

University of Wisconsin-Superior

**Pandemic Influenza
Emergency Plan**

Annex C

UW-Superior Emergency Response Plan

November, 2007
Revised August 2017
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Pandemic Influenza Emergency Plan

University of Wisconsin - Superior

Introduction

The World Health Organization (WHO) and the Centers for Disease Control (CDC) warn that a pandemic is a worldwide spread of a newly identified disease. Four pandemics occurred in the 20th and 21st Centuries -- in 1918, 1957, 1968 and 2009-- resulting in millions of deaths in the United States and other countries. The American College Health Association warns, “A pandemic will occur again although it is not known exactly when, or which strain of a novel virus will rise to the occasion.”

Pandemic flu is virulent human flu that causes a global outbreak, or pandemic, resulting in a serious illness. These types of pandemics typically originate from animal or bird influenza viruses. Because there is little natural immunity, the disease can spread easily from person to person. Pandemic flu is much more serious than the seasonal flu. Seasonal (or common) flu is a respiratory illness that can be transmitted person to person. Most people have some immunity, and a vaccine is available.

For the University of Wisconsin-Superior, a pandemic occurring in the Upper Midwest or elsewhere could present numerous problems. Such an outbreak could cause one or more health emergencies that last for weeks or months. Students might need to be kept on campus or sent home. Quarantines may be imposed. Classes might be suspended. Numerous employees might be unable or unwilling to come to work. Major disruptions could occur not only in university services, but also among vendors, health service providers and local government.

The purpose of the University of Wisconsin-Superior Pandemic Emergency Plan is to prepare a framework for the university’s response to a widespread and lengthy outbreak of a communicable disease, such as influenza. No plan can anticipate every problem that may arise. But by preparing in advance, UW-Superior and its employees can be ready to act in a compassionate and prudent manner to protect students and employees, and to continue the delivery of the vital mission of education and research.

Objectives

This plan is guided by the following principles:

1. Protect and support the health, safety and welfare of our students, staff and faculty.
2. Protect the assets and property of the university.

3. Maintain our commitment to fulfilling the university mission to provide teaching, research and service as long as possible.
4. To minimize the impact on students and employees should any university operations be reduced or suspended, and to resume those operations as quickly as possible.
5. Collaborate, coordinate and cooperate with community health care providers and local government, as well as state and national governments as needed.
6. Develop a communication plan to inform students, parents, employees and other groups of our actions.
7. Establish benchmarks to trigger university action.

Relationship to Current Plans

The Pandemic Emergency Plan is intended to guide the response and recovery actions of the entire campus. It is an Annex to the university's Emergency Response Plan.

Coordination

Every effort will be made to coordinate university response as described within this plan with the City of Superior, Douglas County (WI), the State of Wisconsin, City of Duluth, St. Louis County (MN), the University of Wisconsin System, Essentia Health St. Mary's Hospital and Clinic-Superior, Wisconsin Indianhead Technical College, Lake Superior College, and other organizations or jurisdictions as needed.

Testing and Revision

The Pandemic Emergency Plan (Annex C) is made available via the campus intranet so employees and students can become aware of the plan, how it is activated and how it is managed.

Periodic exercises using the Pandemic Emergency Plan will be conducted to gain familiarity with the plan and to determine areas that need refinement or strengthening. These exercises will include coordination with external organizations to the extent possible and appropriate.

The Pandemic Emergency Plan is a dynamic document and will be revised and updated as needed. In the absence of outbreaks, the plan will be reviewed annually by the university's Student Health and Counseling department and campus risk management. When updates are needed, these issues will be brought to the attention of the Chancellor's Staff.

Governance, Command, and Control

Authority

The manner in which UW-Superior conducts emergency operations on campus is governed by state and federal legislation and the policies of the University of Wisconsin System. The Chancellor, members of the Chancellor's Staff (administrators who can be designated Officer of the Day) maintain a chain of command for making decisions and delegating responsibilities on campus during a campus emergency.

Public Health Resources

If a pandemic occurs, it will be the responsibility of local, county and state public health departments to issue quarantine orders, direct facility closures, provide information designating key health care facilities, and distribute medications and vaccines. Because UW-Superior is located a short distance from Duluth, St. Louis County and Minnesota, it may be advisable and necessary to coordinate operations with institutions in those locations.

Declaration of Emergency

The Chancellor, the Officer of the Day or another designee of the Chancellor is responsible for declaring a campus emergency and assembling the campus Emergency Response Team, in accordance with UW-Superior's Emergency Response Plan. In the case of a widespread outbreak of infectious disease approaching or reaching pandemic levels, the Emergency Response Team will implement the UW-Superior Pandemic Emergency Plan.

Activation

Activation of the Pandemic Emergency Plan follows guidelines within the UW-Superior Emergency Response Plan.

Communication

As a publicly assisted institution and significant part of the community, UW-Superior is obligated to keep the public informed of its activities. The actions the university takes during a pandemic and how it interacts with the news media during these periods of intense public scrutiny, can critically shape the way it is perceived.

Even more important, effective communication during a pandemic can assist in ensuring the safety of students and employees, and convey accurate information to the parents and family members of students – people who also are part of our campus community.

The department of Strategic Communications and Marketing has developed a Crisis Communication Plan (Annex B) that will be used to convey information to employees, students, parents, the community and other members of the public when university operations are disrupted because of an emergency.

See Crisis Communication Plan (Annex B)

Notification to the campus: Because of the nature of a pandemic, advance notice of its arrival likely will come through the news media. Official public health notices received by the university will be directed immediately to the attention of the Chancellor or Officer of the Day, the Environmental Health and Safety Director, Risk Management and Student Health & Counseling Services Coordinator.

Notification within the campus: The department of Strategic Communications and Marketing and the Public Information Officer function are responsible for communicating the university's response and recovery actions within the campus community and to the public in accordance with the Crisis Communication Plan.

Operational Roles & Responsibilities

Emergency Operations Center (EOC) The UW-Superior Emergency Operations Center is activated when any event, emergency or disaster overwhelms the day-to-day ability of the campus to manage its response and subsequent recovery. EOC staff are assigned to their roles by the Vice Chancellor for Administration & Finance and the Director of Public Safety, with the concurrence of their supervisor.

Office of the Chancellor/Chancellor's Staff

The Office of the Chancellor and Chancellor's Staff will provide executive level direction and authority for all emergencies and appoints employees to serve as appropriate in the Emergency Operations Center staff.

Provost's Leadership Team (PLT)

The Provost's Leadership team will provide direction and instructions for academic units that align with the Chancellor's Staff level decisions. This will cover the scope of all instruction (on and off campus, credit and non-credit) and student enrollment services.

Department Directors

The department directors determined to have 'essential services' for UW-Superior will be responsible for maintaining the departments Continuity of Operations Plans and activating them as necessary, defining the decision making hierarchy, and assuring communication and information flow to and from their staff, faculty and students.

Emergency Responders

During a pandemic situation, emergency response will be different than a day-to-day emergency response. Normally, emergency response activities are assumed by Public Safety. Other units responding to emergencies include Environmental Health and Safety, Risk Management and Facilities. Additional units that might assist in a pandemic emergency include Student Health &

Counseling Services, Campus Life, Human Resources and other units/departments deemed necessary.

University Employees

It is important for university employees to keep informed of the progress of and responses to any emergency situation. Staff should monitor the university website, Safe Alerts, as well as any special websites created or designated during the emergency; check their e-mail for important messages, and use other designated means of communication to stay informed and follow the procedures put in place during the emergency.

Students

Students also have a responsibility to participate in their own safety and security. Students should monitor the university website, Safe Alerts, as well as any special websites created or designated during the emergency; check their e-mail for important messages, and use other designated means of communication to stay informed and follow the procedures put in place during the emergency. Students are expected to follow all recommendations and procedures issued by the University.

Volunteers

Members of the campus community who are not classified as critical to their individual units may be solicited as volunteers to address untold needs. For example, student populations generally do not have reliable methods of private transportation. International students may struggle financially and logistically to return home should the campus be closed. And individuals with disabilities may need assistance evacuating and returning to campus. There will also be the need to tap into specialized skill sets of campus members to assist with various services. Volunteers will be solicited based on special skills or resources they can contribute to the common good.

Individual & Family Preparation

A pandemic could curtail normal operations for several weeks to months, if not longer, impacting work, education, family and community functions. The family's income may be reduced; schools and daycares may be closed for extended periods of time; public transportation may be impacted. Food and water supplies could be in limited supply. Essential services, such as banks, hospitals and clinics, retail stores, restaurants and government offices may be working limited schedules or closed.

Essential employees should make plans to maintain home life as well as work:

- Plan for alternative means of child care or caring for family members if schools and daycares are closed.
- A *few* employees may need to work extended or overnight shifts to maintain critical operations of the University. These employees would need to make personal arrangements for maintaining family needs during their absence.
- Recommend employees maintain a 2-week supply of non-perishable food, water, personal products, pet supplies, and prescription and over the counter medications at their homes.

- Stock extra supplies such as batteries, paper products, cleaning products, flashlights, etc.
- Prepare a list of emergency contact numbers, including family members, friends, doctors, etc.
- Maintain healthy lifestyles, including good nutrition, exercise, and enough rest to maintain the body's immune system.

See the Family Resource Information link for up-to-date advice on coping with limited resources and interruptions to family and work routine.

<https://www.uwsuper.edu/emergency/coop/index.cfm>

Risk Assessment

A pandemic occurs when a new influenza virus emerges for which people have little or no immunity and for which there is no vaccine. Following are assumptions used in this pandemic planning process:

Planning Assumptions

- A pandemic is a public health emergency that has the potential to have significant impact upon global and regional political, social and economic functions.
- A pandemic's causative agent, the factors in its transmission, duration and severity, and its impact upon critical functions cannot be predicted in advance.
- The clinical attack rate is likely to reach thirty (30) percent in the overall population.
- Multiple waves (periods during which community outbreaks occur across the country) of illness are likely to occur. The duration of an influenza pandemic could last months to several years.
- Vaccines and antiviral treatments may be non-existent or in limited supply at the onset of the pandemic.
- Non-medical intervention methods will be the primary mitigation method used until vaccines are available. The most effective non-medical intervention methods may include: N95 respirators or surgical- grade facial masks, handwashing and cough etiquette, social distancing by closing schools and canceling public gatherings, adjusting leave policies, telecommuting, voluntary isolation or quarantine where illness is present.
- Operational risks could challenge the regional and global financial system, as a result of high absenteeism, movement restrictions due to regional isolation, quarantine and social distancing requirements, and lack of skilled workers and adequate supplies.

Campus Planning Process

UW-Superior adopted the following overall strategy in developing this plan: Under direction from the Chancellor, a planning task force was charged with developing a pandemic emergency response plan, utilizing a variety of resources available from other institutions of higher education. Each of the UW-Superior departments was charged with completing a template of initial planning activities, identifying their critical functions and personnel and creating a chain of command and internal communication modes, as supplements to this pandemic plan response.

Critical and Essential Functions

While it is impractical to consider a complete "closure" of the University, the nature of a pandemic emergency indicates the very real potential of ceasing social activities (i.e.: classes,

dining services, public activities) for some period of time. This plan and each unit plan is based on how to maintain critical and essential functions during a period of excessive absenteeism, while giving consideration to what other functions could be delayed or postponed. The following table represents those functions identified as critical and the groups responsible for those functions.

CRITICAL & ESSENTIAL FUNCTIONS	RESPONSIBLE GROUPS
<p>Safety and Security of the students, staff, faculty, visitors and or the campus facilities.</p>	<p>Student Health and Counseling UWS Public Safety Department Environmental Health and Safety Risk Management Facilities Management Dean of Students Residence Life</p>
<p>Physical Plant and Facilities, and maintenance of infrastructure, utilities, custodial</p>	<p>Facilities Management SSC-Custodial Services (third party vendor)</p>
<p>Communications • Campus, community and media information • Information Infrastructure</p>	<p>Chancellor, Chancellor’s Staff Director of Strategic Communications and Special Assistant to the Chancellor Technology Services</p>
<p>Human Health & Support, which includes students, staff, faculty and visitors; this also includes essential staff required to stay on campus</p>	<p>Human Resources – Employee Assistance Program Douglas County Health Essentia Health St. Mary’s Hospital and Clinic -Superior Student Affairs: Dean of Students, Student Health & Counseling Services, Residence Life, Chartwells-Foodservice (third party vendor), International Programs Office Environmental Health and Safety</p>
<p>Academics: which includes on and off campus instruction, credit and non-credit instruction and student support and enrollment services</p>	<p>Provost/VC for Academic Affairs Director of Continuing Education Director of Distance Learning Vice Chancellor of Enrollment Management</p>
<p>Internal Support for our own units</p>	<p>Human Resources- Employee Assistance Program</p>
<p>Regional Support to our local agencies in the city, county, state.</p>	<p>Chancellor’s Staff Campus Safety Environmental Health and Safety Facilities Management</p>
<p>Essential administrative functions, which include employee leave, benefit and employment questions, establishing a labor pool to maintain critical functions, purchasing, and payroll.</p>	<p>Human Resources Business Services</p>

Personal Protective Equipment (PPE)

UW-Superior will provide employees with the appropriate personal protective equipment (PPE) needed to keep them safe while performing their jobs. Examples of personal protective equipment are gloves, goggles, face shields, surgical masks, and respirators. The personal protective equipment assigned to employees will be:

- Recommended protection by OSHA, CDC or other public health agencies to provide protection from the virus causing the pandemic.
- Selected based upon the potential risk of exposure to the employee.
- Properly fitted to the employee. Respirators must be selected, worn and fitted according to the respiratory protection program.
- Conscientiously and properly worn by the employee.
- Regularly maintained and replaced, as necessary.
- Properly removed and disposed of to avoid contamination of self, others or the environment.

The specific types of PPE selected to be used by UW-Superior employees will be determined as more information becomes available about the exact virus causing the pandemic, and guidance from the CDC, WHO and other public health agencies.

Special Considerations – Campus Wide Issues

The pandemic planning process identified certain issues that were campus-wide in scope and could not be planned for on individual unit levels.

1. Academic Instruction/Enrollment Management

The Provost in coordination with the Faculty Senate will develop policies and procedures for making emergency decisions, waivers of regulations regarding examinations and required days of instructions as relevant to an event that would require postponing or cancelling classes. The Provost's leadership team will encourage faculty to consider developing alternate methods to deliver classroom instruction and materials in the event of a campus shut-down. Implementation of these policies and procedures will be coordinated with the Provost's office, the Provost's leadership team, as well as with the Registrar's office.

Enrollment management and absenteeism in the event of a pandemic will be an immediate concern and require action and close cooperation with the Provost in regard to decisions made about instruction and the impact for currently enrolled students. Absenteeism from classes will have to be reported to Wisconsin Emergency Management (WEM). Distance Learning and Technology Services will play a primary role in managing processes related to availability of courses and continuance of education. The Registrar's Office will record and track the impact of academic decisions as they relate to student retention within the institution including records management, course enrollment, academic progression, scheduling and eligibility to graduate.

2. Critical Academic Research

While some work in research laboratories, centers or institutes, or studies can be postponed or delayed, there are some critical areas where research must be maintained. The Provost or Provost's designee will work with the Faculty Senate as well as research center staff to develop directives and guidance for all critical research and facilities that must be continued. During an event that requires activation of the campus Emergency Operations Center (EOC), the Provost or Provost's designee will assist the EOC management in prioritizing response to those research areas and facilities. The Provost or the Provost's designee will work with the Principal Investigators to ensure plans for absenteeism issues are developed for critical personnel.

3. Human Resource (HR) Issues

The primary effects of a pandemic are on staffing and student levels. Unlike natural disasters, pandemics do not damage property or equipment; the effects are mainly human resource oriented. Absenteeism may be for a variety of reasons: illness/incapacity; caring for other family members, or school closures.

UW-Superior has an internal system for tracking and recording employee absences. During a pandemic situation, those systems would be used to determine individual and campus absenteeism rates, and provide the basis for decisions made within the campus Emergency Operations Center for implementing social isolation issues (postpone or delay classes and other public activities).

The HR department can provide answers to frequently asked questions related to leave, benefits, payroll, employment, and telecommuting policies. Each university department must strategize independently how to manage and plan for absences among faculty, staff and students, and be prepared to coordinate their efforts with the rest of the campus through the campus Emergency Operations Center.

Specific answers to many HR questions depends on the existence of a unit's Continuity of Operations (COOP) plan and the information provided in each unit's COOP plan: critical functions that must be maintained, staffing required to maintain those functions, where those functions can be performed, and internal unit communication procedures.

4. Information Technology Infrastructure

Campus business units and staff depend to a great deal on the availability of an information technology infrastructure for voice and data communications. During a pandemic event, it is likely that those systems will become less reliable as they overloaded with increased volume. If public health plans call for social isolation – i.e.: directing the closure of schools and public events and encouraging the public to stay home – more staff, students and faculty will be trying to “telecommute” and that will result in a change in normal network traffic patterns and increased demand placed upon network equipment and communication links to the internet.

Dependent on the magnitude of the pandemic, UW-Superior Technology Services unit will assist with the development of procedures to inform the campus units about potential issues in regard to telecommuting, alternatives to meetings and presentations, and step-by-step instructions for

establishing temporary home offices in accordance with the priorities established by the Emergency Operations Center.

5. Travel

A global pandemic will severely limit both domestic and international travel. The Federal Pandemic Response Plan anticipates that the public will voluntarily limit personal travel, and that significant portions of business travel will also be curtailed. While it is unlikely that travel restrictions will be imposed on a local, state or federal level, they will certainly be advised and strongly encouraged. It is expected that each UW-Superior department will be aware of their respective students, staff and faculty traveling on University business. When UW-Superior Phase C (confirmed human outbreak overseas) is reached, unit actions include activating plans for travelers and making decisions about future travel based on the situation. Those decisions could include recalling staff currently traveling; restricting or limiting current travel and cancelling future travel. In all situations, assistance for international students, scholars and researchers and visa management will be part of the campus-wide response.

6. Public Health/Hygiene Etiquette

At the onset of the pandemic, access to vaccines and antiviral drugs may be extremely limited, and non-medical intervention measures may be recommended by Occupational Safety and Health Administration (OSHA) and the public health agencies to delay the spread of the disease. The non-medical interventions may include:

- Infection control measures to avoid spreading the disease may include but not limited to:
 - ✓ Proper handwashing or use of hand sanitizers when handwashing is not possible,
 - ✓ Using appropriate cough etiquette,
 - ✓ Avoiding close contact with people who are sick,
 - ✓ Staying home and away from work or the public,
 - ✓ Sanitizing “touchable” surfaces,
 - ✓ Implementing “no-touch” procedures, such as foot operated trash can lids,
 - ✓ Using appropriate personal protective equipment (PPE),
 - ✓ Strive to move toward automatic door openers.
- Social distancing, such as
 - ✓ Minimizing unnecessary social interactions,
 - ✓ Minimizing face-to-face meetings or conferences,
 - ✓ Maintaining a 6 foot distance between individuals,
 - ✓ Closing schools, daycares and universities,
 - ✓ Prohibiting large public gatherings,
 - ✓ Modifying employee’s schedules.
- Encourage employees to get a seasonal flu vaccination. The seasonal flu vaccine will not protect from the pandemic flu, but preventing the seasonal flu could keep the individual healthier and less susceptible to other diseases.
- Interruption or curtailment of non-essential travel.

7. Counseling and Assistance

An immediate and top priority is to prepare for the support needs of students, faculty and staff when needed throughout the levels of the pandemic. Whether it involves counseling strategies to cope with possible rumors, fear and distress involved with anticipating and preparing for a crisis to assisting individuals who are in the midst of an emergency situation, the university should prepare for the emotional and psychological needs of the campus community during a pandemic.

To best meet these needs, three criteria will need to be addressed:

1. **Knowing the needs of the population and assets required to meet these needs.**
 - After doing an inventory of crisis counseling resources on campus, outreach to the surrounding communities, such as local campuses, will be made to catalog additional resources and pre-arrangements made to bring these resources to campus should the need occur.
 - Large areas on campus which could serve as temporary housing, triage locations include the Yellowjacket Union, Marcovich Wellness Center and Wessman Arena.
2. **Reaching out to those affected.** All possible methods of communication to advertise available resources, including e-mails, blogs, websites and all forms of social media networks should be utilized.
3. **Tailoring Services.** Social support systems, such as family, friends, religious communities and leaders on campus are an extremely important resource immediately following a disaster. Counseling should be age and culturally appropriate and practical issues such as financial counseling and housing assistance should be included in the planning stages.

UW Superior Pandemic Influenza Response Plan

UW-Superior Phases – Action Table

The following table compares the UW-Superior Response Phase to the WHO periods and outlines the general actions to be taken during a pandemic event. Most of the activities related to this event will be triggered on campus either by rising absenteeism rates among students, staff and faculty, or through consultation with the Douglas County Health Department, UW System and State of Wisconsin Department of Public Health & Safety.

Pandemic Action Plan

UWS Emergency Response Level	Level A – Pre Event Assessment & Planning	Level B – UWS Intense Planning & Preparation	Level C – UWS Preparing to Suspend Classes	Level D – UWS Suspends On-Campus Classes	Level E – UWS Initiates Recovery Phase Actions
Incident Response Level Criteria and Corresponding World Health Organization (WHO) Phase					
Situation	<ul style="list-style-type: none"> • Current situation • Human infections with a new subtype, but no sustained human-to-human spread 	<ul style="list-style-type: none"> • Small, highly localized clusters anywhere in the world with limited human-to-human transmission • International travel advisories begin 	<ul style="list-style-type: none"> • Large clusters, but still localized • Public health authorities urge to prepare for social distancing • International travel warnings and passenger screenings begin • Virus characterized as having a high rate of transmissibility and/or mortality • Worried we'll begin to use resources • Trough between waves of illness 	<ul style="list-style-type: none"> • Increased and sustained transmission in the general U.S. population. • Confirmation of a high rate of transmissibility and/or mortality. • Immediately preceded by falling class attendance, students leaving campus and local public health recommendations to curtail/cancel public activities in Wisconsin. • Rising employee absenteeism. • International travel restrictions • # students remain in Superior • Critical function employees must report to work 	<ul style="list-style-type: none"> • Recovery phase
UWS Pandemic Influenza Emergency Plan Incident Response Level Criteria	<ul style="list-style-type: none"> • No current hazard to persons 	<ul style="list-style-type: none"> • Minimal immediate hazard to students, faculty and staff. Can be resolved with minimal outside agency assistance. 	<ul style="list-style-type: none"> • Endangers students, faculty and staff, and requires coordination with outside agencies 	<ul style="list-style-type: none"> • Significant risk to students, faculty and staff and requires substantial coordination with outside agencies. 	<ul style="list-style-type: none"> • Establish the criteria for calling an end to the pandemic event and resume campus business and activities
UWS Emergency Pandemic Response Levels and Actions					

Pandemic Action Plan

UWS Emergency Response Level	Level A – Pre Event Assessment & Planning	Level B – UWS Intense Planning & Preparation	Level C – UWS Preparing to Suspend Classes	Level D – UWS Suspends On-Campus Classes	Level E – UWS Initiates Recovery Phase Actions
Chancellor’s Staff	<ul style="list-style-type: none"> • Identify essential functions and personnel campus wide • Require departments to annually review and update Continuity of Operations Plans that include Pandemic Influenza conditions 	<ul style="list-style-type: none"> • Assess threat and implement appropriate Level B activities • Identify incident commander • Evaluate influenza pandemic threat; reevaluate response plan and priorities • Draft succession plan for UWS leadership • Verify succession plan for leaders of essential departments • Implement UWS emergency plan • Coordinates response with UWS and Douglas County Health Department (liaison) 	<ul style="list-style-type: none"> • Declare an emergency • Activate Incident Command System • Assess threat and implement appropriate Level C activities • Advise on activation of Operations of COOP • Plan for recovery in post-pandemic period 	<ul style="list-style-type: none"> • Authorize implementation of Pandemic Influenza Social Distancing Policy • Plan for post-pandemic recovery and resumption of normal UWS operations • Plan for revised instruction calendar and completion of the session 	<ul style="list-style-type: none"> • Once normal operations have resumed and are sustained deactivate the pandemic plan • The Chancellor or Public Information Officer will issue an announcement according to UWS Crisis Communications Plan (Annex B) • Perform assessment of all activities and services. • Campus wide debrief of incidents
Department of University Communications & Government Relations	<ul style="list-style-type: none"> • Develop Level B pandemic influenza communications • Plan for general information (non-health) call center 	<ul style="list-style-type: none"> • Issue Level B communications • Select technical expert spokespersons for internal and media communications • Develop Level C communications • Assess PPE needs and stock • Advise Chancellor’s Staff 	<ul style="list-style-type: none"> • Issue Level C communications (protocol for suspected cases, preparations for social distancing) • Develop Level D communications including script for health link call center • Develop post-pandemic communications (medical clearance, recovery) • Consider activating call center if call volume is high 	<ul style="list-style-type: none"> • Issue Level D communications (self-protection, social distancing, etc.) • Update Call Center message • Coordinate internal messages and news releases 	<ul style="list-style-type: none"> • Issue post-pandemic communications • Perform assessment of all activities and services. • Campus wide debrief of incidents

Pandemic Action Plan

UWS Emergency Response Level	Level A – Pre Event Assessment & Planning	Level B – UWS Intense Planning & Preparation	Level C – UWS Preparing to Suspend Classes	Level D – UWS Suspends On-Campus Classes	Level E – UWS Initiates Recovery Phase Actions
Incident Command	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Implement ICS • Gather information on number of suspected cases on campus and in Douglas County • Advise Chancellor’s Staff • Prepare for EOC operations 	<ul style="list-style-type: none"> • Gather number of confirmed cases on campus and in county; report to Chancellor’s Staff • Directs ICS functions when activated • Activation of EOC 	<ul style="list-style-type: none"> • Scale back ICS functions until the campus resumes normal functions • Perform assessment of all activities and services. • Campus wide debrief of incidents
Responsibilities of Departments and Units <i>All departments and administrative units must draft a Pandemic Influenza Continuity of Operations Plan</i>					
Each University Dept (these items are common to all departments)	<ul style="list-style-type: none"> • Develop a unit plan in alignment with overall campus pandemic plan taking into account social distancing guidelines, limits on telecommuting, and contingency for critical function/individuals to also become ill. • Determine critical functions personnel and inform them of their responsibilities and duties (notify HR of selected functions – and primary and secondary individuals). • Assess critical function employees PPE needs based on current guidance. Arrange for health assessment and fit of respirators--if required by critical function employee’s function. • Cross train employees 	<ul style="list-style-type: none"> • Assure all duties are understood by critical personnel. • Monitor and respond to campus and unit emergency communications and instructions. • Reassess critical functions employees PPE needs and stock as necessary 	<ul style="list-style-type: none"> • PPE distributed according to UWS guidelines. • Report employee absenteeism per procedures provided. • Monitor and respond to campus and unit emergency communications and instructions. 	<ul style="list-style-type: none"> • Critical function employees must report to work. • Report employee absenteeism per procedures provided. • Monitor and respond to campus and unit emergency communications and instructions. 	<ul style="list-style-type: none"> • Perform assessment of all activities and services. • Campus wide debrief of incidents • Assure all services are returned to fully functioning.

Pandemic Action Plan

UWS Emergency Response Level	Level A – Pre Event Assessment & Planning	Level B – UWS Intense Planning & Preparation	Level C – UWS Preparing to Suspend Classes	Level D – UWS Suspends On-Campus Classes	Level E – UWS Initiates Recovery Phase Actions
Individual Planning (students and employees)	<ul style="list-style-type: none"> • Learn about the overall campus pandemic plan and any specific unit plans that apply to you. • Ensure that you and your family are prepared and protected • Learn and practice steps for flu prevention: 1) Get a flu shot; 2) Wash your hands, 3) Cover your mouth with tissue when sneezing, 4) Stay away from others if you get sick: don't go to class or work, 5) Avoid close contact with people who are sick, 6) Get help if you are sick. 	<ul style="list-style-type: none"> • Monitor and respond to campus and unit emergency communications and instructions. 	<ul style="list-style-type: none"> • Report student or employee absenteeism per procedures provided. • Monitor and respond to campus and unit emergency communications and instructions 	<ul style="list-style-type: none"> • Report student or employee absenteeism per procedures provided. • Monitor and respond to campus and unit emergency communications and instructions. 	<ul style="list-style-type: none"> • Perform assessment of all activities and services. • Campus wide debrief of incidents
Student Health and Counseling Services	<ul style="list-style-type: none"> • Create self-care information packets 	<ul style="list-style-type: none"> • Promote and coordinate seasonal influenza vaccinations • Order self-care items • Obtain medical supplies as needed • Develop and revise mass care plan 	<ul style="list-style-type: none"> • Daily report of suspected cases to Health Department 	<ul style="list-style-type: none"> • Daily report of suspected cases to incident command • Provide health services to individuals confined to campus • Consider residential visits for ill students • Assist with investigation of suspected cases and contact tracing 	<ul style="list-style-type: none"> • Perform assessment of all activities and services. • Campus wide debrief of incidents

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Human Resources	<ul style="list-style-type: none"> • Identify critical and non-critical departmental functions and inform affected employees of their responsibilities • Consider “Critical function employees policy” • Advise on HR aspect of “UWS Pandemic Influenza Social Distancing Policy” • Develop a checklist for educating employees regarding precautions, job status. • Review telecommuting and flexible work hour possibilities in light of pandemic 	<ul style="list-style-type: none"> • Review critical and non-critical departmental functions. • Inform campus of policies for telecommuting, social distancing and critical function employees • Discuss with departments plan for providing substitutes for critical function employees • Notify Department Heads sending all campus email stressing that employees with symptoms should not report to work. • Begin monitoring daily employee absenteeism. • Encourage adoption of hygiene etiquette behavior. 	<ul style="list-style-type: none"> • Remind campus wide critical function employees of their duties and responsibilities • Remind employees of EAP and counseling services • Continue to monitor daily employee absenteeism. • Continue to encourage adoption of hygiene etiquette behavior. 	<ul style="list-style-type: none"> • Critical function employees must report to work • Implement HR aspects of “Pandemic Influenza Social Distancing Policy” • Maintain communications with all employees. • HR staff could access HR info systems from off-campus and could work from home. • Continue to monitor daily employee absenteeism data 	<ul style="list-style-type: none"> • Establish return-to-work guidelines. • Perform assessment of all activities and services. • Campus wide debrief of incidents
Finance	<ul style="list-style-type: none"> • Discuss the potential financial ramifications of a pandemic and estimate the impact and identify emergency funding to cover purchases and business continuation • Develop a plan for ensuring the continuation of accounting operations in the face of high employee absenteeism, i.e. mutual aid agreements 	<ul style="list-style-type: none"> • Identify resources for continuation of accounting operations • Collect information from departments related to costs for stockpiling supplies • Develop procedure for rapid procurement and payment for supplies, equipment, and services • 	<ul style="list-style-type: none"> • Develop vendor agreements and open purchase orders for critical supplies that can be implemented quickly • Develop a plan for post pandemic financial operations restoration 	<ul style="list-style-type: none"> • Implement pandemic plan op 	<ul style="list-style-type: none"> • Implement business operations recovery plan • Perform assessment of all activities and services. • Campus wide debrief of incidents

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Environmental Health and Safety	<ul style="list-style-type: none"> • Assist in identifying critical positions • Assess PPE needs for critical positions • Stockpile PPE projected to be needed based on current CDC recommendations • Participate in Core Planning Functions • Identify EH & S functions to be impacted by a Pandemic and develop alternate plans 	<ul style="list-style-type: none"> • Review PPE needs of critical positions • Plan for increased infectious waste to be managed 	<ul style="list-style-type: none"> • Distribute and train supervisors and employees in PPE use according to recommendations of the State Health Dept and CDC. • Consult regulatory agencies on compliance matters such as holding times for wastes, etc. • Schedule a hazardous waste shipment to extend holding times 	<ul style="list-style-type: none"> • Arrange for an increased infectious waste shipments • Serve as Safety Officer at EOC • Review and evaluate supervisors and employee use of PPE and retrain as necessary • Suspend non-essential EH & S practices 	<ul style="list-style-type: none"> • Perform assessment of all activities and services. • Campus wide debrief of incidents • Arrange disposal of infectious waste • Check all spaces to be returned to service for safety concerns • Store unused PPE for future use • Prioritize re-starting non-essential EH & S functions

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Academic Affairs	<ul style="list-style-type: none"> • Develop and disseminate alternative procedures to assure continuity of instruction (e.g., web-based distance instruction, telephone trees, mailed lessons and assignments, instruction via local radio or television stations) in the event of college/ university closures. • Ensure every course is set-up with a D2L shell. • Develop policy for cancelling classes • Develop policies and guidelines to address academic concerns of students absent from classes due to illness or quarantined. • Develop procedure for students to who are in isolation or quarantine to obtain class notes • Test unit communication plans. • Develop process to determine critical research needs. • Determine deadlines in grants process. • Develop lab hibernation plan as appropriate. 	<ul style="list-style-type: none"> • Encourage personal preparedness of faculty and students. • Prepare alternative delivery procedures. • Ensure faculty and instructors know how to facilitate D2L platform. • Consider implementation of social isolation plans (postpone or delay campus classes). • Implement unit communication plan. • Consider adjustments to academic calendar. • Recommend PI contact grant agencies for possible extensions. • Monitor daily absenteeism of students. • Monitor continuity of instruction and services 	<ul style="list-style-type: none"> • Monitor daily absenteeism of students. • Monitor continuity of instruction and services • Implement social isolation plans. • Begin implementation of alternative delivery plans. • Implement policies and guidelines to address academic concerns of students absent from classes due to illness or quarantined. • Postpone research as necessary. 	<ul style="list-style-type: none"> • Monitor daily absenteeism of students. • Monitor continuity of instruction and services • Implement social isolation plans (postpone or delay campus classes). • Implement alternative delivery plans. • Cancel classes. • Cancel academic services and events as/if necessary • Postpone research as necessary. 	<ul style="list-style-type: none"> • Monitor daily absenteeism of students. • Perform assessment of all activities and services. • Campus wide debrief of incidents • Resumption of education and research activities. • Implement adjustments to the academic calendar. • Implement revised research schedule.

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International Programs Sent 7/18/16	<ul style="list-style-type: none"> • Develop a full paper contact list with alternate emergency information for all international and study abroad students • Develop a plan for communicating with international students, study abroad students and those who plan to study abroad, and families of all these students regarding travel restrictions and re-entry. • Communicate with overseas partners; share our guidelines and determine their readiness to shelter our students in place, as needed. • Develop guidelines for temporary closure of study abroad programs. • Revise orientation materials for international and study abroad students to include this emergency information. • Revise faculty guidelines for programs abroad to include evacuation and shelter in place information. • Develop procedures in accordance with FERPA and HIPAA guidelines for monitoring international and study abroad student travelers entering the campus from affected regions and providing information to health services. 	<ul style="list-style-type: none"> • Provide clear information about pandemic flu and emergency procedures in orientations for both international and study abroad students. • Develop policies and procedures for notifying students locally and abroad and recalling students from affected regions, as needed. • Issue advisories for students, faculty and staff planning international travel. • Issue advisories for students, faculty, staff and visitors arriving from affected regions. 	<ul style="list-style-type: none"> • Discourage non-essential travel to affected countries. • Activate plans to advise and communicate with international students on campus and international students, possibly bringing students home from international and providing medical care here at home or sheltering in place if travel is not advised or is impossible. 	<ul style="list-style-type: none"> • Communicate regularly with international students in U.S. • Post web updates for parents as often as possible. • Suspend travel for international programs not yet begun. • Continue to advise and communicate with international students, faculty and staff. • When possible, support international students, faculty and staff who are unable to return. 	<ul style="list-style-type: none"> • Communicate with students here and abroad on travel and other plans to resume normal activities. • Perform assessment of all activities and services. • Campus wide debrief of incidents

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Facilities Management & Energy Services	<ul style="list-style-type: none"> • Needs assessment for housekeeping and other maintenance supplies-determine proper inventory versus just-in-time deliveries. • Assess PPE equipment needs and stock as necessary. • Identify critical heating, cooling and ventilation equipment and systems in each building. • Assure all energy service curtailment contingency plans are up-to-date and available to emergency employees. 	<ul style="list-style-type: none"> • Work with vendor to establish training for custodial staff for hygiene and cleaning of contact surfaces (e.g., doorknobs, faucet handles, door push plates and other surfaces). • Work with vendor to establish a facility decontamination procedure. • Identify building capacities, resources, and other building characteristics needed for emergency shelter. • Assure all employee duties are understood by emergency personnel. • Review COOP 	<ul style="list-style-type: none"> • PPE distributed according to CDC and UWS guidelines 	<ul style="list-style-type: none"> • Critical function employees must report to work to provide 24-hour emergency coverage for facility needs. • Coordinate with vendor in regard to housekeeping procedures to prioritize on occupied spaces. • Post signage on secured/closed buildings. • Shut down all unnecessary utilities, heating, cooling and ventilation systems. 	<ul style="list-style-type: none"> • Perform assessment of all activities and services. • Campus wide debrief of incidents. • Assure all areas being opened are clean and safe for use.
Risk Management	<ul style="list-style-type: none"> • Assist campus departments with their individual Continuity of Operations Plans 	<ul style="list-style-type: none"> • Review campus departments with their individual Continuity of Operations Plans • Monitor activities/operations campus wide to ensure proper procedures and protocols are followed 			<ul style="list-style-type: none"> • Perform assessment of all activities and services. • Campus wide debrief of incidents. • Assure all areas being opened are clean and safe for use.

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Technology Services (includes phone services and computer labs, in addition, to applications support)	<ul style="list-style-type: none"> • Assess available technology and communication services for critical functions: <ol style="list-style-type: none"> a. telecommuting b. notifications c. serving external agencies present on campus • Identify TS critical function employees and their specific roles and responsibilities during Pandemic crisis response • Review Technology staff's ability to telecommute (technical and functional review) • Provide assessment tool for critical departments to review their staff's ability to telecommute (technical and functional review) • Assess Personal Protection Equipment (PPE) needed for Technology Services staff and student employees 	<ul style="list-style-type: none"> • Provide documentation training and support to UWS departments on: <ol style="list-style-type: none"> a. telecommuting b. notifications • Review computer lab facilities and classrooms for closure procedures and notifications. 	<ul style="list-style-type: none"> • PPE Equipment distributed to Technology Services staff per CDC and UWS guidelines. • Assist with implementation of substitute for face to face instruction in alignment with Academic Affairs plans. 	<ul style="list-style-type: none"> • Critical Technology Services employees report to work • Support the prioritized campus needs for <ol style="list-style-type: none"> a. telecommuting b. notifications c. serving external agencies present on campus 	<ul style="list-style-type: none"> • Support to other UWS departments on: <ol style="list-style-type: none"> a. notifications • Reopen computer lab facilities and classrooms • Review performance and metrics of computer and voice systems usage during the closure to determine adequacy of systems for future events. • Perform assessment of all activities and services. • Campus wide debrief of incidents.

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Campus Life <i>Includes Campus Life and Leadership (student orgs, student gov, activities outside class...), Campus Rec, Student Health Services, Counseling Services, Multicultural Affairs</i>	<ul style="list-style-type: none"> • Plan training for professional campus life staff, student staffs in RSC and HWC, student org leaders, student ambassadors, student gov elected officials • Create process to mandate student update of local address and emergency information • Compile list of persons (other than current staff) that can counsel students • Encourage student org leaders to educate students (Campus Volunteer Group, Social Work Student Group, Psychology...) • Define Role of Student government in the plan 	<ul style="list-style-type: none"> • Continue level A • Check for updates on web • Train counseling team • Education of students in place • Implement role of student government • Inform student organizations of process for suspension of activities outside of class and the need for social distancing. 	<ul style="list-style-type: none"> • Check for updates • Prepare counseling team • Post signage in appropriate buildings to update students on level in pandemic and what they need to be doing (especially off campus living) • Send out updates to student about pandemic level • Continue to educate students 	<ul style="list-style-type: none"> • Offer counseling to students as needed • Activities are suspended (posting the cancellations) 	<ul style="list-style-type: none"> • Perform assessment of all activities and services. • Campus wide debrief of incidents. • Make modifications to levels as needed • Continue offering counseling if needed
Residence Life	<ul style="list-style-type: none"> • Training of Professional and Student Staff. • Identify critical functions and assess emergency staffing levels for these functions. • Cross training of staff. • Coordinate with Facilities Management/SSC for the assessment of the stock of housekeeping supplies and PPE. 	<ul style="list-style-type: none"> • Inform students in housing to ensure they understand plan of action. • Prepare to put plan into action. • Coordinate with campus planning and leadership. • Survey students for their housing plans if level C is reached. 	<ul style="list-style-type: none"> • AssistEHS/Facilities/SSC to dispense protective equipment to staff and students. • Refer students to medical support if they show signs of illness. • Communicate information on ongoing plans and actions • Assist students who are leaving campus. • Assist with Security. • Close common areas. • Practice social distancing. • Coordinate with campus planning and leadership. • Obtain daily housing occupancy numbers. 	<ul style="list-style-type: none"> • Create housing spaces for persons who are to be isolated. • Monitor and report numbers of individual using isolation housing. • Assist Students who are leaving campus. • Coordinate food disbursement for students. • Communicate new information with students and staff. • Provide shelter for essential staff/public. • Coordinate with campus planning and leadership. • Obtain daily housing occupancy numbers. 	<ul style="list-style-type: none"> • Coordinate with EHS/FM/SSC on cleaning residence halls. • Communicate with students on plans to return to campus. • Return rooms to former layout. • Prepare building and staff for reopening (restock and train) • Perform assessment of all activities and services. • Campus wide debrief of incidents.

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Campus Safety	<ul style="list-style-type: none"> • Identify critical function employees and inform them of their responsibilities • Assess critical function employees PPE needs and stock • Develop plan to assist with maintaining security of persons in isolation/quarantine 	<ul style="list-style-type: none"> • Influenza awareness training (symptoms and hygiene) for dispatchers, security, and police 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Consider special parking rules for critical function employees • Prepare for crowd control, social distancing measures, residential housing • Implement security plan a. Secure buildings b. Post signage c. Maintain quarantine security 	<ul style="list-style-type: none"> • Perform assessment of all activities and services. • Campus wide debrief of incidents.
Dining Services	<ul style="list-style-type: none"> • Identify suppliers and alternates for Level 3 meals • Identify and train essential associates on infection control measures • Cross train up and down 	<ul style="list-style-type: none"> • Plan for delivery of Meals Ready to Eat (MRE's) • Identify alternate suppliers • Assist University in ordering and stockpiling non perishable food and water • Plan food delivery procedures for students/staff remaining on campus 	<ul style="list-style-type: none"> • Order and stock MRE's to support need • Order and stock disposable dishes/utensils 	<ul style="list-style-type: none"> • Provide MRE's as needed to support students/staff • Suspend public meals if classes are cancelled • Provide meal delivery for isolation/quarantine • Provide meal delivery for those who are housed on campus • Use disposable dishes/utensils 	<ul style="list-style-type: none"> • Work with University and public health to reopen closed facilities • Thoroughly clean and sanitize all foodservice equipment and preparation areas • Perform assessment of all activities and services. • Campus wide debrief of incidents.

Appendices

Appendix 1: Acronym Glossary

CDC	Centers for Disease Control; http://www.cdc.gov
COOP	Continuity of Operations Plan
DCHSS	Douglas County Health & Human Services
EAP	Employee Assistance Program (see Human Resource department)
EHS	Environmental Health & Safety
EOC	Emergency Operations Command
FERPA	Federal Educational Rights and Privacy Act
FM	Facilities Management
HIPAA	Health Insurance Portability and Accountability Act
HR	Human Resources
MRE	Meals Ready to Eat
PI	Pandemic Influenza
PPE	Personal protective equipment such as face masks, respirators, etc.
SMDC	St. Mary's Duluth Clinic
SSC	Service Solutions Company-service provider for custodial
WHO	World Health Organization; http://www.who.int
OSHA	Occupational Safety and Health Administration (federal) www.osha.gov