



African Leadership Academy
Developing the next generation of African leaders

AFRICAN LEADERSHIP ACADEMY

Campus Reopening Plan

PLANS FOR SAFE RETURN TO CAMPUS

January 2021

TABLE OF CONTENTS

A. Introduction	3
B. Guiding Principles & Approach	3
C. Shared Understandings & Commitments	4
D. Key Protocols	7
E. Teaching & Learning	12
F. Residential Life, Community Activities & COVID Marshals	14
G. Campus Operations	20
H. Staff/ Faculty Expectations	22

A. Introduction:

Since March 2020, ALA's campus has been under strict lockdown conditions with access limited to campus residents and students only. Learning has been conducted in a fully remote mode and non-resident staffuly have been working from home. This document presents ALA's principles, protocols and plans for a safe return to campus in January 2021. Students, Parents and Staffuly will find different sections that describe the information most relevant to their needs.

Planning is a cornerstone practice in education. Moreover, healthy schools thrive on rhythm, routine and ritual. At its outset, the global pandemic had a ruinous impact on plans across the globe. Since the start, ALA has sought to be measured, cautious and responsive in adapting to the threat of the virus. This same approach has been applied in preparing these plans.

We have defined a set of guiding principles which allow us to choose mindfully. We have also sought to anticipate the major changes which may still occur in our surroundings, defining in advance how we will respond to them. We recognize, though, that while we understand a great deal more about the virus (and its risks) today than we did 8 months ago, there is still uncertainty ahead. We are grateful to our community for the patience, resilience and resolve with which we have held together.

-ALA's COVID-19 Task Force

B. Guiding Principles & Approach:

The following principles guide our planning and will continue to guide our response going forward as changes and choices present themselves:

- **Health & Safety First:**

As a residential learning community we are keenly aware of the health risks presented by the virus. We will act in a way that prioritizes, as much as possible, the health and safety of students, staffuly, residents, contractors and other community members. This extends to include physical, psychological and socio-emotional dimensions of well-being – all of which are uniquely threatened by the pandemic.

- **A Program to the Meet the Mission:**

We will prioritize the most mission-critical aspects of our program, striving to ensure that all ALA students graduate prepared to pursue our mission and to excel in the next stage of their leadership journey. We will manage our distribution of time to ensure adequate opportunities for the academic rigor, leadership practice and community engagement which enable our outcomes.

- **Collective Responsibility, Individual Care:**

We recognize that our safety depends on collective adherence to the habits, protocols and procedures of community health. We expect the best from ourselves and hold each other accountable. We also seek to recognize and administer to the needs of different individuals.

- **Flexible but Conservative:**

National and international health guidance will form our minimum standards. Recognizing our peculiar nature as an international residential community, we will continue to mitigate risks as much as possible. We will adapt our approach to respond to the prevailing risk landscape.

- **Communication is Prompt, Transparent, Inclusive and Practical:**

In a time of uncertainty, we aim to communicate thoughtfully and timeously. While respecting privacy, we will equip community members with the knowledge they need to stay healthy and make informed decisions.

These principles guide us as we make decisions about how best to respond to the changing landscape around us.

C. Shared Understandings & Commitments:

Collaboration stems from shared belief and understanding. An effective community response to the pandemic requires that each of us (students, staffuly, parents) is operating from a shared understanding of the threats and a shared commitment to the practices that will keep us safe from them.

The following information is adapted from online resources of the World Health Organization:¹

*Coronaviruses are a large family of viruses which may cause illness in animals or humans. In humans, several coronaviruses are known to cause respiratory infections ranging from the common cold to more severe diseases such as Middle East Respiratory Syndrome (MERS) and Severe Acute Respiratory Syndrome (SARS). **The most recently discovered coronavirus causes coronavirus disease COVID-19.***

The most common symptoms of COVID-19 are fever, dry cough, and tiredness. Other symptoms that are less common and may affect some patients include aches and pains, nasal congestion, headache, conjunctivitis, sore throat, diarrhea, loss of taste or smell or a rash on skin or discoloration of fingers or toes. These symptoms are usually mild and begin gradually. Some people become infected but only have very mild symptoms.

Most people (about 80%) recover from the disease without needing hospital treatment. Around 1 out of every 5 people who gets COVID-19 becomes seriously ill and develops difficulty breathing. Older people, and those with underlying medical problems like high blood pressure, heart and lung problems, diabetes, or cancer, are at higher risk of developing serious illness. However, anyone can catch COVID-19 and become seriously ill.

People can catch COVID-19 from others who have the virus. **The disease spreads primarily from person to person through small droplets from the nose or mouth, which are expelled when a person with COVID-19 coughs, sneezes, or speaks.** These droplets are relatively heavy, do not travel far and quickly sink to the ground. People can catch COVID-19 if they breathe in these droplets from a person infected with the virus. This is why it is important to stay at least 1 meter away from others. These droplets can land on objects and surfaces around the person such as tables, doorknobs and handrails. People can become infected by touching these objects or surfaces, then touching their eyes, nose or mouth. This is why it is important to wash your hands regularly with soap and water or clean with alcohol-based handrub.

Our knowledge and understanding of COVID-19 and the ongoing pandemic will continue to evolve with time. As always, we must be mindful and selective in the information we consume, avoiding the circulation of unreliable sources. Most importantly, we monitor and adhere to the national regulations from the government of South Africa as well as the guidance of international agencies. This forms the ground for our shared understanding.

Based on our understanding of the virus and how it is spread, the following requirements are non- negotiable for all community members at all times. These requirements are demonstrably effective and abide by national regulations and global best practices. **This is our shared commitment:**

- **Universal Mask-Wearing:** All community members are required to wear a face mask (covering mouth and nose) at all times when interacting with others.^{2,3}
- **Physical Distancing:** All community members are required to maintain a distance of 1m or greater from one another at all times. This includes avoiding hand-shakes, hugs and other physical contact. Spacing guides, seating arrangements and room limits have been provided throughout campus to maintain universal adherence to this expectation.

¹ <https://www.who.int/emergencies/diseases/novel-coronavirus-2019/question-and-answers-hub/q-a-detail/q-a-coronaviruses>

² Two washable cloth masks will be provided for all campus residents at the start of Term 2 (January 2021).

³ See the section on *Residential Life* for more on mask-wearing and physical distance in the residence.

⁴ See the section on Quarantine and Isolation protocols for more detail.

- **Daily Screening & Attestation:** All community members are required to promptly complete the daily health screening and electronic attestation.
- **Reporting:** All community members are expected to communicate promptly if they are experiencing any symptoms or have reason to believe that they have been in contact with the virus.⁴

Failing to abide by these guidelines not only endangers the individual, it weakens the entire community's response to the threat. Therefore, disregard for these guidelines will not be tolerated and will ultimately result in removal from the campus community.

Alongside these non-negotiable expectations, community members are also encouraged to maintain and practice these important habits:

- **Hand-washing & Sanitizing:** Maintaining strong personal hygiene has never been more important. Regularly washing hands with soap and water is an important practice. Sanitizer stations have also been provided throughout campus to support regular sanitizing.
- **Healthy Eating, Sleep & Exercise:** Eating healthy, getting enough sleep and exercising regularly are all crucial habits for a robust immune system. Community members are encouraged to keep these habits up and to seek support from peers in setting and achieving their goals.
- **Cultivating Connectedness:** While we are maintaining physical distance, it is crucial that we still invest deliberately in personal and social connectedness. By engaging in community events (virtual assembly, house activities, etc.) and staying in touch with friends and family, we build an important and healthy sense of belonging for ourselves and others.
- **Avoiding Panic & Fake News:** The pandemic is stressful. By putting our trust in experts, avoiding disreputable sources and not sharing unreliable information, we can try and manage that stress in a healthy way.
- **Seek Help & Clarification:** If you feel unwell, uncertain or uneasy, seek help. There are many habits to adopt and protocols to understand, if you are unclear on anything ask for clarification.

We recognize that the realities of the pandemic (and the risks posed thereby) will continue to change over the coming weeks and months. In order to respond effectively to these changing threats, certain restrictions will apply as the risk level changes. The level will change in response to changes in the national environment or changes on campus. We have organized a 3-level threat rating system in order to organize and communicate these changes in a predictable way:

Threat Level	National Environment	Campus	Change in Protocol (illustrative)
MEDIUM	SA at National Alert Level 1	No active cases on campus for 10 days.	None
HIGH	SA at National Alert Level 2 or 3	1-9 active cases on campus within a 10-day period.	<ul style="list-style-type: none"> • Guest access restricted. • Some teams work remotely.
VERY HIGH	SA at National Alert Level 4 or 5	10 or more active cases on campus within a 10-day period.	<ul style="list-style-type: none"> • Remote Teaching & learning

The table above is primarily illustrative. A more detailed version of this table will be made available as an update to this protocol document.

Ultimately, we recognize that even with our best and most diligent efforts, the risk of contracting the virus can never be completely eliminated. Students and staff who choose to return to campus in January do so with full knowledge of this risk. Similarly, by returning, students and staff agree to abide by all rules, regulations, protocols and guidance outlined in this plan.

D. Testing, Isolation & Tracing Protocols

Our plans for reopening the campus are rooted in the health and safety of all our students, faculty and staff. Working with our school physician⁵ we have designed the protocols in this section to keep our community safe and functional. These protocols are based on national regulations and international guidelines – as these regulations change, some adjustments may be necessary. All other guidance in this plan follows from these central requirements.

Our approach to mitigating the threat of the virus is based on these understandings:

- Adherence to mask-wearing, distancing and hygiene guidelines is our best possible defense against the transmission of the virus.

⁵Dr. Grace Boitumelo Madisakwane was brought on as the school doctor in part because of her prior experience supporting residential learning communities to mitigate threats from infectious disease.

- Nevertheless, given the prevalence and duration of this pandemic, we must assume that the threat of the virus is among us at all times and behave as though community members may be infected.
- Identifying and treating symptomatic cases is a more effective strategy than attempting to track the status of all community members at all times. Thus, the daily health questionnaire is a cornerstone of our mitigation strategy.
- Final decisions on testing, isolation and quarantine will be taken by the CEO under the guidance of qualified health professionals.

Based on these principles, we have adopted the following protocols:

Testing Protocol – Who will be tested for COVID-19?

1. Anyone joining the campus residential community⁶ in January 2021, whether or not they have experienced symptoms, will be required to produce a negative test result (for further detail, see *January Arrivals* below).
2. In the event that any community member exhibits symptoms of the virus, at any time during the school year, a healthcare professional's determination on the need for testing will be required. In the case of campus residents, this determination will be made by the school doctor.
3. In the event that a student receives a positive test result, the student's roommate will also be tested.

Outside of these requirements and any special cases decided by the school doctor, ALA will not be requiring students or staffulty to produce test results. However, these rules do not replace or supersede national or international requirements such as testing required for travel.

Students will be referred for testing through the school clinic; all other community remembers will be responsible for procuring tests directly, for advice on where and how to be tested, speak to any member of the ALA health team.

Isolation Protocol – What happens when someone exhibits symptoms or receives a positive test result?

In the event that a **campus resident** (student or staffulty or staffulty household member) receives a positive test result, the following steps are to be taken under guidance of the health professionals:

1. The resident will be required to isolate for 10 days. For students this will happen in designated on- campus isolation spaces (Jacaranda). For resident staffulty and their household, this will happen at their residence.
2. After ten days, the resident will be tested again. If this test returns a negative result,

the resident will rejoin the campus community. If this test returns a positive result, the resident will be required to isolate for a further 10 days, after which – if they are not exhibiting symptoms – they will rejoin the campus community.

3. While in isolation, residents are to be monitored closely and treated for any symptoms.
4. Unless otherwise advised by the doctor, the resident will be expected to continue study/work remotely from isolation.
5. On the advice of a health professional, if the resident exhibits shortness of breath, low oxidation levels or other critical symptoms, they will be hospitalized.

This protocol *may* be triggered when a resident exhibits symptoms and is still awaiting a test result.

In the event that a **non-resident** staffulty member receives a positive result, the same protocol above is to be followed with the one adjustment that staffulty will isolate at home and not on campus.

ALA will not be responsible for the cost of tests required in the course of maintaining these protocols⁷. The cost of tests for students will be added to their accounts. Staffulty are advised to familiarize themselves with the provisions of their medical scheme.

Contact Tracing & Quarantine – Who will be required to quarantine?

In a close-knit residential community such as ALA, contact-tracing is not always a viable strategy. Therefore, we will be very reserved in our use of tracing and quarantine as mitigation tools.

- If a student tests positive for the virus, their roommate will be quarantined and tested.
- If a staffulty resident or household member tests positive, the other household members will be quarantined and tested.
- If a student or other campus resident tests positive for the virus, they will be required to complete a register of recent close contacts. The school doctor will evaluate on a case-by-case basis whether any of these other contacts will require quarantine or testing.

Non-resident staffulty members will not be quarantined by ALA, however, the following requirements apply:

- If a member of your household tests positive for the virus, you will be expected to notify your manager, seek medical guidance on the need for testing and stay away from campus for 10 days.

⁶ Students, residential faculty and residential faculty household members.

- If you become aware that you were in close contact with a person who tests positive for the virus (face-to-face contact within 1 meter or in a closed space for more than 15 minute)⁸ within their infectious period⁹, you will be expected to notify your manager and seek medical guidance on the need for testing. You will not need to stay away from campus unless you begin to exhibit symptoms.
- If you become aware that a member of your household was in close contact with a person who tests positive for the virus, you will be expected to notify your manager and seek medical guidance on the need for testing. You will not need to stay away from campus unless you or a member of your household begins to exhibit symptoms and/or receives a positive test result.

Due to the special nature of our initial reopening in January 2021, some different procedures will be applied then. Please see below for additional detail on these procedures.

Campus Lockdown – At what point will we go into a campus-wide lock-down?

There are two triggers which may result in a campus-wide lockdown or quarantine.

- A) In the event that the National Alert Level in South Africa is raised such that schools are instructed to close, campus will be locked down. We may trigger this lockdown preemptively under the advice of our school physician.
- B) In the event that there are 10 or more active cases among campus residents at any given time, we will enter a 10-day campus-wide quarantine.

We will also consider selective quarantine in the following scenarios:

- C) In the event that there are 5 or more active cases among students in one hall of the campus resident, the students on that hall will enter a 10-day quarantine.
- D) In the event that there are 2 or more active cases among non-resident staff, a case by case determination on appropriate mitigations will be made in consultation with the school doctor. Mitigations may include a campus quarantine or keeping specific individuals, teams or departments away from campus for some time.

In the event of a campus lockdown or quarantine, the standard testing protocol will still apply.

⁷ Testing required for staff traveling for work purposes is an exception and will be paid for by ALA.

⁸ This definition of close contact comes from government regulations.

⁹ Within 2-14 days of the onset of symptoms or (if asymptomatic) the positive test result.

Communication – What communication will the community receive?

In applying all of the above protocols, immediate and clear communication will be prioritized for the affected person (e.g. a student or staffuly with a positive result) and their family. Communication will also be immediate for any persons requiring to quarantine or test (e.g. the roommate of a student with a positive result) and their family. Decisions about community-wide communication will be taken by the Dean, on a case by case basis, to ensure that all community members have the information necessary to remain safe and healthy.

Campus Access

While campus is at a low-risk stance, guest access (including contractors) will be approved on the basis of:

- Minimum of 48 hours' advance notice to Security Manager.
- Clear programmatic or operational purpose for the visit, along with a plan for the visit that minimizes unnecessary contact with residents and mitigates transmission risk where contact will occur. Parent or family visits are not permitted at this time.
- Completion of the daily screening questionnaire prior to arrival and adherence to all campus protocols.
- At a medium or high-risk stance, access will only be granted for essential purposes (e.g. critical contractor services).

January Arrivals – What special procedures will we follow to manage arrivals in January?

The first weeks of January represent a particularly important moment in the reopening of our campus community. Our arrivals will be organized in the following ways so as to minimize the transmission threat posed by taking residence on campus:

1. All community members (students and staffuly) will be required to begin completing the daily health questionnaire on December 20th, 2020. Prompt and regular completion of the daily questionnaire will be a requirement for joining campus.
2. All students will be required to present a negative test result upon arrival at the campus residence. Tests procured for the purpose of international travel to South Africa will be sufficient for this purpose. Students who are not traveling internationally to arrive on campus will be required to provide a negative test result no older than 72 hours upon arrival.
3. All students will enter a strict campus quarantine immediately upon arrival and lasting until midday on January 6th (or midday on the third day after their arrival if they arrive later than January 3rd).

4. All residential faculty and household members will also be required to provide a negative test result no older than 72 hours on January 3rd. Those staff (and household members) not required to take a test due to international travel will have access to tests provided by ALA.
5. Students who exhibit symptoms during the quarantine period will be isolated as per the isolation protocol.
6. All students will be examined by the school nurse and/or school doctor before being released from the quarantine.
7. Non-resident staff members who have completed the daily health questionnaire and have not recorded any virus-related symptoms will not be required to produce a negative test result. Those who have exhibited virus-related symptoms in the 2 weeks prior to January 4th will be required to see a doctor before returning to campus.
8. Non-resident staff members who do not have a complete record of health questionnaires in the days leading up to January 4th will be required to produce a negative test result (at their own expense) before returning to work.

We believe these protocols appropriately balance the most effective mitigation tools available while also enabling a safe and successful launch to the academic term.

E. Teaching & Learning

From January 4th, 2020, our teaching and learning program will be fully in-person. We will maintain the systems necessary (zoom, canvas, etc.) such that we are prepared for a return to remote instruction in the event of a campus-wide lockdown.

In-person teaching and learning will need to be adapted to meet the requirements of mask-wearing, distancing and safe movement. This section lays out those requirements and adaptations.

1. Spacing, movement and behaviour in the classroom

All classrooms have been arranged in keeping with the requirement of maintaining 1m distance between persons at all times. Desks are not to be re-arranged at any time nor should any desk be removed from a classroom or added to it.

Teachers should remain at the front of the class for the duration of the lesson. If a teacher does move around the classroom during a lesson, they must maintain 1m distance from all students at all times.

There should never be more than one student seated at any desk at the same time. Stationery, resources and books should not be shared among students.

For the duration of Term 2, classes will take place only in their assigned places. Teachers

wishing to take their classes elsewhere (including outdoors) must seek permission in advance from the Director of Teaching & Learning.

On entering a classroom, students should occupy the furthest desk from the door that is available, so as to avoid passing close to other students. On departing the classroom, students should leave the room in reverse order so that those closest to the door leave first.

For ventilation, windows and doors must remain open at all times and, where available, fans can be used. A/C should not be used.

All of the same rules will apply for in-person exams.

2. Pedagogy

Engagement and interaction are cornerstones of ALA's teaching and learning practices. Our pedagogy will adapt in order to maintain these practices in light of safety requirements.

Faculty are encouraged to develop universal hand signals for feedback to the teacher that maintain engagement in light of mask-wearing.

Faculty are encouraged to plan pair work and group-work in advance such that it can be delivered in a manner that does not require students to move (e.g. on zoom).

Faculty are encouraged to strengthen whole-class discussion as a tool for engagement.

3. Movement, Occupancy and Spacing in the Learning Commons (LC)

As per regulations, entrances and exits to the LC building and classroom area will be clearly marked.

All doors and windows will remain open in the LC throughout the duration of use regardless of weather.

As with all other spaces, seating in the LC will be clearly marked with seat and occupancy counts which must be adhered to. The 1m distancing rule must be adhered to at all times.

Social distancing should be maintained when standing in line. Markings placed on the floor create a queue for the Coffee Shop to avoid crowding

4. Other Meetings

As much as possible, faculty meetings will continue to run on Zoom.

Departments and teams are encouraged to run meetings online as much as possible.

Clubs and societies are permitted to convene meetings in person using the classroom arrangements which must not be modified.

Advisory meetings (including lunch) should happen in person.

1-on-1 meetings between faculty and students may happen in person or online at their discretion.

5. Readiness for Remote Learning

In order to maintain readiness for a swift return to remote learning (should the need arise) the following systems are to be maintained:

- Zoom room allocations aligned with the timetable
- All course and lesson materials organized and available on Canvas
- The Exam.net subscription will be maintained for the remainder of the academic year

In the event that a faculty member is required to stay away from campus (or is quarantined on campus) but is not on sick leave, lessons will continue remotely using the systems above.

6. What if I don't want to come back to campus?

All students who wish to participate in the ALA programme should be back on campus by 31st

January 2021. ALA will not offer a hybrid programme.

All faculty are expected to report to campus on January 4th. Any faculty member who feels they are unable to do so should be in touch with the Dean immediately.

F. Residential Life, Community Activities & COVID Marshals

As a residential learning community, ALA places great value on the bonds, engagement and education which are enabled by shared living spaces. The protocols in this section outline how this cornerstone of the ALA experience will be maintained while also building the habits, behaviours and practices necessary for health and safety in the COVID-19 environment.

1. Students Rooms

No more than two students will be assigned to any room.

Within the room, beds are arranged so that students are at least 1m apart. For safety, No furniture in the room should be rearranged at any time. This applies specially to beds.

Students are not permitted to socialize in other students' rooms. Instead, students are encouraged to socialize in communal spaces while maintaining social distancing.

Students are encouraged to ventilate their rooms and halls regularly by keeping windows open during the day and at least a few hours each night.

2. Social and community building activities

Hall meeting will hold in the hallway of each hall on Monday evenings. Seats are to be arranged to ensure that there is at least 1m distance between individuals.

Social activities: Social activities will be limited to only those that can safely take place in the dormitory hall way, bearing in mind the social distancing requirement.

Brother/sister hall meeting will take place in outdoor or large well-ventilated spaces like the Quad.

House meeting will only take place virtually because of the number of people that will potentially be in attendance.

Battle of the Axe, Mask and Mask – due to the campus wide involvement of students and residents, activities will follow large gathering guideline in the *General Campus Activities* Section.

Prayer Room – occupancy is limited to maximum three individuals. When in use, the door must be left open for ventilation.

3. Health and Hygiene

Hygiene in the hall: In order ensure that students live in hygienic spaces, monthly Dorm Clean and other cleaning activities will take place as usual, i.e. students will clean their individual spaces in the room daily and the common space on rota basis as scheduled by each hall. To ensure compliance, the Matron will inspect rooms as usual. For this exercise, students must leave their room doors open.

Laundry room: No more than five people can be in the laundry room at any time. Students must sanitize their hands before leaving for and upon return to their halls from the laundry room.

4. Prep and Duty

Prep: In order to continue to support students in taking ownership of their studies in the evenings, prep will run as usual 7.00-9.00pm on Sunday to Thursdays. In view of the need to mitigate COVID-19 however, the following guidelines will apply:

- All classroom occupancy will be as laid out for daytime teaching/learning activities. This arrangement must not be adjusted.
- Use of non-classroom spaces like the LC foyer tables will be in strict compliance with social distancing and as indicated with the marking on the tables and occupancy ratio indicated on the bookable rooms.
- Year 1 students will be assigned to specific rooms for prep in collaboration with the Year Heads.
- Year 2s who would rather prep in the LC will notify the Year Head at the beginning of the term and be assigned a permanent space. Any change of location must be approved by the Year Head. Otherwise, Year 2s may continue to prep individually in their rooms.
- Tutoring will take place virtually to minimize close personal contact which may be unavoidable if tutoring were to take place in-person in a meeting room.
- Collaboration on projects will take place virtually.

5. Mall and Bank Trips

Mall Trip: Regular mall trips will resume under the following structure:

- Mall trips will take place twice a month.
- The maximum number of students that can go on a mall trip will be limited to the capacity that one school bus can safely carry within national regulations.
- Chaperones must remind students to observe all public health protocol while at the mall and buddies must hold each other accountable.
- Mall trips will be organized based on most common needs among students, to be identified through survey.
- Trips will be planned for a maximum of 2 hours spent at the mall.
- Malls known to be very highly trafficked (e.g. Cresta) will be avoided in preference for malls with less traffic (e.g. Cradlestone).
- End of the month and public holidays will be avoided in order to ensure less contact with other shoppers.
- To board the bus to go, and upon return from the mall, students must sanitize their hands at the ALA car park.

- Students who have not been complying with campus safety expectations (e.g. mask-wearing, social-distancing or daily health questionnaire completion) may be temporarily excluded from such excursions.

Bank Trips: As much as possible, students must solve their banking issues online. If a trip must take place in spite of having explored the online option, the following guideline must be followed:

- Trips must be need-based: students must show clear proof of the need to go to the bank to the Student Life Administrator.
- Trips will be organized in batches, based on the above requests, at the discretion of the Assistant Dean for Pastoral Care.
- Trips will take place at non-peak times in the bank, that is, mid-week and mid-month to avoid crowd and students being exposed to the public for too long.

6. Other Student Exits

- Academic excursions, Explore Joburg and other school-initiated outings will be permitted under the guidelines laid out below.
- For the duration of Term 2, advisory outings and student-initiated exits will not be permitted.

COVID-19 Marshalls

In recognition of the many changes to behaviour and expectations imposed by the pandemic, we have recognized the need to appoint members of the community to lead us with accountability. COVID-19 marshalls will be appointed from among students and staff to work with the ALA COVID-19 Compliance Officer (Head of Security) to hold all members of community to account.

Role: The marshalls will endeavour to

- Hold community members accountable to all campus safety expectations including mask-wearing, social distancing and occupancy rules.
- Support the sanitization of classrooms and other spaces as guided by the ALA Facilities team.

Appointment will be voluntary or via existing responsibilities.

- **Voluntary**
 - At least one staff to volunteer will be appointed on each floor of the admin block.
 - At least one student volunteer will be appointed in each student hall.

- **Appointment**

- The Health and Hygiene Representative in each hall is automatically appointed as a marshal. This is in recognition of the fact that students' population is higher than staffulty's and that after-hours activities are many.

Training: All Marshalls will be trained within the first week of school resumption and refresher training will take place periodically.

There will be at least one student and one staffulty Community COVID Marshall for all campus activities. In instances where the campus activity presents the opportunity for high engagement from the community, there will be organised coverage of specific physical spaces around campus by the Community COVID- 19 Marshalls.

Sporting and Cultural Activities

An essential part of student life at ALA are sports and cultural activities and events. Hence, to ensure that all students get a wholesome ALA experience, ALA will continue to offer all such activities, with adequate social distancing, hygiene and safety measures to prevent and combat the spread of COVID.

Occupancy of spaces

- In case of activities conducted in closed spaces, number of community members permitted to occupy the space for any activity must not be more than 50% of the capacity of the space.
- In case of activities conducted in open spaces, community members must maintain a distance of 1.5 M from each other at all times.
- In case community members are training in a specific classroom, they must stay within the 1.5M box allocated for individuals.
- Community members can join recreational activities online from anywhere on campus.

Mask-wearing norms

- In case of all cultural events, community members must wear their masks at all times.
- In case of all sporting events, community members are encouraged to wear their masks while playing. However, they must wear their mask at all times when they are not actually playing.

Social distancing norms during sports

- Community members must maintain a distance of 1.5 M from each other at all times, except when they are actually playing a sport.
- Coaches must ensure that they maintain a distance of 1.5 M from all other students while they demonstrate technique to students.

Sharing of facilities and equipment

- Student leaders must ensure that there are no more than four students at each pool, foosball and table tennis stations.
- Apart from enforcing the observing of mask wearing, sanitization and 1.5 meters between athletes and participants, the Sports Department has allocated equipment to students and appointed student leaders responsible for sanitizing and handing in equipment after use.
- Community members who are joining recreational activities have the option to join the classes remotely via zoom link if the in-person class is at 50% capacity with 1.5 meter distance maintained between all participants.

Organization of events on campus

In case of all student-organized / staffulty-organized events, the following norms will apply:

- Permission must be sought from sports department in case of sporting events, and from Dean of Pastoral Care in case of all other events, at least 72 hours prior to the event.
- While seeking permission, organizers must present details of
 - Proposed venue
 - Number of participants
 - Entry and exit plans for participants
 - Sanitization plan for all wares to be used
 - List of community COVID-19 marshals to be present
 - Any risk mitigating strategies

Where possible, community members are encouraged to meet online. Additionally, all inter-school events have been suspended till end of term 2.

Off-campus events / excursions

As long as the National alert level permits, school-initiated off-campus excursions will be permitted under the following guidelines:

- Risk mitigation plan has been devised collaboratively by the service provider and ALA.
- As far as possible, spaces and venues are exclusively booked and secured for ALA students. Or, at the very least, ALA students will not be required to mingle with members of the public.
- All chaperones are required to maintain and uphold the public health and safety practices throughout the trip.
- A post-trip questionnaire is given to ascertain if anyone on the trip came into close proximity with members of the public.

HOUSE! Lunch

- Six geographically separate locations have been identified and allocated to the six HOUSES! to convene 40 minute- long sessions. The six locations are Quad (divided by two), LC Courtyard, grass behind quad and grass between dining hall and admin block.
- House Captains must divide the HOUSE! into two groups to maximise engagement while adhering to social distancing parameters.
- Students must sit in a socially distanced manner after collecting their lunch while participating in the community activity.
- HOUSE! lunch activities must be pre-planned and executed by designated student leaders towards ensuring the health and safety of community members.

G. Campus Operations

In preparation for a safe campus reopening in January for all community members, our operations, facilities, and catering teams have made some adjustments to the structure of campus services. Some of these changes are temporary, providing time for the campus community to adjust to new ways of work.

Catering Service

To lessen the burden on our catering team and to provide time for fine-tuning campus procedures, **lunch service for non-resident staffulty will be temporarily suspended in Term 2.** To accommodate for this change, more substantive snacks will be served in the morning and afternoon.

Further changes have been made to the timing and location of catering service as well as to the arrangement of the dining area:

- **Timing**
 - Generally, meal times have been extended in order to distribute traffic more evenly
 - Snack times have been staggered with different timings for departments to further control traffic.
 - All community members must abide by the timings proposed for their department
 - For details of the adjusted meal and snack timings, **please click here.**
- **Venue**
 - Venues for meals have been segregated for different community members to ensure adequate space is available for members to social distance; no more than the specified number of people should be present in each room at any given time.

- o For the success of the proposed plan, in addition to meal timing, community members must abide by the meal venue specifically allocated to their department.
- o For details of venues allocated to different departments, **please click here.**

- **Dining Area**

- o Directional entry and exit routes have been put in place to reduce crowding at doors.
- o Signage has been provided at all entry and exit points of the dining hall
- o Hand sanitizer units have been installed at each entrance of the dining hall as well as at plate clearing sections.
- o Three foot-pump sanitizing units have been made available inside the dining hall
- o Furniture has been well spaced out and only three chairs are provided at each table to ensure adequate social distancing in lines with the government standards.
- o Floor markings have been provided to identify the correct positioning of the chairs as well as to regulate distance while community members stand in que.
- o Protective screens have been provided at the serving areas, between the servers and the rest of community members.
- o The salad table has been removed; all salads will be pre-plated such that community members can pick them up and go to their seats.
- o Two clearing stations have been provided inside the dining hall.

Cleaning Services

A key element for the success of the reopening plan is campus cleaning – extensive cleaning of all campus facilities, multiple times during the day, will help us reduce the risk of transmission.

Regular cleaning of all spaces has been scheduled multiple times in each day. Staffulty are requested to vacate these spaces at the time that they are being cleaned so as not to disrupt the schedule.

The campus cleaning plan has been enumerated below:

- All admin desks, classroom desks and boardroom desks will be cleaned twice per day.
- All desks in the LC and Values room will be cleaned multiple times each day.
- Bathrooms in the LC and admin bathrooms will be cleaned at least thrice per day.
- Science lab will be cleaned twice per day.
- Spray bottles with quick-drying surface sanitizer, or surface sanitizer aerosol sprays will be provided in all communal spaces; hand sanitizers will be provided at all printing stations.

H. Staffulty Expectations

Campus will be prepared for the return of all staffulty to in-person work. As a default, staffulty will be expected to work from campus. However, divisions will have some discretion in determining divisional or departmental rhythms that accommodate some remote work arrangements.

In the event of a campus lockdown, or a change in National Alert Level, some or all teams may be required to work remotely for another period.

Meetings

Where possible, meetings larger than 3 persons or, meetings including members of multiple teams, should be conducted online.

In-person meetings should make use of bookable rooms and always abide by the occupancy limits of those rooms.

Movement and Access to Spaces

As much as possible, staffulty should limit their movements on campus to the admin block.

Non-faculty staffulty are not permitted to access the LC (or work from there) unless they are visiting the IT office or Café.

Non-residents may not access the residential building without explicit prior permission from the security manager.

Isolation, Quarantine and Sick Leave

If a staff member is required to isolate or quarantine and as such is unable to access campus, they will be expected to work remotely.

In the event that a staff member is unable to work because they have been booked off by a doctor, this period will count against their sick leave allowance.

Work Travel

In the event that staffulty traveling for work require a COVID test, this will be paid for by ALA.

WE BELIEVE IN

Life-Long Learning
Through
Experience and
Practice

Empowering
Entrepreneurial
Leadership

Embedded
Essential Skills,
Habits, and

The Power of
Shared Culture
and Community



CAMPUS ADDRESS

1050 Printech Ave, Honeydew, 2040, South Africa

POSTAL ADDRESS

Postnet Suite 413, Private Bag X1, Northcliff 2115,
South Africa

PHONE

+27 11 699 3000

FAX

+27 11 252 6190

EMAIL

info@africanleadershipacademy.org

WEBSITE

www.africanleadershipacademy.org