

**NORTH CAROLINA
CENTRAL UNIVERSITY
PANDEMIC INFLUENZA
PLAN**

As evidenced by the recommendations of the World Health Organization, the U.S. Department of Health and Human Services and the State of North Carolina's Department of Health and Human Services a worldwide outbreak of a severe influenza pandemic is inevitable. Recent studies predict a 40% mortality rate, with the highest mortality in younger healthy populations. A moderate pandemic could result in more than 800,000 hospitalizations and 200,000 deaths. A severe pandemic could result in 10 times as many hospitalizations and deaths. The exceptionally high rate of mortality with the current H5N1 virus makes the planning for the next influenza pandemic imperative.

Given our proximity to the Raleigh/Durham International Airport if a highly contagious and fatal form of the H5N1 virus entered the global community, it would only be a matter of time before the virus entered the Raleigh/Durham area and the NCCU community. The purpose of this draft is to provide an overview of NCCU's preparedness and plan of response to lessen the campus-wide impact.

It is assumed that the academic environment of campus classrooms could not be maintained in the face of this epidemic without putting students, staff and others at risk of infection and possibly worse. Social distancing, minimizing public assemblies along with proper cough/sneeze etiquette, increased hand washing, and other actions, are recommended by the National Health Plan, in order to slow, the spread of the virus.

North Carolina Central University's plan is consistent with the Guidelines for College and Universities found within the National Strategy for Pandemic Influenza. We are developing a plan to address the possibility of the most severe health situation that could affect the campus community—that of a highly infectious and fatal virus. Our plan includes suspension of academic programs and closure of our campus for some number of weeks or months until the rate of transmission of the virus subsides.

While the suspension of all classes and the closing of all residence halls will be potentially very disruptive for students, faculty, staff and employees, the Pandemic Influenza Plan must make provisions to protect members of the campus community.

The decision to close the University will be made by the Chancellor, based on recommendations from the Emergency Response Team, directed by Captain Victor Ingram. It will occur at a point after the first verified case is discovered in North America and be based upon a combination of the following decision criteria/factors:

- ◆ World Health Organization declaration of Phase 6—Pandemic period: Increased and sustained transmission in the general U.S. population.
- ◆ Confirmation of a high rate of infectivity, morbidity (rate of infection) and/or mortality (death rate).
- ◆ Rate/speed of disease spreading.

- ◆ Local public health recommendations to curtail/cancel public activities in county or state.
- ◆ Falling class attendance, students leaving campus.
- ◆ Rising employee absenteeism.
- ◆ Other regional schools/school systems closing
- ◆ Transportation systems closing/curtailing interstate travel
- ◆ Cases in the local Southeastern area occurring early versus late in the overall U.S. experience with the unfolding pandemic

During the period when classes are suspended, most campus academic, administrative, and support operations will be closed. Buildings will be secured in a way to prevent re-entry by all but approved essential staff. Minimal utilities will be supplied to buildings, but all routine, normal daily housekeeping and maintenance activities will cease until such a time when the re-opening of campus buildings has been announced. Most research activities that depend upon campus facilities will need to be suspended as well, when all other routine building services end. Police, safety and facilities staff, and a small number of other essential employees will be needed to maintain safe, secure, and hazard-free buildings; however, the way in which these essential staff members conduct themselves while on campus will be done in a manner to minimize exposure to others who may be carrying the virus.

The institution's response to the Avian Flu pandemic will be managed by the Emergency Response Team (ERT), with guidance from the Pandemic Flu Committee. The ERT will meet weekly, daily, or more than daily as issues unfold. A location will be determined and expanded opportunities for conference call meetings will be established when large group meetings are no longer advisable or possible.

Prior to the onset of the pandemic, officials will monitor the information available via the internet and other sources. Through all the stages of response Mr. Charles Bowen, Director of the Student Health and Counseling Center (SHCS), and Dr. Letitia Hazel, Medical Director of the SHCS will be the primary contacts with the Durham County Health Department (DHMH), Centers for Disease Control (CDC), World Health Organization (WHO), and Durham County health officials. Victor Ingram, of Campus Police, will maintain contact and coordinate with the local, state, and federal law enforcement agencies.

An outbreak could interrupt normal University functioning for a period of two to four weeks up to several months. The University will implement social distancing measures and evacuate as many of its students and employees as possible. However, it may need to maintain some systems to support infirmary operations, minimal student housing, and selected research activities.

The University has existing communications resources that can be mobilized for quick response in the event of an Avian Flu emergency. Media relations and use of campus media outlets are additional assets to be used to support the communications plan.

Essential employees may need to function from either remote or campus locations to maintain services. Options for limiting exposure of essential employees to the virus might be beneficial. Staff may be requested to work multiple shifts and critical staff may need to be on campus to service critical campus systems.

Some level of loss of essential employees to illness or care for a loved one will require back up options for essential functions. Absenteeism attributable to illness, the need to care for ill family members, and fear of infection may reach 40% with lower but still significant absenteeism both before and after the peak. Also, absenteeism may be affected by the closing of public schools, quarantines, and other measures taken in the community.

Those affiliated with the University, even if they are not employed or enrolled, will require information on the University's plans and implementation during the crisis. Parents and families, the surrounding community, governing bodies and elected officials will all require periodic updates.

At all times, the health and safety of the campus community will be of paramount importance. Protocols for health and safety measures are being developed.

This plan will apply to the initial outbreak, as well as subsequent waves of the Avian Flu Pandemic.

Areas of Institutional Response

If a case of Avian Flu contracted by human-to-human transmission is identified anywhere in the world, the Emergency Response Team will be activated. The ERT consists of:

1. Chancellor (Chair)
2. Special Assistant to the Chancellor
3. Executive Assistant to the Chancellor
4. Vice Chancellor for Academic Affairs/Provost
5. Vice Chancellor for Student Affairs
6. Vice Chancellor for Development
7. Vice Chancellor for Financial Affairs
8. Assistant to the Chancellor for Legal Affairs
9. Director of Public Safety/Chief of Police
10. Director of Physical Plant
11. Director of Health & Safety Office
12. Director of Residence Life
13. Director of Telecommunications
14. Director of Public Relations
15. Director of Human Resources

16. Chief Information Officer
17. Health Care Administrator, Student Health Service
18. Pearson Cafeteria Food Services Manager
19. Student Government Association President
20. Chair of the Faculty Senate
21. Chair of the Employee Senate

Concept of Operation

When a situation on the main campus or other University property occurs that endangers the lives of the students or staff, the Campus ERT will be required to respond. If such should occur and the severity of the situation dictates a State of Emergency, then and only then shall it be proclaimed. The Chancellor holds that authorization.

The University Police Chief will act as the “Emergency Response Team Coordinator” (ERTC). He/She will implement this plan. The location of the ERTC may or may not be stationary. However, he/she will designate a location for a Command Post/Staging Area. All resources (equipment, personnel, etc.) will be assembled here.

Note: Only the personnel who have been assigned special responsibilities identified by this plan are to assemble here.

The Chief, after communicating with the Chancellor, will notify these resources.

Communications—Communication will be maintained via the use of the web, e-mail, telephone, and the media, depending upon the continued availability of each of these options. Coordination of this area of response will be handled by Greg Marrow, Director of Information Technology and the Special Asst. to Chancellor for Public Relations. Communication will be needed for various audiences at different stages of the pandemic. Specific plans for communication are outlined in the Crisis Communications Plan.

- ◆ Web— An Emergency Preparedness website, linked to the University's top level page, will be developed and used for broadcast information of a general nature, including general campus status information, and specific Avian Flu information. As needed, the University webpage will include links to other useful information. Updating can be done either on or off campus as conditions dictate.
- ◆ E-mail—Existing mechanisms are in place for authorizing and sending mass e-mail to the campus community. As the situation develops, e-mail services for general use will be supported with essential staff and will include all faculty, staff, and student accounts as well as listserv services.
- ◆ Telephone—University land line telephones will be supported with essential staff and will include all current telephone lines. These telephones can be used to disseminate critical information to the campus via recorded voice mail messages. Cell phones may also be used for direct communication with critical

employees as needed, depending upon continued service by such service providers.

- ◆ **Media**—Critical messages may also be disseminated by Public Relations staff via newspaper advertising, commercial and public radio broadcast messages.

Academic Programs—Continuity of instruction and research will be coordinated by the Vice Chancellor of Academic Affairs/Office of the Provost. These efforts will be directed by the Assistant Provost and Associate Vice Chancellor for Academic Affairs.

If and when the University closes for an extended time period due to Avian Flu, consideration will be given to the timing and duration of the closure. The goal, if at all possible, would be to recuperate the fall or spring academic semester. Alternate forms of instruction and contact (e.g., WebCT, blogs, podcasts, conference calls, etc.) will be pursued where feasible. During the closure period, access to the campus will be severely restricted for safety reasons and due to the absence of fully operational support systems.

Health and Safety—The University Health Center, in conjunction with County and State health authorities, is responsible for coordinating all health care during a disease outbreak. Mr. Charles Bowen, Director of the University Health Center, will provide leadership to those efforts. As needed, Residential Facilities will provide beds for an infirmary. The Counseling Service, in conjunction with State mental health authorities following Red Cross approved disaster preparedness training, will suspend traditional counseling/psychotherapy and institute crisis intervention procedures (psychological first-aid) for campus victims of emotional trauma or post traumatic stress. Dr. Carolyn Moore, Director of the Counseling Center, is responsible for coordinating all crisis intervention psychological services. Personal protective equipment (PPE) acquisition and directions for use will be coordinated by Dr. John Lambeth, Director of Health and Safety.

Residential Life—Student housing will be maintained as long as classes are in session. Once classes are canceled, steps will be taken to close all University-owned residences. Temporary emergency shelter will be provided for a limited number of students who have difficulty leaving the campus (e.g., international students from countries impacted by the pandemic). Jennifer Wilder, Director of Resident Life along with Emma Mosby, Director of International Student Services will coordinate. As long as residence halls are open, food service functions will be maintained, although modified. Dining Services will provide food service for staff and students in an infirmary facility. The Director of Auxiliary and Business Services and the Director of Dining Services, will coordinate.

If an outbreak abroad endangers students or faculty in study abroad programs, the Office of International Student Services will respond to the situation, and will facilitate the evacuation of students, should it become necessary. Emma Mosby, Director of International Student Services will contact the faculty and staff affected abroad and will develop a response plan.

Administrative Services—Policies and procedures related to staff functions will be coordinated by the Office of Human Resources. The Director of University Human Resources, will coordinate. The Director of Physical Plant services will oversee facilities management issues and facility maintenance. The Office of the Comptroller is responsible for providing financial services. This includes processing and issuing employee pay checks, paying bills, and ensuring funds can be procured for any necessary outside vendors. Yolanda Banks-Deaver, Comptroller, will coordinate.

Transportation and Controlled Access—Campus police will coordinate the University's efforts to move any people during disease outbreaks. The Chief of Police will coordinate.

Avian Flu Phases

As the disease progresses and becomes more widespread, the danger to the campus community will increase. The Pandemic Flu committee will organize its planning according to the following levels. The progression of these levels may occur rapidly and may be altered due to the recommendations of county, state, or federal authorities. A brief overview of these levels is provided here.

- ◆ **Level 0:** Prior to efficient human-to-human transmission.
- ◆ This phase of the Avian Flu plan is occurring now and will continue until there is a reported and substantiated first case of efficient human-to-human transmission somewhere in the world. Pre-event planning and assessment is taking place. The Pandemic Flu Committee will meet regularly to improve and modify the plan. Equipment will be ordered and stock-piled, a COOP (Continuity of Operations Plan) will be established. Development of intervention strategies i.e. social distancing, quarantine, and public health education will occur. During this time, communication plans are to be finalized and academic units are to complete plans for research interruption, alternative instruction, and class cancellation. Other administrative and student service units will finalize closure protocols, order necessary supplies and plan for their distribution.
- ◆ **Level 1:** First cases of efficient human-to-human transmission internationally. Campus open, business as usual, enhanced planning and awareness.
- ◆ At Level 1, the Emergency Response Team will begin to meet on a regular basis to fine-tune all plans for responding to the Avian Flu pandemic. All operations will continue as usual including classes and research, but more specific steps will be taken to prepare for Level 2. Communication with the campus community will increase to keep everyone informed of plans being implemented. All University travel to affected continents will be suspended. Any returning faculty/staff from the affected area will not be allowed on

campus for 2 weeks. Any residential student who has returned from an affected area will be subject to social distancing.

- ◆ **Level 2:** First verified case in North America AND one or more other triggering events listed below:
 - World Health Organization declaration of Phase 6—Pandemic period: Increased and sustained transmission in the general U.S. population
 - Confirmation of a high rate of infectivity, morbidity (rate of infection) and/or mortality (death rate)
 - Rate/speed of disease spreading
 - Local public health recommendations to curtail/cancel public activities in county or state
 - Falling class attendance, students leaving campus
 - Rising employee absenteeism
 - Other regional schools/school systems closing
 - Transportation systems closing/curtailing interstate travel
 - Cases in the Southeastern area occurring early versus late in the overall U.S. experience with the unfolding pandemic.

- ◆ At Level 2, social distancing measures will be adopted including the cancellation of classes and all other activities. Prepare for closing; begin liberal leave for non-essential employees, healthy essential employees report.

Announcement of Closings and Delays

The decision to suspend classes will be made by the Chancellor.

Procedures for communicating class closings and delays:

- ◆ After conferring with the Chancellor, the Provost/Vice Chancellor for Academic Affairs will announce decisions affecting classes. This announcement will officially come from the Office of Public Relations. The Provost will then activate the phone tree by calling the other Vice Chancellors, Special Assistants to the Chancellor, and the Chief of Police. These Administrators will then notify University staff under their direction.

- ◆ The Office of Public Relations will take the following steps immediately upon receipt of the instructions from the Provost:

- ◆ Record an emergency announcement on a special direct line (919) 560-7576.

- ◆ Request that WNCU FM broadcast the Provost's decision at regular intervals.
- ◆ Place an emergency notice on the campus web site that can be accessed from the NCCU home page.

- ◆ Request that the University’s Telecommunications unit take immediate action to announce the emergency decision through the closed circuit cable channels used on campus.
- ◆ Provide television stations, radio and print media in the Raleigh-Durham market with the information. Priority in making these calls will be given to stations having network affiliations.
- ◆ Contact radio stations in the Durham area. Priority will be determined according to the broadcast strength of the stations.

Content of Emergency Announcements:

Announcements related to emergency closing will contain the following information and will be provided to the responsible personnel at the media outlets:

MEDIA HOLDING STATEMENTS

Until a formal news release or response statement can be prepared, we may want to use a holding statement to respond to inquiry from the media or other callers. The following statements may be used:

“The Office of Public Relations is in the process of preparing a statement based on the information we have at this time. We expect this information to be issued shortly. I do not have an exact time but expect it to be in about one hour.”

“We will also be scheduling a briefing for the news media at The NCCU Board of Trustees Conference Room.” (If appropriate)

“I’m sorry I don’t have any additional information to give to you at this time. Thank you for calling.”

Standby Statements:

In response to questions about the cause of an accident:

“It is much too early to talk about how our campus was exposed to the virus. It may take days or weeks of investigation to determine how this happened. We will not speculate about who may have infected the campus and we encourage others not to speculate.”

When we have no more information to release:

“We have released all of the confirmed information that we have at this time. As soon as we have additional facts, we will share them with you.”

In response to questions about victims:

“Confirming identities of victims is one of the most difficult and sensitive matters we face after an incident like this. We are working as rapidly and as accurately as we can. This does not mean that we are ignoring the needs of the families; in fact, we are working closely with them. As names are confirmed, we will notify relatives first before we release any names to the public. This can be a time-consuming process but we want to avoid errors. We know that this process appears slow, but we hope you will understand.”

In response to safety concerns:

“Safety is our top priority, and we are cooperating fully with all involved to ensure the safety of our students, faculty and staff.”

Adverse weather/Emergency Announcement:

North Carolina Central University classes are cancelled on DAY, DATE. All evening classes for DAY, DATE at NCCU are cancelled.

Or

North Carolina Central University classes are suspended until TIME a.m. /p.m. Day, DATE. Employees will follow the Adverse Weather Plan.

Student Health and Counseling Center staff will begin to implement emergency response procedures. Administrative departments, student service units and all academic programs will begin the process of shutting down.

- ◆ **Level 3:** Within 1-5 days of declaring Level 2 and depending on national and local conditions—All University residences will close; thereafter as soon as practicable most administrative offices and academic buildings will close
- ◆ At Level 3, dining operations will be reduced to support only the infirmary. All research operations, except those with critical facility needs (e.g., animal care)

will be interrupted until the pandemic period has passed. All administrative and academic support units will be shut down until the campus reopens.

- ◆ **Level 4:** As soon as practicable following Level 3, the campus should close and emergency conditions declared; all facilities closed except skeletal services for infirmary, temporary emergency shelter housing for students with extreme hardships, and essential research; Access to campus sealed off.
- ◆ During Level 4, the campus will be closed. No vehicles or pedestrians will be permitted on campus unless approved as essential employees for tasks related to maintaining and securing the physical campus structure. All service contracts and construction projects will be put on hold.
- ◆ **Recovery Level:** Recovery stage once pandemic is under control—Campus poised to re-open.
- ◆ Once the danger of the Avian Flu pandemic has passed, the campus will re-open for business. As services return to normal, accommodations for concerns that arose as part of the period of closure will be addressed.

These six levels of response (from Pre Level 1 through Recovery) provide the basis upon which our pandemic influenza draft is organized. Each level is presented with specific actions that will occur in each of the identified areas of institutional response:

(1) Communications, (2) Academic Programs, (3) Health and Safety, (4) Residential Life, (5) Administrative Services, and (6) Transportation and Controlled Access.

Pre-Level 1: Prior to efficient human-to-human transmission

Communications

Institution Wide:

- ◆ The Pandemic Flu Committee will meet regularly to discuss preparations for each level and to confirm the designation of responsibility for specific types of communications.
- ◆ Campus faculty, staff, and students will be encouraged to become familiar with details of the Pandemic Flu Plan once it is developed.
- ◆ An Emergency Preparedness Website will be developed and updated information will be posted on it as needed. This resource will be used during the Pre-Level 1 period to communicate with students, faculty, staff, parents/families, trustees, surrounding communities, local officials, state officials, and vendors.

- ◆ Educational campaigns on hand hygiene, cough and sneeze etiquette will be increased.

Department Specific:

- ◆ All units will identify essential staff to maintain necessary operations during Levels 1-4, and inform individual staff of their status in writing. This should be done as soon as practical.
- ◆ All units will confirm communication protocols for all staff levels (e-mails, meetings, conference calls, etc.).
- ◆ All units will be ready to communicate how they will function/provide services with fewer staff, noting restrictions of hours and service levels and alternative means of getting services as appropriate.
- ◆ The Student Health and Counseling Services (SCHS) will provide health promotion activities that stress infection control measures, e.g., hand hygiene and cough and sneeze etiquette.
- ◆ The SHCS website will be an additional source of current Pandemic Flu information for the campus.
- ◆ The SHCS will identify experts/spokespersons for campus from County and State health departments.
- ◆ Residential Life will prepare drafts of e-mails, web postings, FAQs, and fliers to be used in (a) educational campaigns about hand hygiene and cough and sneeze etiquette, (b) personal protection campaign (e.g., what items students should have/store in their rooms and personal safety precautions), and (c) progressively difficult and dangerous situations. In addition, all residents will be advised that all University housing will be shut down shortly after classes are canceled and all residents will be expected to evacuate the campus.
- ◆ University Human Resources will disseminate information about applicable leave policies and information on communicable diseases.
- ◆ The Department of Health and Safety will manage the distribution of information and consult on various regulatory issues, such as the use of personal protective equipment, instructions for employees who request a respirator, and the protocol for cleaning and disinfection of environmental surfaces.
- ◆ The Office of Information Technology (IT) will be responsible for maintaining the essential services and systems to support campus communication and instruction.

Academic Programs

- ◆ The Office of the Provost will work with 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 will be developed by the Office of the Provost in conjunction with the BBRI dept.
- ◆ Each department will be asked to designate an emergency point person(s).
- ◆ Emergency contact information for critical/essential staff will be distributed through departments, then to the Provost.
- ◆ Deans will ask each faculty member to discuss class activities/actions to be implemented in case the campus is closed due to an influenza outbreak. Faculty will also be requested to include a paragraph in their syllabi outlining how their courses would be continued/completed in case of an emergency. Faculty members will be asked to set up e-mail listservs for their classes and to consider how online teaching platforms and other technologies could be used in their courses.
- ◆ Academic departments and faculty will be given some flexibility in how they approach working with their classes/research—solutions will vary by discipline and size. Different approaches will be necessary for undergraduate and graduate students/programs. However, there should be coordination so that students are not required to do things for one class that will jeopardize their ability to complete another class.
- ◆ The Provost will provide training/incentives for faculty to move appropriate segments of classes online or to WebCT, and to learn how to use appropriate technology in cases of emergency so that their courses can continue.
- ◆ The Academic Affairs Division will develop simple, basic templates and general directions at this level that will be sent to Deans, Departments and Faculty. These directions will include: emergency contact information, lab protocols to be used in case of emergency, plans for animal care and protocols that would be implemented if the University were closed for more than two weeks.

Health and Safety

- ◆ Student Health and Counseling Services will prepare training programs and materials for staff, establish policies on when sick employees will be sent home from work and allowed to return, and establish cross-training for staff who volunteer to be temporarily re-assigned to meet temporary service needs that may arise from staffing shortages.

- ◆ SHCS along with the Health and Safety department will also promote campus-wide hand washing hygiene, cough and sneeze etiquette, provide healthcare workers with respirators and training on respiratory protection, and increase supply of PPEs, medications, and medical goods available for Health Center workers.
- ◆ The University may serve as a Point of Distribution (POD) for medical supplies and vaccines. During Pre-Level 1, the Health Center staff will finalize the plans to set up the POD based on Durham County Health Department requirements.
- ◆ With assistance from the Comptroller's Office, bulk quantities of surgical masks, N95 respirators, plastic gloves, and alcohol-based hand hygiene products will be purchased and stored for use during the pandemic.

Residential Life

- ◆ Staff in Resident Life, Dining Services and Off-Campus Housing will finalize emergency protocols including: identification of essential employees, closing of residence halls. Specific plans for the Department of Residential Life are found in Appendix A.
- ◆ Staff will be advised of duty expectations during the closure for staff not required to come to campus, but who still maintain professional responsibilities.
- ◆ Information will continue to be distributed to all students (living on or off-campus, undergraduate and graduate students) regarding planning issues including: what they should bring to campus or obtain once here, evacuation planning (where to go and how to get there), contact with family and friends, and financial issues. Hard copy handouts as well as websites will be used. Training will also occur in any regular meetings with students.
- ◆ The International Student Services department will provide information regarding the potential pandemic in orientation programs. It will also assess risks to areas where students will be traveling

Administrative Services (Staffing, Facilities, and Financial Services)

- ◆ University Human Resources will re-visit existing workplace flexibility options (as appropriate) to provide advice and guidance to departments (e.g., teleworking, staggered hours of operation). A set of guidelines from University Human Resources regarding various staffing issues is being developed. Essential staff will be identified and that designation will be

communicated to individuals, along with ramifications for absenteeism. Management will maintain contingency plans for handling staff shortages.

- ◆ Departments should thoroughly evaluate their operations to determine the essential services that will continue to be delivered in the event of a Temporary Campus Closing (TCC), and which of their employees will be responsible for delivering these services as essential employees, both primary and back-up.
- ◆ All units will define essential staff within each department and within each level defined in this plan. Some employees may be defined as essential at one level but not at another. Employees will be notified in writing of this designation. This should be done as soon as practical and should be followed up with a reminder at such time as the campus might go to a Level 1 or greater alert. All employees identified as essential will be provided vaccination by the University as it becomes available.
- ◆ Departmental Closing Plans will be developed.
- ◆ All units will consider reassignment of staff within the department to meet temporary service needs.
- ◆ As part of this analysis, departments should determine the best methodology for notifying essential employees of their daily work obligations under a TCC:
 - ◆ Option # 1 (recommended): Identify one telephone number in the department which will be updated each morning for essential employees. Essential employees would be required to call the number at an appointed time each day to ascertain whether or not they are required to report to the campus that day, and to receive any special instructions. Each employee calling in would be required to leave voicemail on the number so that the supervisor is able to confirm that the message was received (the call will be date/time stamped by the voicemail system). With this option, the burden is on the employee to call regarding work status.
 - ◆ Option #2: Departments could identify a point person who is responsible for calling essential employees each day regarding their daily status and work assignments. This is a less efficient way to do this, as employees may not always be available to receive the phone call. Departments should consider the potential for a breakdown in communication with this methodology, and consider the consequences at such a critical time. Nevertheless, this may be a more viable option for very small departments.

- ◆ Departments should begin to identify critical supply and operating expense requirements to maintain service levels throughout the various stages of the TCC. Funding sources and procurement arrangements will be coordinated through the Comptroller office.
- ◆ UHR will notify faculty and staff about pay check distribution during such an emergency. The on-campus distribution of paychecks will be suspended. Paycheck distribution via direct deposit will continue and will be the only mechanism available for the distribution of employee pay.

Maintenance of Financial Systems

- ◆ Payroll: The Payroll office has five employees and a Director. In the event of a pandemic, we can expect at least one employee to be absent; in which case, the office is fully prepared to carry out operations as normal. In the event that more staff is out, we would realistically expect that a number of employees that have varying monthly pay as evidenced by timesheets would be absent as well. Therefore, the volume would be diminished and the few left in the office would be able to process those payrolls. New employees would not be allowed to enter the workforce. It is noted that at least three other persons are cross-trained in each person's duties. The possibility of working from home will be discussed.
- ◆ Purchasing: The Purchasing office has four employees that purchase goods or services. In the event of severely diminished staffing, order processing would be backlogged; however, we will enlist the services of the Foundation to procure emergency supplies. Moreover, the staff will have laptops and will work from home to approve purchases. Additionally, we will allow the ordering of excess supplies by Physical Plant, Residential Life, Academic Affairs, Administration and Student Affairs. Given the similarities of essential items, the University will purchase in bulk these items and store in Central Receiving. Medical supplies would be left to the discretion of Student Health to purchase extra supplies annually starting FY 2007.
- ◆ Accounts Payable: AP has five employees and a Director and all are cross-trained. In the event of severely diminished staffing, laptops will be made available to at least three employees so that work can continue from home. If agreed upon, our sister institution, NCA&T, will help key invoices.
- ◆ Funds Transfer: Monies are requisitioned by the Trust Accounting office. Staff has been cross-trained; therefore, at least two others can perform this duty. Additionally, we must ensure that certification of funds take place. Currently, three persons are able to perform this function. Two of the persons are in separate offices.

- ◆ Securing Cash : A communication will be developed to outlying (Ticket Office, Day Care, and Police Special Parking Fees) areas that collect monies to immediately deposit all funds with the University Bursar at the first notice of pandemic activities and otherwise follow the “Daily Deposit Act.” Please note that the Ticket Office has a safe and the Bursar's Office has a vault. The Bursar deposits with the banking institution daily.

Transportation and Controlled Access

A service plan to transport students to mass transit hubs will be developed, staff will be trained accordingly, and information about the plan will be posted on the departmental Website.

Areas of Institutional Response

Level 1:

First cases of efficient human-to-human transmission internationally—Campus open, business as usual, enhanced planning. No University travel to affected continents. Returning faculty from affected areas will not be allowed on campus for 2 weeks. Residential students returning from affected areas will observe social distancing.

Communications

Institution Wide:

- ◆ Information on the Emergency Preparedness Website will be updated as needed to communicate current status of the pandemic and institutional responses. Additional efforts to market the Website will also be implemented.
- ◆ E-mail alerts will be sent to students, faculty, staff, and parents/families of students informing them of the current status and encouraging them to refer to the Emergency Preparedness Website.
- ◆ Direct deposit inventories will be conducted.

Department Specific:

- ◆ All units will update departmental websites with service specific information as conditions evolve over time.
- ◆ All units will provide information to staff about departmental issues and the care and safety of their families.

- ◆ The Health Center will provide health promotion activities that stress infection control measures, e.g., hand hygiene and cough and sneeze etiquette.
- ◆ The Health Center website will be an additional source of current Pandemic Flu information for the campus.
- ◆ The International Student Services coordinator will contact international students with appropriate information.
- ◆ Dining Services will educate students, faculty, and staff on the need to keep an adequate supply of food, water, and other essentials.
- ◆ Residential Life staff will conduct informational meetings with student residents and other stakeholders as needed.
- ◆ The Department of Health and Safety will manage the distribution of information and consult on regulatory issues regarding the use of personal protective equipment, and the protocols for cleaning and disinfection of environmental surfaces.

Academic Programs

- ◆ Preparations will continue for possible lapses in class schedules.
- ◆ Classes will continue on campus uninterrupted.
- ◆ Faculty will develop plans to address issues of student absenteeism.
- ◆ Faculty will consider experimental protocols and identify essential research and make plans for possible interruptions in research schedules.

Health and Safety

Health and Safety staff will undertake a number of tasks including:

- ◆ Continue to provide appropriate training, certifications and updates for healthcare workers.
- ◆ Train non-clinical staff to provide support capacity during crisis.
- ◆ Ensure all staff has had an opportunity to receive seasonal influenza vaccine.
- ◆ Ensure all staff know how and when to use PPE.
- ◆ Educate medical staff regarding safe handling of deceased.

Counseling

- ◆ The Counseling Center staff will provide preparedness training for all professional staff psychologists to identify and alleviate panic reactions, irrational behavior, debilitating anxiety, clinical depression, rumor mongering, denial and post traumatic stress.

Student Affairs

Dining Services will:

- ◆ Increase supplies to cover modification of food provision to carry-out only (i.e., carry-out containers, disposable utensils, individual beverages, gloves for food handlers, etc.)
- ◆ Increase convenience shop inventories in anticipation of a rush on food, water, and supplies.
- ◆ Determine final staff (with names) for the functioning of Dining Services during the closing phase and for the basic operation of the cafeteria, including infirmary support, if needed.
- ◆ Establish a liaison for Dining Services and Residential Life to coordinate emergency feeding needs and availability.
- ◆ Monitor the delivery of supplies.
- ◆ Increase the security of supplies.
- ◆ Pre-position equipment necessary for emergency service operations.
- ◆ Continue education of students and staff regarding Dining Services' operations in case of campus closure. Include related information on department website.

Residential Life will:

- ◆ Finalize bulk purchases of kits for live-in staff; finalize residence hall storage locations for medical supplies, bottled water and non-perishable foods.
- ◆ Identify staff members at all levels that may be required to have direct close contact with sick persons; identify and communicate requirements for student employees at Levels 2, 3, and 4.
- ◆ Finalize contingency plans for students who will depend on campus housing for some period after a campus closing/evacuation (e.g., international students and residents who cannot travel home because of distance or travel restrictions).

- ◆ Outline special needs of live-on staff members (RAs, RDs, etc.) and their partners and families; identify alternate staff accommodations for certain crisis situations.
- ◆ Identify students whose home addresses are in areas of the world affected by early human-to-human cases; offer support to these students.
- ◆ Continue normal housekeeping services utilizing standard cleaning products and protocols.
- ◆ Make plans for tracking and tabulating all costs associated with influenza pandemic preparations and implementation of plans.
- ◆ Continue education of students regarding their own planning as well as University plans.
- ◆ Address students' stockpiling of food and supplies, including pest management.
- ◆ Train staff on how to discuss issues fully.
- ◆ Understand the scope, location, and extent of services available from Dining Services and the Student Health and Counseling Center as the crisis unfolds.
- ◆ Post references to the institutional plans for Pandemic Flu on their website outlining campus contingency plans to combat spread. The same information might also be communicated via direct e-mail to the parent distribution list.
- ◆ Share information about resources for coping with fears (e.g., Counseling Center), and facilitate counseling staff in getting into the communities in small groups to assist staff and students.

International Student Services will:

- ◆ Set up travel advisory network for students who may wish to return home.
- ◆ Use Work-at-Home inventory to prepare for Levels 2, 3, and 4.
- ◆ Continue communication with Study Abroad sites.

Administrative Services

Physical Plant staff will:

- ◆ Inventory cleaning supplies. No special cleaning procedures or products are needed.
- ◆ Procure, store and provide sufficient and accessible soap, alcohol-based hand hygiene products along with tissues and receptacles for their disposal.

Financial Services staff will:

- ◆ Increase and expand signatory authority on procurement documents and checks as needed.
- ◆ Begin cross-training of staff as needed.

Human Resources:

- ◆ University Human Resources will distribute letters to all staff outlining potential hazardous conditions.

Campus Police

- ◆ Campus Police will procure barriers for blocking roadways.
- ◆ Office of Information Technology will develop a database used to allow essential employees on to campus during a controlled access situation.
- ◆ Physical Plant will store barricades and preparation/contracts to secure commercial tents/awnings for check-in and check-out areas.

Level 2:

First verified case in North America AND one or more other triggering events (listed below)—Implement social distancing measures; cancel classes and other scheduled activities; prepare for closing; begin liberal leave for non-essential employees, healthy essential employees report

- ◆ Decision criteria/triggering events:
- ◆ World Health Organization declaration of Phase 6—Pandemic period: Increased and sustained transmission in the general U.S. population

- ◆ Confirmation of a high rate of infectivity, morbidity (rate of infection) and/or mortality (death rate)
- ◆ Rate/speed of disease spreading
- ◆ Local public health recommendations to curtail/cancel public activities in county or state
- ◆ Falling class attendance, students leaving campus
- ◆ Rising employee absenteeism
- ◆ Other regional schools/school systems closing
- ◆ Transportation systems closing/curtailing interstate travel
- ◆ Cases in the local Southeastern area occurring early versus late in the overall U.S. experience with the unfolding pandemic

No United States or International travel will be permitted. Faculty returning from affected areas must remain off campus for 2 weeks. Residential students returning from affected areas will observe social distancing.

Communications

Institution Wide:

- ◆ Information on the Emergency Preparedness Website will be updated as needed to educate the campus community regarding flu signs/symptoms and when/where to seek help.
- ◆ E-mail alerts will be sent to students, faculty, staff, parents/families, Trustees, State officials, and vendors apprising them of the status of activities on campus and steps being taken by the institution.
- ◆ Media will be alerted to the status of activities on campus and steps being taken by the institution.

Department Specific:

- ◆ All units will keep staff in their areas informed of the current status of the pandemic and institutional responses.
- ◆ All units will update websites for closing status.
- ◆ All units will maintain staff phone trees.

- ◆ All units will publicize Health Center protocols for hand hygiene and cough and sneeze etiquette.
- ◆ All units will implement a procedure for dealing with possible increased media presence, including access issues, and referrals to campus public relations staff.
- ◆ The Health Center staff will educate the campus regarding signs/symptoms and when/where to seek help.
- ◆ Signs will be posted at entry doors of the Health Center notifying patients with coughs to put on masks.
- ◆ Health Center personnel will conduct frequent consultations with the County and State health departments.
- ◆ Residential Life will announce that all University housing will be closed imminently, and students will need to prepare to evacuate.
- ◆ Residential Life will communicate Health Center protocols for infection control in areas such as residence halls, where social isolation is difficult.
- ◆ Residential Life will e-mail students directly affected by campus action (e.g., evacuation, social isolation, relocation) specifying actions they must take.
- ◆ International Student Services will contact international students, giving options for action so they can prepare to make difficult decisions if necessary.
- ◆ Signs will be posted at Dining Services' facilities stating anticipated closing of each facility.
- ◆ The Department of Health and Safety will manage the distribution of information and consult on regulatory issues

Academic Programs

- ◆ On-campus classes will be canceled.
- ◆ Alternative instruction methods will be employed where possible.
- ◆ Most research activities that depend upon campus facilities will be temporarily suspended.

Student Health and Counseling Services

Health Center staff will:

- ◆ Work shifts adjusted for 24 hour coverage.
- ◆ Monitor supplies.
- ◆ Post notices at all entry doors notifying patients to put on masks.
- ◆ Conduct influenza testing of patients.
- ◆ Separate acute illness services, suspend routine care if needed.
- ◆ Classify all staff as essential.
- ◆ Activate infirmary (location and capacity to be determined).

Counseling Services staff will:

- ◆ Suspend day-to-day operations.
- ◆ Implement on-call crisis management (psychological first-aid) procedures in response to trauma (24/7).
- ◆ Assess need and provide short-term stress counseling for the campus community.
- ◆ Attend to first responders (healthcare workers and campus police).
- ◆ Designate all professional psychologists and counseling staff as essential

Personal Protective Equipment:

- ◆ Healthcare providers (medical personnel) will follow airborne precautions including utilizing a fit-tested respirator for close contact with suspected/confirmed cases.
- ◆ Healthcare workers (non-medical personnel working in Health Center or facilities housing sick/symptomatic individuals) will wear gloves and respirator when entering patient-occupied rooms.

- ◆ Emergency medical transportation personnel will provide and require use of surgical masks for patients. Vehicle cleaning personnel will be encouraged to use gloves and respirator.
- ◆ Evacuating students will be provided surgical masks.
- ◆ All essential staff will be provided respirators for use during shut down period.

Student Affairs

Dining Services staff will:

- ◆ Begin to close all services except one designated dining hall to be established.
- ◆ Begin infirmary support.
- ◆ Begin 24 hour alert, ensuring one senior staff member is on campus at all times.
- ◆ Document expenses of feeding students/faculty/staff not on meal plans.

Residential Life staff will:

- ◆ Begin closing all residence halls and will initiate residence hall storage action plans.
- ◆ Assist with departures from residence halls.
- ◆ Send mass e-mails to the residential community outlining the institution closing, closing of residences and campus evacuation.

International Student Services staff will:

- ◆ Make decisions about immigration coverage.
- ◆ Implement travel advisory procedures for students who may wish to return home.
- ◆ Hold advising sessions for students who may wish to stay in the U.S. during Levels 3 and 4.
- ◆ Notify staff, faculty directors and students abroad.

Administrative Services

Physical Plant will:

- ◆ Require all healthy essential personnel to report and maintain all essential facility services.
- ◆ Eliminate routine maintenance.
- ◆ Distribute sufficient and accessible soap, alcohol-based hand hygiene products and tissues and receptacles for their disposal.
- ◆ Follow facility procedures, including regular cleaning of patient-occupied rooms in the Health Center.
- ◆ Use any EPA-registered hospital detergent/disinfectant for cleaning Health Center and emergency medical transport vehicles during a local outbreak.
- ◆ Give special attention to frequently touched surfaces in addition to floors and other horizontal surfaces.
- ◆ Handle blood and other bodily fluid spills in accordance with blood-borne pathogen procedures.

Financial Services

- ◆ All healthy essential personnel will report and services will continue.
- ◆ Bursar will contact State Central Payroll to process payroll if needed.
- ◆ Procurement will coordinate with departments to identify and prepare "Suspension of Work" and "Termination for Convenience" notifications to service contract vendors.
- ◆ Comptroller will facilitate and expedite emergency supply and service orders.
- ◆ Comptroller will prepare to implement manual processes for cash deposits, cash disbursements, procurements, vendor disbursements and billing of student and contract/grant receivables in the event that mainframe systems become unavailable.
- ◆ Comptroller will coordinate requests for resource assistance from other delegated Accounts Payable offices on campus to assist with vendor payment processing if needed.

Human Resources

- ◆ Protocols for reporting sick absences will be finalized and communicated.
- ◆ All units will monitor staffing levels, health, morale, and absenteeism.
- ◆ All units will reassign staff if necessary.
- ◆ All units will monitor impacts/revised service expectations related to liberal leave.

Transportation and Controlled Access

Campus Police Staff will:

- ◆ Implement exposure control plan if buses are used to transport sick individuals. This will include: Surgical masks for symptomatic riders and drivers if they request them.
- ◆ Begin to implement campus evacuation procedures with other campus departments.
- ◆ Implement reduced workforce operations plan as employee absenteeism increases.

Level 3:

Within 1-5 days of declaring Level 2 and depending on national and local condition—All University residences will close; thereafter, as soon as practicable, most administrative offices and academic buildings will close

Communications

Institution Wide:

- ◆ Information on the Emergency Preparedness website will be updated on a continual basis, as needed. Online response to electronic inquiries will be provided from a remote location by the staff in Information Technology and Public Relations.
- ◆ E-mail alerts will be sent to students, faculty, staff, parents/families, Trustees, State officials, and vendors apprising them of the status of activities on campus and steps being taken by the institution.
- ◆ Campus wide voice mail will be sent to students, faculty, and staff. Other appropriate telephone contact will be made with other stakeholders.

- ◆ Media will be informed of evolving status of activities on campus and steps being taken by the institution.

Department Specific:

- ◆ All units will follow campus protocols for updating the Web and other communications, including approvals and sequencing of updates, relay of information between departments and the Emergency Response Team, and taking into account the nature and volume of student, parent, and media inquiries.
- ◆ Health Center will maintain contact with county and state health departments.
- ◆ International Student Services will contact international students and will continue to keep students informed of the progress of flu on campus and the institution's response.
- ◆ The Department of Health and Safety will manage the distribution of information and consult on regulatory issues.

Academic Programs

- ◆ If the University is required to close during the spring or fall semester(s) for one to two weeks, provisions will be made for students to make up work missed without significantly altering the semester calendar/structure.
- ◆ For any closure extending beyond two weeks, the University will develop other provisions.
- ◆ Alternative methods of instruction will continue where possible.

Student Health and Counseling Services

Health Center staff will:

- ◆ Discontinue all routine care.
- ◆ Activate emergency triage to determine level and location of care for new patients.
- ◆ Clearly communicate uses, resources and limits of care/services at Health Center.
- ◆ Identify and publicize alternate care locations.

- ◆ Begin operation of the Point of Distribution (POD) for medication/vaccine and other supplies as available.
- ◆ Disburse equipment and supplies as needed.
- ◆ Ensure adequate disinfection of equipment after use.
- ◆ Monitor healthcare workers for signs of illness.
- ◆ Monitor patients who present to the health center exhibiting symptoms suggestive of the pandemic flu virus and coordinate transportation to local hospital facilities.

Counseling Services staff will:

- ◆ Activate pre-selected campus-based psychologists/counselors to supplement Counseling Center staff in the provision of crisis intervention strategies to aid individuals experiencing emotional reactions to trauma.
- ◆ Implement telephone and online counseling to alleviate psychological trauma.

Student Affairs

Dining Services staff will:

- ◆ Coordinate vendor deliveries to one location.
- ◆ Require a senior staff member on duty at all times.

Residential Life staff will:

- ◆ Implement Web cast staff meetings.
- ◆ Assure extra supplies are in place in buildings scheduled to accommodate students during closing.
- ◆ Respond to forced departures/closing of residence halls and houses, including instructions to students, timeline, dealing with parents, and securing possessions.
- ◆ Relocate live-in staff and students who cannot leave.
- ◆ Scale back services and close 24 hour desks.

International Student Services staff will:

- ◆ Assist students with decisions to stay or leave the U.S.
- ◆ Ensure flow of immigration documents are ready for students who wish to leave the U.S. and return at later date.
- ◆ Notify students, faculty and staff who are abroad.

Administrative Services

Physical Plant staff will:

- ◆ Maintain essential services to all facilities; maintain services to data, research and animal care facilities.
- ◆ Close and secure non-essential buildings along with Campus Police.
- ◆ Provide sufficient and accessible soap, alcohol-based hand hygiene products along with tissues and receptacles for their disposal.
- ◆ Follow facility procedures in Health Center and include regular cleaning of patient-occupied rooms.
- ◆ Handle blood and other bodily fluid spills in accordance with blood-borne pathogen procedures.

Financial Services:

- ◆ The Comptroller will implement emergency payroll processing with State Central Payroll.
- ◆ The Comptroller will continue to coordinate funding and procurements for emergency supplies and services.

Human Resources:

- ◆ Implement reduced workforce operations plan as employee absenteeism peaks.
- ◆ Maintain communications with other organizations and departments to share best practices in managing the pandemic.

Level 4:

As soon as practicable following Level 3—Campus closed; emergency condition declared; evacuation of campus; all facilities closed except skeletal services for infirmary, temporary emergency shelter housing for students with extreme hardships, and essential

research; access to campus is sealed off; closure is sustained.

Communications

Institution Wide:

- ◆ Information on the Emergency Preparedness Web site will be updated on a continual basis, as needed. Online response to electronic inquiries will be provided from a remote location by the staff in Public Relations.
- ◆ E-mail alerts will be sent to students, faculty, staff, parents/families, Trustees, State officials, and vendors apprising them of the status of activities on campus and steps being taken by the institution.
- ◆ Campus wide voice mail will be sent to students, faculty, and staff. Other appropriate telephone contact will be made with other stakeholders.
- ◆ Media will be appraised of evolving status of activities on campus and steps being taken by the institution.

Department Specific:

- ◆ Health Center staff will maintain contact with County and State health departments.
- ◆ Residential Life and International Student Services staff will continue to maintain e-mail contact and Web information as appropriate at this stage.
- ◆ The Department of Health and Safety will manage the distribution of information and consult on regulatory issues.

Recovery

Recovery stage once pandemic is under control. Campus poised to re-open

- Re-opening procedures and timetable will be communicated via e-mail, web, and media.
- Student return policy and procedures will be announced via e-mail and Web.

Appendix A: Residential Life

Residential Life (RL) currently operates under a 24/7 emergency response protocol that identifies key on-call personnel, response expectations based on the situation, communications (e.g. phone trees, if required), and contacts with various key operations on campus (e.g. Student Health Services, Counseling Center, Dean of Students Office, University Police, Housekeeping and Maintenance, among others).

This protocol serves as the basis for response under all emergency situations, and is designed to be adaptable to the circumstances at hand. The protocol expands to meet the situation, from an on-call Residence Director through the notification and involvement of the Vice Chancellor of Student Affairs. It is also designed to compliment any activities or actions arising from the campus emergency committee. Under the situation of a pandemic event, these protocols would be utilized and adjusted as needed, to provide continuity of services and emergency response.

Though RL is not responsible for other non-NCCU housing residents, in the event of a pandemic, support may be necessary for these students because of a lack of sustained resources by their own operations staff. Under the aegis of Student Affairs, RL may be directed to support them.

Essential Functions, Personnel and Equipment:

Function	Name(s)	*Alternate	*2nd Alternate	PPE
Department Leadership	Jennifer Wilder	Tia Doxey	Assistant Directors	1
Staff Management	Jennifer Wilder	Tia Doxey	Assistant Directors	1
Resident Communication and Supervision	Barbara Dempsey	Associate Director	Assistant Directors	1
Resident Communication and Supervision	Willoree Kilgore	Associate Director	Assistant Directors	1
Resident Communication and Supervision	Andre Richardson	Associate Director	Assistant Directors	1
Resident Communication and Supervision	Resident Directors	Other Resident Directors	Other Resident Directors/GAs	18
Facility Oversight	Clarence King	Robert Belcher	Other Maintenance Mechanics	4
Housekeeping	Tuy Tran	TBA	Clarence King	10 – 20 as circumstances dictate
Maintenance	Clarence King	Robert Belcher	Tia Doxey	10 – 20 as circumstances dictate

*Name of individual who can assume the function as a back up.

**Personal Protective Equipment (number of staff who will need a PPE) (non-duplicated)