

Action, Prevention and Contingency Plan against COVID-19

ACADEMIC YEAR 2021 - 2022

# History of revisions and updates

This document complies with the provisions of section 21, Order 700/2021, issued in May by the Department of Health of the Community of Madrid, to establish specific temporary and exceptional measures for public health reasons, to limit the spread of COVID-19 in certain populations and as a consequence of the evolution of the disease, after the end of the extension of the state of alarm established by Royal Decree 956/2020, of 3 November.

This Action Plan is dynamic, and is therefore under constant review, based on the evolution of the situation and the availability of new information. It will be updated on an ongoing basis in line with the guidelines and recommendations of health and education authorities and other relevant bodies.

This document is the latest version of the Action, Prevention and Contingency Plan against COVID-19 for academic year 2020-2021, published on 14 May 2020, and it replaces that and any versions previous to this one.

### **Revisions**

| APPROVED BY           | REVISION Nº | DATE       | SUMMARY OF CHANGES |
|-----------------------|-------------|------------|--------------------|
| Coordinadora COVID-19 | 00          | 31/05/2021 | Redacción          |
| Consejo de Gobierno   | 01          | 08/06/2021 | Aprobación         |

### Certificate of Guarantee against COVID-19











The Madrid Guarantee seal recognises CUNEF's commitment to its entire university community in taking all possible precautions against COVID-19. Certificate valid until 15 November 2021.

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# **01.** Introduction

CUNEF Universidad is continuously monitoring the health crisis caused by COVID-19, with the purpose of ensuring that all the necessary measures in terms of health and safety are taken in face-to-face teaching next academic year 2021-2022.

The experience acquired in this sense during academic year 2020-2021 allows us to face academic year 2021-2022 with more than enough guarantees.

In this context, CUNEF Universidad has drafted this Action, Prevention and Contingency Plan, which aims to encourage face-to-face teaching whenever possible, incorporating social distancing, limiting capacity and adopting all the necessary hygiene and health measures.

It establishes a series of preventive, organisational and sanitary measures to preserve the safety and health of the university community, in compliance with the recommendations of the health and university authorities and following the instructions of the Occupational Health and Risk Prevention Service.

These instructions are basic and of a general nature, adaptable to the specific characteristics of each position or of any activity that may be carried out on campus (classes, evaluations, seminars, practical sessions or other activities), and always aimed at trying to prevent the spread of the disease and responding quickly to potential new cases of COVID-19.

Logically, this Plan also appeals to **individual responsibility**, since it is only possible to fight effectively against the virus if we combine institutional and individual efforts. Successfully carrying out our teaching activities requires a commitment from all of us to implement best practices and safe habits, thus reducing our risk of exposure to COVID-19.



# **02.** Purpose

This document contains the preventive measures against COVID-19 developed and adopted by CUNEF Universidad for face-to-face teaching in academic year 2021-2022, in accordance with current recommendations of the health and university authorities.

Specifically, CUNEF Universidad has decided to:

- · Adapt, optimize and restructure university facilities (classrooms, labs, hallways and common areas) to ensure a safety distance of at least 1.2 meters, and adopt the necessary actions to avoid crowds.
- · Establish personal and collective prevention measures to protect the safety and health of all the university community.
- · Establish action protocols that describe how to handle possible cases of infection.
- · Establish cleaning, disinfection and ventilation protocols for all the facilities.

These measures and recommendations will be modified in line with the guidelines established by the health authorities, becoming stricter or more flexible based on their recommendations. The goal, in all cases, is to find a balance between offering quality training and protecting the health of students and staff.



03. Scope

These instructions apply to teaching and research staff, administrative and service staff, students, external contractors and personnel employed by companies that provide services at the University, as well as to anybody who enters our facilities, whether on a regular or occasional basis.

These measures will come into force on the first day of academic year 2020-2021 and remain in force until the end of the health crisis caused by COVID-19.

## **04.** Relevant Bodies

The Governing Council of CUNEF Universidad approved this Action, Prevention and Contingency Plan during the session held on 8 June 2021. It will be made available to the entire university community on both the website and the service portal before the start of the enrolment period for academic year 2021-2022.

The Rector of CUNEF Universidad is the relevant body in charge of deciding how to apply the approved measures and their corresponding updates, based on the instructions of the health and university authorities.

The Rector of CUNEF Universidad takes on the responsibility of managing the risks, leading the implementation of the preventive measures and incorporating all the guidelines contained in this document into the structure of the institution.

Notwithstanding, CUNEF Universidad has formed a Monitoring Committee, composed of:

- · The Rector, Chair of the committee
- · The Manager, Coordinator for COVID-19
- The Vice-Rector for Academic Planning and Quality Assurance

Other executives and staff members will be invited to specific meetings based on the issues on the agenda.

The Monitoring Committee, formed after the approval of this document, will continue to ensure that this Plan is properly implemented and will urge the relevant bodies to make changes and adjustments, as necessary.

The Manager of CUNEF Universidad, or the person designated in each case, will be the counterpart in any matters relative to this Plan, both internally (members of the university community) and externally (other institutions and organisations).

# 05. Principles

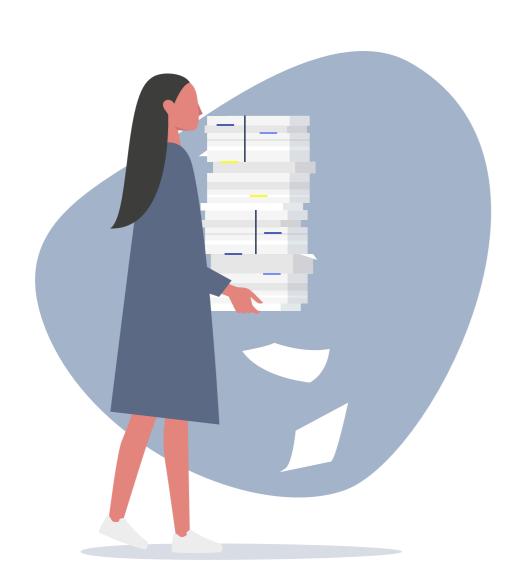
CUNEF Universidad will adopt any measures that the relevant authorities recommend in each case, in line with the following principles:

- · The instructions of the health and university authorities will always be followed.
- · All measures will be adopted and applied adhering to the principles of proportionality and utmost respect, although prevention will be the prevailing principle.

# 06. CUNEF Universidad Action and Contingency Plan for academic year 2021-2022

CUNEF F Universidad's Action Plan for academic year 2021-2022 assumes that it will be possible to deliver face-to-face teaching on campus (always in compliance with any measures recommended by the health authorities).

The purpose of this Action Plan is to provide students, faculty and administrative and service staff with tools and resources that allow for the appropriate development of teaching and research activities, ensuring optimal skill acquisition and the desired learning outcomes in spite of the existing situation.



### METHODOLOGICAL 06.1 **ADAPTATION**

The main plan for academic year 2021-2022 is built on the assumption that teaching will be face-to-face in all undergraduate and graduate programmes. However, CUNEF Universidad has a contingency plan in place that would allow for the implementation of alternative delivery methods, should the situation require it. This plan is based on the use of our virtual campus to deliver synchronous and interactive sessions, following the schedule and curriculum of the face-to-face plan.

### COURSE DELIVERY METHOD ADAPTATION

Provided that the health situation allows it, all the teaching activities will be carried out face-to-face in the classroom. CUNEF Universidad has taken all the necessary measures to guarantee social distancing and always keep the number of students on campus below the recommended capacity.

If the health situation forces us once more to give up face-to-face sessions, we will shift to online, synchronous and interactive teaching, using the communication tools (Zoom, Conferences and/or Skype) available on CANVAS, our virtual platform, following the same schedule and curriculum as in face-to-face teaching. Every session will be recorded, to allow students to refer to them when necessary. CUNEF Universidad has acquired additional zoom licenses to enhance its technological capacity and has provided students and teachers with the necessary software and devices when required.

The mentoring sessions (one-to-one or in groups) will be held face-to-face or online, using the videoconferencing tools available on CANVAS.

### **EVALUATION PROCEDURES**

Tests will be held face-to-face. Should the health situation require it, we would shift to online, synchronous tests using Proctorio, a remote proctoring service.

The evaluation systems will be those described for each course in the corresponding curriculum, combining ongoing assessment with tests and other specific evaluation procedures.

### **EXTERNAL INTERNSHIPS**

CUNEF Universidad will provide graduate students with access to internships and inform them of any decisions that may affect these internships as a result of the health situation. In all cases, CUNEF Universidad will guarantee the acquisition of relevant skills, as planned in the curriculum.

Should the health situation force us to change the terms of the internships, early termination will be a possibility, provided that:

- · Students have completed 80% of the total hours planned.
- · They can accredit that, in the number of hours completed, they have acquired the skills described in the curriculum.
- · Their academic advisor has the necessary evidence to assess the acquisition of said skills.

### 06.2 ENHANCED DISTANCE LEARNING

For academic year 2021-2022, CUNEF Universidad has drafted a training plan for its faculty, articulated around:

- · Training on how to use CANVAS, our virtual campus, as a teaching tool
- Training on how to use CANVAS and Proctorio as online, synchronous evaluation tools
- · Training on how to use Turnitin to prevent plagiarism
- Training on how to design and develop multimedia resources for distance teaching
- Training on how to use online tools to encourage student engagement and participation in virtual courses

There will be separate training sessions for professors who have recently joined CUNEF Universidad and those who have been using the virtual campus these last few years. All of them will be delivered by experts from our IT Department and focus the use of all the tools and resources available on the online campus. Appendix I describes the contents and dates of all the courses, workshops and webinars included in this training plan.

Additionally, in September 2021 and January 2022, all the academic departments in CUNEF Universidad will organise their own breakout session to show and share the most significant good practices and discuss any issues that may need addressing within their specific field.

Finally, apart from CANVAS and Proctorio, CUNEF Universidad has acquired licenses for other online teaching tools, such as Maple, and plans to significantly improve both the Wi-Fi signal and the equipment in the IT classrooms. The University is contemplating the option of acquiring laptops to transform regular classrooms into IT classrooms as necessary, as well as cameras and digital boards to allow sessions to be recorded.



# **07.** Regulations and reference documents

The prevention and containment measures described in this document follow the recommendations in terms of action and prevention against COVID-19 issued by the Ministry of Health and the Ministry of Universities and the Departments of Health and Education of the Community of Madrid, in compliance with Law 31/1995, of November 8, on Occupational Risk Prevention.

Notwithstanding, based on the evolution of the pandemic and the regulations issued by the authorities, the plan will be updated and adapted to current regulations.

The Plan was last updated in accordance with the following regulations:

- · Occupational Risk Prevention Law (Law 31/1995, R.D. 664/1997).
- Law 2/2021, of 29 March, on urgent prevention, contention and coordination measures against the health crisis caused by COVID-19.
- Order 700/2021, of 28 May, issued by the Department of Health of the Community of Madrid.



This plan was drafted with the collaboration of VALORA PREVENCIÓN, an external prevention service, and submitted to the Health and Safety Committee at CUNEF Universidad before publication.

# **08.** Information, quieries and participation of the University Community

### Information

All the members of the university community will be informed of the key preventive measures at the beginning of the academic year and subsequently, whenever necessary. These key measures include hand hygiene, keeping an interpersonal distance of at least 1.2 meters, using face masks correctly, respiratory hygiene, not showing up on campus in case of possible COVID-19 symptoms and respecting the isolation or quarantine periods.

CUNEF Universidad will emphasise the communication of prevention, hygiene and healthcare measures to promote awareness and encourage students, faculty and staff to adopt said measures both inside and outside CUNEF Universidad.

CUNEF Universidad will promote self-care strategies through health education, by providing information on healthy lifestyles and prevention, hygiene and healthcare measures.

The **communication channels** are the following:

- The information will be published on the website (www.cunef.edu) and the intranet (Service Portal).
- Signs and posters will be placed in highvisibility areas, such as campus entrance, classrooms, restrooms, cafeteria, library and common spaces.
- The academic team will inform the rest of the faculty and university community of the prevention and hygiene measures at the beginning of the academic year.
- All the information will be included in the documents provided upon enrolment and at the beginning of the academic year.

# Queries and Participation

The Manager of CUNEF Universidad, who has been appointed "Coordinator for COVID-19 at CUNEF Universidad" will be the counterpart for all issues related to COVID-19.

If you wish to request information, inform of a case, or know more about specific preventive measures or protocol, please send an email to covid.cu@cunef.edu.

Additionally, CUNEF Universidad has implemented the following communication channels for the different groups within the university community:

UNIVERSIDAD ACTION AND CONTINGENCY PLAN

EACHING AND RESEARCH
STAFF AND ADMINISRATIVE
AND SERVICE STAFF

Queries and participation will be channelled through the labour safety representatives and Health and Safety Committee. Please send an email to comitedeseguiridadysalud@cunef.edu.

### STUDENTS

Queries and participation will be channelled through Class Presidents. Please send an email to oficinaacademica@cunef.edu.

CONTRACTORS AND OUTSOURCED SERVICES

Queries and participation will be channelled through the Infrastructure and Service Department. Please send an email to

infraestructuras@cunef.edu

# Og. Coordinator for COVID at CUNEF Universidad

The Coordinator for COVID-19 at CUNEF Universidad will be in charge of any necessary COVID-related measures.

The Coordinator will also interact with public healthcare services at the request of the National Health System and the corresponding Public Administrations when necessary.

The Coordinator for COVID-19 will be in charge of:

- · Coordinating all COVID-19-related information.
- · Supervising and monitoring the implementation of safety measures against COVID-19.
- · Monitoring and informing of potential or confirmed cases in students, teaching and research staff and administrative and service staff.

The Coordinator may create a COVID-19 team to provide support and cooperation in the execution of the tasks described above.

# 10. Accountability

All the members of CUNEF Universidad's university community must comply strictly with the prevention and protection measures included in this document, aimed at **preventing and reducing the spread of COVID-19**. As long as social and labour restrictions are not modified/lifted by the health authorities, all the members of the university community are accountable for following the instructions contained in this Plan, and in any subsequent updated versions, as well as those included in the plan for their specific department, service or unit.

# 11. Occupational Risk Assesment

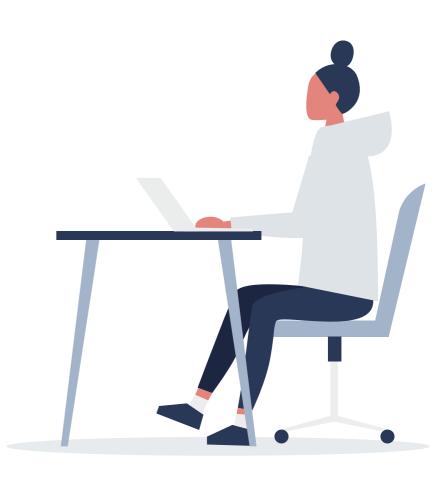
CUNEF Universidad has an External Prevention Service that will assess the risk of exposure to COVID-19 in those positions where it is impossible to comply with the recommendations of the Ministry of Health.

# 12. Student Protection

Students with health issues that might make them more vulnerable to COVID-19 may be on campus as long as their condition is under control and allows it, and they comply strictly with all protective measures. They must follow their physician's recommendations regarding specific preventive measures.

The Academic Office will pay special attention to:

- Students with special needs, and those who require special adjustments or specific resources, which will be provided applying prevention criteria.
- Monitoring any students who are infected or under isolation after close contact with an infected individual, and providing the necessary resources to ensure the continuity of their studies.
- · Offer counselling, aimed at preventing stigmatisation and discrimination against students who may have been exposed to the virus.





# 13. Before coming to CUNEF Universidad

All members of the university community **must assess themselves daily** for COVID-19 symptoms (cough, fever or chills, shortness of breath or difficulty breathing, loss of taste or smell, etc.) at home, **before they come to CUNEF Universidad**.

If any of these symptoms appear, **DO NOT COME TO CUNEF UNIVERSIDAD**, and contact the COVID-19 number provided by the Community of Madrid (900 102 112) or your local health centre. **You are not allowed on campus until your physician confirms that you are not a risk to yourself or others.** 

The same principle applies to those who recently had COVID-19 symptoms, or who have recently been in close contact with an infected individual. You may not come to CUNEF Universidad until officially cleared by your physician.

Any members of the university community who get infected or have to go into isolation or quarantine will inform the University immediately by sending an email to <code>covid.cu@cunef.edu</code>.

If you start to feel symptoms in class or at work, inform your classmates or co-workers and your professor or supervisor, and take all the necessary distancing and hygiene precautions while still on campus. CUNEF Universidad will activate the action protocol against COVID-19.

# 14. Commuting to CUNEF Universidad

Whenever possible, it is better to opt for transport options that ensure that we can keep a safe interpersonal distance. This is why we recommend active transport such as walking or cycling (there is a bicycle parking space at the main entrance to the campus). Individual transport (own car or motorcycle) is also preferable. CUNEF Universidad can provide parking spaces (car or motorbike) for members of the university community upon request at infraestructuras@cunef.edu.

If you travel by car, it must be carefully and regularly cleaned, and occupants must keep the maximum possible distance. If occupants are not cohabitants, it is mandatory to wear a face mask.

If you travel by bus, taxi, train or any other means of public transport, it is mandatory to wear a face mask.



# 15. Access to Campus



If you have COVID-19 symptoms or have been diagnosed with COVID-19 and have not completed the necessary isolation period or have had close contact with an infected individual and have not completed the guarantine period, you MAY NOT ACCESS THE CAMPUS OF CUNEF UNIVERSIDAD.



ADEQUATE HAND HYGIENE prior to access to CUNEF Universidad is required. Hand sanitiser dispensers and disinfectant mats for footwear have been installed at the main entrance.



We have set up a system to CHECK BODY TEMPERATURE upon access to the facilities. This system, which shows body temperature of the people who access the campus and verifies their use of a face mask, has been implemented as a preventive measure to protect the entire university community. This system will be handled by security and reception staff, who will be tasked with preventing anybody who has a fever or is not wearing a mask from entering the premises.



WHILE ON CAMPUS, IT IS ABSOLUTELY MANDATORY TO WEAR A FACE MASK, ideally reusable. CUNEF Universidad has set up signs around the

campus (restrooms, changing rooms, etc.) explaining how to use it correctly.

CUNEF Universidad has surgical face masks that can be requested in the Reception Area in case of symptoms or, exceptionally, if a mask is torn, excessively worn or unhygienic and needs to be replaced immediately.



SMOKING IS STRICTLY FORBIDDEN everywhere on campus.

# 17. Maximum Capacity

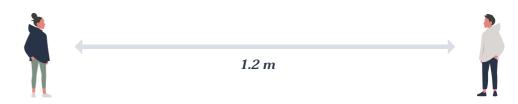
The maximum capacity has been carefully calculated to establish the maximum number of people that can be on campus at a time while guaranteeing a safety distance of 1.2 meters.

To ensure that this maximum capacity is never exceeded, the only access to campus will be the main entrance.

The maximum capacity has been posted on a sign at the entrance of each room or space. This capacity must not be exceeded under any circumstances.



# 18. Ensuring a minimun safety distance of 1.2 metres in all spaces



One of the most effective ways to keep the virus from spreading is social distancing. This is why, in **strict compliance with safety recommendations of a minimum distance of 1.2 metres**, CUNEF Universidad has designed a technical project, aided by an architectural firm, based on the maximum capacity of every space on campus.

Based on this project, CUNEF Universidad has reorganised, optimised and adapted the different spaces to fit students and staff, while always guaranteeing a minimum distance of 1.2 metres, in compliance with current regulations.

# TRAINING SPACES (Classrooms, labs) - Alterations to optimise classrooms - Adaptation of new spaces to transform them into classrooms - Redistribution of classroom furniture and equipment - New layout of workstations - Redistribution of furniture and equipment - New layout of seats - Use of outdoor spaces - Redistribution of furniture and equipment - New layout of seats - Use of outdoor spaces - Redistribution of furniture and equipment

# 18.1 CLASSROOMS AND TRAINING LABS

There is a sign next to the main entrance of each classroom specifying maximum capacity. This capacity cannot be exceeded under any circumstances.

The furniture (desks and chairs) has been redistributed to ensure a safety distance of 1.2 metres between students. It is forbidden to move it.

Students must sit at the same desk every day, and only at the desks marked with a red dot.

A minimum distance of 1.2 metres must be kept at all times inside the classroom.

There are hand sanitiser dispensers next to the door of every classroom, to allow students to disinfect their hands every time they enter or exit a class, and whenever necessary.

There are signs informing of the rules regarding safety distance, hand hygiene and respiratory hygiene.

Pedal bins have been placed in all the classrooms for the disposal of paper tissues and any other disposable protective supplies.

### 18.2 INDIVIDUAL OFFICES

Their use will be exclusive for those who have an individual office.

Maximum capacity will be established based on the need to preserve the safety distance.

Hand sanitiser dispensers and tissues have been placed in all individual offices.

### 18.3 SHARED OFFICES

CUNEF Universidad has taken the necessary measures to ensure the safety distance by rearranging the workstations and redistributing the spaces and equipment (furniture, shelves).

Maximum capacity will be established based on the need to keep the safety distance.

Hand sanitiser dispensers and tissues have been placed in all shared offices.

The workstations may not be rearranged without prior permission from the Infrastructure and Service Department (infraestructuras@cunef.edu)

# 18.4 CUSTOMER SERVICE AREAS

In any areas that involve direct interaction with customers, such as Reception, the Library, the Academic Office, the International Office or the Careers Department, CUNEF Universidad has set up protective frontal screens. Additionally, the following measures have been implemented:

- · Whenever possible, an appointment system will be set up, to avoid crowds.
- The safety distance will be preserved at all times.
- Where appropriate, if people are waiting outside to access certain spaces, the queues will be monitored to ensure a minimum safety distance of 1.5 metres.

There will be a line marked on the floor in front of all customer service counters that users may not cross before their turn. They must always respect the safety distance while they wait.

Hand sanitiser dispensers have been placed next to all customer service counters for public use.

The reception and security staff will inform all visitors of the hygiene and prevention measures against COVID-19 and ensure that they follow them.

### 18.5 STAFF CHANGING ROOMS

Maximum capacity will be established based on the need to preserve a minimum safety distance of 1.5 metres.

Time gaps may be established between each shift change, to avoid unnecessary waiting and keep workers from both shifts from overlapping. **18.6** LIFTS

Lifts will only be used when absolutely necessary, favouring the use of stairs. When lifts must be used, the maximum capacity will be one person per lift, unless the users are cohabitants, or the lift is large enough to allow for a safety distance of 1.5 metres. The use of a face mask will be mandatory in all cases.

Whenever possible, use the lifts only to go UP.

Individuals with reduced mobility, cleaning staff and those who need to carry heavy things will be given priority in the use of lifts.

If you need to wait, stand behind the line marked on the floor.

### 18.7 RESTROOMS

There is a sign next to the entrance informing of the maximum capacity, which cannot be exceeded under any circumstances. Wait outside if necessary, always keeping a safety distance of 1.5 metres.

CUNEF Universidad guarantees the availability of soap and toilet paper in all restrooms and has posted signs explaining the steps involved in adequate hand hygiene.

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18.8

CORRIDORS, TRANSIT AREAS, HALLWAYS AND STAIRS

It is mandatory to keep to your right and walk in line in hallways and stairs. Lanes have been marked on the floor.

All members of the university community should avoid lingering in transit areas, cross them as quickly as possible and avoid their use for other purposes (conversations, etc.).

The doors to buildings and corridors will be kept open (provided that the drafts are not excessive).

Whenever a space has two or more doors, one will be established as entrance and the other as exit, thus reducing the risk of clusters. In cases of a single door, people exiting the room will be given preference.

Hand sanitiser dispensers have been placed in all entrances, hallways and common spaces.

### 18.9

LIBRARY

There is a sign next to the main entrance informing of the maximum capacity, which may not be exceeded under any circumstances.

Hand sanitiser dispensers have been placed in all entrances and counters.

Floor markings indicate where visitors must stand to preserve the minimum safety distance while waiting in front of the counters.

Students may use the computers and other technological means destined for their use, as well as public online or physical catalogues.

# 18

18.10 CAFETERIA AND DINING HALL

The cafeteria and dining hall will comply with the regulations and recommendations for their industry.

There is a sign next to the main entrance informing of the maximum capacity, which may not be exceeded under any circumstances.

A minimum safety distance of 1.5 metres must be kept at all times between users or groups standing at the bar or seated at tables.

Hand sanitiser dispensers have been placed near the entrance, the bar and the microwave ovens to guarantee adequate hand hygiene.

Protective screens and panels have been set up to separate service staff and users.

Floor markings indicate where visitors must stand while waiting to access counters, to preserve the minimum safety distance.

Tables and chairs have been placed to guarantee the minimum safety distance.

Pedal bins have been placed in several points for the disposal of paper tissues and other disposable protective supplies.

CUNEF Universidad has also implemented the following safety measures:

- The use of credit cards and other means of payment that do not require physical contact will be encouraged.
- The use of disposable table covers will be favoured. If this were not possible, the use of the same table linen with different clients should be avoided, opting for materials and solutions that allow for a change between services and mechanical washing at 60-90°C.
- The use of shared menus will be avoided, promoting the use of electronic devices, boards, posters or other similar means.

- The use of individually wrapped disposable napkins, toothpicks, etc., or single-dose vinegar, oil, salt, etc. will be encouraged.
- Direct manipulation of products by users will be avoided in the self-service area, where they will only be handled by an employee of the contractor providing the service except in cases of previously packaged products.
- The waiter serving at the table or bar will make sure to keep a safe distance from customers and always follow the necessary hygiene and prevention procedures to avoid the risk of infection. The use of a face mask will be mandatory in all cases.

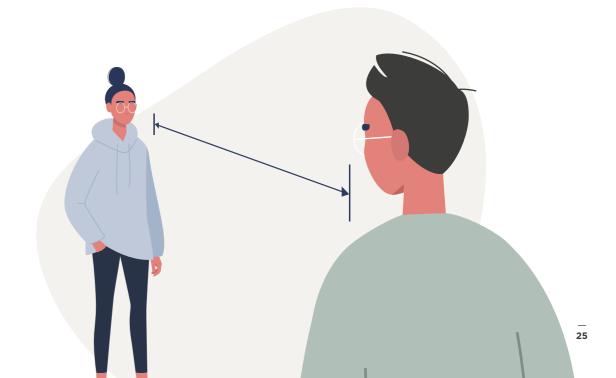
### 18.11 OUTDOOR SPACES

The minimum safety distance will be 1.5 metres.

Smoking is strictly forbidden everywhere on campus.

### 18.12 SPORTS FACILITIES

Individual or group sports can be practised outdoors. The use of a face mask while practising sports outdoors is not mandatory, as long as the minimum safety distance of at least 1.5 meters can be kept throughout the activity.



# 19. Organisational Actions

Certain organisational actions have been taken to ensure the implementation of all the necessary protective measures and avoid clusters and crowds on campus.

These actions have focused mainly on students, as the largest group within the university community.

### Organisational Actions

### STUDENTS

### STAFF

The security and reception staff will ensure that the safety distance is kept at all times and will prevent clusters and crowds from forming, focusing especially on transit areas, lifts, stairs and outdoor spaces.

### 19.1 MEETINGS AND **TEAM PROJECTS**

Face-to-face meetings and teamwork sessions can be held, provided that a safety distance of 1.5 metres can be kept. If this is not possible, they must be held virtually, using the telematic or videoconferencing tools available.

The maximum capacity of offices or meeting rooms must never be exceeded.

The same recommendations apply to student meetings or group projects.

19.2

SEMINARS AND SCIENTIFIC, ACADEMIC OR INNOVATION CONGRESSES

27

Congresses, conferences, events and seminars focused on research, development and innovation may be held, provided that they are aimed at enhancing and expanding technical and scientific knowledge, encouraging innovation and promoting research.

These events must comply with the requirement of a minimum safety distance of 1.2 metres between participants and encourage virtual participation whenever possible.



Participants must remain seated, respecting the minimum safety distance, unless otherwise required by the type of activity.

The doors will be opened in advance to allow for staggered entry, according to pre-arranged time slots. Exit will also be staggered, based on seating areas, always respecting the minimum safety distance.

The following preventive measures will also be followed:

- · No paper documents will be handed out
- · Cohabitants will be encouraged to sit together, respecting the minimum safety distance with other participants.
- · Catering or other ancillary services may be provided in compliance with applicable regulations. There will be no cloakroom or luggage storage service.
- $\cdot$  The duration of these events will be limited to the shortest possible time.

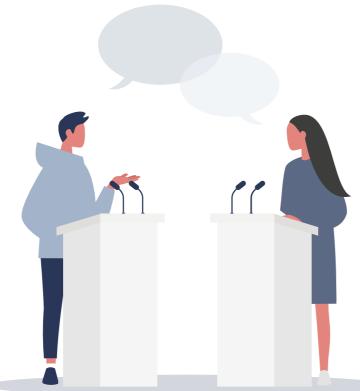
To ensure adequate conditions in terms of safety, self-protection, social distancing and hygiene and disinfection of the premises, it is necessary to send an email in advance to reservas@cunef.edu or infraestructuras@cunef.edu

19.3

NON-ACADEMIC EVENTS

No non-academic events, or any events outside those described in the previous section, may be held during academic year 2021-2022 without prior permission form the Rector of CUNEF Universidad.

A specific action plan, with detailed programming including all the necessary prevention and control measures, must be drawn up for any events other than those described in the previous section.



PREVENTIVE MEASURES FOR ON-SITE TESTS

En este apartado se incluyen las medidas de prevención e higiene para el desarrollo de pruebas de evaluación presenciales, a fin de reducir y limitar el riesgo de transmisión del COVID-19 entre las personas de la comunidad universitaria.

19.4

En situación de transmisión comunitaria no controlada, las autoridades de Salud Pública y Educativas indicarán de manera coordinada si es necesaria o no la realización de los exámenes online.

### GENERAL PREVENTIVE MEASURES

Do not come on campus if you are experiencing COVID-19 symptoms, have been diagnosed with COVID-19 and have not yet completed the isolation period, or are quarantined after close contact with an infected individual. In any of those cases, you must stay home, follow your physician's recommendations and inform CUNEF Universidad by sending an email to covid.cu@cunef.edu.

All participants will be informed in advance of the measures and requirements that will apply during the test.

The minimum safety distance is 1.2 metres.

The maximum capacity of the rooms where the tests take place must never be exceeded.

The use of a face mask at all times during the test is mandatory.

There will be hand sanitiser dispensers for adequate hand hygiene. Professors and students must disinfect their hands with gel upon arrival in the classroom.

Any relevant areas and spaces (classrooms, restrooms, access areas) will be cleaned previously.

The classrooms will be aired naturally—by opening doors and windows—or mechanically for at least 15 minutes before and after the test. If the weather, activities and facilities allow it, windows and doors should be kept open for the duration of the test.

The established routes, the recommendations on the use of stairs versus lifts, and the recommendations on the adequate use of restrooms must be followed at all times.

Students will enter the classroom in an orderly fashion to avoid clusters, always keeping a minimum distance of 1.2 metres. Entry times to buildings will be staggered to prevent overlaps between groups taking different tests. Please do not cluster near the doors to buildings or classrooms. There will be a well-ventilated area near the entrance to allow for students to keep a safe distance if they need to wait or any issues need to be sorted.

ACTION AND CONTINGENCY PLAN

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Once the test is over, students must leave their test in the designated place and leave the classroom immediately. This must be done in order, to avoid clusters. Ideally, five minutes before the end of the test, professors should remind students to remain in their seats until it is their turn to hand in their test and leave. Once the test is actually over, call them in order so they can hand in their test and leave the room quickly, starting with the first row and moving backward progressively, always keeping the minimum safety distance.

Students must be told not to remain in the common spaces and leave the premises after the test.

The staff in charge of each test should be on campus at least 30 minutes in advance,

in order to give the necessary instructions and confirm the identity of the students once they are seated inside the classroom.

No exit or entry will be allowed unless strictly necessary.

Professors and students will have separate supplies, to avoid sharing pens and other writing material. If any supplies are shared, they must be carefully disinfected.

Students should not get up to ask questions; if they need to ask a question, they must do so from their seat and always respecting the minimum distance, in the shortest possible time and without raising their voice.

Tests should be handled carefully, resorting to frequent use of hand sanitiser. Later manipulation to correct them will not require any special measures other than frequent hand washing.

Whenever possible, and especially when there are consecutive tests, the entry and exit doors should be different.

Professors will ensure compliance with preventive measures and safety distances during the test. 19.5

**VISITORS** 

First and foremost, these meetings should be held **online** whenever possible, to prevent visitors from coming on campus or our employees from going elsewhere. If this is not possible, please keep in mind the following recommendations:

- These meetings should be one-to-one, either with individual visitors, or with the members of a single family or company, and always keep a minimum distance of 1.5 metres.
- · An email must be sent to *reservas@ cunef.edu* prior to the use of common spaces, to make sure they are properly disinfected before and after the meeting.
- · It is forbidden to move the furniture or equipment without permission from the Infrastructure and Service Department (infraestructuras@cunef.edu).
- Visitor access will be restricted to the spaces where the meeting takes place. They will not be allowed to wander freely around campus.
- · Any members of CUNEF Universidad staff who go on external visits must follow the recommendations of the host organisation.

19.6

OURSOURCED SERVICES HIRED OR PROVIDED BY CUNEF UNIVERSIDAD

Any companies providing services at CUNEF Universidad must comply with the general measures described in this Plan and develop their own specific plan in accordance with current legislation.

CUNEF Universidad staff providing services in other companies must follow the protocols established by the companies in question. They will have the necessary personal protective equipment to ensure they can perform their tasks safely.

For any doubts or queries regarding external company protocols, please write to *infraestructuras@cunef.edu*.

The action protocols that must be followed by external companies providing services at CUNEF Universidad are annexed to this plan, as well as the documents they must provide for the coordination of business activities.



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# 20. General preventive measures

- · Comply with the preventive measures established by CUNEF Universidad.
- · Keep a safety distance of at least 1.2 metres.
- · Observe the signs on the premises.
- · Avoid crowds, especially in common spaces.
- · Respect turns and distances while you wait.
- · Never exceed maximum capacity in any spaces.
- · It is absolutely mandatory to WEAR A FACE MASK.
- · Use of gloves is not recommended.
- · Practice personal hygiene:
- Wash your hands frequently and properly.
- Cough and sneeze into your elbow, not your hands.
- Avoid touching your eyes, nose and mouth.
- Use paper tissues and throw used tissues in the trash.

# Preventives measures against Covid-19

FOLLOW THE RULES
TO PROTECT YOURSELF AND OTHERS



Do not touch your eyes, nose or mouth



Cover your mouth and nose when you sneeze or cough



Wash and disinfect your hands carefully



Use paper tissues



Keep the minimum safety distance



Wear a face mask at all times



Avoid clusters and crowds



Dispose of all sanitary waste in the pedal bins



### DO NOT COME TO CUNEF UNIVERSIDAD

- · IF YOU START TO FEEL SYMPTOMS
- · IF YOU ARE UNDER ISOLATION OR QUARANTINE, EITHER BECAUSE YOU MAY BE INFECTED OR BECAUSE YOU HAVE HAD CLOSE CONTACT WITH SOMEBODY WHO IS

If you start to feel symptoms while on campus, please intensify the safety measures and contact the Covid-19 number

900 102 112

# 21. Specific preventive measures for each group

### STUDENTS

Please follow all the GENERAL PREVENTIVE MEASURES described in section 19 of this document.

- · Enter the classroom in an orderly fashion to avoid clusters, always keeping a minimum distance of 1.2 metres.
- · A minimum distance of 1.2 metres will be kept at all times.
- · We recommend not sharing supplies such as pens, calculators, laptops, etc. with other students. If you share them, make sure to clean them carefully.
- · Sit in the same place all day, in one of the seats marked with a red dot. These red dots have been used to mark places on furniture and floors to help students keep the minimum safety distance.
- · Please do not get up and walk around the classroom unless asked to do so by your professor.
- · Use paper tissues if you cough or sneeze and throw them in one of the pedal bins placed in the classroom to that effect.
- · Avoid holding conversations in hallways and transit areas. Use outdoor spaces instead.
- · Eating inside the classroom is strictly forbidden.
- · Smoking is strictly forbidden everywhere on campus.



### TEACHING AND RESEARCH STAFF

Please follow all the GENERAL PREVENTIVE MEASURES described in section 19 of this document.

Keep a minimum safety distance of 1.2 metres with everyone else, including students and other members of staff at CUNEF Universidad.

Any members of staff who have to carry out their teaching and research activities outside CUNEF Universidad must follow the preventive protocols established by host organisations.

### **INSIDE THE CLASSROOMS**

- $\cdot$  Use the hand sanitiser placed in the classroom, especially upon entry and exit.
- · Always keep a distance of 1.2 metres when delivering your classes.
- · Hand hygiene is required before and after contact with students.
- · Preserve order during your classes to keep students from getting up and walking around the classroom.
- · Try to minimise class change times, to give the cleaning staff time to disinfect the desk and equipment before the arrival of the next professor.
- · The professor must cooperate with other members of staff to prevent clusters near the doors.

### **DEPARTMENTS**

- · Hand hygiene is required upon entry and exit.
- · Always keep a distance of 1.2 metres with other co-workers.
- Try to avoid sharing supplies and equipment. If you share them, make sure to clean them carefully with a disinfectant solution.

# 21.3 ADMINISTRATIVE, IT, LIBRARY STAFF AND SIMILAR ROLES

Please follow all the GENERAL PREVENTIVE MEASURES described in section 19 of this document.

- · Always keep a distance of 1.5 metres with other co-workers.
- Try to avoid sharing supplies and equipment. If you share them, make sure to clean them carefully with a disinfectant solution.
- Wash or disinfect your hands at least once an hour and always after using shared equipment such as the photocopying machine, printer, scanner, etc.
- · Air all spaces by opening windows and doors whenever possible. The longer, the better (in an office, for example, keeping the windows and doors open for ten minutes is enough to change the air completely). Try to keep the door open at all times in any spaces without windows.
- · Avoid holding conversations in hallways and transit areas.
  Use outdoor spaces instead.

# 21.4 RECEPTION AND SECURITY STAFF

Please follow all the GENERAL PREVENTIVE MEASURES described in section 19 of this document.

You must also ensure that all users follow the protective protocols.

Uniforms and work clothes must be cleaned and disinfected following standard procedures.

### 21.5 MAINTENANCE STAFF

Please follow all the GENERAL PREVENTIVE MEASURES described in section 19 of this document.

Keep a minimum safety distance of 1.5 metres with your co-workers. Fewer workers will be assigned to those services where this is not physically possible.

Signs will be put up around any areas where maintenance work is being carried out to keep out other users.

All equipment (tools and machines) must be cleaned daily with a disinfectant solution. This process should be carried out at the end of the day, and it falls to each person to disinfect the tools that they use.

Uniforms and work clothes must be cleaned and disinfected following standard procedures.



# 22. Action protocol in case of suspected or confirmed COVID-19 infection. Case Management.

### STUDENTS

If a student starts to feel symptoms, or a member of the staff detects that they are starting to show them, they will be provided with a surgical face mask and asked to go home as soon as possible, avoiding close contact with anyone, and go into isolation. If, for any reason, the student requires medical attention, they must be asked to go to the isolation room and put on a surgical face mask. If somebody needs to walk them there, that person should put on an FFP2 face mask with no valve.

The isolation room is Room PIR 3.4 (it is well aired and has a pedal bin where tissues and face masks can be disposed of).

Any students who start to feel symptoms must call their local health centre or the COVID-19 number provided by the Community of Madrid (900 102 112) and follow the recommendations of the health authorities. They may not resume face-toface activities on campus until officially cleared by their physician.

If the student seems to be having trouble breathing or his or her condition seems serious, call 112.

Any students diagnosed with COVID-19 must inform the Coordinator for COVID-19 at CUNEF Universidad via email to covid.cu@ cunef.edu.

All the necessary measures will be taken to prevent others from entering any spaces the infected individual may have been in or through until they are properly cleaned and disinfected.

In case of suspected infection, students must stay at home until they have the results of the diagnostic tests. If the infection is confirmed, they must remain isolated at home for at least ten days, provided that they have no symptoms for the last three of those. They may not come back to campus until officially cleared by their physician.

As soon as infection is confirmed, we will look into all the student's recent contacts to see what other students and members of the university community he or she may have been in close contact with in the 48 hours prior to the first symptoms, at a distance of less than 2 metres, without the necessary protective measures and for a total of 15 minutes or more in 24 hours. Once they have been identified, they will be informed that they must go on quarantine in their room and stop coming to CUNEF Universidad until the quarantine period is over.

Any students who are considered close contacts according to the guidelines provided by the public health department of the Community of Madrid will be required to take an Active Infection Diagnostic Test or AIDT (PCR or antigen test) to allow for early detection of other cases of infection.

Regardless of the results of said test, the quarantine period will last for ten days. They

may not resume face-to-face activities on campus until that period is over and they are officially cleared by their physician.

In all cases of suspected or confirmed COVID-19 infection, any students who have been in close contact with the person in question will be quarantined. The rest of the students in that class or course will pursue their face-to-face activities as usual.

As a rule, students in isolation have the right to online classes, always considering the specific characteristics of each subject. This situation will also be taken into account with regard to tests, searching for alternatives that allow affected students to take them.

The Academic Office at CUNEF Universidad will be in charge of ensuring that students in isolation or quarantine can follow all their courses online.

When the case of suspected or confirmed COVID-19 infection is a student completing an internship, the Careers Department will inform the host company, institution or organisation.

In the event of a high number of confirmed cases of infection, any decisions affecting the University in general will have to be made by the Rector of CUNEF Universidad.

22.2 **CUNEF UNIVERSIDAD** STAFF AND **CONTRACTORS** 

If a member of staff or contractor at CUNEF Universidad starts to feel symptoms, or another member of staff detects that they are starting to show them, they will be provided with a surgical face mask and asked to go home as soon as possible, avoiding close contact with anyone, and go into isolation. If, for any reason, they require medical attention, they must be asked to go to the isolation room and put on a surgical face mask. If somebody needs to walk them there, that person should put on an FFP2 face mask with no valve.

The isolation room is Room PIR 3.4 (it is well aired and has a pedal bin where tissues and face masks can be disposed of). CONTINGENCY PLAN

UNIVERSIDAD ACTION AND

Any workers who start to feel symptoms must call their local health centre or the COVID-19 number provided by the Community of Madrid (900 102 112) and follow the recommendations of the health authorities. They may not resume their work on campus until officially cleared by their physician.

Any workers diagnosed with COVID-19 must inform the Coordinator for COVID-19 at CUNEF Universidad via email to covid.cu@cunef.edu.

If the worker seems to be having trouble breathing or his or her condition seems serious, call 112.

All the necessary measures will be taken to prevent others from entering any spaces the infected individual may have been in or through until they are properly cleaned and disinfected.

In this case, it falls to the Occupational Risk Prevention Service, in coordination with the Primary Health Service, to look into possible close contacts of infected individual.

# 23. Ventilation

A way of reducing the risk of COVID-19 infection indoors is good ventilation to reduce the number of aerosols that may contain a viable virus. Proper ventilation consists in replacing indoor air with fresh, outdoor air.

CUNEF Universidad guarantees an adequate ventilation of all its spaces by natural and/or mechanical means, by implementing protocols that establish how and when windows and doors should be opened to renew the air as needed, with special emphasis on times of higher occupancy, and adjusting all mechanical ventilation systems to maximise outside air intake and reduce recirculation.

The specific characteristics of each space will be taken into consideration to ensure optimal ventilation.

Natural ventilation will be predominant on campus. Cross ventilation will be especially favoured, by opening doors and/or windows located on opposite or at least different sides of the classroom or room, to promote air circulation and guarantee an efficient sweep of the entire space.

In those cases where natural ventilation is not enough, we will use mechanical ventilation, with individual exhaust fans with an adequate air flow or centralised systems.

In cases of high risk of community transmission of COVID-19, we will favour natural ventilation, given its effectiveness as a preventive measure, over other considerations such as temperature and humidity conditions to ensure comfort or energy efficiency.

CUNEF Universidad will measure, on a one-time or regular basis, the CO2 levels in the different spaces on campus to evaluate air quality. CO2 levels are a good indicator of air renewal rates and, therefore, of whether ventilation is adequate. If CO2 levels are not satisfactory, we will take the necessary measures: increase ventilation, reduce occupancy or time of stay, etc.

# 24. Cleaning, disinfection and ventilation protocols of CUNEF Universidad facilities

The cleaning and ventilation measures described in these cleaning, disinfection and ventilation protocols follow the recommendations in terms of hygiene and prevention against COVID-19 issued by the Ministry of Health and the Ministry of Universities and the Departments of Health and Education of the Community of Madrid, in compliance with Law 31/1995, of November 8, on Occupational Risk Prevention.

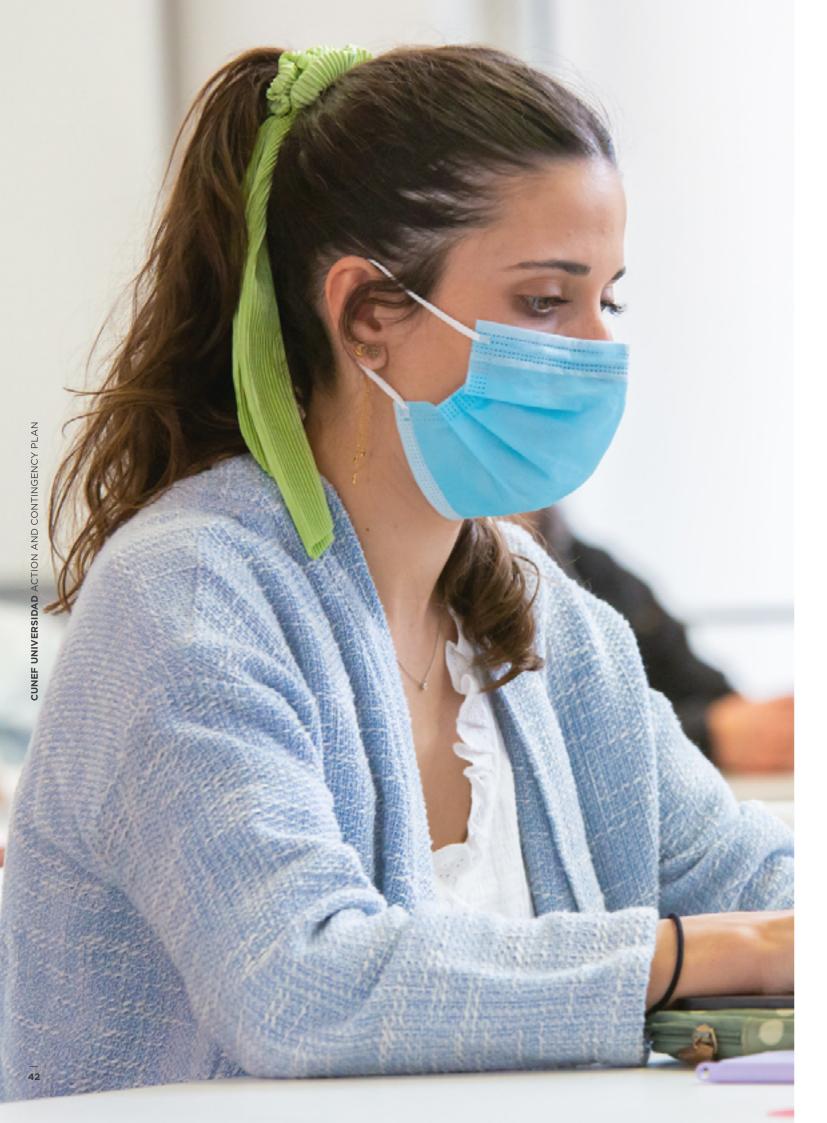
These measures will be updated whenever necessary, based on the guidelines and recommendations of the health authorities and relevant bodies.

These preventive hygiene measures are general and basic, and will adapt to each specific circumstance: type of facility, frequency of use, occupancy, use.

To guarantee the utmost level of hygiene, we have fully disinfected all the spaces on campus.

Once face-to-face activities are resumed at the start of the academic year, we will increase and intensify the cleaning of all work spaces and surfaces.





### 24.1 GENERAL HYGIENE MEASURES

Hand sanitiser dispensers have been placed all around campus. The purpose is to ensure that the entire university community can disinfect their hands whenever necessary with virucidal hydroalcoholic or disinfectant gel, authorised and registered by the Ministry of Health or, alternatively, with soap and water. These gel dispensers can be found in the:

- · Main entrance
- · Meeting rooms
- · Customer service areas
- · Cafeteria
- · Common transit areas
- ·Offices
- · Restrooms
- · Classrooms and training labs

They will be refilled and checked daily to ensure that they are functioning properly.

**Pedal bins** for the disposal of tissues and other disposable protective supplies have been placed in:

- · Aulas de formación
- Aseos
- · Cafetería
- · Zonas comunes

The bins must be emptied and cleaned regularly, at least once a day.

All spaces will be cleaned and disinfected, using the appropriate products, at least twice a day, and more if required.

- · All spaces will be cleaned at the end of the day.
- They will be cleaned at least once again halfway through the day, during the shift change for students and staff.

Signs will be placed at the doors to keep users from entering these spaces while they are being cleaned.

Special attention will be paid to any objects and surfaces that are touched frequently or by different people.

The following spaces will be cleaned, disinfected and aired more frequently: classrooms (during class and shift changes), customer service offices, dining halls after each meal, changing rooms, restrooms and other frequently used spaces.

The following aspects must be taken into consideration in the cleaning and disinfection process:

- · All the spaces (classrooms, offices, cafeteria, etc.) equipment and surfaces that require disinfection
- · A schedule detailing the frequency of cleaning and disinfection of each space
- · The products to use: cleaning agents, detergents, etc.
- · The person or people in charge of cleaning each area

All the spaces will be aired regularly, al least once a day, for five minutes, or ten if the room was being used.

The recommendation is to ensure proper ventilation by opening windows and doors to let in clean, fresh air. The staff will be in charge of implementing this measure in their own office, while the janitors and cleaning staff will take care of it in all the other common spaces.

There will be an abundant supply of cleaning and disinfectant products to ensure the execution of the enhanced daily cleaning. All products must be authorised by the Ministry of Health.

We will ensure adequate protection measures for the cleaning staff. They must wear a face mask and single-use disposable gloves for the execution of all tasks.



### 24.2.1

### **CLASSROOMS AND** TRAINING LABS

They will be fully cleaned and disinfected at least once a day, and also during class and shift changes.

Classroom furniture (desks, chairs, board, computer) and any other frequently used elements will be cleaned and disinfected especially carefully.

The classroom will be aired naturally for five minutes before the start of each class, or ten if it was being used (class changes).

### 24.2.3

### **LIBRARY**

A container with individually wrapped singleuse sanitizing wipes has been placed next to the door. Users shall use them to disinfect their reading or study place before each use.

The library will be fully disinfected at the end of each day.

It will be aired naturally for at least ten minutes every morning before opening.

### 24.2.2

### **OFFICES**

Phones, keyboards, drawer handles, computers, photocopying machines and any other elements that are frequently touched by workers will be cleaned and disinfected especially carefully. To make this easier, workers will be instructed to clear their work area as much as possible at the end of the day.

All members of staff will be encouraged to keep their own supplies, as well as shared objects and surfaces, as clean as possible.

They will be instructed to air their offices for at least five minutes at the beginning of the day or on shift changes.

Any workstations shared by more than one person will be cleaned and disinfected at the end of each shift and at the end of the day. Furniture and other elements that are touched frequently will be cleaned and disinfected especially carefully.

All offices will be fully disinfected at least once a month.

### 24.2.4

### **CAFETERIA AND DINING HALL**

We have reinforced and increased the frequency of cleaning and disinfection of all surfaces and furniture during each service, as well as ventilation afterwards.

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Microwave ovens, tables after each service and all other equipment that users may touch will be cleaned and disinfected especially carefully, to ensure that they can be used safely.

They will be fully disinfected at the end of each day.

Shared elements such as napkin dispensers, toothpick holders, vinegar and oil bottles, etc., will be removed from self-service areas, encouraging the use of single use, individually wrapped elements.

Service elements such as tableware, glassware, cutlery or linen will be stored away from customer and staff transit areas.

The use of disposable table covers will be encouraged. If this were not possible, the use of the same table linen with different clients should be avoided, opting for materials and

solutions that allow for a change between services and mechanical washing at 60-90°C.

The water fountain may only be used to refill bottles. The manual button will be disabled, and a foot pedal will be enabled.

All users must disinfect their hands before entering the cafeteria.

### 24.2.6

### **COMMON SPACES**

All objects and surfaces of transit areas that are regularly touched by different people, such as elevator buttons, handrails, door handles, etc., will be frequently cleaned and disinfected.

### 24.2.5

### **RESTROOMS**

They will be cleaned and disinfected every hour, at least six times a day.

Faucets, toilets, door handles and doors will be cleaned often.

Any surfaces that are touched frequently, such as sinks or toilets, will be cleaned using disposable equipment.

### 24.2.7

### **OUTDOOR SPACES**

Outdoor spaces will be cleaned following standard procedures, with no need for disinfection.

Outdoor elements such as benches, water fountains, handles of doors to buildings, turnstiles, outdoor furniture, etc., will be cleaned and disinfected.

They will be cleaned at least daily and using appropriate products.

The bins will be emptied and cleaned frequently, at least twice a day.

# 25. Waste Management

Ordinary waste will be managed following standard procedures and waste separation protocols.

Tissues used for drying hands or respiratory hygiene and cough etiquette should be disposed of in the pedal bins placed in the restrooms and classrooms to that effect.

If any members of the university community start experiencing symptoms at the University, the bin/container where they have disposed of their tissues and other elements must be isolated. The trash bag will be removed and placed inside another bag which will be sealed and disposed of in the rest fraction.



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CUNEF Universidad has prepared an Ongoing Faculty Training Plan with webinars, open online courses, workshops and videos.

The purpose of this Plan is to familiarise faculty with the different tools made available to them and their students by CUNEF Universidad through the Virtual Campus (CANVAS) and Service Portal, as well as Microsoft Office 365 and videoconferencing applications, and make them aware of all the possibilities offered by new technologies in training, both face-to-face and online (synchronous or not).

The Plan has been designed to allow faculty to acquire or hone their skills, and the sessions have been programmed as follows:

- · Welcome Course for New Faculty (CANVAS, Service Portal, Office 365 and videoconferencing tools). 2 September 2021.
- · CANVAS (Course). 6 September 2021.
- · CANVAS (Course). 7 September 2021.
- · MAPLE (Workshop). 3 September 2021.
- How to Encourage Student Engagement and Participation in Online Courses (Webinar). 10 and 11 September 2021.
- · TURNITIN (Course). 30 September 2021.
- TURNITIN (Course). 1 October 2021.
- · New Technologies and Education (Workshop). 14 and 18 October 2020.
- · PROCTORIO (Course). 28 October 2021.
- · PROCTORIO (Course). 29 October 2021.
- · Grading Process on the Service Portal (Course). 16 December 2021.
- · Grading Process on the Service Portal (Course). 17 December 2021.
- · Grading Process on the Service Portal (Course). 17 May 2022.
- · Grading Process on the Service Portal (Course). 18 May 2022.

# Thank you for your cooperation

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Excelencia, futuro, **éxito**.