



The National
Conservatory
of Dramatic Arts

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The National Conservatory of Dramatic Arts Plan for Returning to In-Person Instruction

Introduction:

The National Conservatory of Dramatic Arts is a small post-secondary school training individuals for employment in the entertainment industry. It has always been a standard that our class size is no larger than ten students in any one class in order for students to have sufficient engagement time. Students enter our program as an ensemble and individual ensembles work together exclusively for the length of their 16 month or 8 month program so students don't shift from one group of people to another.

The Conservatory's campus is comprised of six-thousand square feet of the ground floor of the Georgetown Lutheran Church building and includes classrooms offices and a black box theatre, an outdoor patio and garden. The campus does not include residence, dining, or gym facilities. All students are commuters.

NOTE: SD will be the abbreviation for Socially Distanced in this report.

A handwritten signature in black ink that reads "Nan Kyle Ficca". The signature is written in a cursive, flowing style.

Nan Kyle Ficca, School Director/Covid 19 Coordinator -July 3, 2020

A. Important Contacts & Timeframes

1. The school director Nan Ficca is serving as the COVID-19 coordinator with the other admin team members school president Ray Ficca and director of admissions Amanda Duchemin working together to ensure that all policies and updates to policies are communicated to all constituent groups, students, families of students as appropriate.
2. As coordinator Mrs. Ficca acts as the liaison with DC Health and the HELC for reporting and updates.
3. Mr. & Mrs. Ficca (married couple quarantined together during stay at home) returned to campus as needed for essential duties beginning in April 2020 and returned to the campus for daily work during phase one May 29th to ready the campus for in-person instruction. The plan for return to in person instruction is for July 13, 2020.

B. Support Safety of Employees and Students

1. Daily Health Screening:

a. Describe a process to screen students/faculty/staff entering the building or when returning to campus.

RESPONSE: Each day all students and faculty will be required to reply to our health screening questionnaire in our on-line Slack workspace affirming that they are not experiencing chills, cough, shortness of breath or difficulty breathing, fatigue, muscle or body aches, headache, new loss of taste or smell, sore throat, congestion, nausea or vomiting, diarrhea, or otherwise feeling unwell. And that they have not come in contact with anyone who has been diagnosed with Covid 19. Those who do not respond will not be admitted to the building.

Those who successfully respond in the affirmative will be allowed to enter wearing a face mask that covers their full mouth and nose, for visual screening of possible symptoms and temperature check administered in private by a member of the Covid 19 team identified above in full PPE using an Infrared thermal thermometer. If anyone's temperature is over 100.4 the individual will not be admitted.

Those who are able to enter will next sanitize hands at the touchless hand sanitizer station at the front door and allowed to use the one way marked hallways to go their designated socially distanced (SD) seating area in their classroom. There are sufficient rooms that each ensemble will have a designated classroom through the end of their program without possibility for cross contamination. At this point students will drop their school bags/supplies and cue up in the SD line to use one of three restrooms to wash their hands per Covid 19 guidance – 20 seconds with hand soap and water, and return promptly to their classroom.

b. Describe a process to isolate and/or quarantine students/faculty/staff if they develop symptoms during the course of the day.

RESPONSE: Anyone who presents symptoms will be told to return home and contact their healthcare provider for testing and next steps. There is sufficient space on campus for the ensemble and teacher to move to another room for class so the potentially compromised space can be cleaned and sanitized. The admin team are also classroom teachers so if the teacher is the person to go home, there will be teachers available to take over with the remaining students.

2. Encourage Health Practices

a. Describe a policy to ensure adequate supplies of soap, paper towels, hand sanitizer and tissue in support of healthy hygiene practices.

RESPONSE: The school director and president returned to full-time work on campus on phase one to begin work on possible re-opening including inventory and purchasing of supplies. All hand sanitizing stations have been replaced with touchless equipment for hand soap and sanitizer. Towels and tissues are on a regular delivery schedule based on use through Amazon delivery.

b. Describe plans to offer COVID-19 prevention education/training of students/faculty/staff on proper hygiene strategies (e.g., handwashing, staying home if ill, etc.).

RESPONSE: All constituent groups have taken part in a mandatory Zoom meeting led by the Covid 19 coordinator Nan Ficca covering all new Covid19 policies and procedures including a video walk through of the facility so they could see what the new systems and facility set ups are before returning.

We have also printed/laminated and posted all of the CDC posters: Covid Symptoms, Proper Hand Hygiene and How to Stop the Spread of Germs in every room and hallway of the facility. Links to the CDC Covid website and this guidance has also been posted to the school's Slack workspace for students and faculty.

c. Describe a process to identify sources of contamination for potential outbreaks of COVID-19 through contact tracing.

RESPONSE: Since we are such a small community and that we work in ensembles/classes that don't mix, it is easier to know who was in contact with whom on campus. Any member of our community who tests positive for Covid 19 will reported as required to DC Health by emailing coronavirus@dc.gov with the following information:

- "COVID-19 Consult" in the email subject line
- Name and direct phone number of the best point of contact for DC Health to return the call
- Short summary of incident/situation

d. Describe a process to communicate with students/faculty/staff of potential outbreaks of COVID-19 and procedures to be deployed in mitigating adverse health impacts.

RESPONSE: The school has always and continues to ensure that we are able to communicate with every student and faculty member via phone, text, email and since September 2019 via the school's Slack workspace. If any member of our community tests positive for Covid 19 all of these channels will be used to advise each of our community of the current situation. The school director is the point person for the checklist of all parties being alerted and ensuring the information is received, followed by the director of admissions in the event that the school director becomes incapacitated.

In the event that any member of the community is diagnosed with Covid 19, classes can be returned to virtual so that the campus can be cleaned and disinfected. NOTE: Our virtual learning operates exactly the same way as in-person learning in that students and faculty are doing the same lectures and exercises in real time via zoom.

3. High-Risk Individuals

a. Describe a policy to support those at higher risk for severe illness to mitigate their exposure risk (e.g., telework, modified job duties, virtual learning opportunities).

RESPONSE: We are a small school and have reached out to staff regarding who may be at higher risk. We have only one staff member at higher risk according to this documented self-reporting. We have made this person's office by appointment only and if necessary. This person is also permitted to telework where it makes sense to do so.

b. Describe sick leave and absenteeism policies and practices that enable faculty, staff, and students to stay home or self-isolate when they are sick or have been exposed.

RESPONSE: Sick Leave: Faculty who are sick or have been exposed may ask for a substitute teacher to take over until they are able to return to instruction. If it makes sense, faculty might also continue teaching via Zoom. If a student must be absent from class they may continue to participate via zoom with the live class, or they may have an approved absence. Depending on the timing and length of absence for any course students may withdraw from the course with an incomplete and retake the course without penalty.

c. Describe policies for return to class/work after COVID-19 illness.

RESPONSE: Individuals will be allowed to return to campus after Covid 19 illness with written permission from their health care provider.

d. Describe considerations for students returning from domestic or international travel (e.g., COVID-19 travel health risks, CDC returning travelers guidelines, travel registry, etc.)

RESPONSE: Students/faculty returning from domestic or international travel will be required to quarantine according to the CDC guidelines before returning to in person classes and may continue to participate via Zoom in those classes.

4. Social and Mental Health

a. Describe plans to promote anti-stigma behavior from persons exposed to COVID-19.

RESPONSE: Non-Judgement is a core value embraced by everyone at every level of our institution. We are a close community that our students and alumni describe as a family. While we don't expect this to be a problem on our campus, we do see the possibility of persons exposed to COVID 19 possibly being stigmatized. We will in such a case create a dialogue around the ways COVID 19 spreads and it not being a matter necessarily of irresponsible actions or socio-economic status.

b. Describe plans to support students with mental health services.

RESPONSE: Our community have been advised to reach out to the administrative team for mental health services coordination in general and specifically around Covid 19 with these specific sites posted in our Slack Workspace for DC. Virginia and Maryland resources as our constituent groups who reside throughout the DMV:

<https://dbh.dc.gov/>

<http://www.dbhds.virginia.gov/covid19>

<https://bha.health.maryland.gov/Pages/bha-covid-19.aspx>

<https://www.samhsa.gov/find-help/national-helpline>

<https://www.cdc.gov/coronavirus/2019-ncov/daily-life-coping/managing-stress-anxiety.html>

<https://mhanational.org/covid19>

C. Implement Controls to Limit Contact

1. Non-Medical Face Coverings (Masks) a. Describe plans on how the institution intends to teach/reinforce use of face coverings among students, faculty and staff.

RESPONSE: All constituent groups have taken part in a mandatory Zoom meeting led by the Covid 19 coordinator Nan Ficca covering all new Covid19 policies and procedures including a video walk through of the facility so they could see what the new systems and facility set ups are before returning. This briefing includes the mandatory wearing of face masks at all times while in the campus building. This is a no exceptions policy for everyone.

b. Describe a policy for faculty use of cloth face coverings (e.g., face covering should be worn in times when at least 6 feet physical distancing cannot be maintained. During meetings or gatherings or in narrow hallways or other settings where physical distancing may not be easy to maintain, a face covering would be prudent to wear).

RESPONSE: All constituent groups have taken part in a mandatory Zoom meeting led by the Covid 19 coordinator Nan Ficca covering all new Covid19 policies and procedures including a video walk through of the facility so they could see what the new systems and facility set ups are before returning. This briefing includes the mandatory wearing of face masks at all times while in the campus building. This is a no exceptions policy for everyone even when SD by six feet. Staggered breaks will be taken where students and faculty can remove their masks outside the building or while in a bathroom stall. Staff members with closed office doors may work without a mask but must always wear a mask in common areas or others enter the office space for meetings and the like.

c. Describe other considerations such as speaking loudly, singing, etc., that may require additional distance.

RESPONSE: Singing is not part of our curriculum. Loud talking does occur thus mandatory wearing of facial masks at all times while in the building will be enforced. This is a no exceptions policy for everyone even when SD by six feet. Staggered breaks will be taken where students and faculty can remove their masks outside the building or while in a bathroom stall. Staff members with closed office doors may work without a mask but must wear a mask at all

times in common areas or others enter the office space for meetings.

d. Describe a policy for when students should wear cloth face coverings (e.g., in times when at least 6 feet of physical distance cannot be maintained).

RESPONSE: It will be mandatory to wear a face mask at all times while in the campus building. This is a no exceptions policy for everyone, even when SD by six feet. Staggered breaks will be taken where students and faculty can remove their masks outside the building or while in a bathroom stall. Staff members with closed office doors may work without a mask but must wear a mask at all times in common areas or others enter the office space for meetings and the like.

e. Describe a policy for use of face coverings based on relevant business-sector guidance in facilities operated by the institution (e.g., fitness center, dining/break rooms, lounges, student services, office spaces, laboratories, etc.).

RESPONSE: It will be mandatory to wear a face mask at all times while in the campus building. This is a no exceptions policy for everyone, even when SD by six feet. Staggered breaks will be taken where students and faculty can remove their masks outside the building or while in a bathroom stall. Staff members with closed office doors may work without a mask but must wear a mask at all times in common areas or others enter the office space for meetings and the like.

f. Describe plans to accommodate exceptions for those with medical contraindications to face coverings.

Response: We are a small group and all members students, faculty and staff have been privately asked if they have any medical contradictions to face covering and there are none. We will continue to monitor this situation and have advised our constituent groups to advise the Covid Coordinator Nan Ficca of any changes.

g. Describe how the institution will respond in the event that a student, faculty or staff member does not have the required face mask/coverings.

RESPONSE: The school has acquired and will maintain ample supply of disposable face masks for use in any situation where a student, faculty or staff member forgets, loses their mask or if their mask becomes compromised.

2. Social/Physical Distancing

a. Describe strategies to allow physical distancing in classrooms/learning environments (e.g., occupancy, staggered schedules, classroom layouts, workspace distancing, etc.).

RESPONSE: We have designated one entrance to the facility as entrance only and two others as exits only. The entire facility has been taped out at six-foot intervals so that everyone will have visual cues to social distance. The CDC social distancing posters are posted in every room and hallway also as a reminder, and staff and faculty will enforce SD as/if needed in real time.

Classrooms have been set up so each teacher and student has assigned seating with a laminated name card distanced at 6 feet to ensure that each person has a designated space and to avoid cross contamination in any given class period. All rooms/surfaces/furniture will be cleaned and disinfected between class meetings – but the extra step of giving each person their own space will help the learning environment. Also as stated elsewhere each ensemble has a dedicated classroom through the end of their program.

b. Describe strategies to allow social distancing outside the classroom (e.g., limiting visitors, changes to dining services, extracurricular activities, etc.).

RESPONSE: As a commuter campus the facility does not include dining or gathering spaces, and our programs do not include on campus extracurricular activities.

The learning resource system which includes a library, a computer lab and a self-tape studio will be available to all current students by appointment to ensure the spaces do not become overcrowded.

Visitors other than current students and faculty currently teaching will not be allowed on campus during regular class hours 10:30 AM to 3:30 PM and 5:30 to 10:30 PM until further notice. If other constituent groups including faculty not currently teaching and alumni need access to campus for school/work related activities, they will need to make an appointment.

c. Describe plans to restrict occupancy/stagger use of communal, shared spaces such as lounges, exercise rooms, dining halls/break rooms, hallways, offices, etc. to ensure physical distancing. Occupancy must be consistent with any active DC Health guidance.

RESPONSE: The facility does not include any communal areas other than the learning resource system as described above.

Arrival, departure, and breaks will be staggered to ensure that entrances, exits, hallways and restrooms are never overcrowded. Hallway seating areas have been eliminated to ensure that people cannot sit in close proximity to each other.

d. Describe a policy to limit size of gatherings and/or strict physical distancing to be in place during gatherings, consistent with DC Health guidance .

RESPONSE: Again, as a commuter campus gatherings other than class meetings are not a part of campus life at our facility. Our daytime students typically are leaving class at 3 PM in time to get to evening work schedules and evening students are coming from daytime office hours (all are currently teleworking except for the student) and leave promptly after class ends at 10 PM to get home.

e. Describe strategies for food/dining services to optimize physical distancing. Plans regarding dining services should consider requirements for face coverings, policies to encourage people to stay home if ill, ensuring adequate hand hygiene, routine cleaning/disinfection of physical facilities, and health screenings for staff, limit the number of diners or other methods of crowd control, appropriate spacing between tables, eliminating buffet-style or self-serve food, and implementing take out/delivery options.

RESPONSE: Not applicable - the facility does not include dining.

D. Potential Exposures and Positive COVID-19 Cases

All institutions should have a plan for when a student/faculty/staff member becomes sick or exposed to COVID-19.

1. Describe the institution's exclusion criteria for:

a. A student, faculty or staff member that has a temperature of 100.4 degrees or higher or any other symptoms;

RESPONSE: Any student, staff or faculty member with a temperature of 110.4 or higher will not be admitted to the facility, will be told to stay home and to seek medical advice. Staff will follow up with these individuals to monitor the situation and determine when they will be safe to return to school/work.

b. A student, faculty or staff member, or any close contact, is confirmed to have COVID-19; or

RESPONSE: In this case the school would launch its communication plan to alert everyone who had contact with that individual so 14 day self-quarantining can begin/ they can seek medical attention. Students who are able (not too ill) may continue to participate in class via Zoom. Faculty members may be replaced for in-person instruction or may continue to teach via Zoom. This will be determined by the school president on a case by case basis. The school director will also report to DC Health according to the procedure above.

c. A student, faculty or staff member awaiting COVID-19 test results.

RESPONSE: Any student, faculty or staff member awaiting COVID 19 test results ordered by necessity or by doctors orders due to suspicion of having the virus or because of contact with a person known to be infected will not be allowed in the school facility until a negative result is determined.

2. Describe the institution's dismissal criteria in the event students/faculty/staff develops a fever or other signs of illness.

RESPONSE: Students/faculty/staff who develop a fever or other signs of illness will be sent home and told to seek medical assessment of the cause of the fever/signs of illness. A doctor's assertion that the individual is safe to return to school or work will be required. It is understood that not every cough or snuffle is an indication of COVID 19 infection, but they must be evaluated by medical professionals with assurances that it is safe to return.

E. Cleaning and Disinfecting

a. Describe cleaning and disinfection protocols to include frequently touched surfaces; transport vehicles; schedules for increased cleaning, routine cleaning, and disinfection; ensuring adequate cleaning supplies and correct use/storage.

RESPONSE: Facility cleaning and disinfection of surfaces and high touch areas will happen twice daily throughout the facility following the departure of all students and faculty from the daytime program at 3:30 and following the evening departure at 10:30 PM in preparation for the next day. Surfaces will be cleaned and then all areas/furniture/doors/knobs/light switches/faucets etc. will be sprayed with the EPA approved disinfectant. Further, the institution has purchased UVC lamps which will be deployed overnight once everyone has left the facility for an extra measure of disinfection.

b. Describe provisions for hand sanitizer/handwashing stations.

RESPONSE: The facility has three bathrooms for handwashing and touchless hand soap and paper towel dispensers. Touchless hand sanitizer stations are located at the school entrance, in every classroom, office and throughout the hallways.

c. Describe plans to ensure adequate supplies to minimize sharing to the extent possible (e.g. dedicated student supplies, lab equipment, computers, etc.) and plans to sanitize shared objects and equipment.

RESPONSE: The courses/curriculum of our programs do not require students to share equipment. Students have their own scripts and yoga mats for classroom work. For on camera classes equipment is operated by the member of faculty. As stated above – students have assigned seating in classrooms dedicated to the individual student.

Learning resource system items such as library books, The two computers and the tripod and light in the self-tape room will be cleaned after each use by any party. All these resources are by appointment only so cleaning can be scheduled immediately following.

d. Describe plans to ensure that custodial staff has adequate Personal Protective Equipment also ensuring that appropriate EPA approved cleaning products are used.

RESPONSE: Custodial services are conducted by just one person and the institution has acquired ample supply of gloves and face masks for this person as well as a supply of face shields for this person. The institution has amassed a large supply with monthly auto ship of ChemWorx Complete disinfecting spray EPA # 1839-220. This disinfectant does not need to be wiped down is safe for contact. According to the EPA list of disinfectants (and label instructions) it requires 5 minutes of contact/dry time to disinfect any and all surfaces hard or porous.

F. Building Considerations

Institutions that are reopening after a prolonged shutdown should ensure all ventilation and water systems and features (e.g., sink faucets, drinking fountains, decorative fountains) are safe to use as follows:

1. Instructional and other Facilities

a. Describe plans to ensure ventilation systems operate properly and increase the circulation of outdoor air as much as possible, (e.g., by opening windows and doors) if doing so does not pose a safety or health risk (such as risk of falling, triggering asthma symptoms) to students using the facility

RESPONSE: The facility was not shut down for an extended period. The school director and president (essential

personnel) worked one or more days per week since the stay at home order to perform essential duties that are required to take place in the building. During these workdays time was also taken for security checks of the building/security, electrical and plumbing to ensure everything was working correctly. The administrators have been back in the facility full time since phase one of re-opening May 29 and continue checks on the full facility daily to ensure everything is working properly.

In addition to air conditioning, oscillating fans are throughout the facility to keep air circulating. Each room also has windows that can be opened if none of the occupants of that room with asthma or allergies will be adversely affected.

b. Describe plans to flush water systems to clear out stagnant water and replace it with fresh water. This will remove any metals (e.g., lead) that may have leached into the water and minimize the risk of Legionnaires' disease and other diseases associated with water. Steps for this process can be found on the CDC website.

RESPONSE: The facility was not shut down for an extended period. The school director and president (essential personnel) worked one or more days per week since the stay at home order to perform essential duties that are required to take place in the building. During these workdays time was also taken for security checks of the building/security, electrical and plumbing to ensure everything was working correctly. The administrators have been back in the facility full time since phase one of re-opening May 29 and continue checks on the full facility daily to ensure everything is working properly.

The facility does not have any drinking fountains or dining/cooking. The only contact persons have with water is when washing hands in one of three bathrooms which have been in constant operation since May 29th.

2. Housing Not Applicable – The Institution does not include and housing.

Describe requirements for face coverings in shared spaces, reminders of proper hand hygiene, enhanced cleaning, training for residential advisors/live-in staff, restrictions on events/social activities in housing facilities, establishment of occupancy limits, restrictions on building access, etc. Institutions may want to consider requiring training and document such training of certain staff.

G. Shutdown Considerations If Necessitated by Severe Conditions and/or Public Health Guidance

The institution should have a plan to manage a school/campus outbreak or a resurgence of COVID-19 outbreak.

1. Describe the criteria and process for campus dismissals or shutdowns. Decisions regarding dismissals and shutdowns should be made in consultation with local and state public health officials.

RESPONSE: In the event of a campus "outbreak" since we are such a small community the decision to shut down would need to happen swiftly. As a commuter school of working adults, the possibility for spread beyond our campus would be great. As above in the event of outbreak which we would also notify anyone who might have come in contact with this person on our campus as well as informing DC Health as described above. Because of our size two infections is being established as the threshold for constituting an outbreak. And in this case classes for those not affected/well enough to continue will return to classes via Zoom and Slack.

In the event of a local resurgence the institution will follow Mayor Bowser's orders for schools and return our students to virtual learning.

2. Describe the plans to reduce campus/facility activity in the event of a return to significant community transmissions of COVID-19 or in alignment with public health guidance.

RESPONSE: As described above campus activities at this commuter school consist of students attending classes from 11 am to 3 pm and others from 6-10 pm such that there are no other things to limit. As needed for safety

these classes can resume via Zoom at any time. Classes operate exactly the same way in Zoom as they do in person except that learning resources are shared via PDFs posted to Slack rather than paper handouts received at school. This will continue to be the delivery system for resources going forward.

3. Describe a policy for notifying relevant parties about plans for dismissals/shutdowns.

RESPONSE: In the event of a either shutting down in-person classes to return to virtual learning or complete shut down of the school this would be reported to the school's accreditor the Accrediting Commission of Career Schools and Colleges, the Higher Education Licensure Commission and the US Department of Education via regular channels.

H. Communication Strategy

Institutions are to have communication protocols in place.

1. Describe the institution's plan for communicate with DC Health for reporting of positive cases. Institutions should be able to quickly provide lists of people at any in-person activities.

RESPONSE: As described above our class sizes are small and class lists with complete contact information for each student, faculty member and staff member are updated each semester (or as changes occur) and at the ready to deliver to DC Health. Visitors other than currently teaching faculty member and current students are by appointment only and only for critical purposes. Any appointments granted will be logged in the school's administrative calendar so these individuals can be counted in the headcount for any given day.

2. Describe the institution's plans to protect the privacy of individuals and alert their students and staff to a COVID-19 case.

RESPONSE: When communicating with our constituent groups regarding a positive Covid 19 there will be no information about the individual party affected.

3. Describe the institution's process to comply with DC Health directives to ensure that at a minimum: a. Notification is provided to those students/faculty/staff in close contact with the individual and the requirement to quarantine for a minimum of 14 days; and

RESPONSE: In the event of any positive Covid 19 Case everyone in that person's ensemble will be notified and asked to quarantine for the 14 day period. Students and faculty well enough to continue class virtually can do that. Since we are a small community and its easily done, even one case will be communicated to all students, faculty and staff and given the opportunity to take steps to self-quarantine, seek medical advice.

b. Notification is provided to the entire program that there was a COVID-19 positive case, those impacted have been told to quarantine, and steps that will be taken (e.g., cleaning and disinfection)

RESPONSE: Indeed even one case of positive Covid 19 on our campus will be communicated to everyone involved in in-person classes – students, faculty and staff and given the opportunity to take steps to self-quarantine, seek medical advice.

I. Academic Affairs

1. Describe the institution's plans to offer internships, clinical, field placements and hands-on experiences.

RESPONSE: Intern and externships are not a part of the schools approved programs. The curriculum includes classes for students to learn about the larger industry and standards and requirements for entering the professional world through auditions. Faculty, who are all themselves working industry professionals will continue to update curriculum with new standards around the Covid 19 pandemic.

2. Describe the institution's process to ensure safe student access to academic services (e.g. library, career services, academic advising, etc.)

RESPONSE: As noted above, student access the learning resource system on campus will be by appointment in order to avoid overcrowding. In addition to the physical library, the school as purchased an online library access for

students which will continue permanently. In addition, many resources that would typically cost money have been made available for free in the entertainment industry such as taped performances, live Zoom readings of new plays and more.

Access to staff for student services has always been by appointment and will continue with the addition of this being offered either in person (which was typical) to also be available virtually via Zoom.

As a part of emergency preparedness planning as required by the school's accreditor Accrediting Commission of Career Schools and Colleges the institution had launched a Slack Work space in September 2019 which includes Staff, faculty, current students alumni and professionals in our industry. We have a robust community in slack where students have access to their alumni counterparts in the field since we are not allowing alumni visitors to the facility for the time being. Alumni are an important resource for students and in a normal world would frequently be on campus to visit, be a guest speaker in a class and or be working on a project of their own.