

**Salisbury University**

# **Pandemic Flu Plan**

**Drafted by the Emergency Management Team  
July 28, 2006**

This plan is subject to change as on-going planning takes place and to the continuing approval of the President and Executive Staff of the University.

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# **Salisbury University**

## **Pandemic Flu Response Plan**

### Overview:

A flu pandemic occurs when a new influenza virus emerges for which humans have little or no immunity and a vaccine is not available. The severity of an influenza pandemic depends on the transmissibility, morbidity, and mortality of the virus. The severity and timing of the next human pandemic cannot be predicted. Novel viruses spread easily person-to-person, cause serious illness, and can sweep across the country and around the world in a very short time. The impact on Salisbury University and the greater Salisbury community will depend on the regional distribution of the disease. If a severe influenza outbreak were to develop in the state of Maryland, it is estimated that a response plan would need to address a period of 4 – 8 weeks. \* Information provided by world health experts indicates that attack rates among faculty, staff and non-resident students would be similar to the general population (approximately 20%) and among resident and perimeter \*\* students as high as 40%. Higher rates among resident and perimeter populations are due to conditions including close living quarters, social and hygienic factors that increase the likelihood of transmission. Approximately 4 – 12% of the workforce could be ill at any point in time and absent from work for 1 – 14 days. In addition to workforce absences due to personal illness, persons may call out to take care of ill family members. Planning needs to consider issues of depth charting for leadership positions, cross training personnel and technological connectivity that allows employees to work from home.

### Purpose:

In the event of an influenza pandemic, colleges and universities will play an integral role in protecting the health and safety of students, employees and their families, and in assisting the community in responding. This response plan will establish the roles and responsibilities of campus personnel, working in conjunction with community-based agencies; and to identify resources for responding to and coordinating care for the campus population and larger community. Salisbury University will begin pre-pandemic planning upon submission and approval of this plan. Training, drafting of documents, campus communications, and other pre-pandemic activities will commence in the fall of 2006.

The Emergency Management Team is presently meeting and will continue to meet in an on-going fashion as pandemic planning continues. Issues that need to be examined include: transportation, fiscal resources, available supplies and services, communication with outside agencies, information dissemination, education and training, and other topics as identified.

\*This is an estimate. The first pandemic influenza wave lasted 4 weeks. The second wave lasted eight weeks.

\*\* Perimeter students are those living just adjacent to campus in neighborhoods, University Park and University Village, and other living situations where there are high volumes of college students living close to the University. Commuter or non-residential students tend to live within a 60 mile radius of campus in family or traditional living environments that do not expose them to the risks of communal living.

Resources and Guidelines

**Planners at Salisbury University rely on information and guidelines provided by:**

Department of Health and Human Services  
World Health Organization  
Center for Disease Control  
National Institute of Health, Allergy and Infectious Diseases  
The American College Health Association  
The Department of Health and Mental Hygiene for the State of Maryland  
Maryland Emergency Medical Services  
University System of Maryland  
Wicomico County Health Department and its Regional Pandemic Task Force

**Planners will utilize the Emergency Procedures Manual for Salisbury University to provide consistent response to specific situations.**

Pandemic Response Coordination:

The Emergency Preparedness Team will act as the response team for pandemic flu events. Its chair will act as the Pandemic Coordinator. Personnel included on this team include:

Chief of University Police (Chair)  
Academic Affairs Representative (Provost or designee)  
Environmental Safety Manager  
Counseling Services Director  
Housing and Residence Life Director  
Human Resources Director or designee  
Information Technology Director or designee  
International Student Services representative  
Nursing Faculty representative  
Physical Plant Director  
Media Relations Director  
Student Health Services Director  
Telecommunications Director  
University Dining Services Director  
Vice President of Student Affairs or designee  
Other members of the campus community, as identified

Pandemic Flu Monitoring:

The Director of Student Health Services, in conjunction with the medical director and medical staff, and Chief of University Police, will monitor local, state, national and international communications and advise the Emergency Management Team of the status of a flu pandemic and need for plan implementation.

Location of Command Central or Emergency Operations Center (EOC):

The staging area for the EOC will be in the University Police Building, and will be equipped with the appropriate communications equipment. Staffing will be coordinated by the Vice President for Student Affairs.

Consistent with other Emergency Preparedness Plans, the Emergency Management Team (EMT) will be called into operation as soon as practical after an emergency condition or incident occurs requiring a coordinated institutional response. In the case of the incidence of influenza that reaches critical proportions, direction will come from the Wicomico County Health Department, State Department of Health and Mental Hygiene, Federal Center for Disease Control, NIH, and other agencies listed on the first page of this document. Additional guidance will come from the University System of Maryland as it relates to campus functions. The president, provost, any vice president or the chief of the University Police may initiate the Emergency Response Procedures and implement the EMT based on this guidance. The Chief of University Police or a designee will provide liaison duties and informational briefings to the EMT. The EMT, in conjunction with the Executive Staff, will be the focal point for campus-wide decision making during responses to a pandemic flu event.

The Vice President of Student Affairs, with the assistance of the assistant to the president, will be responsible for coordinating, managing, and reporting to the president and provost on the status of the decisions made by the EMT.

Plan Components:

- Preventive measures and pre-pandemic planning
- Identification and procurement of necessary supplies and services
- Systems for identifying high risk individuals
- Command and control procedures and guidelines
- Surveillance techniques
- Infection control policies and procedures
- Communication and coordination planning
- Coordination of treatment and dissemination plans with WCHD and other agencies
- Continuity of student learning and operations affected by a pandemic flu event
- Identification of resources for campus and community responses

Plan Action Levels:

**Level 1: Pre-Pandemic**

Phase I – Novel Virus Alert

Cases of human infection with a novel virus identified. There is potential for pandemic spread due to little or no immunity in the human population but a pandemic is not inevitable.

Phase II – Pandemic Alert

Novel virus demonstrates sustained human-to-human spread, causing multiple cases in a localized geographic area.

- **Development and delivery of training**
- **Identification of essential personnel and development of plans for their protection**
- **Cross training of employees to optimize workforce shortages and maintain essential functions**
- **Development of communication plans**
- **Development of plans for alternative instruction and class cancellations**
- **Finalizing closure protocols**
- **Ordering necessary supplies and plan for their distribution**
- **Operations continue as usual**

**Level 2: Pandemic Imminent**

Phase I – Pandemic Imminent

Cases of human-to-human novel virus infection spreading across multiple, widespread geographic areas with high rates of morbidity/mortality. No cases in U.S. yet reported.

Phase II – First cases in U.S. reported.

- **Cancel travel, intercollegiate activities, classroom activities as guided by outside agencies\***
- **Prepare for closing**
- **Open emergency housing for international and otherwise homeless students**
- **Begin liberal leave for non-essential employees**
- **Healthy employees continue to report**
- **Communicate with parents and students**

### **Level 3: Pandemic Evolving**

Phase I – First cases identified in Maryland

Phase II – First cases identified on Eastern Shore/Delmarva Peninsula

Phase III – First case identified at Salisbury University

a.) resident student

b.) non-resident/perimeter student, faculty or staff

Phase IV – Multiple cases identified at SU; virus spreading

- **Depending on national and local conditions, University residences will close as well as administrative offices and academic buildings**
- **Essential personnel will report to maintain skeletal response to emergency conditions**
- **Access to campus declined; closure sustained until cleared as mandated by local, state and federal authorities**
- **Telecommuting and other measures enacted to maintain essential functions**

### **Level 4: Post-Pandemic**

Phase I – Second wave of epidemic activity which generally occurs within several months following the initial wave of infection.

Phase II – Pandemic cessation. Waves of infection cease and infection rates return to typical “epidemic” cycles.

- **Continue to monitor for subsequent pandemic waves**
- **Work with USM and other agencies to recover academic impact**
- **Work with HR and other agencies to recover personnel impact**
- **Coordinate support services for students, faculty and staff affected by pandemic events**

## **Campus Decision Making Criteria for Altering Campus Functions and/or Closing**

**\* Decisions regarding campus closings and level of functioning will depend on the progression of levels, which may occur rapidly and be altered by triggering events. Decision criteria will be based on the following triggering events:**

- Rate/speed/geographic spread of disease**
- Confirmed high rate of infectivity, morbidity (rate of infection), or mortality (intensity of the disease)**
- Falling class attendance, students leaving campus**
- Rising employee absenteeism**
- Transportation systems closing or curtailing**
- Other regional or system schools/universities closing**
- Local or state public health recommendations or requirements to close or curtail public activities**
- Where in the United States the pandemic unfolds in relationship to this geographic region and the timing of such**

**Planners will utilize the Salisbury University Emergency Procedures Manual for consistent response plans to specific situations.**

## Salisbury University Pandemic Response Plan

<b>Unit</b>	<p><b>Activity: Level I – Pre-Pandemic Planning</b></p> <p>Phase I – Novel Virus Alert Cases of human infection with a novel virus identified. There is potential for pandemic spread due to little or no immunity in the human population but a pandemic is not inevitable.</p> <p>Phase II – Pandemic Alert Novel virus demonstrates sustained human-to-human spread, causing multiple cases in a localized geographic area.</p>
<b>Academic Programs/Provost</b>	Each school and department will designate an emergency point person(s)
	Emergency contact information for critical/essential staff will be distributed through each school and its departments. This information will be sent to the Provost
	The Provost will compile essential contact information for schools and departments and send it to each school
	In Fall, 2006, faculty will be requested to include a paragraph in their syllabi indicating the University has a plan in place in the event of a flu pandemic and will close under certain circumstances, and overview how courses will be completed (See draft syllabus statement)
	The Provost's office will develop basic templates and general directions for Deans/Departments/ Faculty. These templates will include: emergency contact information, lab protocols, plans for animal care, and protocols for closing if the University were affected for more than two weeks
	The Academic Instruction and Research Emergency Management Plan will be employed (See appendices). The office of the Provost will work with schools and departments to develop unit emergency plans, including plans for dealing with research and research facilities. A complete list of research facilities that must remain open and protocols for such an event will be developed by the Provost's office
	Drill test the Pandemic Response Plan on at least an annual basis
	Ask faculty to participate in providing prevention education to students on hygiene, hand-washing and assembling flu supplies
<b>Communications/Public Relations</b>	Campus faculty, staff and students are encouraged to become familiar with details of the Pandemic Plan

Unit	Activity: Level I – Pre-Pandemic Planning, Continued
<b>Communications/Public Relations, Continued</b>	Emergency Preparedness website on University Web site (with links) will be promoted, as well as the Gull Line (410-546-6426)
	Educational campaigns on hand-washing, respiratory hygiene, and possible vaccination will be increased
<b>Counseling Services</b>	Provide crisis preparedness training in consultation with the Department of Health and Mental Hygiene and related community agencies for all professional staff to identify and lessen panic reactions, debilitating anxiety, rumor mongering, and conduct debriefings to further alleviate associated stressors
<b>Environmental Health and Safety</b>	Assist with the selection and stock for Health Services - surgical masks, N95 respirators, plastic gloves, and alcohol-based hand cleaners
	Contact county agencies to determine what equipment sources are available to the campus; assist departments with determining a “basic” quantity of protective equipment to keep on-hand
	Fit test essential personnel for personal protective gear, including N95 respirator masks; Train healthcare workers regarding respirator use
	Serve as a resource for regulatory issues related to respirator use
	Provide information regarding the use of Personal Protective Equipment – where needed
	Provide information for employees that request “voluntary” use of respirator – where needed
	Provide information for disinfection of environmental surfaces – where needed
	Implement training for housekeepers, food service and other affected workers for waste disposal, food handling, and other protocols to limit the exposure and spread of disease
<b>Executive Staff</b>	Develop depth charting for leadership positions in conjunction with Human Resources
	Develop criteria to close the campus and procedures for implementation of the plan in conjunction with the Emergency Management Team
	Develop criteria for the prohibition of mass gatherings and the process for implementation in conjunction with the division of Student Affairs
	Develop procedures to restrict domestic and foreign travel in with the assistance of the Emergency Management Team

Unit	Activity: Level I – Pre-Pandemic Planning, Continued
<b>Executive Staff, Continued</b>	Explore the use of Mutual Aid or Memorandum of Understanding agreements with other institutions or service providers in conjunction with the Emergency Management Team
	Make decisions and allocate resources for prevention resources, protective gear, and other needs in conjunction with recommendations from the Emergency Management Team
<b>Housing and Residence Life</b>	Finalize bulk purchases (disposable cleaning supplies, surgical masks, gloves, water, waterless hand cleaner etc.) including kits for live-in staff same as SUPD issues to officers; finalize residence hall storage locations for medical supplies, bottled water, non-perishable foods
	Identify staff members at all levels who may be required to have direct close contact with sick persons at Levels 3 and 4; identify and communicate requirements for student employees at Levels 2, 3, and 4
	Finalize contingency plans for students who will depend on campus housing and meal services for a brief some period of time after campus closing/evacuation (e.g., international students, residents who cannot travel home quickly due to distance or travel restrictions)
	Explore on-line “ride board” that would let students arrange rides home with other students and thus facilitate student evacuation
	Identify students whose home addresses are in areas of the world affected by early human-to-human cases; offer support to them
	Continue normal housekeeping services utilizing standard cleaning products and protocols
	Develop Check-out plan to track occupancy
	Develop electronic parent distribution list for information
	Make plans for tracking, tabulating all costs associated with influenza pandemic preparations and implementation of plans
	Communicate with University Park to assist in getting information to students and coordinating planning needs
	Identify essential personnel in conjunction with the Emergency Management Team
	Develop cross training and absenteeism work plans for campus departments

Unit	Activity: Level I – Pre-Pandemic Planning, Continued
<b>Human Resources, Continued</b>	Develop fitness for duty guidelines and procedures to identify recovered cases of employees assumed to be immune
<b>International Student Services</b>	Identify international students and have a way to determine their level of risk , in conjunction with Student Health Services
	Create means for instant communication with all international students
	Disseminate general information to students via orientation (pamphlet), periodic emails, Emergency Preparedness website, links to WHO and other websites
	Develop and implement education for international students and students studying abroad, in conjunction with Student Health Services and academic departments
<b>Physical Plant</b>	Identify and update essential personnel listing
	Fit test essential personnel for personal protective gear in coordination with the Environmental Health and Safety Officer
	Review Facility Services cleaning procedures and emphasize the importance of proper cleaning/sanitization techniques
	Distribute information to staff to include; personal safety, importance of good hygiene, etc.
	Finalize bulk purchases with Departments utilizing Support Services to include paper products, housekeeping supplies, safety equipment, etc.
<b>Student Health Services</b>	Develop a way to identify high risk students and ask them to voluntarily identify
	Develop a surveillance and reporting system in conjunction with the Wicomico County Health Dept. and State Dept. of Health
	Put in place education for international students and students studying abroad in conjunction with International Student Services
	Establish fitness to return to classes and residence halls for recovered cases of students presumed to be immune
	Contact local health department and hospital emergency room to establish communication plans in the event that a pandemic occurs

Unit	Activity: Level I – Pre-Pandemic Planning, Continued
<b>Student Health Services, Continued</b>	Identify outside health personnel in the event that there is a reduction in the SHS workforce to be able to continue care. Resources include: American Red Cross, nursing faculty, athletic training dept., Respiratory therapy, retired staff, health department, community nurses who may volunteer
	Work with PR to draft a letter for parents and students
	Identify and procure necessary supplies for medical personnel (gloves, protective clothing, goggles, masks, etc...)
	Develop website information on the signs and symptoms of flu and risk of pandemic flu; educational materials such as table tents promoting hand-washing, etc..; promotional materials advising campus members to get flu vaccine and to assemble personal flu kits (hand-washing gel, thermometer, Tylenol/Ibuprofen, salt, etc...)
	Identify and procure necessary supplies for medical personnel (respirators, gloves, protective clothing, goggles, masks, etc...) as well as chemicals and disinfectants
	Establish and train staff on clinical protocols for evaluating flu patients and minimizing contact and exposure (PPE) and the safe handling of deceased persons
<b>University Dining Services</b> Phase I	Assist in developing and providing training for Residence Life Staff regarding the management of flu and pandemic flu episodes as part of planned staff training for fall 2006 and continuing annually
	Continue educating staff on importance of hand washing, wearing gloves and sneeze etiquette
	Finalize essential personnel list for each phase of Pandemic outbreak. Communicate with staff expectations
	Secure adequate supply of breathing respirators, gloves and other protective clothing, chemicals and disinfectant spray
	Discuss with management and supervisors importance of reporting flu symptoms to their Supervisor
	Finalize a limited menu that would be put into effect in early stages of Pandemic outbreak. Menu would exclude chicken products and eliminate self service areas. Menu to include canned foods, convenience low handling items
	Develop disposable serving order to last for 4-6 weeks

<b>Unit</b>	<b>Activity: Level 1 – Pre-Pandemic Planning, Continued</b>
<b>University Dining Services, continued</b> Phase II	Review and update response plans with newest information available
	Intensify training and department meetings on all levels to communicate response plan and individual responsibilities
	Alert food and paper suppliers that we will be putting in large order water, canned foods and paper within coming weeks. Have line item numbers for purveyors
	Begin to limit access to back of house in all Dining areas. Essential personnel only
	Begin to post communications concerning Pandemic Flu in all areas. Communications directed towards students, faculty and staff. Tune TV's to news stations
	Increase supplies of protective clothing, mask and chemicals
	Arrange pickup area for Resident Halls and others to pick up food as it becomes necessary
<b>University Police</b>	Update department Web site with service specific information
	Ensure that information is consistent with Public Affairs Office announcements
	Provide information to all employees regarding departmental issues and care and safety for their families. Seek available training internally and externally
	Assessment of outside police resources. Evaluate the potential for external assistance
	Inventory all relevant equipment to determine quantity and life expectancy
	Encourage officers to receive any available vaccines
	Inventory traffic control equipment
	Review list of available student safety officers
	Increased patrol presence in areas with stockpiled food and other necessities
<b>Unit</b>	<b>Activity: Level 2 – Pandemic Imminent</b> Phase I – Pandemic Imminent Cases of human-to-human novel virus infection spreading across multiple, widespread geographic areas with high rates of morbidity/mortality. No cases in U.S. yet reported. Phase II – First cases in U.S. reported.
<b>Academic Programs/Provost</b> Phase I	Preparations will continue for possible lapse in class schedule

Unit	Activity: Level 2 – Pandemic Imminent, Continued
<b>Academic Programs/Provost, continued</b> Phase I	Classes will continue on campus uninterrupted
	Faculty will develop plans to address issues of student absenteeism
	Faculty will identify essential research and make plans for possible interruptions in research schedules
	Work with Emergency Preparedness Team to ensure that Emergency Preparedness website is current and operating ; provide updated information as needed
Phase II	Preparations for canceling classes and restart measures continue
	<b>Classes will be cancelled according to decision making criteria and triggering events outlined for the Executive Staff (See narrative and appendices)</b>
<b>Communications/Public Relations</b> Phase I	Information on Emergency Preparedness website and Gull Line will be updated as needed to communicate current status of pandemic and institutional response
	E-mail alerts to students, faculty and staff informing them of current status and encouraging them to refer to the Emergency Preparedness website Work with Student Affairs, Emergency Preparedness Team and Executive Staff to make determinations regarding notices to parents
	eSU News
	Signage in major buildings as well as utilizing campus tv
Phase II	Emergency Preparedness Website updated as needed to educate campus regarding flu symptoms and when/where to seek help
	E-mails to campus and possibly parents/families, regents, state officials, vendors, appraising them of status of flu preparations on campus. Also eSU News
	Media alerted to status of flu preparations on campus and steps being taken by institution
	Signage in major campus buildings
	Anticipate increased media presence on campus and interviews with appropriate spokespeople

Unit	Activity: Level 2 – Pandemic Imminent, Continued
<b>Counseling Services</b>	Suspend day-to-day operations
	Implement on-call crisis management (psychological first-aid) procedures in response to trauma
	Assess need and provide short-term crisis counseling to the campus community
	Designate all counseling staff and professional psychologists as essential
<b>Environmental Health and Safety</b>	Provide information regarding the use of Personal Protective Equipment – where needed
	Provide information for employees that request “voluntary” use of respirator – where needed
	Provide information for disinfection of environmental surfaces – where need
	Train remaining health center staff regarding respirator use and evaluate effectiveness of training
	Initiate training for remaining essential personnel regarding respirator and voluntary use personnel
	Cross-train supervisors (train-the-trainers) for respirator use, fit testing and evaluating effectiveness of respirator use
	Ensure that all staff know how and when to use PPE
	Serve as a resource for regulatory issues related to respirator use
	Assist with purchase bulk quantities of N95 respirators, surgical masks, plastic gloves, and alcohol-based hand cleaners that will not be provided by agencies
	Ensure training in all areas is complete
<b>Housing and Residence Life</b>	Residence Life will announce that all University housing will be closed and students will need to prepare to evacuate (alcohol ban will ensue)
	Residence Life will share information with resident students about resources for coping with fears (Counseling Center, Health Services) and assist student affairs staff in getting into the communities in small groups for staff and students
	Prepare to close all residence halls
	Finalize residence hall storage action plans (secure first floor and basement lounges for storage of large items)
	Address students’ stockpiling of food and supplies, including pest management

Unit	Activity: Level 2 – Pandemic Imminent, Continued
<b>Housing and Residence Life continued</b>	Assist with departures from Residence halls
	Residence life will send emails to the residential community outlining the institutional closing, closing of residences, evaluations services, on-line instruction or other alternative plans for academic programs, service levels to be maintained/curtailed during evacuation, event cancellations, travel restrictions, visitor restrictions, pre-emptive building closings, shelter-in-place/isolation in other residences; direct email to parent distribution list, other announcements as instructed by the Emergency Management Team
<b>International Student Services</b>	Prepare travel advisories
	Prepare alternate ways to communicate with students
	Prepare ways to communicate with parents
	Prepare immigration advisory
	Identify locations for student to stay in case of campus closing
	Disseminate information on above information via email and either through the Emergency Preparedness website or site linked to it. Add information to website about hospital and physician info, coping with fears (counseling services and resources available), packing and traveling information
	Prepare return policies and procedures
<b>Physical Plant</b>	Finalize essential personnel list based on campus needs
	Train essential personnel for personal protective gear in coordination with the Environmental Health and Safety Officer
	Implement any additional cleaning/sanitization methods that may be recommended for Facility Services
	Order bulk supplies that are necessary through Support Services
	Review duties of essential personnel by identifying critical duties/systems
	Support other Departments as needed.
	Distribute information to staff as needed. For example; communication of school closing, PPE, hygiene, etc.-

Unit	Activity: Level 2 – Pandemic Imminent, Continued
<b>Student Health Services</b> Phase I	Update Student Health Services website
	Ensure that essential personnel have received or will receive flu vaccine, depending on timing of reaching this phase
	Ensure that all training is complete for medical personnel
	Work with Environmental Health and Safety to ensure that cleaning services and waste management can continue at all levels of plan
	Work with Emergency Preparedness Team to ensure that Emergency Preparedness website is current and operating ; provide updated information as needed
	Work with local and state agencies to ascertain available stockpiled resources and point of distribution for medications, vaccines, and supplies as available
Phase II	Work with Executive Staff and Emergency Management Team to determine whether to disseminate letter to parents and students regarding actions on campus in response to identified US cases and directing them to the Emergency Preparedness website and Gull Line
	Communicate clinical guidance from outside agencies to decision makers regarding the curtailing of travel, sports and other inter-institutional events
	Separate identifying patient problems and provide separate area for patients with flu symptoms; begin influenza testing of patients; provide masks for patients and alert them through notices on entry doors to don a mask
	Monitor flu activity and suspend other services as needed, depending on staffing levels and demand for services
	Alert alternative health care workers of need for services as staff work force reductions or increase in demand for services occur
	Communicate regularly with health department and PRMC emergency room regarding monitoring of flu cases

Unit	Activity: Level 2 – Pandemic Imminent, Continued
<b>Student Health Services continued</b> Phase II	Work with local and state agencies to identify and prepare facilities for quarantine, isolation, morgue and other needs as pandemic develops. Be prepared to work in cooperation with these agencies should a state of emergency or mandate for campus resources occur
	Monitor financial impact of services and supplies provided
<b>University Dining Services</b> Phase I	Implement exclusion of self-serve areas. All foods to be served to customer
	Order 4-6 week supply of disposable serving wares
	Order 4-8 weeks of non-perishable foods to feed 7000+ per meal.
	All management monitors staff for signs of symptoms and send home those that may be questionable
	Monitor news and announcements
Phase II	All food service operations coming from Commons building. All satellite operations and ECZ's closed. Cool Beans to remain open for communications, computer accessibility, coffee and convenience foods
	No access to back of house in any operations except for essential personnel. Requested foods to be picked up on back dock of Commons building
	Increase cleaning and sanitizing of all area of Commons between meals
<b>University Police</b> Phase I	Identify and communicate to employees expectations of essential personnel
	Examine schedules; adjust to ensure adequate coverage
	Examine schedules; adjust to ensure adequate coverage
	Coordinate with Public Relations media access restrictions
	Begin to track frequencies of relevant inquiries received in dispatch
	Strongly encourage health protocols to help reduce probability of contamination.
	Maintain and check staff contact information
	Update Web site
	Provide information updates to employees and communicate institutional response
Phase II	Issue protective equipment

<b>Unit</b>	<b>Activity: Level 2 – Pandemic Imminent, Continued</b>
<b>University Police continued</b> Phase II	Assist in evacuation of residence halls if requested
	Secure residence halls and other buildings
	Monitor impact of revised service expectations
	Request outside law enforcement personnel assistance if needed
<b>Unit</b>	<b>Activity: Level 3 – Pandemic Evolving</b> Phase I – First cases identified in Maryland Phase II – First cases identified on Eastern Shore/Delmarva Peninsula Phase III – First case identified at Salisbury University c.) resident student d.) non-resident/perimeter student, faculty or staff Phase IV – Multiple cases identified at SU; virus spreading
<b>Academic Programs/Provost</b>	If the University is required to close during the spring or fall semester(s) for one week, students will make up work missed and fulfill the required 15 contact hours per class credit without significantly altering the semester calendar or structure
	For any closure extending beyond one week, the University will extend the semester upon resumption of campus activity. Such extensions may mean that winter and/or summer terms may not be offered
<b>Communications/Public Relations</b>	Emergency Preparedness Website and Gull Line updated on a continual basis as needed
	E-mail alerts to students, faculty, staff and other constituencies, possibly families, regents, state officials and vendors on status of flu on campus
	eSU News , Campus signage in major buildings as well as campus television
	Media apprised of evolving status on flu on campus and steps being taken by institution
<b>Counseling Services</b>	Activate pre-selected campus-based counselors/psychologists to supplement Student Counseling Services staff in the provision of crisis intervention strategies to aid individuals experiencing emotional reactions to trauma
	Implement telephone counseling and web-based support to alleviate psychological trauma

<b>Unit</b>	<b>Activity: Level 3 – Pandemic Evolving, Continued</b>
<b>Environmental Health and Safety</b>	Evaluate effectiveness of respirator use and surgical masks on the campus during a local outbreak
	Serve as a resource for regulatory issues related to respirator use
	Monitor and assist with waste management as needed
<b>Housing and Residence Life</b>	Residence Life will email to students directly affected by campus action (e.g. evacuation, quarantine or isolation, relocation) specifying actions they must take
	Assure extra food/supplies in place in buildings scheduled to accommodate students during closing
	Respond to forced departures, closing of residence halls; instructions to residents, timeline, dealing with parents, securing possessions
	Relocate live-in staff and student who cannot leave
	Prepare to execute if ordered – feeding sanitation, voluntary departures, services during isolation or closing
	Communicate with Emergency Management Team regarding mandates for overtaking SU facilities and resources by local, state or federal authorities as state of emergencies are called
<b>International Student Services</b> Phase I	Continue information dissemination and all activities under level 2
	Make sure all documents are in order for students to travel to home countries and return to US
<b>International Student Services, continued</b> Phase I	Implement immigration and travel advisory and assist departing students
	Advise students who are remaining in US
	Prepare to work from home
Subsequent Phases	Thoroughly monitor and document student mobility outside and within the US
	Maintain contact with University officials and students/families from home
<b>Physical Plant</b>	Review/Monitor essential personnel duties
	Respond to campus needs as required. (campus closings, shelters, etc.)

Unit	Activity: Level 3 – Pandemic Evolving, Continued
<b>Physical Plant continued</b>	Maintain adequate supplies for essential personnel and operations
	Issue protective equipment as needed
	Communicate with the Emergency Management Team and respond accordingly.
<b>Student Health Services</b> Phase I & II	Monitor healthcare workers and students for signs of illness
	Monitor patients who present with symptoms of flu and coordinate transportation to local hospital facilities or home
<b>Student Health Services, Continued</b> Phase I & II	Clearly communicate uses, resources and limits of care available on campus. Make campus members aware of alternative health facilities
Phase III	Dispense any available antiviral or other medications
	Continue to provide updates via the Gull Line through Public Relations and the Emergency Preparedness website
	Assist students and families in making decisions regarding return to home (campus evacuation at different levels of health/illness)
	Continue to communicate with hospital and other agencies to accommodate community needs mandated by any established state of emergency and provide them with information about campus responses and flu activity
Phase IV	Assist in monitoring emergency shelter housing established for students with extreme hardships during campus closure (international students, otherwise homeless students, etc...)
	Assist in decision making by providing clinical guidance via outside organizations for campus closure
	Monitor essential personnel for symptoms and provide continued information regarding available healthcare resources in the community during campus closure
<b>University Dining Services</b> Phase I	Food served from Commons only, Cool Beans closed but may be used for computer access
	Review complete close down procedures with staff
	Reduce service hours in commons Dining Hall

Unit	Activity: Level 3 – Pandemic Evolving, Continued
<b>University Dining Services continued</b> Phase I	Emergency menu to be served
	Cash sales may be discontinued
Phase II	Begin to prepare for closing; continue service on limited basis
	Deliver quantities of water and canned foods to Residence Life and University Police
Phase III	Cash sales discontinued; cashiers to wear gloves. Track non-meal plan customers manually for billing at a later date
Phase IV	Once President makes decision on course of action, respond with existing staff.
Phase IV	Emergency support only
<b>University Police</b> Phase I	Maintain contact with local law enforcement agencies. Update Emergency Preparedness website and Gull Line through Public Relations
Phase II	Maintain liaison with local emergency management, state and local health departments, MEMA
Phase II	Update Emergency Preparedness website and Gull Line Through Public Relations.
	Deploy staffing to sensitive and high demand areas
	Request outside law enforcement resources if necessary
Phase III	Update Emergency Preparedness website and Gull Line through Public Relations
	Define clear succession of command within the department
	Assist in securing isolated areas
	Assist with campus evacuation
Phase IV	Secure entire campus
	Evaluate available personnel resources
	Request outside law enforcement resources if needed
	Review scheduling options

Unit	<b>Activity: Level 4 – Post-Pandemic</b> Phase I – Second wave of epidemic activity which generally occurs within several months following the initial wave of infection. Phase II – Pandemic cessation. Waves of infection cease and infection rates return to typical “epidemic” cycles.
<b>Academic Programs/Provost</b>	In coordination with other response teams and with the USM and MHEC, the Provost’s office will coordinate the resumption of classes, if required, and other academic activities
	If necessary, the Provost’s office will seek assistance from other USM schools in completing some academic program activities
	Qualified personnel; e.g. administrators, will be identified and asked to assist in completing the offering of courses, if required
<b>Communications/Public Relations</b>	Announcements regarding re-opening procedures and timetable will be communicated via email, Emergency Preparedness website, the Gull Line and media
	Student return policy, procedures announced via e-mail, Emergency Preparedness website and Gull Line (health and safety precautions, what to expect, what to bring, etc...)
	eSU news
	Appropriate signage in major buildings and on campus television
	Media notified and interviews arranged when appropriate
<b>Counseling Services</b>	Continue assessing and serving affected students and staff with emergency psychological assistance
<b>Environmental Health and Safety</b>	Evaluate effectiveness of respirator use and surgical masks on the campus during a local outbreak
	Serve as a resource for regulatory issues related to respirator use
	Monitor and assist with waste management as needed
<b>Housing and Residence Life</b>	Monitor sanitary conditions of vacated residence halls
	Control unauthorized access to closed halls
	Manage access/entry to halls remaining open for professional staff
	In conjunction with EMT, coordinate re-opening and resuming residential operations
<b>International Student Services</b>	Implement return policies and procedures

<b>Unit</b>	<b>Activity: Level 4 – Post-Pandemic, Continued</b>
<b>International Student Services, continued</b>	Monitor and document returning students
	Update all immigration information and documentation
	Recover from disruptions and return to business as usual
<b>Physical Plant</b>	Communicate with staff on return to work procedure
	Sanitize areas on campus that were neglected during campus closing. (Residence Hall rooms, classrooms, etc.)
	Evaluate resources that are available
	Collect PPE equipment as required
	Respond to campus needs as required
	Critique
<b>Student Health Services</b>	Communicate clinical guidance regarding the re-opening of the campus from outside agencies
	Resume normal clinical operations; continue to monitor students for symptoms of flu
	Coordinate emotional support for students affected by the pandemic in conjunction with counseling services
	Provide feedback to Student Affairs professionals regarding the need for support groups, programs, and other post-pandemic services based on student and faculty/staff interactions
<b>University Dining Services</b>	
Phase I	Phone and email employees concerning return to work procedures
Phase II	When re-opening of University is announced, return operations to normal activities, beginning with Commons and Cool Beans. Secondly, ECZ's and lastly, satellite operations
<b>University Police</b>	
Phase I	Request outside law enforcement resources if needed
	Secure entire campus
	Evaluate available personnel resources
	Review scheduling options

Unit	Activity: Level 4 – Post-Pandemic, Continued
<b>University Police continued</b> Phase II	Actions predicated upon academic impact and restoration schedule established by university
	Determine impact on department
	Make necessary physical and mental health referrals if warranted for University Police employees
	Complete cost analysis
	Critique

**Appendix A: Campus Decision Making Criteria for Campus Functioning and/or Closing**

\* Decisions regarding campus closings and level of functioning will depend on the progression of levels, which may occur rapidly and be altered by triggering events. Decision criteria will be based on the following triggering events:

- Rate/speed/geographic spread of disease
- Confirmed high rate of infectivity, morbidity (rate of infection), or mortality (intensity of the disease)
- Falling class attendance, students leaving campus
- Rising employee absenteeism
- Transportation systems closing or curtailing
- Other regional or system schools/universities closing
- Local or state public health recommendations or requirements to close or curtail public activities

- Where in the United States the pandemic unfolds in relationship to this geographic region and the timing of such

**Planners will utilize the Emergency Procedures Manual for Salisbury University to guide consistent responses for specific events.**

## Appendix B: Statement for Syllabi

There is an international concern that a flu pandemic may occur in the near future (see <http://www.pandemicflu.gov/> for current information). Salisbury University submitted an outline of its plan for responding to such an event to the University System in late August 2006. This plan calls for closure of the University. The University intends to award full credit for all classes offered. Credit and grades could be awarded based on work completed up to the time of closure, if the University closed late enough in a semester, or the University may need to resume classes, and extend classes beyond the scheduled time in order to award such credit.

Should a pandemic occur, it is likely that some of the University's plans would be superseded by orders from the Health Department, the University System, or the Governor's Office. In the event of a pandemic emergency, I will be communicating specific information to you about this course via <ways in which instructor will communicate>

*Instructor should think about not only how communication will be established but what will be communicated. General information about the academic program will be handled by the Central Administration via designated modes; e.g. web, email, radio, TV, etc.*

## **Appendix C: Academic Instruction and Research Emergency Management Plan**

If and when the University closes for an extended time period due to pandemic flu, consideration will be given to the timing and duration of the closure. The best alternative is to hope the University calendar allows classes to be postponed during the flu closure and continue when the University reopens.

- All academic calendaring related issues would be resolved in concert with the University System of Maryland, other system institutions, MHEC and in concert with the common academic calendar.
- If the University were required to close during the spring or fall semester(s) for up to one week, there would be an opportunity to make up work missed and provide the required 15 contact hours per class credit without significantly altering the semester calendar/structure. (The Provost Office will develop a plan that specifically addresses types of class contact hours necessary for different categories of classes such as laboratory classes.
- For any closure extending beyond one week, the University will extend the semester. Such extensions may mean that Winter and/or Summer terms may not be offered.
- If the University closes near the end of the semester (within four weeks of semester end), the University could petition MHEC, based on the severity of the emergency, to make an exception to required contact hours and allow the award of grades based on the grade in place at the time of the closure. There is a precedent for this since it has been employed during other crises.
- Off-site programs will follow the same protocol as on-site

### **Alternative Forms of Instruction**

In light of federal recommendations that alternate forms of instruction be considered, it has been determined that the University does not have the resources to continue a significant number of its classes using alternate forms of instruction. The University will attempt to keep its servers operating if possible, but does not see use of alternative forms of instruction as a viable alternative for completing courses.

### **Research Buildings**

Some facilities house research facilities that will be the most difficult to close when the rest of the campus is closed. The Provost Office will identify these facilities and work with the affected areas to develop closing and/or management plans for each.