic areas, so that requests receive the appropriate approvals prior to booking the space. All aspects of the risk profile are comprehensively evaluated for each booking submission, and this information is gathered and documented in a standardized format to further streamline the process.

COVID-19 EMPLOYEE PULSE SURVEY

The College developed and administered its first Employee Pulse Survey on June 10 – June 19, 2020.

- As Centennial College continues to adapt to support community efforts in limiting the spread of COVID-19, the health, safety, and well-being of the College community are the top priority throughout this transition. With 2,433 employees invited to respond, the first survey examined employees' perspectives on their health and well-being, remote work conditions, thoughts on Centennial's response to COVID-19, and campus re-opening plans. As work continues to communicate the results of this first survey to the College community, a second COVID-19 Employee Pulse Survey will be developed and administered during the Fall 2020 semester. Mini pulse surveys are also intermittently released to gather additional feedback on the re-entry experience.

REMOTE WORK PROGRAM

The College has been diligently developing the Remote Work Program to detail the rights and responsibilities of faculty and staff. As part of this effort, a website has been created to house the various tools and resources available to assist employees working remotely.

- As a result of Centennial College's temporary closure in March 2020 due to the COVID-19 pandemic, staff and faculty were required to quickly transition to working remotely with little notice. While public health and provincial restrictions have begun to ease, many staff and faculty will continue to work remotely in an effort to contain and prevent the spread of COVID-19.

EVENT PROTOCOLS

This resource will ultimately establish the procedures and guidelines to be adhered to in the organization of all College events held during the COVID-19 pandemic.

- There is a need to carefully consider the risks pertaining to planning, organizing, and/or operating events during the COVID-19 pandemic. Centennial College has committed to ensuring a coordinated approach to all key events in alignment with public health directives and advice. As part of this effort, Centennial has developed an Events Register to identify and log all of the internal and external events spanning several departments and areas across the College. The College is presently engaged in developing an Event Protocols document, a tool that will be used to facilitate future decision-making processes by assessing the risks associated with holding specific events, and identifying a multitude of measures that may be implemented to mitigate these potential risks.

COVID-19 DASHBOARD AND CASE UPDATES

Centennial College has implemented significant preventive measures at all of its campuses to help mitigate the spread of COVID-19. To that effect, Centennial also remains committed to data transparency and keeping the College community well-informed through rapid and accurate communication.

- Centennial is continually monitoring conditions related to COVID-19 and will ensure that the College community is up-to-date through the COVID-19 Reporting Dashboard on the Centennial College website. This dashboard will be updated regularly and serve as the Centennial's primary method for communicating positive cases among students and employees on campus. This reporting will be pivotal in helping to inform continued decision-making processes as they relate to campus operations. Updates will also be combined in a weekly email distributed by Marketing and Communications each Thursday. To protect privacy, Centennial College will not be releasing any identifying information regarding COVID-19 cases on campus.

Phases of Re-Opening

The Centennial College COVID-19 Phases Chart is a high-level overview of the various service levels at each phase of the College's re-opening in light of the COVID-19 pandemic.

The Phases Chart provides both guidance and regulatory controls on moving through all the phases, and will ultimately aid departments in planning for future stages of re-opening.

The decision to move forward in the phases or engage in a repeat scenario is a complex process highly dependent on situational context. Several factors may be considered, including the overall direction of Ontario Colleges Presidents, guidance from the Ministry of Training, Colleges and Universities, movement in the provincial government's re-opening stages, local outbreaks and case counts, and overall College readiness for movement within the phases. The 4R's Steering Committee will carefully assess these factors, and should there be a decision to re-open further or engage in a repeat scenario, clear and transparent communication will notify the College community.

To accompany this overview of service levels, below is a summary of guidelines for all areas of the College to refer to when positioning their future re-opening plans.

Compliance with TPH, Ministry and Government Guidelines

- Adherence with current and future announcements from TPH, Ministry and government directives will be important in planning for movements between the phases. It should be noted that guidelines are constantly evolving, and as a result, it is necessary to consider such changes in any planning activities as they may not be reflected in the COVID-19 Phases Chart.

Health and Safety, Physical Distancing and Signage

- As an extension of external guidelines and policies, the College is maintaining internal policies through the COVID-19 Re-Entry Guidelines and Protocols, a document/training module that details the knowledge, expectations, and responsibilities necessary for safely attending to on-campus operations. Keeping abreast of its changing nature will aid in planning future movements through each phase.

Academic Continuity

- Ensuring students have access to quality education and supports is essential to the College's purpose. Whether repeating or moving forwards through the phases, a lens towards adaptation and innovation will ensure students are able to continue their studies during this challenging time.

Risk and Demand

- Services with a risk level considered to be low and demand level that is medium to high should typically be considered for Phases 1 and 2. Services with risk levels considered to be high and demand levels that are low to medium should be considered for later phases. Overall, it is advised that students and staff be encouraged to continue remotely where possible, and services should not encourage students to stay on campus longer than needed to complete labs or studio work.

Financial Sustainability

- Given decreased demand for both on-campus and virtual services, considerations for financial sustainability should be made when considering re-opening services. Such re-opening might entail increased cleaning requirements and additional staff and security personnel to support initiatives. Gauging additional expenses with the expected economic benefits should be explored.

SCENARIO PLANNING

SCENARIO 1

Partial Shutdown – Repeating a Phase(s)

Office of the President

- College broadcast from President indicating the repetition of a phase(s).

Academic and Student Affairs (ASA)

- An Emergency Academic Delivery Committee will be formed and represented by each School. The Schools will assess which labs/studios can continue to be offered in-class or moved online. Continuation of all training and certification programs will be assessed. Semester timing and safe in-person lab delivery will be important considerations in these deliberations.
- Based on modality decisions, Scheduling to mobilize quickly and update classes in Banner to ensure that students have updated scheduling information where applicable.
- Decisions on labs and programming to be made and communicated by Schools and faculty to students in cases where recovery, transition to online delivery, or adjustment of hybrid modalities is required. Communication templates/scripts to affirm continued online delivery and support for questions/concerns to come from Centre for Advising and Pathway Services (CAPS), communicated by School Success Advisors and Supervisor Partners.

People and Campus Operations (PCO)

- Services not requiring delivery on campus to support in-person lab activities will be moved to virtual delivery, with associated staff moving to teleworking as per the COVID-19 Phases Chart.
- PCO communication broadcast email sent to all staff advising of on-premise closures to facilities, services, and departments. Direction on organizing for teleworking will be provided, and any necessary modifications to health and safety, physical distancing, and entryway procedures will be provided.
- Facilities to close necessary academic and common spaces as per COVID-19 Phases Chart.
- Communication sent to all campus partners notifying of change in phase and necessary steps required for their on-campus operations (if applicable).

Incident Management Systems/Business Continuity Plan (IMS/BCP)

- Business Continuity Management lead sends email to the IMS/BCP task force to activate Second Wave (COVID-19) Phased Operational Plans for partial shutdown, which limit on-campus access to critical processes and repeats telework for all non-critical processes.
- IMS/BCP department leads implement departmental communication plans to notify employees of the critical processes that have on-campus access and non-critical processes that transfer to telework.

Marketing and Communications (M&C)

- Activate communications strategy for ensuring the College's key audiences are aware of any new restrictions, up to and including campus closure in light of a second wave.

SCENARIO 2

Full Shutdown - Academic Recovery & Scheduling

Office of the President

- College broadcast from President indicating the repetition of a phase(s).

Academic and Student Affairs (ASA)

- Academic communication broadcast to all students and faculty advising that campuses are closed, and details can be expected in the near future on recovery activities, if applicable.
- An Emergency Academic Delivery Committee will be formed and represented by each School. The Schools will assess which in-person labs/studio work and programming can be moved virtually, and plans will begin on future recovery lab planning. Semester timing and safe in-person delivery will be important considerations in these deliberations.
- Based on modality decisions, Scheduling to mobilize quickly to update classes in Banner to ensure that students have updated scheduling information where applicable.
- Schools and faculty to make and communicate to students decisions on labs and programming to be in cases where recovery, switch to online delivery, or adjustment of hybrid modalities is required. Communication templates/scripts to affirm continued online delivery and support for questions/concerns to come from Centre for Advising and Pathway Services (CAPS), communicated by School Success Advisors and Supervisor Partners.

People and Campus Operations (PCO)

- All staff to move to teleworking with the exception of essential employees in Payroll, Finance, Security, Facilities and IT infrastructure.
- PCO communication broadcast email sent to all staff advising that campuses are closed and to organize for telework (if not already in position).
- Facilities to close all campus and academic spaces to the public.
- Communication sent to all campus partners notifying of full shutdown of campus operations.

Incident Management Systems/Business Continuity Plan (IMS/BCP)

- Incident Manager reviews Emergency Management Plan and consultations with the 4R's Steering Committee determine if the EOC needs to be fully activated. If so, the Incident Manager will set up the EOC space and, in parallel, notify EOC members of the activation via emergency email and telecommunication system.
- Business Continuity Management emails IMS/BCP task force to activate Second Wave (COVID-19) Phased Operational Plans for complete shutdown, stopping all on-campus access for critical and non-critical processes (with the exception of limited on-campus access to Finance, Payroll and IT Services).
- IMS/BCP department leads implement departmental communication plans to notify employees of the College's complete shutdown, and transfer all processes to telework.

Marketing & Communications (M&C)

- Activate communications strategy for ensuring the College's key audiences are aware of any new restrictions, up to and including campus closure in light of a second wave.

PROCUREMENT STRATEGY

As noted, Centennial College's approach to preparing for a potential second wave involves a comprehensive assessment of the current situation in light of the lessons learned from the first wave response. The College must leverage the new precedents set by the pandemic to enhance the agility and resiliency of its procurement strategy. This largely involves risk mitigation strategies such as augmenting reserve stocks, identifying alternate supply sources, determining allocation strategies, and anticipating shifts in priorities with respect to supply and demand.

In preparation for the COVID-19 second wave, the College's Purchasing Department is executing the following action plan:

- Perform a complete inventory count of all in-stock PPE and cleaning/sanitation supplies.
- Determine current inventory levels of supplies stored at the individual Schools.
- Validate whether current stock reservations are still required.
- Communicate with Schools to confirm requirements for the remainder of the Fall semester, as well as plan ahead for the Winter semester.
- Initiate the procurement of long lead time items as soon as requirements are identified.
- Establish a high reserve of items that were previously depleted quickly, as per the experience of the first wave.
- Augment reserves of sufficient PPE and cleaning/sanitation supplies in preparation of meeting future surges in demand.
- Utilize a re-order point procurement approach, wherein supplies are re-ordered accordingly when stock runs below a specified level/threshold.

An evaluation of the lessons learned has reinforced the significance of refining processes and procedures to foster integrated approaches to institutional stability and sustainability. In alignment with this, several key considerations will be documented and tracked so as to avoid obstacles in the form of functional silos and disruptions to continuity planning. For instance, PPE requirements must be justified by the requestors in situations where these supplies have been prioritized for the healthcare industry and front-line workers, such as N95/KN95 masks. In addition, the trade-off between maintaining sufficient stock as opposed to incurring high inventory costs will be assessed on a consistent basis in light of the evolving situation.

COLLEGE COMMUNITY WELLNESS

As Centennial continues aiding community efforts to limit the spread of COVID-19, supporting the physical and psychological health and well-being of the College community remains at the forefront of this initiative.

Change can be stressful, and adapting to change often means finding new ways of working and learning while remaining engaged. To simultaneously overcome these challenges and empower those experiencing them, relevant information, resources, and strategies have been compiled to support and connect the College community.

EMPLOYEES

Centennial College actively supports and encourages a whole person approach to wellness with the Physical, Mental, Work and Life pillars. In addition to several other [wellness resources on the College's website](#), a **Wellness Wednesday** broadcast is sent out on a weekly basis promoting new wellness tips and upcoming events. The Safety, Health and Wellness team also offers **Wellness Huddles**, 10-20 minute interactive sessions that can be customized to the interests of the particular team and will provide wellness information and resources on topics such as fitness, nutrition, mental wellness, working from home and work-life balance. Teams interested in a Wellness Huddle can email wellness@centennialcollege.ca for more information.

Morneau Shepell, Centennial's Employee Assistance Provider (EAP), is available to offer emotional support and counselling to faculty and staff, and has increased services during this stressful period.

EAP: Morneau Shepell



- Website: workhealthlife.com
- Phone number: 1-877-890-9052
- Download app: My EAP (on both IOS and Android)

WellCan: Morneau Shepell



- Website: wellcan.ca
- Download app: Wellcan (both on IOS and Android)

AbilitiCBT: Internet-based Cognitive Behavioral Therapy (iCBT) Program



- Website: ontario.abiliticbt.com

Employees can also contact the **Human Resources COVID-19 Hotline** by calling 416-289-5226 or emailing covid19@centennialcollege.ca.

STUDENTS

Students can reach out to their instructors and advisors as a first line of support for any questions or concerns they might have related to campus re-entry, onsite classes, or virtual/distance classes. Centennial is also offering a range of virtual health and wellness supports.

The [Student Health and Wellness Website](#) has an abundance of information on wellness initiatives available to students, including:

- Psychoeducational groups and workshops (Thriving in Action and Wellness Wednesday Programming).
- High quality mental health and wellness resources that can be navigated at one's own pace.
- Skill building resources to support individuals in coping with the demands of daily life.
- Information about high quality community resources.

Student Mental Health Supports

Centennial College has a team of mental health and accessible learning counsellors available to support students through the Centre for Accessible Learning and Counselling Services (CALCS). The CALCS team is offering its full range of services virtually, Monday to Friday, 8:30 am – 4:30 pm. Students can book an appointment with a CALCS team member using the online booking link below (preferred method), over the phone, or by email:

- CALCS Website: <http://centennialcollege.ca/calcs>
- Book an Appointment Online: <https://centennialcollege.inputhealth.com/>
- Call for an Appointment: 416-289-5000, ext. 3850
- Email for an Appointment: calcs@centennialcollege.ca

Students can also call the **College's COVID-19 Hotline**, answered 9 am – 4:30 pm from Monday to Friday, by calling 416-289-5000 or 1-800-268-4419 (press 7 for the COVID-19 Student Hotline).

There are a variety of external after-hours health and wellness supports available to students 24/7:

Good2Talk



- Phone Number: 1-866-925-5454

Telehealth Ontario



- Phone Number: 1-866-797-0000

International Student Helpline



- Phone Number: 1-844-451-9700
- Website: <https://keepmesafe.myissp.com/>

Domestic Student Helpline



- Phone Number: 1-877-390-7325
- Website: <https://realcampus.ca/centennial/>

COMMUNICATIONS STRATEGY

OBJECTIVE

Centennial College students, faculty and staff receive timely communications that inform them of the impact a second wave of COVID-19 may or will have on in-class learning.

STRATEGY

Use multi-channel communications tactics to engage the College community on the current status of the second wave and its impact on Centennial's learning activities and other operations at the College.

GOALS

- Students, faculty and staff receive timely and accurate communications that meet their information needs.
- Students, faculty and staff are aware of how a second wave of COVID-19 affects in-person program delivery, and feel supported as programs quickly transition back online.
- The College community feels supported and prepared to deal with the challenges of a second wave.

KEY MESSAGES



The College remains committed to supporting the success of students and employees as they adapt to new restrictions on Campus/continue to study/work from home.

The safety and wellbeing of the College community remains a top priority at Centennial.

AUDIENCES

EXECUTIVE TEAM

Leading the Executive Team is President and CEO Dr. Craig Stephenson, who assumed the role in August 2019. The Executive Team is responsible for day-to-day operations and the College's financial stability and safe operations. During the pandemic, they are focused on leading the College community, providing direction and guidance through the 4R's Steering Committee.

BOARD OF GOVERNORS

Responsible for broad issues affecting the College, Governors are notified of all major incidences before the wider College community. During the pandemic, the Board members receive updates on the 4R's committee initiatives. Governors want assurance that the College is taking measures to protect the health and safety of the College community while remaining focused on financial stability. The Executive Team will keep them informed of how the College is responding to government directives, including a second restriction of in-person learning.

STUDENTS

Students who are attending in-person labs or studio teaching will be most affected by new restrictions or campus closure due to a second wave. They will want timely, accurate information that addresses their concerns about program recovery as it affects their learning Visas (International students), graduation, work placements, etc.

LEADERSHIP FORUM / MANAGEMENT FORUM

Directors, Chairs, Deans and Managers are responsible for providing direction and guidance to their team members (faculty, administrative, support). While challenged themselves with remote working, they have also had to transition to supporting their teams from a distance. They may require resources that can help them in their managerial roles to support faculty and staff as they adapt to new restrictions, including the possible transition back to remote work.

EMPLOYEES

Academic staff have transitioned their programs to Teaching at a Distance and online learning, and a small number have returned to campus to deliver hands-on instruction in lab and studio settings. Except for a small number of administrative and support staff required to support in-person learning, these employees have transitioned to providing student services, counselling, management, technical support and administrative support from their homes. They perform most of their duties on their computers, communicating via email, online chats and virtual meetings. While the College has provided equipment that allows team members to work from their homes, some employees need supports related to work/life balance and isolation. A second wave will require those who had returned to campus to adjust to restrictions that may include transitioning back to remote work.

MEDIA

As a global pandemic, COVID-19 is in daily headlines, especially with the recent resurgence of cases in the GTA. The College can expect media inquiries whenever the province issues new directives/restrictions on in-person learning, including closures from a second wave of COVID-19.

CAMPUS PARTNERS

Campus partners play an important role in supporting on-campus operations. Modified operations have been implemented for many of our partners, namely Security (Paladin), the Bookstore (Follett), cafeteria (Aramark), vending machines and hot self-serve beverages and snacks (Aramark and Coca-Cola), the Residence, and cleaning services (TBM). These groups require timely information on any changes as they will need to pivot their operations accordingly to ensure alignment with any additional re-opening or repeat measures.

TACTICS

PRESIDENT'S MESSAGES	ONLINE INFORMATION SESSIONS	STUDENT BROADCAST EMAILS	EMPLOYEE BROADCAST EMAILS	STUDENT HUB (STUDENTS)
<p>Dr. Craig Stephenson has communicated with the College community through video messages, and broadcast emails to staff and students, including weekly Monday Messages. Any significant new directives from the Province affecting in-person program delivery, up to and including closure of campuses during a second wave, will be announced by the President.</p>	<p>As deemed necessary, Dr. Marilyn Herie and Dr. Neil Buddel will communicate with students via online information sessions.</p>	<p>The College will share the President's messages and other vital communications via broadcast to students' myCentennial email addresses.</p>	<p>The College will share the President's messages and other vital communications via broadcast to employees' centennialcollege email addresses.</p> <p>Dr. Marilyn Herie will send a weekly broadcast to all members of the Academic Division.</p>	<p>The Student Hub will continue to be used to ensure students receive timely, accurate communications that meet their information needs by maintaining the COVID-19 banner and corresponding web pages, articles, Frequently Asked Questions, and videos.</p>
TELEWORKING WEBSITE (EMPLOYEES)	MANAGERIAL SUPPORTS	POSTERS	ELECTRONIC BOARDS	SOCIAL MEDIA
<p>Additional supports for employees required to transition back to teleworking will be offered through the new Human Resources' remote working website, soon to be launched.</p>	<p>Human Resources and the Executive Team may, from time to time, provide additional speaking notes and guidance to help Directors, Deans, Chairs and Managers support their team members as they adapt to new restrictions and/or transition back to teleworking.</p>	<p>Any new provincial guidelines and restrictions affecting on-campus health and safety practices will be supplemented with posters put up throughout areas of the campuses visited by members of the College community.</p>	<p>Any new closures resulting from a second wave will be communicated via the electronic boards outside each campus.</p>	<p>The College will communicate new provincial guidelines / restrictions on all of its social media platforms, and monitor these platforms to address concerns and identify potential gaps in students' understanding or acceptance of messaging, and arising concerns that can be addressed through student supports and services.</p>

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