SOUTHERN ARKANSAS UNIVERSITY

PANDEMIC INFLUENZA PLAN

APRIL 2009

**ACRONYM DEFINITIONS**

**ARDH -** Arkansas Department of Health

**DC –** Director of Communications

**CIRT**- Critical Incident Response Team

**EOC –** Emergency Operations Center

**FM** – Facilities Management/Physical Plant

**HS** – Health Services

**HKR** – Health, Physical Education & Recreation

**ICP** – Incident Command Post – Mulerider Activity Center

**OISS –** Office of International Student Services

**OVST** – Overseas Studies

**PD** – Police Department

**RTV** – Local Radio and Television

**GLOSSARY OF TERMS**

**DUEM Deputy University Emergency Manager**

Assistant to the Coordinator of Disaster and Emergency Services.

**UEM University Emergency Manager/**

**Coordinator of Disaster and Emergency Services**

Coordinates operations in the Emergency Operations Center (EOC) Concept of Operations and/or in the EOC during emergency situations.

**CEOP Comprehensive Emergency Operations Plan**

Planning document that provides guidance for mitigation, preparedness, response and recovery activities in preparation for emergency situations.

**CLOSURE DAYS** *See page 21*

Closure days are days on which offices, schools, transportation systems are closed or cancelled.

**CHIEF of POLICE (CoP)**

Provides strategic oversight for emergency planning and operations.

**COUNTY EMERGENCY MANAGER**

Emergency manager appointed by the county to coordinate its EOC operations. This position’s responsibilities are similar to those carried out by the UEM during emergency operations.

**DEPARTMENT CONTINUITY BACKUP PLANS**

Plans developed by departments/units that outline critical and moderate priority functions to be conducted during crisis situations. Department continuity backup plans are developed to enable operations during the following terms:

* Short term backup of 1 day or less
* Middle term backup of 2-5 days
* Long term backup of more than 5 days

**DEPARTMENT EOC REPRESENTATIVE (During EOC Concept of Operations)**

Department/unit representative who acts as the central coordinator/liaison between the department and the UEM. Submits department situation reports to the UEM and receives information from the UEM. Additionally he/she is the department’s/unit’s representative who is notified of emergency conditions.

**DEPARTMENT OPERATIONS CENTER**

A department operating center is a department’s base of operations during an emergency. It may be the same as the department’s established offices that are used during regular operations.

**DIVISION STRATEGIC CRISIS PLANNING BOARD (DSCPB)**

A board or committee led by a Vice President, Dean and/or Director or their representative responsible for coordination of strategic planning for their functional area(s).

**DIVISION OPERATIONS CENTER (DIVOC)**

A Division’s Operations Center (DIVOC) is a base of operations representing each Division Strategic Crisis Planning Board (DSCPB) leader’s area of responsibility. It is used to consolidate reporting and information dissemination to and from the EOC.

**EMERGENCY OPERATING PROCEDURES**

Emergency Operating Procedures are used during a Red Emergency and during the White Emergency Alert/Test Period *See page 28* when not operating in the EOC concept of operations.

**EMERGENCY CONTROL CENTER**

The Emergency Control Center, as referenced in this plan, is the coordinating center during infectious disease outbreaks when activation of the EOC is impractical due to the possibility of infecting persons with the infectious disease. The ECC is the office where the CDES is located. Administrative functions normally performed in an EOC are accomplished at the ECC by supporting personnel.

**EOC Emergency Operations Center**

Management center/location where university emergency response decisions and resources are coordinated and which serves as a central point for information collection and dissemination. Key personnel from departments assemble at the EOC to coordinate the emergency response.

**EOC (Emergency Operations Center) CONCEPT of OPERATIONS** *See Page 15*

The EOC Concept of operations uses basic EOC principles and practices found in the CEMP without department personnel being centrally located. The UEM is the coordinator and will coordinate the emergency response with department key personnel from the Emergency Control Center (ECC). The communication/coordination mechanism is typically accomplished by email, telephone or web systems.

**EMERGENCY SUPPORT FUNCTION** *See Page 12*

The emergency management model used by the university. The model incorporates sixteen functional tasks/operations for providing emergency services. Departments use checklists developed in emergency management planning for each Emergency Support Function. Additional checklists are developed for this plan that relate specifically to infectious disease outbreaks (pandemic).

**ISOLATION** *See page 21*

Separating persons, restricting movement and/or activities of persons (patients) who have a contagious disease in an attempt to prevent transmission to others.

**PANDEMIC EMERGENCY CONDITIONS *See page 24***

Pandemic Blue Emergency Lowest level emergency condition used for “Preparedness Phase/Pandemic Alert Period-Four Phase” based on SAU Health Services, ARDH, CDCP or WHO recommendations.

Pandemic White Emergency Medium level emergency condition used for “Preparedness Phase/Pandemic Alert Period – Five Phase” based on SAU Health Services, ARDH, CDCP, or WHO recommendations.

Pandemic Red Emergency Highest level emergency condition used for “Response Phase/Pandemic period – Six Phase” based on SAU Health Services, ARDH, CDCP, or WHO recommendations*.*

**PANDEMIC INFLUENZA PLAN**

Hazard-specific plan for infectious disease outbreaks commonly referred to as pandemics. University objectives and actions related to pandemic planning are detailed in this plan. This plan is supplemental to the Comprehensive Emergency Operations Plan and uses many of the mechanisms and methods cited in the CEOP. Additionally, standard operating procedures and guides are developed to support this plan.

**PANDEMIC SPECIFIC OBJECTIVES AND CHECKLISTS** *See page 14*

University objectives that address pandemic planning considerations for each period/phase are assigned to and/or coordinated by departments whose mission is associated with the objective.

**PERSONAL PROTECTIVE MEASURES**

Measures individuals should use to minimize the potential of contracting infectious diseases, such as, avoid close contact with persons, use good sanitation methods such as frequent hand washing with soap and hot water, cover mouth and nose and use tissue when coughing, and do not report to work when sick.

**QUARANTINE** *See page 21*

The separation and restriction of movement or activities of persons who are not ill but who are believed to have been exposed to infection, for the purpose of preventing transmission of disease. Individuals may be quarantined at home or in designated facilities; healthcare providers and other response workers may be subject to quarantine when they are off duty.

**REDUCTION IN OPERATIONS *See page 21***

Departments operate using minimum staff of identified key personnel to complete its function in an effort to lessen the chance of spreading a contagious infectious disease.

**RESOURCE**

The personnel, materials, tools and equipment used to accomplish a task identified in an Emergency Support Function checklist *See page 17* or Department Continuity Plan checklist.

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**SOUTHERN ARKANSAS UNIVERSITY**

**PANDEMIC INFLUENZA PLAN**

**PART I. OVERVIEW OF THE PLAN**

A. Mission

This plan is developed to increase Southern Arkansas University’s overall emergency management capabilities in response to threats and occurrences of pandemic influenza. This is accomplished by enhancing the Comprehensive Emergency Operations Plan (CEOP) through use of hazard-specific planning that address strategies for infectious disease outbreaks and the appropriate measures to take.

B. Purpose

The possibility for pandemic influenza is a growing concern. Determining what is involved and planning how to handle pandemic influenza is an effort that involves numerous university departments and coordination with other agencies such as local and state public health entities. This plan will define the objectives and actions the university will take to upgrade its preparedness relating to the Incident Command and Emergency Support Functions cited in the CEOP. Additional emphasis is given the following:

1. 1. Planning and Coordination.
2. 2. Situation Monitoring, Assessments and Containment.
3. 3. Prevention, Education and Warnings.
4. 4. International Travel.
5. 5. Sheltering and Housing Needs.
6. 6. General Business and Academic Considerations.

C. References

1. The United States Department of Health and Human Services (HHS) Pandemic Influenza Plan, November 2005. See web page: http://www.pandemicflu.gov/

2. Indiana State Department of Health Pandemic Influenza Plan, August 23, 2005. See web page: http://www.in.gov/isdh/

3. World Health Organization Global Influenza Preparedness Plan, 2005. See web page: http://www.who.int/csr/disease/influenza/pandemic/en/

4. Occupational Safety and Health Administration (OSHA) Guidance on Protecting Employees From Avian Flu (Avian Influenza) Viruses, OSHA 3323-10N 2006 http://www.osha.gov/OshDoc/data\_AvianFlu/avian\_flu\_guidance\_english.pdf

D. Scope

1. 1. This plan is used to guide university efforts in preparing for infectious disease outbreaks otherwise known as pandemics.
2. 2. This plan depends on university departments/units aggressively coordinating efforts with other departments resulting in a multi-departmental effort in all phases of development and response.
3. 3. This plan supports the CEOP in addressing the responses that would be necessary in a pandemic emergency situation occurring on or impacting the campus. This type of incident would most likely affect large areas in the state, the city and/or county and the university necessitating a coordinated effort by all entities in all phases of emergency management.
4. 4. This plan incorporates the World Health Organization (WHO) periods and phases and the four phases of Emergency Management detailed in the CEOP (***Mitigation, Preparedness, Response*** and ***Recovery***) as seen in Table 1 below. The phases and periods arelinked together so the CEOP and its checklists, this plan and/or the ARDH and WHO plans may be used together without a complete rewrite. This plan puts in checklist format the tasks and resources that address proper actions in each period/phase.

Table 1. **Consolidated Pandemic Period/Phase Table** *consisting of Southern Arkansas University CEOP Phase and World Health Organization Pandemic Influenza Period/Phase Table*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **SAU CEOP Phase** | | **WHO Period** | **WHO Phase** | | **Definition** |
| Mitigation | | Interpandemic Period | | One | * No new virus subtype detected in humans. * Risk of human infection by animal viruses is considered to be low. |
| Two | * No new virus subtype detected in humans.   • A subtype circulating in animals poses substantial risk to humans. |
| Preparedness | | Pandemic Alert | | Three | * Human cases with new subtype occur. * Human-to-human transmission occurs only with close contact. |
| Four | * Small clusters of human cases with new subtype occur. * Cases are localized. * Human-to-human transmission is limited. |
|  | | Five | * Larger clusters of human-to-human cases with new subtype occur. * Clusters are limited geographically. * New subtype appears to be increasingly adapted to humans. |
| Response | Pandemic | | Six | * Increased and sustained transmission in the general human population. * Formal declaration of pandemic. |
| Recovery | Post Pandemic | |  | • Actions required to normalize with considerations for subsequent waves to follow.  • Return to Inter-pandemic period. |

1. a. Mitigation Phase - Interpandemic Period – (1 or 2) tasks are those accomplished to reduce the effects of or lessen the possibility of occurrence of infectious disease outbreaks. This phase is subcategorized to include 2 phases (1 or 2) based on the WHO period/phases. Examples of this period/phase: determine legality of stockpiling antivirals, masks or ventilators; identify training needs; establish a protocol for dealing with persons who have been infected.
2. b. Preparedness Phase – Pandemic Alert Period – (3, 4 or 5) tasks are tasks related to a more heightened state of awareness and preparation for the possibility of a pandemic period. This phase is subcategorized to include 3 phases (3, 4, 5) based on the WHO period/phases. Examples of this period/phase: Complete development of emergency plans; confirm call-in procedures for employees; assess preparedness status of department. See Part II.G.1.a Pandemic Alert Conditions of this plan for detailed information.
3. c. Response Phase – Pandemic Period – 6 tasks are those tasks used to save lives and stabilize the situation during a pandemic. Examples of this period/phase: Mass prophylaxis sites opened, building quarantines; begin work from home-sites as a form of department continuity, cancel classes and perform reduction in operations See page 21. See Part II.G.1.a Pandemic Alert Conditions of this plan for detailed information.
4. d. Recovery Phase – Post pandemic Period tasks are those tasks that assist in returning to the inter-pandemic period. Examples of this period/phase: victim counseling, assess requirements needed for subsequent wave of pandemic. Additionally, long-term recovery could include re-opening university for classes after an extended closure.

**PART II. BASIC PLAN**

A. Organization and Responsibilities

1. Organization

a. Pandemic Influenza Plan

The Pandemic Influenza Plan is identified as a Hazard Specific Plan in the Comprehensive Emergency Operations Plan (CEOP). This plan supports the CEOP concept of operations whereby departments operate along normal lines of authority and are responsible for tasks associated with their areas of responsibility. Emergency operations are conducted as defined by the CEOP unless stated otherwise in this plan.

b. Plan Organization

This plan utilizes the Emergency Support Function (ESF) checklist format with additional checklists for objectives directly related to pandemic influenza. The checklists are used to identify tasks for each period/phase. Departments are assigned one or more ESF’s or Pandemic Specific Objectives that are associated with their area(s) of responsibility. The tasks identified in the corresponding checklist are those to be completed by the assigned departments/units during the appropriate period/phase so the university will be able to complete its mission.

c. Emergency Support Functions Checklists:

Emergency Support Function (ESF) checklists or Incident Action Plan (IAP) detailed in the CEOP remain the same unless specifically modified in this plan. ESF Checklists with additions and or modifications in this plan are to be used within the EOC concept of operations See page 15 together with the CEOP Checklists. Full descriptions of checklists are listed in the CEOP. The Emergency Support Functions are:

(1) *ESF 1 Transportation*: Provides transportation support.

(2) *ESF 2 Communications and Warning:* Provides communications, notifications and warnings.

(3) *ESF 3 Public Works and Engineering*: Provides technical, engineering, contracting, inspection and repair of public works and facilities.

(4) *ESF 4 Fire Fighting:* Fire protection.

(5) *ESF 5 Emergency Management:* Tracks all information and plans for emergencies. (**Additions in this plan.**)

(6) *ESF 6 Mass Care, Emergency Assistance, Housing, and Human Services:* Coordinates assistance for shelter and provides mass care to relocated persons. (**Additions/Modified in this plan.**)

(7) *ESF 7Logistics Management and Resource Support:* Manages resources.

(8) *ESF 8 Public Health and Medical Services:* Coordinates and mobilizes health, medical, and mortuary services. (**Additions/Modified in this plan.**)

(9) *ESF 9 Search and Rescue:* Locates and recovers victims i.e., lost, trapped, handicapped/disabled, deceased, etc.

(10) *ESF 10 Oil and Hazardous Material Response*: Hazardous Material Response coordination.

(11) *ESF 11 Agriculture and Natural Resources:* Provides meals and safe drinking water. (**Additions/Modified in this plan.**)

(12) *ESF 12 Energy*: Provides assistance during an interruption of energy.

(13) *ESF 13 Public Safety and Security:* Provides security and protection of people and property, as well as enforcing laws and ordinances.

(14) *ESF 14 Long-Term Community Recovery:* Analysis and review of mitigation program implementation.

(15) *ESF 15 External Affairs*: Emergency public information and protective action guidance.

(16) *ESF 16 Damage Assessment:* Assesses damages resulting from natural, technological, or security events.

d. Pandemic Specific Objectives and Checklists:

Pandemic Specific Objectives listed below specifically address pandemic planning considerations for each period/phase. Pandemic Specific Objectives and associated checklists are:

1. *Planning and Coordination:* Coordinates plan development and implementation and provides appropriate command and control. CEOP **Information and Planning Checklist** has additions for pandemic associated tasks. The **Chief Executive & Policy Checklist** and **Checklist** are modified for associated pandemic influenza tasks. Additionally, **Department Continuity Checklist** and worksheets have been modified and included in this plan.
2. *Situation Monitoring, Assessments and Containment:* Uses surveillance activities for rapid detection of possible disease infections and assists in making proper recommendations to prevent disease transmission. CEOP **Health and Medical Checklist** modified to manage associated tasks including healthcare, mass prophylaxis, triage and mental health considerations.

(3) *Prevention, Education and Warnings:* Provides accurate and timely information regarding steps individuals may take to prevent or reduce infection and information regarding university efforts in responding to pandemic. CEOP **Public Information Checklist** modified to allow for pandemic influenza specific tasks.

(4) *International Travel:* Provides foreign travel recommendations for staff or students visiting foreign countries and for personnel coming to campus from foreign countries. The **OISS International Travel and Coordination Checklist** was developed for issues when considering international travel, as well as, dealing with foreign students on campus. The **International Travel and Coordination Checklist** developed for consideration related to U.S. students abroad or those planning to study abroad.

(5) *Sheltering and Housing Needs:* Provides sheltering needs during a pandemic. Sheltering needs include the possibility for quarantines for those who have come into contact (or believed to have come into contact) with the infectious disease and/or possibility of separate housing for infected/sick persons (isolation). Sheltering needs will also include food and water considerations. CEOP **Shelter and Mass Care Checklist** and **Food and Water Checklist** modified for pandemic influenza considerations.

(6)  *General Considerations:* Provides additional guidance not specifically covered in other checklists. **General Considerations Checklist** developed to be used as a pandemic catchall checklist for university business functions, e.g., legal, academic, human resources and financial considerations, etc.

1. Emergency Operations Center (EOC) Concept of Operations

The Emergency Operations Center will **not** be activated during pandemic emergencies. The possibility for disease transmission precludes gathering key personnel in one area. However, it will operate in concept. Personnel who normally report to the EOC continue to represent their department/unit during the response phase/pandemic period but would do so from their appropriate department operating centers (DOCs) or home instead of the EOC. Coordination would be accomplished via means of telephone conference calls, email or other means developed that would allow for department participation with the University Emergency Manager. The UEM base of operations is called the Emergency Control Center. The ECC is the office where the UEM is located. Administrative functions normally performed in an EOC are accomplished at the ECC by supporting personnel. Coordination with departments who typically would not report to the EOC will be coordinated through the Division Operations Centers (DIVOCs).

Large-scale policy decisions will be made and implemented based on information received from various entities including university departments/units, county and state authorities and other advisories and recommendations gathered during the pandemic. The Chief of Police and the University Emergency Manager shall work closely during the various pandemic phases/periods due to the propensity for far reaching consequences of an evolving situation requiring immediate decisions.

University departments/units should submit situation reports to the UEM and/or the DIVOC, as appropriate, advising ongoing operational efforts during declared pandemic emergencies. Additionally, requests for needs that cannot be satisfied through normal channels should be submitted to the UEM.

External coordination with the county agencies and the university response efforts is necessary and should be accomplished on a continuing basis during any pandemic response effort.

f. Plan Development and Oversight

CIRT: Plan development for objectives specific to pandemic planning and response is a coordinated effort. The Critical Incident Response Team (CIRT) in concert with the following departments/units is responsible for developing the plan and monitoring the possibility of a pandemic. Additionally, these departments/units, identified as the Response Teams, will work with the various Resource Teams to provide plan oversight in order to allow for proper implementation and updating. The Response Teams, and their area of responsibility, are as follows:

1. University Emergency Manager (UEM): Chief of Police & Policy Checklist, UEM Checklist (with assistance from UPD)

(2) University Police Department (UPD): Information and Planning Checklist and General Considerations Checklist (with assistance from University Human Resource Services (UHR), Financial Management Services (FMS), Purchasing, Vice President for Student Affairs, Vice President for Administration and General Counsel, Vice President for Finance, University Physical Plant and Athletics.)

(3) Health Services: Health and Medical Checklist (with assistance from Office of Student Affairs and UPD)

(4) Director of Communications: Public Information Checklist

(5) International Programs: Overseas Studies, International Travel and Coordination Checklist (with assistance from Office of Student Affairs)

(6) International Services: Office of International Student Services: International Travel and Coordination Checklist (with assistance from Office of Student Affairs)

(7) Housing Programs and Services, Food Stores: Shelter and Mass Care Checklist and Food and Water Checklist

g. Emergency Support Function Checklists

The Emergency Support Function Checklist is used to itemize required tasks in each phase of emergency management. Each task is the result of problem identification and needs assessment. The checklist identifies the various tasks and the corresponding resources needed to accomplish them.

An example of a partial Food and Water Emergency Support Function checklist for each period/phase is as follows:

**Food and Water Checklist for Pandemic**

**Mitigation Phase – Inter-pandemic Period**

Add additional tasks as needed. Add as required.

Applicable Done

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **TASKS** | **RESOURCES** |
|  |  | Conduct an Assessment and identify methods to use to feed quarantined students, staff, faculty, and response personnel during a pandemic***.*** | **Cafeteria, Quizno’s, Office of Student Activities** |

**Preparedness Phase – Pandemic Alert Period - 3**

Applicable Done Add additional tasks as needed. Add as required.

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **TASKS** | **RESOURCES** |
|  |  | Develop procedures for feeding quarantined people. | **Food Service, Office of Student Activities, American Red Cross** |

**Preparedness Phase – Pandemic Alert Period – 4, 5**

Applicable Done Add additional tasks as needed. Add as required.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | | | **TASKS** | **RESOURCES** |
|  |  | | | Inventory feeding supplies and expedite any shortages | **Food Service, American Red Cross** |
|  | |  | Schedule personnel and transportation to feed quarantined person(s) | | **Food Service, American Red Cross** |

**Response Phase – Pandemic Period - 6**

Applicable Done Add additional tasks as needed. Add as required.

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **TASKS** | **RESOURCES** |
|  |  | Feed quarantined persons using developed procedures. | **Chief of Police, UEM, Food Services, Main Café, Office of Student Activities, and Human Resources** |

**Recovery Phase - - Post-pandemic Period**

Applicable Done Add additional tasks as needed. Add as required.

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | **TASKS** | **RESOURCES** |
|  |  | Inventory material and equipment used during quarantine feeding and reorder shortages | **Food Service Workers** |

See the CEOP for additional information regarding ESF format organization.

2. Responsibilities

Chief of Police (CoP), University Emergency Manager (UEM) and department/unit responsibilities referenced in the CEOP remain the same in this plan unless specifically stated otherwise. Additionally, a Critical Incident Response Team (CIRT) is developed to coordinate strategic planning for all areas. Additional considerations are listed in the checklists accompanying this plan.

Departments/Units should determine the methodology used in continuing to perform department responsibilities during a pandemic response with exacting regards to department continuity.

B. Volunteer and Private Organizations

The university may use volunteers or private organizations to assist in a pandemic response. Special consideration must be given to ensure their use is properly monitored and approved. Procedures for using volunteers and private organizations must have prior authorization and/or be identified in department standard operating procedures.

C. Limitations

1. This plan covers pandemic influenza planning affecting the Southern Arkansas University campus.

2. For emergencies affecting the community, see the Comprehensive Emergency Operations Plan for Columbia County. This plan supports the Columbia County Comprehensive Emergency Operations Plan.

3. Major resources in fire, health, sanitation, water, electricity, sewage, and street services are not under direct Southern Arkansas University control.

4. This plan is intended as a tool to assist the university in its planning efforts for a pandemic influenza outbreak. However, there may be procedures or measures not covered or omitted. Additionally, the procedures used to respond to a pandemic influenza outbreak may result in an unknown outcome and no guarantee is expressed or implied in this plan.

D. Emergency Response Priorities and Emergency Operations

1. Emergency Response Priorities: Response actions to any emergency must be accomplished with the most important tasks being accomplished with a higher priority than those of lesser importance. Emergency response priorities are used to prioritize the tasks. The emergency response priorities may change depending on the situation; however, the following basic order of response is:

a. Life Safety and Security.

b. Maintain critical infrastructure and /or facilities.

c. Resume university teaching/research operations.

2. Emergency Operations: Emergency operations when responding to a pandemic influenza outbreak will be determined by the appropriate tasks listed in checklists accompanying this plan. The methods used by university personnel may vary depending on the situation. Unless advised otherwise, university departments shall use this plan and department/unit standard operating procedures when responding to a pandemic period/phase.

E. Identification and Security

1. At a ***minimum*** all personnel on campus during an emergency condition should have an SAU ID card on their person.

2. It is ***recommended*** that in reduced operations periods, key personnel on campus during a Red Emergency Condition should have identity badges. Contact ITS (235-4083) for details.



3. Travel may be restricted during pandemic preparedness or response phases/periods. Emergency personnel identification cards are available upon request from departmental or unit heads to the ITS.

4. There is an increased probability of property loss from vandalism and/or theft during a crisis period. All personnel should be alert for suspicious persons and contact SAUPD if suspicious activity is seen.

F. Situations and Assumptions

1. Situations

a. See the CEOP for specific details regarding Southern Arkansas University. Additionally, consideration must be given to the possibility that a pandemic infectious outbreak could occur during any time of year or simultaneously with any other potentially hazardous incident similar to those listed in the CEOP, e.g., tornado, explosion or terrorist incident.

b. As detailed in the Community Control and Prevention of HHS Pandemic Influenza Plan, any or all of the situations below may be required during a pandemic infectious outbreak.

(1) Containment Measures for Individuals: Containment measures for individuals may include patient isolation1[1] and management of individuals who had contact with patients. This may include using healthcare facilities, home or housing facilities or shelters.

(2) Community-based Containment Measures: Community-based containment measures may include:

(a) Measures that affect groups of exposed or at-risk persons such as quarantine of groups or exposed persons, or

(b) Quarantine1 of groups of exposed or at-risk persons.

(c) Containment measures that pertain to specific sites or buildings.

(3) University/Community-wide Measures: Measures that affect the university/community include:

(a) Promote entire university/community infection control measures such as cough etiquette.

(b) Closure days2[2] and self-shielding.3[3]

(c) Closing office buildings, shopping malls, schools, and public transportation (e.g. buses).

(d) Closing the university4[4] for more than a few days and sending persons home.

1[1] Isolation or Quarantine: **Isolation** refers to the separation of persons who have a specific infectious illness from those who are healthy and the restriction of their movement to stop the spread of that illness. Isolation allows for the focused delivery of specialized health care to people who are ill, and it protects healthy people from getting sick. People in isolation may be cared for in their homes, in hospitals, or in designated healthcare facilities. **Quarantine** refers to the separation and restriction of movement of persons who, while not yet ill, have been exposed to an infectious agent and therefore may become infectious. Quarantine of exposed persons is a public health strategy, like isolation, that is intended to stop the spread of infectious disease.

2[2] Closure days: days in which offices, schools, transportation systems are closed or cancelled.

3[3] Self-shielding: refers to self-imposed exclusion from infected persons or those perceived to be infected (e.g., by staying home from work or school during an epidemic).

4[4] The President will determine when the university closes. Reduction in operations will take effect during the period the university is closed. Closing an individual office must be coordinated with and authorized by the President and/or the UEM/Chief of Police.

(e) University and/or community (widespread) quarantine.5[5]

(4) Scaling Back Community Containment Measures: Scaling back community containment measures would involve lifting movement restrictions.

2. Assumptions of a Pandemic Infectious Outbreak

a. The pandemic influenza virus will be universally susceptible to persons and will come from virus to which no one or very few persons have immunity.

b. Person-to-person transmission of the suspected influenza virus will attack approximately 30%6[6] of the population.

c. Infected persons are sicker for longer than one or two weeks as with traditional influenza.

d. Infected persons with minimal symptoms can transmit infection and may develop immunity to subsequent infection.

e. Approximately 50%6 of those infected with influenza will seek outpatient medical care.

f. Vaccines may be in limited quantity and ineffective during onset.

g. Hospitalizations may vary depending on attack rate but primary viral pneumonia may be an early symptom.

h. Mortality rate may be 3-77[7] times that of normal influenza.

i. May be severe in all age groups but is likely to include infants, the elderly, pregnant women, and persons with chronic medical conditions.

j. May occur any time of year.

k. May have more than one wave of illness.

l. Will spread rapidly and an outbreak will last approximately 6-88[8] weeks.

5[5] Widespread quarantine: closing of university or community borders or the erection of real or virtual barrier around a geographic area with prohibition of travel into or out of the area.

6[6] According to U.S. Department of Health and Human Services estimates.

7[7] According to Indiana State Department of Health Pandemic Influenza Plan.

8[8] According to U.S. Department of Health and Human Services estimates.

m. Absenteeism will increase due to illness, caring for family, fear of infection or as a result of public health measures including closing places of mass gatherings, quarantines or closure days.

G. Implementation and Execution

1. Implementation



This plan will be implemented upon distribution for Mitigation Phase Inter-pandemic Period 1or 2 or Preparation Phase-Pandemic Alert Period 3.

Implementation for this plan for Preparation Phase-Pandemic Alert Period 4 or 5 or Response Phase-Pandemic Period 6 will be when the Chief of Police or his/her designated representative declares the appropriate emergency condition.

a. Pandemic Emergency Conditions

This plan uses the emergency conditions listed in the CEOP but they are modified to allow for proper infectious disease considerations. The emergency condition declaration in this plan is based on events or informational triggers that threaten, have occurred or are occurring and will allow university personnel the ability to respond to those events in an appropriate manner. Both, emergency conditions listed in the CEOP and the modified ones listed in this plan, could exist simultaneously. The SAU Campus Pandemic Action and Emergency Condition Table below details actions associated with emergency conditions.

**SAU Pandemic Campus Action and Emergency Condition Table**

|  |  |
| --- | --- |
| **Phase - Period** | **SAU Campus Actions and Emergency Conditions** |
| **Mitigation Phase –Interpandemic Period –**  **One (1)**  Pre-Event Planning | • No Emergency Condition  • Prepare individual school/college/unit plans  • Develop overall campus plan  • Pre-plan for continuation of critical/essential functions  • Begin department continuity planning |
| **Mitigation Phase -Interpandemic Period –**  **Two (2)**  Pre-Event Planning | • No Emergency Condition  • Continue development of overall campus plan  • Continue department continuity planning  • Coordinate with local and regional public agencies |
| **Preparation Phase - Pandemic Alert Period – Three (3)**  Pre-Event Planning | • No Emergency Condition  • Finalize development of overall campus plan  • Develop student/staff support plans  • Implement plans for staff/students on travel  • Coordinate with local and regional public agencies  • Continue/Finalize department continuity planning and preparation |

|  |  |
| --- | --- |
| **Preparation Phase - Pandemic Alert Period – Four (4)**  Limited Human to Human Transmission  **Increased Planning & Preparation** | • **PANDEMIC BLUE EMERGENCY Declared**  • Begin operating in EOC concept of operations, Cabinet meetings as necessary.  • Notify Response Teams and Resource Teams daily remote meetings with CIRT Team  • CIRT Team monitors WHO, CDC, DHHS and campus trends  • Level 1-49[9] personnel and personnel living on campus authorized on campus  • Coordinate with local and regional public agencies  • Implement appropriate part of Crisis Communication Plan  • Prepare to implement social distancing plans (postponing or delaying campus classes and other public activities)  • Utilize Department Continuity Checklists and General Checklists for appropriate phase/period  **AUTHORIZATION for PANDEMIC BLUE EMERGENCY:** 10[10] Chief of Police, President, Vice President for Academic Affairs, Vice President for Student Affairs, Vice President for Administration and Vice President for Finance, UEM, DUEM. |
| **Preparation Phase - Pandemic Alert Period – Five (5)**  Larger Clusters Human to Human Transmission  **Prepare to Cancel Classes/Events (Finalize Preparations)** | • **PANDEMIC WHITE EMERGENCY Declared**  • Prepare to suspend classes and begin reduction in operations  • Continue operating in EOC concept of operations, Cabinet meetings as necessary.  • Notify Response Teams and Resource Teams daily remote meetings with CIRT Team  • CIRT Team monitors WHO, CDC, DHHS and campus trends  • Level 1-4 personnel authorized on campus  • Monitor current health trends • Prepare to activate campus and individual unit response plans  • In consultation with Public Health, consider implementing social distancing or isolation (reduction in operations)  • Coordinate with local and regional public agencies  • Implement appropriate part of Crisis Communication Plan  • Utilize Department Continuity Checklists and General Checklists for appropriate phase/period  **AUTHORIZATION for PANDEMIC WHITE EMERGENCY:11[11]** Chief of Police, President, Vice President for Academic Affairs, Vice President for Student Affairs, Vice President for Administration and Vice President for Finance, UEM, DUEM. |

9[9] See categorization of department ***Page 27*** for an explanation of the various levels. Levels are assigned to departments, units or personnel to allow for proper movement on campus during emergencies.

10[10] For detailed information see Chief Executive authority as described in this plan on page 30. Additional information is contained in the CEOP.

11[11] For detailed information see Chief Executive authority as described in this plan on page 30. Additional information is contained in the CEOP.

|  |  |  |  |
| --- | --- | --- | --- |
| |  | | --- | | **Response Phase - Pandemic Period – Six (6)**  Widespread Human to Human Transmission  **Reduction IN Operations** | | |  | | --- | | **PANDEMIC RED EMERGENCY Declared**  • Continue operating in EOC concept of operations; Cabinet meetings as necessary.  • UEM coordinates all campus response activities in coordination with Chief of Police, Presidential Administration Team, CIRT, and campus Emergency Operations Center; four daily remote meetings  • **Cancel/Suspend** classes and begin **reduction in operations12[12]**  • Level 1-3 key departments/identified personnel and persons remaining in housing authorized on campus •  Visitors not allowed on campus  • Monitor daily absenteeism reports of staff/faculty/students  • Coordinate with local and regional public agencies  • Implement social isolation/distancing plans (sports, large gatherings)  • Activate student/staff support plans  • Institute labor pool/reassign staff  • Implement appropriate part of Crisis Communication Plan  • Utilize Department Continuity Checklists and General Checklists for appropriate phase/period  **AUTHORIZATION for PANDEMIC RED EMERGENCY:13[13]**  Chief of Police, Vice President for Academic Affairs, Vice President for Student Affairs, Vice President for Administration and Vice President for Finance. In the absence of the above, authority is delegated to the UEM/DUEM. | |
| |  | | --- | | **Recovery Phase - Post Pandemic Period** | | •**Appropriate Emergency Condition Declared or Cancelled**  • Actions required to normalize with considerations and surveillance for subsequent waves of infection  • Damage Assessment  • Resumption of education, research, business activities  • ECC/EOC moves into Recovery mode  • Prepare to deactivate the EOC or ECC as appropriate  • Debriefing and After-Action Reports |

12[12] Reduction in operations: departments operate using minimum staff of identified key personnel to complete

its function. 13[13] For detailed information see Chief Executive authority as described in this plan on page 30.

Additional information is contained in the CEOP Part IV.

b. Alerting Procedure

(1) The CIRT will work together by tracking Arkansas State Department of Health (ARDH), United States Department of Health and Human Services (DHHS) and World Health Organization (WHO) periods/phases and recommend appropriate emergency condition based on the periods/phases. Additionally, they will make recommendations based on local information dictating a change in the proper periods/phases. These recommendations should be given the UEM/DUEM and include appropriate notification and warning and/or response recommendations. The UEM/DUEM will contact the President or designated member of the Presidential Administration Team and CIRT as appropriate in order to declare the proper emergency condition. The UEM/DUEM will coordinate the appropriate university-wide alert with the Chief of Police.

(2) Notification of county and/or city emergency conditions or county EOC activation may be directed to the President, Chief of Police, or the UEM through contact with the County Emergency Manager, health officials or elected officials. Additionally, the President or Chief of Police may have received information that would require emergency declaration by alternate means such as Crisis Communication Plan. The President shall determine the appropriate university response, declare the proper emergency condition and notify the CoP or UEM. The UEM/DUEM will determine the appropriate Department EOC Representatives considered essential for possible involvement in the emergency condition. Notification to each college, school or department/unit shall be accomplished as per the Crisis Communication Plan.

(3) Departments that are requested to assist city/county agencies in a situation off campus should do so as normal procedures dictate. However, in order to allow for a proper situation analysis of the campus, the responding department/unit shall advise the UEM of the situation for which they are providing services during any university Red Emergency condition.

2. Execution

a. All departments/units shall begin accomplishing the tasks listed in this plan upon receipt for all phases/periods not involving a declared pandemic emergency. Actions and department/unit responses are to be accomplished for declared emergencies when the President declares the appropriate pandemic emergency condition. Department/Unit actions for this plan pertaining to each phase/period and emergency condition are detailed in the following checklists and/or worksheet:

(1) President: Chief Executive (CEO) Checklist

(2) University Emergency Management: University Emergency Management Checklist (UEM)

(3) Assigned Departments/Units: Emergency Support Function Checklists listed in this plan and those listed in the CEOP and General Considerations Checklists assigned to various departments either as the coordinating agency/department or as a resource.

(4) All Departments/Units: Department Continuity Checklists and Primary Function Strategy Worksheet.

b. Categorization of Departments/Units/Personnel for Emergency Response or Restriction of Campus Movement

Action conditions for a pandemic may occur alone or simultaneously with some other catastrophic event or emergency.

In the event there is no other emergency that would necessitate the requirement for additional emergency response, personnel should operate as described in this plan instead of operating as described in the CEOP unless advised otherwise. Personnel continue to report to work and complete the department mission and appropriate checklist tasks listed in this plan depending on the period/phase.

In a situation where there is a need for a response to a catastrophic emergency in addition to a pandemic response, departments/units report to campus as described in the CEOP for the appropriate emergency condition with regards to the appropriate categorization.

Categorization is used in circumstances where campus movement is restricted, controlled and/or reduction in operations See page 21 is required. Departments/Units and/or personnel are categorized into the four levels. Department’s/Unit’s and/or key personnel authority to move on campus is predicated upon their function and corresponding level.

(1) Level 1: Needed for life safety and security, e.g., SAUPD, Health Services or Physical Plant (water, electricity).

(2) Level 214[14]: Needed for the continuation of critical infrastructure functions, but not life safety and including persons responsible for animals and potentially dangerous experiments, e.g., Housing, Student Affairs, Emergency Operations Center, or Director of Information Technology Services.

(3) Level 3: Needed for the continuation of critical business functions, but not life safety, e.g., Human Resources (HR) or Financial Management System (FMS), Purchasing, Mail Services.

(4) Level 4: All other (including administrative and support) departments/units/personnel, remaining academic departments/units/personnel and students.

Additionally, **students’ movement** on campus may be restricted or controlled according to Level 4 or in combination with any other level as deemed necessary by the President, Chief of Police and/or UEM.

1. Commencement of Emergency Operating Procedures for Simultaneous Event During Pandemic Emergency Condition

The President, Chief of Police and/or UEM should determine the practicality of utilizing the EOC due to the possibility of infecting numerous key personnel with an infectious disease when both a pandemic emergency condition and an emergency condition for some other event exists. Operating under the EOC concept of operations See Page 15 as defined in this plan and coordinating the university efforts from the ECC may be a better alternative.

If activating the EOC, emergency operating procedures are triggered by the declared emergency condition. In this case, emergency operating procedures as defined in the CEOP15[15] should be used as required during the appropriate emergency condition unless advised otherwise. Particular attention should be given to the proper emergency operating procedures being tied to the appropriate emergency condition and not to a Pandemic Emergency unless both exist simultaneously. Personnel should use appropriate personal protective measures16[16] if required to report to the EOC.

14[14] In some instances an entire department/unit is Level 2; in other instances only specific personnel (those with duties related to animals and/or lab experiments that could be dangerous if left unattended) are level 2.

15[15] CEOP operating procedures are detailed in the CEOP.

16[16] Personal Protective Measures: Avoid close contact, use good sanitation methods such as frequent hand washing with soap and hot water, cover mouth and nose when coughing, send someone else if sick.

d. Termination of Emergency Operating Procedures

Emergency Operating Procedures shall cease upon termination of a Red Emergency and during the Alert/Test Period as described in the CEOP for non-pandemic emergency conditions. Emergency operating procedures for pandemic emergency conditions listed in this plan will cease when the campus returns to a Preparedness Phase – Pandemic Alert Period – 3 or as determined by the President or Chief of Police. Campus personnel will be notified by various means such as radio, television, university web page, or AlertXpress.

3. Operational Assumptions

a. The Southern Arkansas University Pandemic Influenza Plan for the campus supports the Southern Arkansas University Comprehensive Emergency Operations Plan.

b. The Southern Arkansas University Comprehensive Emergency Operations Plan for the campus supports the Columbia County Comprehensive Emergency Management Plan. As such, university departments are identified as support agencies in the county plan. However, the university maintains department control.

c. Coordination of tasks for a pandemic response will be accomplished using the EOC concept of operations due to increased and sustained transmission of the infectious disease.

d. Communications, including situation status reports, requests for resources or services not obtainable, should be directed to the UEM. The UEM will consolidate reports and keep the President and Chief of Police apprised of emergency situations and forward any requests to the appropriate Department EOC Representative.

e. CIRT will gather information and provide reports to the UEM to be used as intelligence to determine scaling up and downscaling.

f. Communication between Columbia County and Southern Arkansas University is necessary to allow for good coordination. University key personnel: President, Vice Presidents, UEM, DUEM, and Department Heads. Columbia County key personnel: Chief Elected Officials, Health Department Director, and Emergency Management Coordinator. Magnolia key personnel: Mayor, City Attorney, and Risk Management Director.

g. The campus emergency status system will be updated to reflect the current situation.

h. Operational assumptions for a non-pandemic emergency remain the same as those cited in the CEOP.

i. Activities under this plan may move from one condition to another or initially begin in any emergency condition.

j. The emergency condition may be changed or ended at the discretion of the President, CoP, UEM or appropriate department depending on the emergency condition.

k. All movement on campus is dictated by categorization of department, unit, and personnel by appropriate level for each emergency condition.

l. After the emergency ends, each department/unit involved shall provide the UEM an after-action report that shows resource expenditures, losses, deficiencies, and any recommendations for improved procedures and responses.

H. Command and Control

1. Command

a. During an emergency condition, the line of succession for Southern Arkansas University is:

(1) President

(2) Vice President for Academic Affairs

(3) Vice President for Administration and General Counsel

(4) Vice President for Student Affairs

(5) Vice President for Finance

b. The line of succession for the University Police Department is as follows:

(1) Chief of SAUPD

(2) SAUPD Patrol Commander

c. The lines of succession for each department and agency heads shall be in accordance with the SOP’s establishment by those departments and agencies.

d. Presidential Administration Team members or designee shall act as the interface between the Emergency Control Center (ECC) and the departments/units subordinate to their area of responsibility.

e. The University Emergency Management (UEM) shall be responsible for staff coordination under the EOC concept of operations.

f. The CIRT shall maintain communication with the President and UEM and advise updated information regarding each period/phase as recommended by ARDH, DHHS and/or WHO or based on information collected pertaining to the university or adjacent jurisdictions.

g. The Department EOC Representative and or the department/unit head shall represent the department/unit during the EOC concept of operations.

2. Control

a. Emergency Control Center

(1) Primary site for coordination under the EOC concept of operations is the Emergency Control Center (ECC). The ECC is the office where the UEM is located. Administrative functions normally performed in an EOC are accomplished at the ECC by supporting personnel. Information reports and situation reports should be directed to the UEM/DUEM via email and or telephone.

b. Emergency Operations Center (EOC)

(1) If the EOC needs activation for a non-pandemic emergency condition, use the procedures as described and referenced in the CEOP.

c. Division Operations Center (DIVOC): The coordination mechanism representing each Division Strategic Crisis Planning Board’s (DSCPB’s) area of responsibility. The Southern Arkansas University Emergency Operations Center serves as the DIVOC under the Pandemic Plan. The system-wide UEM will communicate with department operation centers (DOCs) via the DIVOCs. However, if the EOC is activated, the UEM will communicate and coordinate directly with Department EOC Representatives present in the EOC and they will keep their DIVOC apprised of ongoing situations.

d. Campus Emergency Status and Public Information

(1) The telephone number to be distributed to all university personnel and the general public is 870-235-5000 for Southern Arkansas University. The Office of Communications manages the emergency information telephone.

(2) The below-listed web sites should be used by all personnel to determine the emergency status of Southern Arkansas University:

1. Southern Arkansas University

www.saumag.edu

(3) Information released to the public, especially news media, **must be accurate and consistent.** Information given by various departments (e.g., in response to a telephone call from a worried parent) during a declared emergency should be the same as the information on the web site.

(4) Information provided to the media will come from the Director of Communications 17[17] or from the Chief of Police/University Emergency Manager as described in the CEOP.



e. Implementing Instructions

(1) Plan Development

The CIRT identified in this plan will provide plan oversight and ensure its implementation and updating.

(2) Departments and Department EOC Representative Requirements

(a) Complete department requirements listed in the CEOP. Department continuity may be a major component in allowing a department to operate during a pandemic due to shortages of all types. As such, particular attention should be given to department continuity and backup planning.

17[17] Our Director of Communication will coordinate information with the IC/UEM as necessary.

(b) Become familiar with this plan and their department’s Emergency Support Function(s) checklists and its tasks as detailed in this plan. Additionally, make appropriate plans and guides.

(c) Develop standard operating procedures and plans to support department operations and assist in accomplishing checklist tasks listed in this plan.

(d) Identify key personnel18[18] to be used when departments operate using reduction in operations. See page 21

f. Coordination

(1) Each department/unit will periodically update the assigned Emergency Support Function checklists and the department’s standard operating procedures and plans. They will submit updated copies to the University Police Department for incorporation into this plan. The University Police Department will work with the CIRT in reviewing all additions/changes to this plan.

(2) The University Police Department will distribute any changes to the departments/units.

g. Training

(1) This plans operational capability will be periodically tested in concert with other emergencies or by stand-alone orientations, drills, tabletops, and functional or full-scale exercises19[19].

I. Recovery and Post Emergency Reporting

Recovery efforts begin upon cancellation of emergency conditions or commencement of the Post-Pandemic Period or return to any phase lower than the Response Phase - Pandemic Period – Six (6). Efforts may be hindered as a result of an unknown duration of the first and/or possible subsequent wave(s) of the event and the unknown number of faculty, staff and students affected. Pre-event planning will assist in the transition back to normality.

18[18] Department key personnel need to contact the ITS to obtain an emergency identification card. This card will allow the person to move about during travel restrictions on and off campus.

19[19] See the CEOP for a full description of training possibilities.

(1) Business Resumption

The return to normal operations may not occur all at once. The ECC will recommend a partial, incremental or total return to normal operations based on information gathered by the CIRT review of international, national and local situations/recommendations. Decisions will be communicated to and coordinated with Division Operations Centers (DIVOCs) and/or Department Operations Centers (DOCs). Questions that will have to be considered include:

• Are adjustments necessary to the academic calendar?

• Should research activities be resumed or rescheduled?

• Should cancelled or postponed special events be rescheduled?

(2) Support for Staff, Faculty, Students

Staff, faculty, and students will be affected in a variety of ways following a pandemic. They may have lost friends and relatives, suffer from fatigue, or have financial losses as a result of the interruption of work. Available services through campus resources will be communicated by all available means.

(3) Analysis and After Action Reports

Division Operations Centers (DIVOCs) and/or Department Operations Centers (DOCs) involved in any pandemic declared emergency condition should prepare a post emergency report (after action report) once the emergency condition is canceled. Debriefings will be convened to discuss the recovery efforts, recommend possible changes to current plans, and improvements needed for future response efforts. A formal after-action report will be developed.

**Appendix A**

**Influenza pandemic plan for continuity of academic instruction**

**Introduction**

In the event of a wide-spread outbreak of the H1N1 influenza virus, or similar pathogen, the normal academic routine of the University will be disrupted, ranging from mild to severe. There is no way to know the level or duration of disruption caused by such an outbreak. As such, faculty the University’s response to such an event requires flexibility.

While there is no precedent in recent history to a major flu pandemic, a review of recent disruptive events which have impacted colleges and universities indicates that affected students typically desire a return to a predictable routine as soon as possible, minimizing a disruption to their studies. Based on are recommendations of the Center for Disease Control (CDC) to minimize person-to-person contact during a flu out break, course instruction will be shifted from “face-to-face” class meetings to online or remote instruction, as practicable. The CDC outlines stages of a flu outbreak. Based on these stages, the following guidelines are offered:

**Stage 1 - Inter-pandemic period**

This refers to the period prior to an actual outbreak and declaration of an emergency situation. Since a flu outbreak may be very rapid, there will be no time to prepare an effective response once an outbreak is recognized. As such, class contingency plans should be made in advance of a wide-spread outbreak. Since the nature of courses varies greatly, instructors will be given broad discretion in developing a course continuity of instruction plan. The following is suggested.

* Faculty should discuss with students and develop and individualized class plan for “continuity of instruction” in response to a flu outbreak and University declaration of an emergency situation. Faculty should have an updated email and home phone number list for all students, departmental colleagues, as well as academic administrators (i.e. chair, dean, VPAA).
* In anticipation of a flu outbreak this fall or winter, encourage any student with cold or flu symptoms to stay away from class. Instructors are encouraged to allow a flexible attendance policy to encourage ill students to avoid class. Class absence does not excuse a student from completion of assigned work, but medical documentation “proof of illness” should not be mandatory and extension of assignment completion should be liberalized when a student claims illness.
* All SAU courses have an online Blackboard shell. Depending upon the nature of the course, instructors are encouraged to post assignments and course content on the Blackboard course site, which may be accessed by students unable to travel to campus. Alternatively, instructors may use email to communicate and continue work with most students. A third alternative is telephone communication with students who may not have access to a computer.
* Since it is expected that some faculty may become ill and temporarily incapacitated, departments may wish to develop of “buddy” system to support each other’s courses in the event of illness.

**Stage 2 – Pandemic Alert**

In this phase, there is evidence of a significant local outbreak. While the University remains open and face-to-face class meetings are not yet suspended, as practicable faculty may elect to shift course instruction to an online or remote format, using Blackboard, email, or telephone communication with students.

**Stage 3 –Pandemic Period**

A Pandemic period refers to an emergency situation in which students and faculty are unable to convene face-to-face classes due to the high risk of spreading infection. In this period, which may last several weeks to several months, there will be a mandatory shift to online or a remote instruction format, using Blackboard, email or telephone communication with students.