



M

FALL 2020

OPENING OF
SCHOOL PLAN

UPDATED 8-27-20

McCALLIE
— HONOR TRUTH DUTY —

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Advisors and Resources

In doing their fact-finding and research, the task forces used a variety of resources, professional affiliations, and contacts. Among the sources consulted were the [Center for Disease Control](#), [Hamilton County Health Department](#), [State of Tennessee](#), National Association of Independent Schools, Southern Association of Independent Schools, Tennessee Secondary School Athletic Association (TSSAA). In addition, McCallie's operational partners TKC and Sodexo, legal counsel, athletic trainers, school physicians, and the Director of the Student Health Center provided valuable information. Area medical institutions and professionals were also generous with their information and recommendations.

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Introduction

On May 16, 2020, McCallie Head of School Lee Burns organized five task forces under the leadership of Assistant Head of School Kenny Sholl.

The task forces were charged with developing recommendations for the reopening of school in the context of the ongoing Coronavirus pandemic. The task forces, which consisted of many members of the McCallie community, conducted their initial work over a period of three weeks in late May and June. A preliminary report containing both recommendations and open questions was produced on June 18. Subsequently many of the protocols recommended in the preliminary report were tested during summer programs and summer training for varsity athletes. No Coronavirus cases were reported during summer programs or summer training. Incorporation of new information as well as further consideration of open questions by the five task forces has resulted in this final report of recommendations.

» See Email from Head of School Lee Burns Announcing Task Forces

» See Task Force Structure and Guiding Questions

WORKING ASSUMPTIONS AND GUIDING PRINCIPLES

In conducting their work, the five task forces operated from the following assumptions and guiding principles:

» The health and safety of the members of our school community are our highest priority.

» Learning in person on campus provides the best overall school experience.

» It is not possible to completely eliminate the risk of Coronavirus; there will be members of the school community who contract Coronavirus during the school year.

» The recommendations set forth in this report are intended to lower the spread of the Coronavirus and to monitor the overall health trends in our community.

» Supplies needed to mitigate against the spread of Coronavirus (e.g. face coverings, thermometers, hand sanitizer, disinfectants, personal protective equipment (“PPE”), etc.) are relatively available in our area.

» Testing for Coronavirus is relatively accessible in our region.

» Following the recommendations set forth in this report will take effort but is doable.

» The spread of the Coronavirus in Hamilton County has risen dramatically. The fatality rate in Hamilton County, however, is less than one percent and thus far, treatment of Coronavirus patients has been manageable by our local health care systems.

» We anticipate that Coronavirus cases will continue to increase for the foreseeable future and that there may be another surge of cases in the fall or early winter which could compel schools to transition again to online learning.

Introduction

KEY TERMS

Coronavirus: Refers in this document to both the novel coronavirus known as Sars-CoV-2 and to the disease it causes, COVID-19.

Face Coverings: Refers primarily to a **cloth mask** that covers both one's nose and mouth in order to trap potentially infectious droplets that are released when the wearer talks, coughs, or sneezes. In addition, using a mask protects the wearer from inhaling potentially infectious droplets expelled by others. **Face shields** are a clear plastic sheet attached to a headband that covers the entire face. **Gaiters** are a closed fabric tube pulled over one's head to the neck that can be pulled up to cover the nose and mouth. Boys will be issued three (3) masks and three (3) gaiters. Solid-color masks of their choosing are also okay. Either a mask or a gaiter must be worn with a face shield. School-issued face coverings will be distributed at time of text book distribution.

PPE: Personal Protective Equipment

Self-Quarantine: Voluntarily limiting one's circle of contacts or "bubble" to immediate family in order to prepare to attend McCallie in person, healthy, and Coronavirus-free.

Quarantine: Two-week isolation for an individual who has been exposed to Coronavirus. Necessary contact with others would occur with strict health and safety precautions like masks, face coverings, PPE, and social distancing.

Isolation: Immediate separation from others due to infection with Coronavirus. Necessary contact with individuals in isolation occurs as in quarantine.



CLOTH MASK



FACE SHIELD



GAITER



SELF-QUARANTINE



QUARANTINE



ISOLATION

For a Safe and Healthy Community

Following the recommendations outlined in this report allows the McCallie community to be together on campus as safely as possible.

It is a must that everyone works diligently to comply with these measures. As always, we have high standards and expectations for our boys, and we routinely encourage them to accept responsibility. This year will be no different. We expect that our boys will rise to the challenge of embracing protocols designed to keep them and others safe while allowing the pursuit of their education and interaction with their teachers in person on campus.

ABOUT CAMPUS VISITORS

McCallie has always had an open and welcoming campus. During this time of pandemic, however, we ask that our constituents – including parents, alumni, and former parents – stay away from campus unless there is an absolute need to be here. Parents who are dropping off or picking up students should not get out of their cars. If someone must visit campus, they will need to receive permission from the department they are visiting and be prepared to conduct a health check before coming on campus as well as following all health and safety protocols, especially wearing a face covering.

Detailed procedures for Drop Off and Pick Up will be shared with families in a further communication.

Student Health Center

We have increased the staffing of our Student Health Center to address the increased demands of mitigating the impact of the Coronavirus pandemic. Be on the lookout for additional communications from our Student Health Center regarding testing and other SHC requirements.

**Director of Student Health Services:
Kristen Smith, RN, BSN**

Phone: 423-493-5640

Fax: 423-493-5428

Hours: 7:00 am to 11:00 pm - Open
11:00 pm to 7:00 am - Nurse on
Call who lives on campus



For a Safe and Healthy Community

DETECTION BEFORE SCHOOL BEGINS

Detecting positive Coronavirus infection in members of our school community before school begins is essential to decreasing the likelihood of other people being infected.

» **Testing: All students, faculty, and staff must be tested for Coronavirus and submit their test results to the school before school begins.**

- > The test must be a Polymerase Chain Reaction (“PCR”) test.
- > We will accept test results dated August 7 or later.
- > The PCR test may be from anywhere Coronavirus tests are administered.
- > Galen Medical will provide testing on McCallie’s campus. Space is limited. PCR testing appointments are available on August 7 and 8. Appointments can be reserved online using [this form](#) and by calling Galen Medical at 423-618-9006. There is a charge for this testing.
- > Hamilton County provides free PCR testing at [these locations](#).
- > Boarding students who are unable to present PCR test results will take a rapid antigen test when they arrive on campus.
- > PCR test results (positive or negative) must be uploaded using the Magnus Health portal. Specific instructions regarding how to upload will come from the Student Health Center before August 7.

> If an individual receives a positive PCR test result, they must quarantine for ten (10) days, be symptom-free, and receive written clearance from a doctor before returning to school in person. While in quarantine, students may attend school remotely.

» **Self-Quarantining: All students, faculty, and staff must self-quarantine beginning Friday, August 8 until the start of school on August 18.**

This means stay home, don’t go anywhere that is not vital, and limit interactions with others to one’s immediate family. Parents will be asked to sign a Coronavirus disclosure document through the Magnus Health portal that states, among other things, that their son did comply with the self-quarantine from August 8 until the start of school on August 18.

» **International Students:** International students may begin arriving on campus on August 7. Boarding students who are unable to present Coronavirus test results will take a rapid antigen test when they arrive on campus. After taking this test, they will self-quarantine on campus. Students in self-quarantine will be supervised by our Residential Life faculty, Student Health Center nurses, and school counselors. Detailed information will be provided to international families via email as well as during a scheduled online meeting.

» **Coronavirus Forms:** Parents will be asked to sign a Coronavirus disclosure that states that they have been informed of the school’s protocols to mitigate the risks involved with Coronavirus, test results, self-quarantine, and a consent for participation.

For a Safe and Healthy Community

PRECAUTIONS DURING SCHOOL

Being disciplined about following precautions routinely will help lesson the spread of Coronavirus in our community. The following are mandatory precautions.

- » **Daily Health Screening:** Community members must answer a set of health screening questions and take their temperatures each morning. McCallie has partnered with a software development company to record screening information. Details will follow regarding how to download this app.
- » **Dress Code:** Until further notice, McCallie's dress code will be relaxed so that students and male faculty will not be required to wear a tie. Further communications will outline appropriate dress.
- » **Social Distancing:** Everyone is expected to keep a distance of six (6) feet from other people especially in lines, in the classroom, in meetings, at tables. There will be markings on the floor in certain areas and furniture in certain areas to help space people properly.
- » **Frequent Hand-Sanitizing:** Each community member should wash their hands frequently. We have installed hand sanitizing stations in locations throughout campus.
- » **High-Touch Surfaces:** We have turned off water fountains; touchless fountains for refilling water bottles will be available at various locations throughout campus. In addition, sharing equipment and supplies is not recommended.
- » **Drop Off and Pick Up Procedures:** Details to follow from Middle and Upper School Principals.
- » **Face Coverings:** Everyone on campus must wear a face covering at all times except in an area designed for a "mask-break" or in an outside area where social distancing is practiced. Wearing a face covering is not necessary if you are working alone in an office or dorm room. Residential roommates do not need to wear masks when together in their own dorm room.
 - > Each student will be issued three (3) masks and three (3) gaiters. Details about when and how will be shared in a further communication.
 - > Faculty and staff will also be issued face coverings and other PPE as needed.
 - > Masks must be cleaned regularly.



For a Safe and Healthy Community

» **Increased Disinfecting:** Our physical plant staff will increase the frequency of cleanings throughout campus. They will use the mildest, effective chemicals available, and they will deploy electrostatic misters in the evenings to ensure all surfaces are thoroughly covered with disinfectant. We will also increase staff during the day to disinfect touchpoints.

» **Transportation:** Whenever school buses are used, students and faculty must wear face coverings, and seating will be limited to one person per bench seat or fifty (50%) capacity. Drivers and physical plant department members will follow protocols to clean buses thoroughly after each use. Hand sanitizer will be available and required for all passengers.

» **Decreased Density:** Bathrooms will have limits on capacity. Social distancing will be in practice at all times. All facility-use by persons who are not current students, faculty, or staff is suspended until further notice or unless granted special permission in writing by the head of school.

» **Signage:** We have placed signs throughout campus to remind community members of wearing face coverings, social distancing, handwashing, and other health and safety protocols.

» **On Campus Testing:** McCallie's Student Health Center has been approved to and, as needed, will perform on-campus antigen testing for Coronavirus. McCallie can know the results of these tests and can isolate positive cases, often within twenty (20) minutes.



MASK WEAR AND CARE

from the Student Health Center

- » Wash your masks every day: either machine wash with detergent, or by hand with warm water and soap/ detergent. Dry either on high setting in the dryer, or leave open to air to dry completely in direct sunlight.
- » Perform hand hygiene—wash frequently for 20 seconds with soap and water, or use hand sanitizer before applying and after removing your mask.
- » Make sure your mask fits snugly around your face, covering your nose and under your chin.
- » Don't touch the outside of your face covering—if you touch the outside—perform hand hygiene.
- » Remove your mask using the ear loops and fold the outside corners together.
- » Don't forget to wash your hands after removing your mask.
- » Keep spare masks with you at all times, as you will be required to change your mask at least one time each day. Don't wear a damp or soiled face covering.

For a Safe and Healthy Community

RESPONSE TO POSITIVE CASES

The Student Health Center in consultation with our school doctor, the Hamilton County Health Department, and other health care professionals, has developed these general guidelines. More detailed information is available from the Student Health Center.

It is not possible to eliminate completely the risk of Coronavirus. We fully anticipate that there will be members of the school community who contract Coronavirus during the school year.

The following outlines how we will monitor and respond to positive or suspected cases.

» **On Campus Testing:** McCallie's Student Health Center has been approved to perform on-campus antigen testing for Coronavirus. The Student Health Center may perform testing on an as-needed basis and pursuant to the school doctor's orders. McCallie will know the results of these tests and will isolate positive cases, often within twenty (20) minutes. Per CDC guidelines, if an individual receives a positive test result, they must quarantine for ten (10) days, remain fever free for 24 hours, have improving symptoms, and receive clearance from a doctor before returning to school in person. Anyone who tests positive while at school will be isolated until arrangements can be made for them to go home.

» **Symptom Based Protocol:** Per CDC guidelines and based on input from our medical staff, if a person presents with COVID-19 symptoms, the isolation protocol will be in effect, including contract tracing for possible exposure of

others. Please note, a negative test – PCR or rapid antigen – will not suffice to remove an individual from quarantine or isolation if they present symptoms of the virus. The Student Health Center will work with the student's family regarding next steps.

» **Areas for Isolation:** We have created isolation rooms in the Student Health Center to hold individuals who test positive until they are able to return home or to appropriate areas in their dorm for quarantine. We also have contingency plans to utilize other facilities for positive case, high risk, or symptomatic persons, if needed.

» **Contact Tracing:** McCallie's Student Health Center personnel and trainers have completed contact tracing training through Johns Hopkins and will perform contact tracing where applicable in coordination with the Hamilton County Health Department.

» The goal of contact tracing is to notify individuals of possible exposure.

» Persons who test positive, are symptomatic, or who are identified as having had significant exposure through contact tracing will need to return to their homes as soon as travel arrangements can be made. They will participate in online learning until they are able to safely rejoin the community in person. We have limited space for quarantine rooms and areas for isolation on campus for students who are unable to travel due to distance. We understand this may be a hardship for families; however, this policy is an effort to protect the resources and health of the school, staff, students, and greater McCallie Community.

Teaching & Learning

We have prepared for this fall a learning experience that provides for most students to learn in person on campus in as safe an environment as possible.

Our plan involves a hybrid/hyflex experience. **“Hybrid”** refers to situations where some students or teachers participate remotely either for health or space reasons. **“Hyflex”** refers to being ready to transition most or all of the McCallie community to an online environment in response to heightened pandemic circumstances. Moving to Hyflex would be a last resort as our preference is to engage in learning in person together on campus. Some schools, particularly elementary schools, are moving forward with students in “pods” or “cohorts” to decrease the interactions between students. We have determined that it is not possible for McCallie to deliver the education and experience that students need through a cohort system because students have unique course selections and placement requirements.

» **Online Learning Platform:** We will utilize the Zoom platform that we used in the spring. Classes will be recorded and students can access the class recording for up to forty eight (48) hours after class.

» **Social Distanced Classrooms:** We have reconfigured each instructional space so that students and teachers are six (6) feet apart. This has been achieved through a combination of scheduling students, asking some teachers to pick up additional sections, removing unnecessary furniture from classrooms, and using additional rooms as classroom spaces (e.g. Brock-Lazenby, Senior Lounge/Writing Center, Chapel stage). Middle School students will not use lockers until further notice.

» **Assigned Seating:** Students will have assigned seats in order to assist with contact tracing if necessary.

» **Face Coverings:** Teachers and students will wear face coverings while in class.

» **Disinfecting:** Hand sanitizing stations will be in each classroom; students may be asked to assist in wiping down desk surfaces and other “high touch” areas during classroom transitions.

» **Relocation:** We will utilize Alumni Hall as the Learning Center.

» Seating is arranged three (3) per table to coordinate with breakfast and dinner plans.

» Tutors will be provided with PPE.



Teaching & Learning

» **Student Technology:** Students are required to have headsets and bring their own device (note: the school has additional computer devices it can issue to students or families who do not have their own).

» **Contingency Planning:** At this time we do not intend to alter the yearly calendar. If pandemic conditions warrant, however, we would end most classes around Thanksgiving. In this scenario, we may offer a modified T-Term in the weeks between Thanksgiving and Christmas, and we may return from Christmas break slightly later in January. We have to wait until later in the year to make a call on these times.

» **Daily Schedule:** We will modify the daily schedule as follows:

For Hybrid: Seven (7) period rotation with chapel/advisory, adjusted to increase our ability to social distance.

For Hyflex: If we must shift to Hyflex, a modified schedule will be published.

The school has acquired the following technology to assist in recording classes and outfitting new spaces being used for instruction:

- » 4 stand-alone projectors and speaker systems to be purchased for new class spaces
- » 2 printers for Alumni Hall
- » 20 LogTech latch-on cameras for Learning Center computers

In order to provide a higher quality online learning experience, many faculty members participated in professional learning over the summer:

- » Classes with Global Online Academy on hybrid teaching
- » Reimagining Online Learning course through North Carolina Association of Independent Schools
- » Classes with Global Online Academy on assessment and performance tasks



Food Services

Sodexo will follow its reopening guidelines specifically designed for health and safety in the food service industry. We have also requested that Sodexo employees adhere to all of McCallie guidelines relating to the testing and health screening of employees.

» **Social Distancing:** Whenever the Dining Hall is used for food service, seating will be limited to three (3) persons per table (capacity of 189).

» **Face Coverings:** Community members must wear masks except when seated and eating.

» **Extended Hours:**

Breakfast:

> Breakfast will be served weekdays from 7:30–9:00 am and weekends from 8:00–9:00 am.

> There will be a limited hot breakfast options in the servery.

> Capacity is limited to fifty (50) persons in the servery at any one time due to social distancing requirements.

> There will be a grab-and-go option for students beginning at 8:00 am each day on the patio.

> The RISE program will continue on a limited basis and subject to the maximum occupancy guidelines.

Lunch:

> Lunch will be served in three (3) shifts according to the regular school day lunch schedule.

> Lunch will be served in the Sports and Activities Center.

> Students will stand in line at six (6) foot increments through Davenport Gymnasium where they will pick up a lunch box options. Students may eat lunch in designated areas throughout the SAC or outdoors.

Dinner:

> Dinner will be served in two forty-five (45) min shifts that coincide with the boys' afternoon activities:

Shift 1 - 5:30–6:15
CLEAN - 6:15–6:30
Shift 2 - 6:30–7:15
CLEAN - 7:15

> Residential families may eat in either the main dining hall or the Brock-Lazenby rooms and may sit together as a family.

4th Meal:

> 4th Meal will be served at its regular time.

> Grab-and-go options will be available.

Residential Life

The Coronavirus pandemic requires that we take extra precautions in the dorms. We, however, still want the overall experience to provide boys with a sense of community and a comfortable place to call home. Keeping everyone safe and healthy requires that we follow the following protocols.

» **Face Coverings:** A boy and his roommate do not need to wear a mask in their room. Masks must be worn for group meetings in common areas or when traveling to another room or another dorm.

» **Social Distancing:** Social distancing should be observed as much as possible in the dorm setting. This includes while in dorm rooms for non-roommates (note: no more than four (4) boys may ever gather in the same room), common areas, faculty apartments, shower rooms, restrooms, and any outdoor spaces around campus.

» **PPE:** Faculty who are on duty should wear a mask or other PPE.

» **Decreasing Density:** Shower and bathrooms will have maximum occupancy guidelines posted. We will install a hook for face coverings to be hung on by each sink while boys are showering.

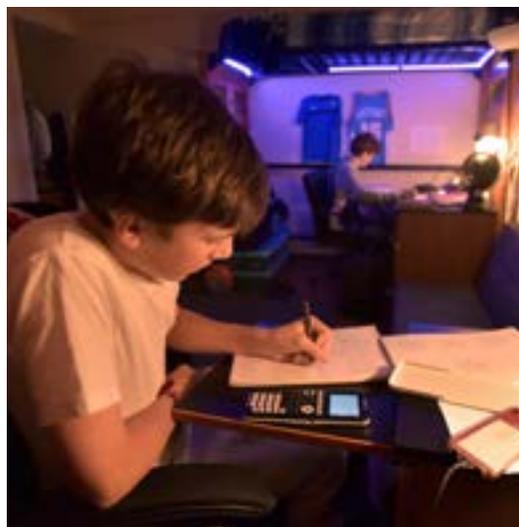
» **Daily Health Screenings:** Boarders should have their own thermometer to take their temperature each morning and answer health screening questions before leaving the dorm via the Ascend app.

» **Room Inspections:** There will be a daily Room Inspection and checklist to ensure cleanliness.

» **Study Hall:** Study hall will run from 7:30-9:15 pm with a staggered 4th meal beginning at 9:15 pm and running through 10:00 pm. Boys will stay in their rooms and not move throughout the building to other rooms or other dorms during study hall.

> Boys' dorm room doors will be open for the entirety of study hall.

> The boys can use Facetime/Zoom to meet with teachers/classmates as needed.



Residential Life

» **Weekend activities:** Weekend activities will be run mostly as normal with some different activities throughout the fall. Boys will be expected to follow the general health and safety guidelines of wearing face coverings, social distancing, frequent hand-washing, and decreasing density.

» We plan to use the outdoors as much as possible during the first few months of school.

» Big 5 should be able to run as normal, with all outdoor events played in the first few months.

» **Blue Slips:** Boys will be allowed to blue slip only with their parents through fall break; however, they are strongly encouraged to stay on campus.

» **The RA Role:** RAs will be trained heavily during orientation on safety protocols for residential living. RAs will be a presence in their dorms, wear masks when on duty, and will adhere to all social distancing guidelines.

Detailed communications will be shared in early August regarding move-in and boarding student orientation.



Athletics, After School Activities, and Return-to-Play

Each varsity sport has developed and will follow training and practice guidelines that are consistent with each sport.

» **Face Coverings:** Face coverings are required except when boys are actively engaged in training or exercise outside.

» **Social Distancing:** We have audited locker room space to ensure we are able to maintain social distancing. Some sports will utilize locker rooms in shifts and some temporary outdoor locker rooms will be erected.

» **Sports Offerings:** The following Fall season varsity sports will begin as follows

In full

Cross Country
Football
Golf
Tennis
Ultimate Frisbee

» TSSAA Return-to-Play Guidelines

Partially

Crew may begin with limited training. No final decision regarding use of shells on the river or use of our new boat house has been made.

Suspended

Climbing not available
Choral Music not available

» **Expanded Offerings:** We will expand extra curricular offerings to include the following:

» On-Campus: M-Fit, Golf Center, Parkour, Running, Yoga, Kayaking, Wilderness Skills, Climbing, Lifeguarding, Futsol, Squash, Robotics, Martial Arts, etc.

» Virtual Experiences: E-Sports, Fitness (CrossFit/HIIT, Erg., Peloton, etc.), Outdoor Programs, Enrichment Courses.

» Co-curriculars: Independent research, Enrichment Courses, Internships, Community Service, T-Term inspired courses, Arts, Forensics, Music, etc.

» Off-campus Opportunities: Roller Hockey/ Box Lacrosse, Mountain Biking, Climbing, Golf, Running, Fishing, Paddling (Kayak, Canoe, SUP).

» History Day, Science Fairs, Test Prep, Research, Internships, Jobs, Philanthropy, Auditions.

» Mentoring and Leadership Opportunities.

» **Decreasing Density:** Whenever possible, we will limit extracurriculars to cohorts of ten (10) or fewer students. Coordinate activity possibilities are still being considered.

» **Activity Credit:** We will consider allowing club sports and travel teams that are unaffiliated with McCallie to count as a McCallie activity. This is only a temporary accommodation.

Spiritual and Mental Health

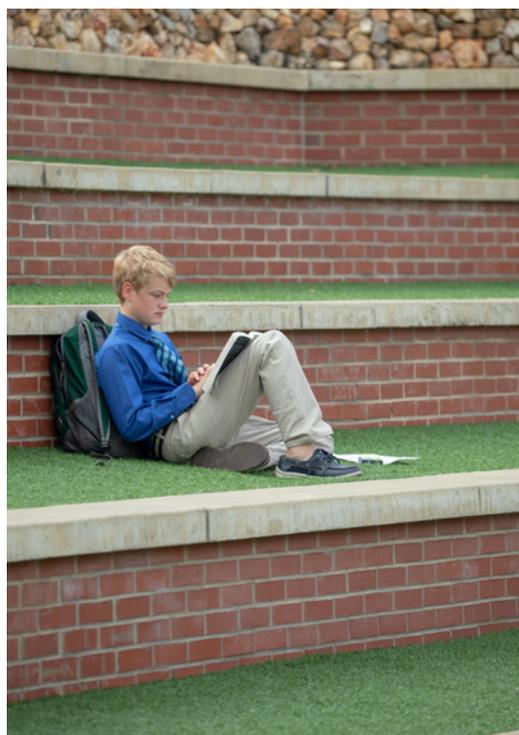
The safety and health of our community during this pandemic includes our spiritual and mental health.

Changes in our routines and ways of living are stress-provoking and create anxiety. The need to be together and share with one another is greater than ever. The following actions have been identified in order to care for our community.

- » **Relieving Stress:** We will create outdoor spaces where students and faculty can relax, decompress, and remove facial coverings. As mentioned above, there will be a more relaxed dress code. We will continue and expand our support of students, faculty, and staff.
- » **More Awareness:** We will expand our emphasis on mental health. Our Counseling Center will play an even larger and more visible role in our gatherings and communications. In addition we will expand our advisory curriculum to include topics related to the pandemic. We will have more regular communications with parents and outlets for parents to express their thoughts, concerns, and feelings.
- » **Training:** We will have special training for faculty during Faculty Normal and special training for Resident Advisors, Day Student Advisors, and student leadership organizations during orientation.

» **Safe Gathering:** Chapel will remain a focal point for our community to gather but will be experienced in a variety of ways depending on the nature of the chapel program, including:

- > Gatherings in Spears Stadium.
- > Gathering by class or other small groups in the Chapel or SAC.
- > Gatherings in classrooms via Zoom.



Other Areas of Operation

THE BOOK STORE AND POST OFFICE

There will be times designated during orientation for parents to visit the Book Store.

It is highly encouraged for parents to make Book Store purchases through the [online store](#). While visiting the Book Store and Post Office, health and safety protocols apply.

» Shop the bookstore online

- » **Face Coverings:** Everyone who enters the Book Store or Post Office must wear a face covering.
- » **Social Distancing:** Signage and floor markings are reminders for people to stay six (6) feet apart from others, especially while waiting in line. Plexiglass partitions have been installed at the cash registers to create a barrier.
- » **Decreasing Density:** No more than fifteen (15) persons, excluding Bookstore staff, will be allowed in the Bookstore at any one time. No more than three (3) will be allowed in the Post Office lobby at one time.
- » **Sanitizing and Disinfecting:** Persons entering the Bookstore should use hand sanitizer. High touch areas will be routinely cleaned.

- » **Scheduled Book Store Visits:** During the school year parents must schedule visits to the Book Store or other areas of operation in advance. They will be asked to check-in at security to perform a health screening.

More detailed communication regarding book distribution and financial aid book distribution will be shared in early August.



In Conclusion



As you can see, many people have devoted a good part of the summer to thinking through the many moving parts and pieces of a large boarding-day school, carefully considering the health, safety, and well-being of our students, faculty, and staff. The challenges of the Coronavirus pandemic are many, but we believe we have developed a workable plan that will allow most of us to return to campus. Because the pandemic situation is ever-evolving, as a school community and as individuals, we must remain patient and adaptable. We

must continue to be responsive to current information. We will continue to monitor information from the CDC, State of Tennessee, Hamilton County Health Department, and our school advisers. We will keep the PDF version of this report on the Back-to-School webpage updated as information changes.

I want to thank the many people who have been involved in the work of the Reopening of School Task Forces. These faculty and staff members brought their expert perspective and attention from the areas for which they are responsible and collaborated seamlessly. A special thanks goes to Assistant Head of School Kenny Sholl who has spearheaded this initiative.

As with the start of any school year, there will be more logistical information and details to come from the many people managing different areas of the school. The purpose of this report is to share with you the health and safety protocols we will live with in order to make learning together on campus as safe as possible.

A handwritten signature in blue ink, appearing to read "A. Lee Burns". The signature is stylized and fluid.

A. Lee Burns, '87
Head of School