Instructions to PIs for Research Ramp-Up (RR) Exercise B

PI RR Planning Exercise B: **Developing your group's plan for on-campus research**

As shown in Figure 1, MIT is implementing a three-step, phase-in process to accomplish the goal of ramping up research on campus with the safety and security of our research personnel as our first priority. The start date of Phase 1 has not been determined at this time and will depend in part on guidance from the State of Massachusetts and the City of Cambridge. However, we are asking you to begin planning now. During RR Phase 1, each PI will be capped at 25% of their "full capacity," which will be calculated as described below. Note that this is not 25% of personnel but rather a percentage of hours compared to an aggregate number of hours in a typical workweek for your group (see below). Following successful completion of Phase 1, RR Phase 2 will allow PIs to have up to 50% of full capacity on campus. No specific time is set for the transition to Phase 2, but Phase 1 is expected to last at least several weeks. The final phase of the research ramp-up (Phase 3) will not be capped by a measure of research activity, but, depending on COVID-19 conditions, could still be affected by limitations on the use of research spaces as mandated by MIT guidelines and policies.

Important considerations

Some research personnel do not need to return to campus at this time, because all of their work can be done remotely. **During the research ramp-up, MIT is maintaining the policy that all work that can be done remotely, must be done remotely**. Also, even for those individuals who need to return to campus to carry out their work, other tasks should be done remotely whenever possible. Researchers should be in on campus for the minimal time necessary for work that requires access to campus facilities or equipment. All meetings, including group meetings and larger gatherings, should continue to be held remotely. As the ramp-up proceeds, and public health conditions change, the definition of what can be done on campus may change.

It is important to note that not all of your personnel will be able to or will choose to return to campus at this time. **The return to campus is fully voluntary, and personnel cannot feel pressured to return.** Among many other considerations, they will need to understand your laboratory space plan (the product of *RR Planning Exercise A*) and work schedules. Your lab protocol and expectations should be discussed with all members of the group so that they may make an informed decision as to whether to return to campus at this time. It is recommended that you seek their input in the planning process.

All returning personnel will need to agree to provide a daily attestation of their health status related to COVID-19 symptoms and to comply with procedures required by MIT Medical if they report symptoms. In addition to conducting viral testing on all personnel before they can be cleared to return to campus, MIT intends to carry out other health monitoring procedures, which may include temperature recording, additional SARS-CoV-2 virus testing, and serology screening on returning personnel.

These personnel will have to affirm that they understand and agree to these conditions by filling out an electronic "Acknowledgment Form." The content of this form is included in Appendix 3 of this document. You should share this with your personnel as they are deciding about their availability to return to campus, but they will only be able to sign the form in an online system. The details on the use of the online acknowledgement system will be the subject of a future

communication. You will be notified of those personnel who are available to return to campus, which will be important in your planning. Individuals can change their status at any time, and you will be able to adjust your RR plans accordingly.

The Legal, Ethics, and Equity (LEE) Committee of the MIT Campus and Community Health Monitoring System has developed guidance for discussing return-to-campus plans with members of your research group. These can be found in Appendix 4 of this document, and you are strongly encouraged to review them prior to discussing return-to-campus plans.
We note that free parking for the MIT community in MIT lots and garages has been extended until September 1. We are working on creating building cleaning protocols and will be providing those as soon as they are available.

All returning personnel will need to complete an online EHS training course, which includes content related to how to conduct research in the COVID-19 era. While on campus, all personnel will be required to wear face coverings/ masks except where doing so may introduce a safety hazard to staff or where an individual is unable to wear a face covering due to a medical condition or disability. Details about these procedures will be sent separately.

Note: During the research ramp-up access to campus buildings will occur through designated access points. Personnel will be allowed to enter buildings only if they have: 1) been designated by their PIs and approved by their DLC as needing to be on campus to carry out their research; 2) signed the Acknowledgement Form online; 3) have undergone viral testing by MIT Medical; 4) completed the online EHS training course, and 5) completed a daily health questionnaire.

Key Steps in Completing RR Planning Exercise B

Each of the seven key steps below for Planning Exercise B will be facilitated by the RR Planning Exercise B Checklist (Appendix 2) and a simple research ramp-up planning spreadsheet (see example in Appendix 5). This spreadsheet will be distributed to DLCs and PIs soon. Once you (the PI) complete this spreadsheet, you will submit it to your DLC head or AO. Following review and approval, DLCs will upload information from PI spreadsheets into a central database that has been developed by MIT Information Systems & Technology (IS&T) to support the research ramp-up effort.

1) Determine your "100% capacity" in order to calculate RR Phase 1 and 2 capacity levels

You will begin generating a full list of individuals in your research groups (including yourself, but excluding undergraduate researchers, visiting students, and administrative staff). **It is critical that you have the Kerberos name of each individual and that you properly enter it in the spreadsheet.** DLCs will review these lists to ensure that they comply with the definition of permissible personnel. If a research group member is shared between two or more PIs, only one PI should list them; the PIs should discuss these cases and make final determinations. Based on the approved personnel list, a simple calculation will be performed in the spreadsheet to determine your "100% capacity" in terms of aggregate person hours per week per PI group. We have assigned 50 hours per week per approved personnel for this exercise. Dividing aggregate person hours per week by two gives the PI their 50% capacity in hours per week (relevant to RR Phase 2), and dividing it by four gives them their 25% capacity, which is what will be used for RR Phase 1 planning. These hours per week can then be distributed amongst your returning personnel.

# of permissible personnel*	100% capacity (RR Phase 3)	50% capacity (RR Phase 2)	25% capacity (RR Phase 1)
10 people	500 hours/ week	250 hours/ week	125 hours/ week
5 people	250 hours/ week	125 hours/ week	62 hours/ week

number excludes undergraduate researchers, visiting students, and administrative staff

We stress that your Phase 1 (25%) capacity represents a sort of "speed limit" on the total number of person hours per week. This capacity is your *maximum* on-campus capacity during RR Phase 1, and your goal should be to stay as far below this speed limit as possible so that we can successfully move to Phase 2 and beyond. It is not necessary or encouraged to use all possible hours available through this approach; this simply sets a maximum so that we can each individually manage key on-campus needs for our groups and also collectively manage the lower density of persons on campus, in buildings, and on floors as we ramp up.

The list of "permissible personnel" individuals associated with your research group will form the rows of your spreadsheet, and all such individuals, including yourself, should be listed on the spreadsheet regardless if their work requires them to return to campus in RR Phase 1 (see example in Appendix 5). It is recommended that you list all such permissible personnel, because, in aggregate, they define your "100% capacity" as described above.

2) Distribute hours amongst your returning personnel

The spreadsheet will allow you to indicate, for each of your research personnel, as to whether they need access to campus at this time (or instead are "fully virtualizable") and whether they are available to return to campus. You will then distribute your maximum weekly hours amongst those personnel (including yourself) who need and are available for campus access. These maximum weekly hours should include the sum of **all** weekly hours that each person needs to be on campus, whether that time is spent in your research space or in one or more core facilities (see step 5, below). Again, recall that this is a maximum allotment of hours. You are encouraged to keep the total assigned hours as small as possible. As situations change and the needs and availability of your personnel change, this information can be updated to allow additional individuals access and to remove others from the access list. **In the RR Planning Exercise B Checklist (see Appendix 2), you will need to provide a short justification for why each of those individuals are returning to campus.**

Name	This person is available to return to campus in RR1	This person needs to be on campus in RR1	PI assigned hours/ week
Jane Smith (PI)	True	True	15
Mary Smith	False	False	0
Tom Smith	True	False	0
Julie Doe	True	True	24
Greg Smith	True	True	20
		Total PI assigned hours per week:	59
		Max person hours per week in RR1:	62

3) Estimate work schedules

You will be asked to use the RR Planning Exercise B Spreadsheet to assign **rough** initial weekly schedules to each of your returning personnel, recognizing that this may change from time to time, and recognizing that some research requires uncertain end times and even uncertain days. For some PIs, their lab or other research spaces will be sufficient to allow all of their on-campus researchers to work together at the same time. For others, it will be necessary to develop shift-work schedules to accommodate the space constraints that you developed in *RR Planning Exercise A*. These shifts might be fixed (AM/PM, alternate day, or some combination) or variable. **In the end, you may have to develop weekly work schedules (which can be adjusted week to week) to ensure that your group is complying each week with both the space and personnel elements of this planning exercise.** We note that if an individual on a given shift contracts COVID-19 or tests positive for SARS-CoV-2, others working with them in that space over a period of days will likely need to be isolated for some time. Therefore, limiting the number of individuals who work together on shifts and avoiding mixing of people in different shifts has clear advantages. DLC heads will collect and review your planning exercises, but you are ultimately responsible for following your plan and for the conveying importance of doing so to each individual in your research group. Your group's designated COVID-19 Designated Monitor will also be responsible for monitoring compliance with weekly work schedules and space utilization.

During RR Phase 1, MIT plans to make buildings accessible 24 hours a day and 7 days a week. MIT Police, EHS and repair and maintenance services are always available 24/7 for emergency support. Custodial cleaning will be expanded to include Saturdays. However, at present, in order to ease the enhanced burden on custodial services, the cleaning schedule for Sundays is expected to be very limited. You should consider these factors when developing your weekly schedules.

Given the expectation of research occurring at lower occupancy levels, PIs should be aware of and communicate to their lab personnel the MIT EHS "Working Alone Policy" (https://ehs.mit.edu/about/policies/working-alone-policy/). Working alone with hazardous materials or equipment or otherwise working under conditions that may create the risk of serious injury should be avoided. However, working alone may be allowed with permission from the PI, if a determination is made that the risk is controllable under established specific conditions. DLC-EHS Staff and EHS Office will assist in the implementation of the policy.

4) Assign building access information

In an effort to control the possible spread of SARS-CoV-2 to our community, limiting circulation of individuals on campus is an important consideration. Using the Research Ramp-Up Spreadsheet, you will list the MIT buildings that your returning personnel will plan to carry out work during RR Phase 1. You should limit this as much as possible. You should not list additional buildings housing core facilities that will be used by your personnel, as those will be handled separately (see below). You also should not list buildings that a person may need to travel through to get to their work building as pathway access will be provided to the researcher's designated building. **In short, most researchers should have only one access building listed**. But, for labs or projects spread over multiple buildings, some researchers will work in multiple buildings and all of those buildings should be listed in that case.

Because access to MIT buildings during RR Phase 1 will be limited, to those buildings for which an individual has approved access (including the requested core facilities, see below), and,

thus, entering this information correctly and completely is quite important to avoid future frustration. Recall that access to buildings will be monitored through the use of a limited number of physical access points on campus.

5) Assign anticipated core facility needs

Many of the normal core facilities, shared resources, other central services as well as animal facilities will be made available to facilitate research activities across campus. However, it is essential that they can function safely and within the policies regarding safe workplace practices and, in some cases, with reduced staffing. Therefore, for planning purposes your research plans must include a prioritized list core facilities that your personnel wish to use, and the spreadsheet tool will provide you drop down lists of cores for you to select for each individual.

You (the PI) must use the Research Ramp-Up Spreadsheet, which will be provided to you, to fill out a prioritized list of expected core facility usage (or other MIT research facilities that may not be designated formally as a core facility) in RR Phase 1. These entries will serve two purposes. First, it will be used to ensure that your personnel have access to the buildings in which the core facilities are located (see step 4, above). Second, it will allow each core facility to gauge the demand and to directly reach out to individual researchers as needed.

Core leaders and administrators will use your indications of possible need to guide their assessment of aggregate demand and capacity. Some adjustment of PI plans may be required to balance demand and capacity. As we begin this ramp-up process, we urge PIs to be conservative in their planning related to core facilities and shared services, so that plans do not have to be adjusted to address any aggregate-level concerns. This is a shared responsibility, and we need your cooperation.

In planning the weekly hours of your personnel on campus (step 2), you should include time spent in core facilities, animal facilities, and other shared facilities.

6) Include comment about transportation to campus

Using the Research Ramp-Up Spreadsheet, you will also enter the expected mode of transportation to and from campus for each of your returning personnel. This will allow you to engage with them on this subject, which we know is of concern to many. If a person expects to use multiple modalities to get to and from campus, please list the one that puts them in contact with the biggest number of people. Further information regarding parking on campus will be provided as soon as possible. Note that free parking for the MIT community in MIT lots and garages has been extended until September 1.

7) Unusual circumstances

Because we cannot foresee all possible PI ramp-up circumstances, the spreadsheet provides a field for you to flag and add a short text field if you were unable to enter some important information regarding your personnel or their access needed.

Submit your completed RR Planning Exercise B Checklist (which includes a short personnel justification) and Research Ramp-Up Spreadsheet to the AO of your DLC, preferably by June 1. Your AO and DLC head may have questions or request adjustments to your plans, and they will need time to review them.

Plan so that you are agile as possible

Given the possibility that research might have to be scaled-back again with little notice, PIs are strongly advised to ramp up projects that can be ramped down quickly and at relatively little cost and complexity. As such, care should be taken in choosing projects to ramp up in the early phases.