Option 1 – 100% Return

Between May 21 and May 31, 2020, MIT community members were invited to provide input into decisions about the 2020-2021 academic calendar via a Community Feedback Survey on the Team 2020 community engagement website (among other opportunities). We received roughly 900 complete and another 900 partial responses, including more than 27,000 comments in response to open-ended questions.

Team 2020 is deeply grateful for the expertise and efforts of Jonathan Schwarz, Andrew Bell, and Ayn Cavicchi from MIT's Office of Institutional Research. They created narrative summaries of the option-specific comments from undergraduates, graduate students, staff, and faculty which are presented below.

Undergraduates: 616 Respondents

Option 1/UG: Are there particular aspects of this option you find appealing or compelling?

Option 1, allowing all undergraduate students to return to campus but maintaining social distancing and public health interventions, was appealing to numerous students.

Many students indicated that they had a strong desire to return to campus and to "*return to normalcy*" as quickly as possible. Several students described the on-campus community as being critical to a complete and meaningful MIT experience, one stating succinctly – *"Campus culture is important to the development of individual and class identity, so being able to return to MIT in full force is appealing."* Another student described the necessity of the experiential component of an MIT education:

> As MIT's educational quality primarily comes from having access to peers and instructors to work together with and learn from, this option would likely result in the highest educational value of all possible options due to it reuniting the MIT community.

Additionally, many students indicated that the on-campus experience, living among peers, and hands-on learning played an essential role in their wellbeing, sharing that MIT should "prioritize the mental health and quality of life of the undergraduate community."

Some students stated that *"MIT is much more than just education"* and that *"having a community back on campus seems important,"* even if it requires social distancing. Students also stated that having access to on-campus resources was key to their particular educational specialization, sharing that being in the lab and hands-on learning is not replicable remotely.

> I would love to be able to take classes in my major that are more technical and are impossible to move online. As I am about to be a junior, these are essential to finding jobs and gaining more experience, so being able to access these MIT services in a safe way would be great.

Option 1/UG: Are there particular aspects of this option you find challenging?

Although many students found a return to campus appealing, some students indicated they believed this option presented a significant risk to part, or all of the Institute population. Some students were concerned about at-risk populations, older or immunocompromised community members, and placed them at heightened risk of COVID infection.

> *Realistically, once on campus, I would find safe social distancing extremely difficult and stressful to uphold if the same number as usual of students are on campus. As much as that would be appealing, realistically, I feel as though it poses more of a risk to those vulnerable than beneficial to the rest.*

Several students stated that although they found a return to campus appealing, they would only be comfortable doing so with substantial and effective public health measures to ensure their and their peers' safety. Without those, students expressed concern that *"[undergrads] may not follow the social distancing guidelines."* Frequently their statements related that without effective testing and tracing on campus, it was infeasible to have a full return of undergraduate students - *"the idea [Option 1] rests upon several "ifs", including the improvements of testing and tracing, and a large second wave not effecting Boston in the Fall."*

Additionally, many students were skeptical about their peers being able to "*properly maintain social distancing and other precautions*." Another student shares that they didn't think "*it would be very feasible to keep everyone in dorms nor keep them safe with social distancing*," a sentiment echoed by many other students.

There was also concern that "*dorms would need to be changed to help prevent disease transmission. Singles only, and no communal kitchens."* Shared housing spaces such as bathrooms and meal spaces would need to be clean to minimize the risk of transmission. As one student communicated, it may not be possible to ensure "*social distancing in a dorm with common bathrooms (10 people share the bathroom I used)."*

Some students thought Option 1 was a bad idea due to the risks of infection spreading on campus. Other students stated that they were concerned about *"a possible wave of infections in the dormitories, and being sent home again."* One final statement by students helps to convey the dangers of a premature feeling of returning to normalcy – "*While people are eager for this return to normal, I'm not sure how effective this would be in making sure everyone stays safe. The idea of heavier rule enforcement also worries me, as it opens up the floor to a larger expression of biases."*

Option 1/UG: How would you improve this option?

- **PPE/Testing/Tracing/Disinfection**

  The only way this is feasible is with good contact tracing and testing.

  Require all students and staff to be tested before and upon arrival to campus. Install safety measures such as temperature checks and provide face masks and disinfecting supplies to allstudents. In addition, create contract tracing for all members of the MIT campus. Daily disinfecting of common areas.

- **Limiting Access**

  Restrict access to campus, such as only allowing students, faculty (and those with special permission) into buildings and centers. That would decrease number of people in places like the

infinite which tend to have a lot of tourists. It's also important to know that lots of students rented out apartments with other students, so there will be more space on campus if we allow these students to live in these apartments.

- **Allowing student interaction:**

  Not limiting undergraduates to only 1 person a room. Allowing for doubles.

  See if there is a way to put select students in the same dorm room; if they have similar classes or interests and already overlap in many areas for potential contact, that may be one option worth looking at to fix a housing issue.

- **Offer a remote option:**

  Offer a completely remote option for students who want to isolate themselves at home and for international students who are unable to come to the US

  Because international students will likely not be able to return due to visa issues (as I understand it), many classes will have to have some remote option. This option might as well allow any students to choose not to come back to campus: if students choose this option, it will put less strain on MIT facilities and allow for this plan to be safer.

Graduate Students: 201 Respondents

Option 1/G: Are there particular aspects of this option you find appealing or compelling?

Option 1 was widely seen as a bad idea by graduate students, however a number of respondents identified the appealing aspects of the plan. Like many respondents across role, graduate students found the idea of a return to campus and normalcy desirable, stating *"return is tempting to try and go to what is as close to 'normal' as possible".* Another shared that *"it would best replicate the "regular" MIT experience"* Additionally, it was seen as equitable, ensuring that *"all students get the opportunity to come to campus"*

Another appeal of Option 1 was related to the quality, value, and experience of an on-campus education. Some graduate students shared that Option 1 appealed because it allowed students to receive the *"benefit from the full value of the education they signed up for".* Another focused on maintaining the *"expected quality of an education"* adding that, *"allowing everyone to return is the only option".* One graduate student clearly shared the appeal of a full return to campus, and the desire to return from a remote learning environment:

> *Getting as many students as possible back to campus is very appealing and I think that MIT should go to whatever lengths are necessary to let that happen. Online learning has been necessary but is absolutely not sustainable long-term given the many varied obstacles students may face to learning at home and the lack of in-person college experience that most people are looking for.*

Other graduate students shared that one appeal of Option 1 was that it could *"potentially allow MIT to preserve the on-campus experience."* Some respondents emphasized the importance of the in-person MIT community to younger student stakeholders, stating *"it's important for first years to have a bonding experience on campus"*, another adding that *"being on campus is a major component of the university/residential learning experience."* One respondent succinctly described the importance of the on-campus community to the student experience:

> *Much of MIT's appeal to undergraduates revolves around its collaborative approach to learning and strong focus on community, which are best upheld by having all undergraduates on campus. MIT's hands-on approach to learning is also best maintained by allowing students access to campus spaces.*

The final frequent appeal of Option 1, centered around at-risk stakeholders in the student population. Graduate students shared that "*this might be a better experience for some undergraduate students who find being home challenging or disruptive*". Others identified that even in normal circumstances, MIT provides key resources to at-risk students, one sharing *"independent of the Pandemic, being on campus provides housing, food, and resources to less privileged students."*

Option 1/G: Are there particular aspects of this option you find challenging?

As mentioned in the previous section, Option 1 was seen as a poor idea for a number of reasons. Primarily, graduate students expressed concerns that the plan was *"incredibly expensive and risky"* and *"exposes everyone to a lot of risk."* Others stated that it was "*blind to the many constituencies who*

would be put in danger." Other graduate students addressed these constituencies directly, one stating that Option 1 would put a *"strain on staff and faculty to remain safe with all undergraduates on campus"* another adding that *"It's also likely that many international students will not be able to enter the country."* One graduate student explains the concern clearly:

> *I think this option makes researchers, faculty, workers and the rest of MIT community, except for undergraduate students, in a greater risk, given the numbers and the living accommodation of this particular group.*

Dovetailing with concerns about risk, were concerns about the ability to adequately enforce public health requirements among the undergraduate population. Some respondents shared that they thought ensuring compliance with public health requirements was logistically difficult for a variety of reasons. One graduate student stated that because *"undergraduate classes are generally more packed in comparison to graduate classes"*, it would be *"difficult to maintain physical distancing"*, adding that *"to keep an eye over a large number of undergraduate students to ensure that safety protocols are upheld can be challenging, especially when it comes to housing."* Another graduate student addressed the difficulty of dealing with the event of an infection in campus housing:

> *If an outbreak occurs in a dorm (which seems likely, given how difficult it will be to maintain social distancing among students who share a bathroom and eating space and frankly, will party), how will it be dealt with? Are you going to the close the dorms and send potentially exposed/infected students home*?

A number of graduate students stated bluntly that trying *to "regulate social distancing with 100% of undergraduates on campus"* would be *"nearly impossible"*. Others described additional factors complicating enforcement – *"Bringing the undergraduate students in from all over the world, sharing rooms, COVID spreading like wildfire due to hard to control social distancing for young adults for a long period of time in a dense city like Cambridge."*

Graduate students were also concerned about the logistics of housing undergraduates during a 100% return. Respondents explained concerns about campus capacity, one stating *"There is not enough housing and this would displace graduate students."* Other respondents suggested that "*Taking up hotels and other spaces in the community sounds expensive as well as risky."* Another suggested that in addition to cost, many students were unprepared for off-campus housing – *"Living off-campus is not something all students are ready for in order to depopulate the campus, let alone for the Institute to bear this cost."*

Finally, others reiterated their belief that this was a poor option:

> *It seems unrealistic and fanciful such that it is likely to capture the worst of both worlds: plenty of spreading of COVID and course instruction made weaker by trying to support both quasi-in-person and online.*

Option 1/G: How would you improve this option?

- **Risk Mitigation**

    > *1. Possible request test results before arriving campus. 2. Arrive on campus 14 days earlier to allow for on-campus testing and contact tracing 3. Implement contact tracing techniques to students on the summer prior to returning*

All students (in the dorms or not) should be tested for COVID 19 twice on arrival at the institution

Perhaps allow special accommodations for students or staff that have an at-risk family member they will be interacting with, or are at risk themselves.

It would be necessary to significantly increase cleaning in residential buildings. It would also be necessary to increase testing capacity. For example, as you enter the residential building, you receive a test and then wait for ~15min to receive your result before entering. If you test positive, you will need to quarantine in your room/apartment and all passages used to get there must be immediately cleaned. If we can increase the speed of test results and reduce the cost of testing such that this is possible, it may be feasible to have everyone on campus.

Allocate as many residential roles as possible to students themselves to reduce interactions with people outside of their own living group. Give students resources to cook for themselves (cookware, lessons, basic ingredients) in places with kitchens. Elsewhere maybe partner with local businesses to get regular food delivery. Dining halls seem like a big no (also MIT should stop pushing meal plans on students in general).

I would make students wear masks and gloves when they step outside/interact with people. I would make it a point to wipe everything down (e.g. every half hour) when students are entering/exiting facilities. I would also make students log how they're feeling at the beginning of the day and end of the day (say a 5-minute survey) and if any flags come up, I would have someone from MIT medical get in touch with them.

Staff Members: 133 Respondents

Option 1/S: Are there particular aspects of this option [100% return] that you find appealing or compelling?

This option held much appeal for staff participants who wrote comments in the survey. Reasoning ranged from it is a "**return to normalcy**" to "*coming together to deal with the crises as a **community***" Many shared comments about the students' desire to be back on campus. "*Would love to know that we are ready to bring back 100% of students, and get back to normal*." Although this last comment welcomes a return to normalcy, it has echoes of an issue that some staff expressed, concern for the **physical health of the community**.

> *Under this health crisis and having to bring back 3,000 students even under strict rules I don't see this option as appealing. Bad idea, people don't admit being sick, instead, they continue going to work or attending classes*

Nevertheless, most of the staff comments found the appeal of opening the campus with a 100% return of the students. Other thoughts from staff indicated the ability to address issues of **inequality** through this option.

> *This appeals in that undergraduate students will feel more included in the overall life of the campus. It also helps address issues of equity for students whose home lives may not allow for access to the resources required (stable internet connect, computers, space to study) for them to be full participants in the classroom*

Others expressed their belief that an MIT education is a "*hand-on environment*, the research and work **cannot be done online**." More so, some emphasized the "***residential experience***" as paramount. "*We cannot underestimate the importance of a residential experience and physical access to labs as part of the world renowned MIT education*."

Some expressed concern that MIT might lose students if the institute remains closed.

> *I find this compelling because students want to be on campus. This will ensure viability of MIT in the future and decrease the risk of students deferring or declining admission*

Option 1/S: Are there aspects of this option you find challenging?

Challenges raised in the comments from staff focused primarily on issues of achieving and sustaining compliance with **risk mitigation guidelines**, complexity of **housing all undergraduates**, and concerns about **safety for the community** at large.

Many staff brought up issues of safety and in particular logistical concerns such as public transportation and contact between staff and students.

> *Fear of taking public transportation / working in open office with no safety features for staff member from direct contact with students and general public. Staff will need social distancing security and safety features working with colleagues, students and general public*

Staff comments related to gaining compliance from students focused on the inability to monitor students' compliance question who should have oversight of guideline adherence.

I think it will be difficult to safely house 100% of students. In addition, although students may be asked to social distance in classrooms, I don't think it would be feasible to monitor students' actions outside of classes

Undergraduate students will struggle to comply with social distance measures & COVID policies. Those in emergency housing (undergrad and grad) are already struggling with compliance. Who enforces these strict guidelines? We would need to increase housing security to patrol and document issues, which doesn't feel like MIT. We don't have the infrastructure to enforce this consistently and equitably

A number of issues involving housing and the ability to separate sufficiently for *safe distancing* putting staff at risk were offered in the comments.

It seems that this model will be difficult to enforce and may not be completely feasible from a housing perspective. Increased density also puts more personnel at risk

Many shared doubts about the use of hotels being any safer, in addition, to concerns of infection being introduced from residences beyond the campus to the surrounding community.

The logistics of housing seem challenging, and then the notion of using outside housing venues (such as hotels) - would the hotels be MIT exclusive? How do we know something is not being brought from these outside places into our more controlled environment?

Option 1/S: How would you improve this option [100% return]?

A few suggestions for improvements to the option were offered by staff. Several thought that the **start date** should be moved back to accommodate **time for logistical planning** and taking advantage of possible improvements to **treatments for the virus**.

I don't think 3 months would be a feasible amount of time. I say we have this as an option come January. Keep students at home for the fall, re-evaluate in second semester. This gives us ample time to plan and take a wait and see on direction of virus and a possible second outbreak in the fall

Others suggested the use of **cohorts** to control and **minimize contact** between students.

Separate the students into 4 cohorts based on department. 2 cohorts take subjects in their major the first half and 1 take GIRs the first half. The second half this is switched. Cohorts live together and access to the campus is restricted to where their classes are located

And regardless of when and how students return to campus, many Staff emphasized the decision should be **voluntary** and **educational support** should be put in place for those who choose to remain home.

Make sure all undergrads understand they have a genuine choice to return or not. Provide an alternative educational path for those who choose to remain with family

Faculty Members: 67 Respondents

Option 1/F: Are there particular aspects of this option [100% return] that you find appealing or compelling?

Comments from faculty about the appeal of Option 1 were nearly equally split between those who view it as a "*good*" option versus those who see it as "*bad*."

We begin with those who **do not find Option 1 appealing**. Comments about what the respondent finds appealing range from a simple "*no*" or "*none*" repeatedly. Still others responded by stating the option is a "*disaster in the making*," "*it could only work if 66% of students defer*," and "*compelling the way a fantasy is compelling*".

The overriding concern with the appeal of Option 1 is the risk of virus spread some associated with a 100% return to campus. One response sums up the comments of others who do not find Option 1 appealing.

> *We are in the midst of a pandemic and safety and health are the highest priorities. This is an unpredictable virus that has serious manifestations even in younger, lower-risk people. The general anxiety level will be very high, since every flu or cold will have the fear of COVID attached to it.*

We received a number of comments about remote education as offered in Option 1. **Some were critical of remote delivery**, "*online teaching doesn't really do the job*." While another expressed that some courses are not conducive to remote learning. "*Much of MIT's curriculum can only be taught on campus. This includes, e.g., much of the chemistry and biology curriculum*."

Conversely, slightly more of text respondents **do find Option 1 appealing**. Many liked the idea of returning to "*normalcy*," while others shared "*having the community whole is appealing*." Many stated a return to campus "*culture*" and "*gives students the opportunity to engage in the MIT experience*," a frequently used idiom in the comments.

Others invoked this as a "*challenge*" for "*everyone to face together in the spirit of One MIT*," and a return is "*worthy of MIT*."

Some commented on the population MIT who are at risk from things other than the virus, in particular, "*it restores to vulnerable students supports they have lost by leaving MIT*." Another's comment on the appeal "*giving people who don't have a place to be is important*."

We end with a quotation from one faculty member who seems to sum up well the appeal of Option 1.

> *I think as much **return to normalcy** as possible would be ideal - however the world is a different place now. I think we'll have to reconfigure what "capacity" means in every situation - classrooms, labs, restaurants, dorms, grocery stores (I'm giving on campus and off campus examples)*

Option 1/F: Are there particular aspects of this option [100% return] you find challenging?

There were many comments about **housing** and the ability to house 100% of students while maintaining "*social distancing*." Some saw this as "*impossible to meet the CDC guidelines*," while others viewed housing students in hotels as "*financially wasteful*."

Overwhelming the comments were **concerns about the risk of disease spread**, a second wave and compliance with distancing plans for mitigation.

Worries about **student behavior** was plentiful in the comments with many not having any confidence in student behavior changing from what it is in any other year. "*The very things that make students want to be on campus are the very things that make social distancing impossible*." And "*There is a real danger to putting thousands of teenagers in confined spaces expecting them to adhere to social distancing guidelines*." And another stated the primary concern of difficulty with compliance, "*This option puts our community, including workers and people in the Cambridge community broadly, at risk*."

Concern of risk of disease spread was abundant in the comments from faculty. "*In the face of a still circulating infection, bringing together a population from wide ranging destinations seems a prelude to disaster*."

There is one possibly mitigating circumstance that many faculty suggested, availability of a vaccine.

> ***If a 100% effective vaccine is developed by August*** *and everyone who returns is vaccinated... or if there can be 100% rapid-response, low false negative testing performed every few days of everyone on campus, it could work*

Option 1/F: How would you improve this [100% return] option?

Although the comments for improvement were filled with many remarks discouraging this option, others did share suggestions.

Increase the likelihood of compliance was a frequent comment. "*Set rules insisting that students and staff don't come to class when sick*." And a stronger voice on compliance "*need strong incentives/sanctions to ensure compliance with the rules to minimize spread*."

Some suggested **testing everyone** as a means of control of disease spread and mitigation.

> *Test everyone frequently, isolate those who are positive. Have a clear threshold of MIT infection numbers that would force shutting down, and post where we are on that metric daily. Create an even stronger culture of protecting each other*

Finally, there is a suggestion that **another option would be an improvement** on option 1--only those students who need to be on campus due to their particular course requirements should be returned, while all others go to remote learning.

> *Majors that can be taught remotely should be taught remotely. This includes math, computer science, management, most of physics, etc. Majors that must be taught on campus should be taught on campus. This includes biology, chemistry, much of engineering, and parts of SHASS*

Other Selected Comments on Option 1

The comments below are excerpts selected by Senior Associate Dean Kate Trimble and First-Year Experience Coordinator Kate Weishaar to present a range of diverse community viewpoints in the words of community members. The excerpts have not been altered or edited from the original submissions.

Appealing

- MIT feels like home to many of its students. In March we were not sent home but sent away from home. For our community and mental wellness, this option exceeds all others.

- It's appealing to have all members of the MIT community in Cambridge. It really helps with the time-zone issues. Additionally, it preserves the possibility of small-group socially distanced outdoor gatherings, which would be highly beneficial as long as the disease risk is managed.

- I mean I think we all want to be on campus and would be crushed if we couldn't. I don't even understand how we are supposed to work on classwork without study groups.

- Students would have access to physical library materials potentially, and new students could see the campus in person.

- We must look out for students' health, which includes mental health. I can guarantee you right now that suicides will increase if we do not make a huge effort to re-create our supportive, cohesive MIT community. If we keep kids isolated in unstable homes (or impose stringent regulations on campus that leave students working alone in their rooms), kids will commit suicide, which is not only a tragedy, but will seriously reflect poorly on MIT (and set MIT back on the progress it was making in mental health).

- It would be massively disheartening for incoming freshmen to adjust to the rigor of MIT without the support of their older peers, and this option gives them the best chance to thrive in their MIT education.

- Em, I was homeless because of being thrown out of undergrad housing, and have since lived in 3 (4 starting next week) different states. Having my home back would be... good.

Challenging

- Campus will become a social-distancing surveillance and police state, to the detriment of everyone but especially underrepresented minorities.

- How would financial aid and tuition work for people who would have to live in hotels? How much responsibility can/will MIT take for those individuals in terms of testing, transportation, and access to campus facilities? Also, this presents a challenge in terms of group work. Much of MIT functions in a community-oriented problem solving space, and a physically distanced learning environment sounds counter-productive.

- This is very unfair for international freshmen who cannot come on campus. I believe inviting freshmen on campus is a priority because they're new to the community, but MIT should at least wait for when it is feasible for everyone to come, because after that initial period, it will be very difficult for international students to integrate into the community.

- How will it be safe? Will MIT coordinate with the greater Boston area (university and greater communities) to have contact tracing available in the city of Boston to make return safe? This is happening in places like South Korea and New Zealand, so it's possible, we just don't have the infrastructure right now, but MIT might be able to leverage for it.

- Meal plans would need to be subsidized (much cheaper to cook for yourself), testing when people first arrive on campus will be difficult if students arrive late at night.

- What is the point of being on campus if we can't even have contact with each other?

- If we are all spread out, I might not be returning to the same living group and have less of a community than at home.

- The residential aspect of MIT is so important to the living groups and splitting up living groups will be contentious and may lead to more "gatherings" as people spend time in common areas to see friends they normally live with.

- I think it's really challenging (as an incoming GRA) to be responsible for enforcing social distancing in the dorms.

- I think we would need to find a lot of space elsewhere and maybe teach outside?

Improvements

- MIT could work with apartment builders in the area and use apartments/off campus housing to help house students

- Professors teach behind plexiglass or remotely

- Break the semester into two halves. Separate the students into 4 cohorts based on department. 2 cohorts take subjects in their major the first half and 2 take GIRs the first half. The second half this is switched. Cohorts live together and access to the campus is restricted to where their classes are located.

- Rather than guaranteeing a spot to return for all 100% of students, offer it as an option to students. Then hold a lottery for available spaces rather than procuring hotel space with the remainder of students taking courses fully online.

- Staggering the arrival of students on campus in waves could help with keeping transmission down. In addition, I believe that many students would be open to more aggressive contact tracing methods that have less concern for privacy if it meant bringing more students back to campus.

- To address the housing shortage, would it be possible to house multiple students in a dorm room in exchange for leaving the room less frequently? For example, there might be students who are okay with remote learning, but can learn much better at MIT than at home (fewer distractions, stronger sense of community, etc.). Could these students be identified and isolated into one or two dorm buildings where multiple students per room are allowed?

- Since part of the curriculum would still be remote, give students the option to return early or come later. This would give students with particular family situations, as well as international students that may have transportation issues, the flexibility they need to still be a part of the fall semester. Of course, quarantining and testing is a must for students returning at different times.

- Allow local residents to choose to stay in their families' homes in Boston / nearby areas

- Begin by bringing back those who are farthest geographically (international students, for example), then, as the situation (hopefully) gets better, bring back more and more students. The last students to be brought back would be those from New England (and especially Boston/Cambridge), as they need the shortest notice to return and are easily accessed by those on campus (i.e. they can easily be sent wifi routers and hotspots in the mail).

- Subsidize or put resources together helping students find apartments in Cambridge area (many students have a hard time finding an apartment and making sure they have a fair lease)

- Allow everyone to come back but provide some form of slight compensation or tuition remission for not coming back to campus to maximize the benefit people would get from coming back and minimize the harm on the community while doing so.

- Equivalent classes at international universities should receive transfer credit for students that cannot return.

- The meal situation could be improved by sponsoring local businesses. For example, currently with Oath Pizza, Tech Cash can be used to purchase for a meal. MIT can reach out to other local companies who can offer a variety of options to cater to certain diets and needs rather than densely populating dining halls and a "buffet" style line of food, which would be a risk for infection.

- I think upperclassmen would be open to the idea of lottery for housing - i.e. if they were not granted MIT housing they must find apartment housing themselves in the area (100 Memorial Drive, central square, etc). I think many upperclassmen would prefer this option rather than not being able to be on campus this fall and seeing friends. Also, allowing the option to opt out of being on campus will allow those with health risks to stay healthy at home.

- Allocate as many residential roles as possible to students themselves to reduce interactions with people outside of their own living group. Give students resources to cook for themselves (cookware, lessons, basic ingredients) in places with kitchens. Elsewhere maybe partner with local businesses to get regular food delivery. Dining halls seem like a big no (also MIT should stop pushing meal plans on students in general).

- Provide a small but meaningful financial incentive for sophomores and juniors to stay at home for Fall, then possibly Spring semester. This should be on the order of 15-25% off of normal tuition as online instruction is of a lower quality. I imagine these tuition savings would be offset by the alternative of housing students in hotels for 6-9 months.

- Assessment of students' performance should not be associated with one's attendance, and special consideration on time difference should be made for international students for time-sensitive tasks such as live presentation and exams.

- Allocate groups of students to one bathroom and make that group a "family unit" of sorts that can interact normally with regular roommates and if one is infected all go into quarantine

- Due to OPT eligibility issues (fully remote learning cannot be counted as OPT eligibility academic period; therefore, under fully remote, international students could not apply OPT), can you put international students as the first prioritized group to receive in-person on-campus learning?