

American University



Pandemic Preparedness Guidelines



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Introduction

Immediate coordination and preparation are required when responding to a communicable public health emergency. The contents of this plan will focus your attention on responding to a pandemic. Similar to an epidemic, a pandemic is a disease outbreak where several people become severely ill with the same disease at the same time. However, unlike an epidemic, a pandemic spreads throughout the world and results in an extremely high illness and death rate unless prevention strategies are rapidly implemented.

Members of the World Health Organization (WHO) and the Centers for Disease Control and Prevention (CDC) believe there is a very strong chance the next pandemic will be a novel human influenza virus. Due to the increase in international relations across the globe, we will have considerably less time to respond than in years past. To date, our plans have focused on evacuating the university and responding when damage has occurred to university property. As the events of September 11, 2001 have taught us, we cannot wait to be presented with a crisis. We have to continually develop, refine and educate community members about how the university will respond.

The threat of a pandemic has provided us with the potential for unprecedented operational issues due to a projected high absenteeism rate for an extended period of time. *A pandemic will cause major disruptions at our health care provider offices, hospitals, transportation systems, suppliers and other public services.*

While this plan provides a thorough approach to the issues we anticipate needing to be addressed, *there is a level of specificity that is dependant on the type of infectious agent involved.* Therefore, the Pandemic Preparedness Guidelines serve as guidance only and provide actions that should be considered as events unfold.



Goals and Assumptions

Goals

Our primary goal is to protect the safety and well-being of our students, faculty and staff by minimizing spread of the disease. Our secondary goal is to ensure the ability to continue the essential functions of each college, school and unit.

Assumptions

- The best protection from a pandemic is prevention and education prior to and during a disease outbreak.
- The novel human influenza virus will spread rapidly resulting in high illness and death rate.
- American University should close at Level 4 (a confirmed case in a 500-mile radius of Washington, DC).
- The virus will be highly contagious and will affect at least 25% of our population.
- A pandemic is likely to cause widespread and sustained effects which are likely to stress all local resources.
- There will be a 2-3 day incubation period without symptoms. Once symptoms occur, individuals will be sick for 7-10 days.
- Essential employees will be at a higher risk of exposure and illness than the general population.
- If the University shuts down, it should remain closed for a minimum of 7-10 weeks.
- When possible, instruction should continue via Black Board.
- Approximately 15% of resident students will not be able to leave campus and will require on-campus housing during an outbreak. On-campus housing will still have AU network and internet access.
- The Student Health Center should have adequate supplies of N95 masks, goggles, gowns, etc. for appropriate personnel and should ensure standard precautions are in place.
- Essential employees should have been identified in Colleague by their department head.
- Departments should be responsible for identifying and recording unit essential services.



Roles and Responsibilities

Office of the Vice President of Finance and Treasurer

The Office of the Vice President of Finance and Treasurer will oversee the Emergency Management Workgroup which will maintain and drill this plan. The workgroup should review the plan at least once a year and should provide the Cabinet with appropriate recommendations to update the plan.

Cabinet

The Cabinet should provide executive level direction and authority for this plan. During the response phase of the plan, they should make policy decisions on campus closure and the President, or his designee, should activate the plan.

Emergency Response Team

The Emergency Response Team is comprised of academic and operational managers with the appropriate expertise and knowledge of the campus to provide input or assist in the coordination of the preparation, implementation, evaluation and revision of the Emergency Management Plan. The Team's role in this plan is to provide the Cabinet with information so the Cabinet can make informed and appropriate decisions.

Colleges/Schools/Units

Each college, school, and unit should prepare its response to a pandemic outbreak. Guidance and a template can be found in Appendix II. For additional assistance creating an office or personal plan, contact the Director of Business Compliance in the office of Risk Management and Safety Services at 202/885-2722. All plans should describe ways to quickly contact those who are abroad, as well as, define "essential travel" and include a procedure identifying who can approve or cancel travel during a pandemic event. It is imperative that absenteeism be tracked as early as possible. If a department has more than 15 people and has an absenteeism rate of 30% or more, the Director of HR Delivery should be contacted.

Human Resources

It should be expected that during a pandemic outbreak, staffing levels will be strained. Reasons for absenteeism may include: caring for family members, personal



illness, and school closures. The Director of HR Delivery should collect information from colleges/schools/units and report significant absentee patterns to the Executive Director. The Director of HR Delivery only needs to be informed when 30% or more of a unit cannot work due to an illness. Being prepared at home can enable employees to continue their regular job duties. If employees need assistance creating their own personal emergency preparedness plan, they can contact the Director of Business Compliance at 202/885-2722.

Pandemic Flu Levels

There are 6 levels within the Pandemic Preparedness plan. Each level should be activated by the President based on information gathered by various district and federal agencies.



Proactive Planning Level

A pandemic has not occurred in this level of the plan. This level of the plan should last until there is a confirmed pandemic in another country. All college/school/unit plans should be updated and communication plans should be tested. The university should remain open with regularly scheduled classes and activities.

Institution Wide:

- The Cabinet and Emergency Response Team should begin to communicate, as needed, with the campus community via campus website, text alert, Today @ AU postings, e-mail and voice mail messages.
- Campus community members should be encouraged to regularly check the Emergency Preparedness website (prepared.american.edu) for information updates.

Department Specific:

- Employees should familiarize themselves with the university leave and compensation policy.
- All departments should identify essential staff and back ups who are designated to maintain necessary operations.
- All departments should be prepared to reassign staff to meet temporary service needs.
- Communication protocols should be confirmed and tested for all department members.
- All departments should inventory their supplies and reorder more in anticipation of vendor disruption.
- Departments employing more than 15 people should be prepared to notify the Director of HR Delivery or designee if their department is missing 30% or more of their employees.

Academic Affairs:

- A general awareness campaign should be developed through central university administration and the Student Health Center.
- The importance of Distance Education through the Center for Teaching Excellence and the Provost's initiatives on distance learning should be stressed. Incentives for faculty engaged in distance education delivery should be considered. Easily accessible distance learning training programs for faculty and students should be developed.
- Information on tuition cancellation insurance should be provided to all students and parents, if applicable, through the Office of Student Accounts.
- The situation overseas should be monitored via CDC, WHO, State Dept, OSAC Bulletins, national and international news and media outlets.
- A statement should be posted on the AU Abroad website describing how to keep informed, how to protect against possible contamination, etc.
- Information on pandemic preparedness and planning should be included in all pre-departure orientation programs.
- AU Abroad sites should be engaged in their own planning and preparations.

- AU Abroad Enclave Program overseas directors should supply AU Abroad with cost estimates for quarantine and shelter-in-place arrangements, should they become necessary, for students.

Health and Safety:

- Student Health Center staff should review (and update as necessary) the SHC response plans each semester (currently occurs during July and January staff retreats).
- Student Health Center staff should maintain regular contact with Housing staff to coordinate distribution of reminders and notices about communicable diseases that spread easily in community living. Support and reinforce educational campaigns related to healthy living and self-care in community living.
- Student Health Center staff should regularly rehearse telephone tree notification protocol.
- Student Health Center staff should routinely practice emergency notification protocol with professional and clinical staff.
- Student Health Center staff should maintain a quantity of medical and office supplies needed in case of emergency. (See emergency supply inventory list.)
- Student Health Center staff should review emergency inventory monthly and order, rotate, discard as necessary.
- Student Health Center staff should review plan for business continuity, ie. resources and essential items needed if the health center was to be relocated for a length of time.
- Student Health Center staff should be encouraged to keep work spaces clean. Disinfecting commonly touched work surfaces and items should be routinely practiced (i.e. computer keyboards, copiers, printers, etc).
- Student Health Center staff should review “universal precautions.”
- Student Health Center Director and Physician should review with administration that “reducing the number of students remaining on campus by canceling classes and sending students home early in the pandemic may be the best strategy given the limited resources schools will have available to support those who remain” (ACHA guidelines for pandemic planning).
- Student Health Center staff will provide education (at new student orientation, Wellness Fair, etc.) on communicable diseases and social distancing policies and procedures which will help limit the spread of pandemic flu.
- Wellness Center staff will prepare materials (either paper, electronic, or both) for campus community with definitions (i.e. pandemic, anti-virals, vaccine, social distancing, isolation, quarantine, H5N1) and distribute as necessary.
- Student Health Center staff will create front desk talking points on committee and their work, where to find general information, CDC website, WHO website, etc.
- Student Health Center staff will relay pandemic plans and information in conjunction with appropriate departments including but not limited to: Campus Life, Risk Management, Media Relations, Public Safety, etc.
- Student Health Center staff will publish important references and resources on appropriate Web sites. For example:
 - www.pandemicflu.gov/plan/pdf/colleges_universities.pdf



- www.cdc.gov/flu/pandemic/checklists.htm
- www.hhs.gov/pandemic/plan
- www.who.int
- www.cshema.org/resource/pandemic0306.htm
- Student Health Center staff should collaborate with campus partners to encourage vaccination for seasonal flu.
- Student Health Center staff should encourage participation in web casts, seminars, and continuing education on pandemics as available.
- Student Health Center staff should identify any community drills/ plans and encourage participation.
- Student Health Center staff should work with appropriate campus partners to determine feasibility of Fit testing (staff with direct patient care responsibilities) with N95 respirators.
- Student Health Center staff should identify non-clinical roles and educational materials for non-clinician caregivers.
- Student Health Center staff should review and update contact lists for Sibley Hospital, Department of Health, etc.
- Student Health Center staff should establish structure for recording and reporting key activities, events, and decisions made during the crisis.

Public Safety:

- Public Safety will begin collecting data on Public Safety employee illnesses and will notify HR when absenteeism is 30% or more. This will include call issues related to family leave also.
- Public Safety employees will be provided with “fit tests” of N95 respirators. N95 will not be deployed until CDC has released their recommendations.
- Public Safety Logistics will begin to procure equipment and supplies like hand washers, gloves, etc.
- Public Safety will test alerting procedures of Public Safety employees using the Rave system.
- Periodic emails will be sent to all Public Safety employees providing them with info about procedures and policies.
- Public Safety Operations Manager and Communications Manager will prepare contingency work schedules in cases of high absenteeism (i.e. 12 hour shifts).
- Based on guidance and discussions with ERT, PS will communicate with external agencies like DOH, MPD, GW, Georgetown for possible support scenarios if necessary.
- Public Safety will coordinate with Facilities Management concerning contractor and vendor access on campus at more advanced levels. Plan of action will be developed to assist essential contractors in gaining access to areas after Campus shutdown has occurred.
- Access control/lockshop will develop a plan to ensure core changes, card access, and lock maintenance and repair are done in timely manner.



Facilities Management:

- Facilities Management (FM) should familiarize itself with contingency plans and the Business Continuity Plan.
- FM should regularly review and look for opportunities to update list of essential employees and socialize it within the departments.
- FM should regularly review and update staff phone numbers.
- Expectations for staff who are not required to come to campus during a closing should be clarified
- FM will work with Housing and Dining Programs, Auxiliary Services and OIT to determine situation specific support needed
- FM will develop shuttle operations flexibility contingency plans in response to campus needs to include cancellation of shuttle operations when indicated
- FM will monitor the compliance data base to assure compliance issues are addressed
- FM will assemble and train the appropriate crews to prepare campus facilities for closing, to operate facilities while closed and to prepare for reopening
- FM will prepare for general pandemic hygiene training for FM staff

Information Technology:

- The Office of Information Technology (OIT) should familiarize itself with contingency plans and the Business Continuity Plan.
- OIT should work to practice a continuity approach for all core services and emergency communication services (e-mail, www, Rave, LDRPS) such that higher availability levels are both practiced and sustained.
- OIT should regularly review and look for opportunities to modernize the list of essential employees and socialize it within the departments.
- OIT should regularly review and update staff phone trees.
- Staff who are not required to come to campus, but must maintain professional responsibilities, should be clear on what is expected of them during a campus closure.
- OIT should conduct regular reviews of staff coverage and single points of failure for skills and specific responsibilities.
- OIT will prepare and post reference information and frequently asked questions regarding guidance on remote workplace configurations and abilities.
- Work with departments to test and rehearse remote access methods for employees in preparation for use during a pandemic or other continuity scenario.

Housing Programs:

- Housing staff should identify and clarify responsibilities for pandemic essential personnel.
- Housing staff (professional and paraprofessional) should familiarize themselves with response plans each semester during August and January training events.
- Housing staff should review and share plans and procedures for the management of 1) well-person, 2) sick-person, and 3) essential staff short-term temporary housing with



campus partners (Facilities Management, Public Safety, Aramark Housekeeping, Information Technology, etc).

- Housing staff should maintain regular contact with Student Health Center for distributing reminders and notices about communicable diseases that spread easily in community living. Support and reinforce educational campaigns related to healthy living and self-care in community living.
- Housing staff (professional and paraprofessional) should regularly rehearse emergency notification protocol.
- Housing staff should maintain criteria for residents who would be allowed to remain on campus in the event that the residence halls were to close (i.e. travel restrictions, medical, physical ability, etc.).
- Housing staff should maintain a quantity of supplies needed in case of emergency including hand sanitizer, facemasks, plastic and rubber gloves, poster paper, linens, flashlights, batteries, bottled water, boxes, packing tape, etc.
- Housing staff should investigate short-term storage program options with the campus UPS store for relocating students quickly.
- A shared "out of office calendar" has been developed to monitor absenteeism since Housing & Dining Programs department employs more than 15 people.
- Summer housing staff should monitor summer conference and intern housing schedule for possible groups and individuals of concern.
- Academic year and summer housing contracts should reference the importance of pandemic planning and possible effects of a pandemic on the housing agreement, room assignments, conferencing and billing.
- Non-essential housing staff should be clear on what is expected of them during a campus closure.
- Each week, housing staff should print two copies of the current campus housing roster (one copy to be maintained in main office and one copy to be located offsite at the home of the Director of Residence Life).
- Housing staff should be encouraged to keep work spaces clean. Disinfecting commonly touched work surfaces and items should be routinely practiced (i.e. computer keyboards, copiers, printers, etc).

Campus Life:

- Campus Life departments should update their preparedness plans to include; a list of essential employees, procedures that can be reviewed with staff on closing the residence halls during a pandemic, procedures that can be reviewed with Bon Appetit on closing dining facilities, procedures on the management of temporary housing, and procedures on the management of housing facilities for emergency responders.
- Staff who are not required to come to campus, but must maintain professional responsibilities, should be clear on what is expected of them during a campus closure.
- Students should be advised to check the Emergency Preparedness (prepared.american.edu) website to receive information updates.

- A statement should be posted on the Campus Life website for students participating in Alternative Break programs describing how they can obtain information, and how to protect themselves against possible contamination.

UCM Assists Institution Wide Planning Efforts:

- UCM Cabinet member and UCM ERT member consult with Cabinet team and ERT Team for updates and new information.
- UCM ERT Member will work with ERT lead to determine appropriate messaging to alert the campus community of preparation efforts.
- Draft ALL communications pieces on behalf of campus administrators related to pandemic preparedness. UCM takes lead in distribution of communication messages.
- Create a pandemic flu resources page on the Web, do not make it Live until Level 1.
- Prepare and communicate to the campus community—faculty, staff, students, and parents of current students— that a committee (ERT) has been formed and proactive measures are in place to plan for a possible pandemic outbreak. Include information about how updates and announcements will be distributed.
- Assist in the creation of a general awareness campaign to education the community about how to mitigate spread of flu and social distancing guidelines.
 - Develop flyers for residence halls, student health center and public bulletin boards, including electronic signboards and shuttle buses.
- Draft memo conveying the opinion that reducing the number of students remaining on campus by canceling classes and sending students home early in the pandemic may be the best strategy given the limited resources schools will have available to support those who remain.
- Draft memo to provide to faculty, staff and students returning from travel in affected countries with recommendations not to return to campus based on recommended guidelines for mitigating disease transmission.
- Develop talking points for all “front desk staffs” on where to find general information, what resources AU community can turn to, and location of emergency preparedness and pandemic flu Web sites.
 - Create email distribution list for individuals identified as ‘front desk staff.’
- Coordinate with AU Abroad programs to ensure that the communication being distributed to study abroad students conveys necessary information including, tuition cancellation insurance, how to monitor the situation overseas. Same flyers and information developed for on campus community should be given to all students pre-departure.
- Coordinate with Office of Campus Life any information, worksheets and updates intended for parents.
- Design appropriate signage (i.e. quarantine, morgue, etc.).

UCM Division Specific:

- All UCM staff should familiarize themselves with the university’s emergency response plans and procedures.

- UCM staff should practice and rehearse emergency communication notification procedures including campus wide email distribution, RAVE text alerts, Emergency Homepage editor, and normal safety & security notification Web postings.
- Develop a division-wide contact and emergency information, including next of kin.
 - Contact information should be updated once a month. Hard copies should be kept by division assistants in addition to digitally.
- Ensure that all essential personnel have the technology needed to be able to work remotely.
 - All essential emergency communication team members should have working blackberries and/or cell phones.
 - All essential/on-call emergency communication team members should have laptops. Essential/on-call personnel should be prepared to take office-issued laptop home every night.
- All employees should investigate ways to be able to telecommute/work from home, if needed, during a pandemic or overnight emergency.
- Employees should recognize that in the event of an emergency, various team members beyond the primary emergency team will be called upon to assist in university-wide communication efforts.
- UCM staff should be clear on what is expected of them during a long-term campus closure.
- All staff assistants should inventory regular supplies and reorder more in anticipation of vendor disruption.
 - UCM staff assistants should order and maintain a quantity of supplies needed in case of emergency including, hand sanitizer, facemasks, plastic and rubber gloves, flashlights, batteries, bottled water, first aid kit.
- Since UCM is a department/division that has more than 15 people, the division's HR liaison (Asst. Dir of Photos & Admin, Asst to Exec. Dir-backup) should be prepared to notify the Director of HR and/or Risk Management if the division (Publications, Marketing, Communications, Ex. Dir. office) is missing 30% or more of the employees.
- Employees should familiarize themselves with the university leave and compensation policy.
- Participate in Web casts, seminars, conferences, professional associations and keep abreast of the news for information and updates on a potential pandemic crisis.

Administrative Services (Human Resources, Facilities, Finance):

- Employees should familiarize themselves with the university's leave and compensation policies.
- Human Resources should review existing workplace flexibility policies and provide advice to departments.
- The Director of HR Delivery or designee should be prepared to track patterns of absenteeism that are called into the HR office. If 30% of a department's staff is absent due to illness, the Director of HR Delivery or designee should be notified.
- The payroll office should communicate with the campus community, if the only means for paycheck distribution will be via direct deposit. They should work to enroll those who are not currently enrolled in the direct deposit program.



- Departments should begin to identify critical operating expense requirements to maintain service levels, should the university close.
- Facilities Management should review contingency plans for a fuel shortage.

Athletics and Recreation:

- Athletics & Recreation should maintain regular contact with Student Health Center for distributing reminders and notices about communicable diseases that spread easily in communal spaces (locker rooms) and community living spaces (on-campus housing, off-campus housing, and van/bus & hotel rooms during team travel). Support and reinforce educational campaigns related to healthy living and self-care in communal space & community living.
- Athletics & Recreation should regularly distribute and remind all staff of emergency action plan.
- Athletics & Recreation staff should maintain a quantity of supplies needed in case of emergency including hand sanitizer, facemasks, plastic and rubber gloves, laundry detergent, cleaning supplies, athletic training supplies, bottled water, etc.
- A shared “out of office calendar” should be developed to monitor absenteeism since Athletics & Recreation department employs more than 15 people.
- Athletics & Recreation should review and share plans and procedures for the management of athletic & recreation pandemic preparedness plan with campus partners (President’s Office, Campus Life, Campus Housing, Facilities Management, Public Safety, Aramark Housekeeping, etc).
- Non-essential Athletics & Recreation staff should be clear on what is expected of them during a campus closure.
- Athletics & Recreation staff and student-athletes should be encouraged to keep work areas and communal spaces (i.e., locker rooms, fitness center, etc.) clean. Disinfecting commonly touched surfaces and items should be routinely practiced.



Level One

The Emergency Response Team receives confirmation from WHO and the CDC that a highly contagious, novel influenza virus (capable of triggering a pandemic) exists outside of the United States. The university should remain open during this level, with regularly scheduled classes and activities. The pandemic educational awareness campaign should be implemented, with increased communication with the campus community. *The President should consider activating this level of the plan based on information gathered by the ERT and various district and federal agencies.*

Institution Wide:

- The Cabinet and Emergency Response Team should communicate, as needed, with the campus community via campus website, text alert, Today @ AU postings, e-mail and voice mail messages.
- The payroll office should determine which employees are not using the direct deposit option.
- Campus community members should be encouraged to regularly check the Emergency Preparedness website (prepared.american.edu) for information updates.
- Faculty, staff and students, should be notified if travel to affected countries is restricted or if travel plans should be canceled.
- Faculty, staff and students returning from travel in affected countries should be notified about the quarantine rules in effect, and consideration should be given to advising them to not return to campus until the end of quarantine period.

Department Specific:

- All departments should review their department pandemic preparedness plan and ensure that it is current and that all department members are familiar with its contents.
- All departments should update department websites and list any changes to service levels.
- All departments should be prepared to reassign staff temporarily to meet service needs.
- All departments should distribute the Social Distancing Guidelines to all employees.

Academic Affairs:

A. VIRUS REPORTED AT ONE OR MORE SITES ABROAD WHERE AU DOES NOT HAVE PROGRAMS:

- Appropriate restrictions on AU Abroad travel plans to affected areas should be determined and communicated
- Consideration should be given to canceling all Enclave Program travel
- All AU students abroad should receive a communication recommending they not travel to affected areas and/or not travel at all away from program site
- The Student Health Center should be given a list of all AU students abroad
- Advice from CDC, WHO, and the State Dept regarding U.S. travelers and their possible return to the U.S. should be obtained and monitored

- The policy regarding student withdrawal from programs abroad should be matched with the on campus withdrawal policy.

B. VIRUS REPORTED AT ONE OR MORE SITES ABROAD WHERE AU DOES HAVE PROGRAMS:

- Advice from the CDC, WHO, and State Dept. should be obtained to determine if it is possible for program participants to travel home (to the U.S.)
 - An appropriate plan regarding health care for affected students should be developed
 - An appropriate quarantine plan and shelter-in-place arrangements should be developed
 - Consideration should be given to canceling programs in affected areas and handling tuition refunds/withdrawals/plans for students. allowing them to complete their work if timing is not a factor
 - For programs outside the affected areas, all non-essential travel should be canceled
 - Consider canceling all study abroad programs, depending on ability of students to travel back to U.S.
- New international students coming from affected countries should be notified of U.S. State department protocols for admission to the U.S. Consideration should be given to allowing automatic deferral to the next term of admissions and deposits.
 - Increased faculty training on distance education programs through CTE should be considered.

Health and Safety:

- Student Health Center staff should maintain contact with DC DOH and Sibley Hospital.
- Student Health Center Director and Physician should review with administration that “reducing the number of students remaining on campus by canceling classes and sending students home early in the pandemic may be the best strategy given the limited resources schools will have available to support those who remain” (ACHA guidelines for pandemic planning).
- Student Health Center staff should reiterate and review response plans related to pandemic preparedness.
- Student Health Center staff should review, update, and train Wellness Center staff and Patient Service Representatives for answering questions.
- Student Health Center staff should link the website main page to updates listed on the AU main page and to appropriate department main pages for additional information.
- Student Health Center staff should maintain regular contact with Housing staff for distributing reminders and notices about communicable diseases that spread easily in community living. Support and reinforce educational campaigns related to social distancing procedures.
- The Student Health Center should work with Resident Directors on conducting meetings for students to provide information about how they can protect themselves from infection.
- Student Health Center staff should update the campus community through agreed upon mechanism.

- Student Health Center essential personnel should review fit test training on respiratory protection.
- Student Health Center staff will request campus partners to notify Student Health Center of persons with flu like symptoms.
- Student Health Center staff should track the delivery times of supplies, etc. for indicators of effects on vendors.
- Student Health Center staff should implement / encourage 24 hour monitoring of appropriate web sites and information sources: CDC, WHO, CNN, etc.
- Student Health Center staff should distribute N95 masks, goggles, gowns, etc. to appropriate personnel and ensure standard precautions are in place.
- Student Health Center staff should be prepared to limit schedules, canceling routine and non-urgent visits.
- Student Health Center staff should monitor their own personal health, alerting appropriate person(s) of symptoms.

Public Safety:

- Protective Equipment should have already been procured and still stored in a ready to deploy status.
- Public Safety will coordinate with Media Relations for holding statements for Information lines.
- Public Safety will regularly send reports to AU Health center on any student transported or encountered with symptoms of the pandemic illness for appropriate follow-up.
- Access control/lockshop will implement the plan to ensure core changes, card access, and lock maintenance and repair are done in timely manner.
- Support staff for Public Safety who have emergency incident command duties will notify their backups to be prepared to take over their routine duties if necessary ie. Clery Postings, SOMB renewal, etc.

Facilities Management:

- FM should have an elevated state of awareness and readiness for short staffing and changing requirements.
- FM will participate in the Emergency Response Team and best delegate and execute to facilitate prompt, accurate, and reliable facilities, transportation and utility support.
- FM staffing shortages will be monitored, communicated and managed.
- FM will assess the impact of events on contractor availability.
- FM will assess the impact of events on supply and material availability
- FM will work with Housing and Dining Programs, Auxiliary Services and OIT to determine situation specific support needed
- FM will develop shuttle operations flexibility contingency plans in response to campus needs to include cancellation of shuttle operations when indicated
- FM will monitor the compliance data base to assure compliance issues are addressed

- FM will assemble and train the appropriate crews to prepare campus facilities for closing and to operate facilities while closed.
- FM will prepare for general pandemic hygiene training for FM staff

Information Technology:

- OIT should have an elevated state of awareness and readiness for communications support.
- OIT will participate in the Emergency Response Team and best delegate and execute to facilitate prompt, accurate, and reliable communications.
- Staffing shortages will be monitored and managed.
- Assess the impact of events on external service provider and partner availability.

Housing Programs:

- Housing staff (professional and paraprofessional) should reiterate and review response plans related to pandemic preparedness, specifically for pandemic essential personnel.
- Summer housing and conferences staff should be notified if travel from affected countries is restricted or if travel plans need to be cancelled.
- Housing staff should provide a list to the Emergency Response Team of any students living on campus who are from the country where the virus has been confirmed.
- Housing staff should provide talking points to residence hall and phone front desk personnel for answering questions.
- Housing staff should continue to post information on personal hygiene in the residence halls.
- Housing staff should link the website main page to updates listed on the AU main page and to the Student Health Center main page for additional information.
- Housing staff should maintain regular contact with Student Health Center for distributing reminders about communicable diseases that spread easily in community living and provide information about how they can protect themselves from infection. Support and reinforce educational campaigns related to social distancing procedures.

Campus Life:

- Housing and Dining Programs should work with Bon Appetit and consider changing food provision to a “take-out” only operation.
- Housing and Dining Programs should monitor the delivery of supplies and work with Public Safety to increase the security of supplies.
- A statement should be posted on the Campus Life website for students participating in Alternative Break programs describing how they can obtain information, and how to protect themselves against possible contamination.

UCM Assists Institution Wide Communication Efforts:

- UCM Cabinet and UCM ERT members should meet periodically with ERT Team Leader.
- Implement the pandemic educational awareness campaign.
 - Edit, or draft letter from Campus Administration with an update as to current world and campus conditions, include travel restrictions if necessary.
 - Print the already produced flyers on how to mitigate spread of flu and social distancing guidelines. Distribute to School/Unit Liaisons and Front Desk Staffs.
 - Distribute already designed electronic signs to School/Unit Liaisons and Front Desk Staffs.
- Draft/Write ALL communications pieces on behalf of campus administrators related to pandemic preparedness. UCM takes lead in distribution of communication messages to the community.
- Continue to communicate with campus community, as needed, via Web site, RAVE Text alert and/or mass email of current conditions.
 - All communication should include link to emergency resources on the Web and recommended guidelines for mitigating transmission of the disease.
- Update information on Pandemic Flu Resources Web site and make live.
 - Update as needed with copies of all campus-wide communication.
 - Add appropriate links to information sources as necessary.
- AU Homepage is at Normal setting
 - Pandemic Flu Resource Web site added to Quick Links Box
 - Communication Updates added to Top Row Content Blocks as needed
- Be prepared to respond to incoming media inquiries.
 - All offices and staff across the university should direct news media inquiries to the Media office. Only the University Spokesperson or an assigned designee speaks to the media about university operations.
- Provide, if needed, document with recommended guidelines to follow for faculty, staff, and students returning from travel to affected areas.
 - Key Contacts: Provost's Office (faculty), AU Abroad, and OCL (Alt. Breaks)
- Deliver talking points to all "front desk staffs" on where to find general information, what resources AU community can turn to, and location of emergency preparedness and pandemic flu Web sites.
- Assist Housing staff and Student Health Center staff in developing materials to distribute to resident students about communicable diseases that spread easily in community spaces.
 - Same materials may be repurposed to distribute to offices and units as needed.

UCM Division Specific:

- All UCM staff should review the university's emergency response plans and procedures.
 - Acting Dir. Media Relations Update Emergency Communications Campus Personnel List
- Primary UCM personnel make preparations to re-assign current projects to other staff, if needed.



- UCM Ex. Dir and UC Sr. Dir should provide direction and tasks to essential staff and inform 'at the ready' staff of potential next steps.
- UCM staff should practice and rehearse emergency communication notification procedures including campus wide email distribution, RAVE text alerts, Emergency Homepage editor, and normal safety & security notification Web postings.
- Ensure that all essential personnel have the technology needed to be able to work remotely.
 - Essential/on-call personnel should take office-issued laptop home every night and important files.
- UCM staff should be encouraged to keep work spaces clean. Division assistants should disinfect commonly touched work surfaces and items once a week (ie: copiers, printers, kitchen counter, etc.)
- Social distancing guidelines should be implemented.
- Links to the Pandemic Flu resource page should be added to UCM owned Web pages (News, Media, *American Today*, *American Magazine*).
- UCM Division HR liaison (Asst. Dir of Photos & Admin; Asst to Ex. Dir-backup) Update division-wide contact and emergency information, including next of kin.
- UCM Division HR liaison should be prepared to notify the Director of HR and/or Risk Management if the division (Publications, Marketing, Communications, Ex. Dir. Office) is missing 30% or more of the employees.

Administrative Services (Human Resources, Facilities, Finance):

- Facilities Management should work with ARAMARK to ensure there is an adequate amount of cleaning supplies. The Director of the Student Health Center should provide Facilities Management with any specific cleaning protocols.
- Consideration should be given to increasing purchasing card limits.
- Human Resources should consider advising the campus community to become familiar with the Social Distancing Guidelines (see Appendix III).

Athletics and Recreation:

- Athletics & Recreation staff (full-time and part-time) should reiterate and review response plans related to pandemic preparedness.
- Head and Assistant coaches should be notified if travel from affected countries is restricted or if travel plans need to be cancelled.
- Athletics should provide a list to the Emergency Response Team of any student-athlete(s) living on campus who are from the country where the virus has been confirmed.
- Athletics & Recreation staff should provide talking points to coaching and support staff personnel in order to answer questions.
- Athletics & Recreation staff should continue to post information on personal hygiene in the locker rooms and fitness center.
- Athletics & Recreation should work with Facilities Management department to augment regular cleaning protocols.



- Athletics & Recreation staff should link their website main pages to updates listed on the AU main page and to the Student Health Center main page for additional information.
- Athletics & Recreation should maintain regular contact with Student Health Center for distributing reminders and notices about communicable diseases that spread easily in communal spaces and community living.
- Athletics & Recreation should work with the Student Health Center to hold meetings for student-athletes and provide information about how they can protect themselves from infection.
- Athletics & Recreation should notify outside groups contracted to rent athletic facilities regarding the potential impact on facility access & availability should situation advance to Level Two, Level Three or Level Four.



Level Two

The first confirmed case of the highly contagious, novel influenza virus (capable of triggering a pandemic) in the United States has been reported. The university should remain open with regularly scheduled classes and activities. Social distancing measures should be implemented and the university should consider making evaluations and preparations for closing and sending students home. *The President should consider activating this level of the plan based on information gathered by the ERT and various district and federal agencies.*

Institution Wide:

- Recommendations should be provided to the Cabinet in regards to whether AU community members traveling abroad should shelter in place or evacuate.
- The Cabinet and Emergency Response Team should continue to communicate, as needed, with the campus community via campus website, text alert, Today @ AU postings, e-mail and voice mail messages.
- E-mail alerts should be sent to faculty, staff, students, parents, Trustees, and vendors informing them of the status of university operations and plans for “next steps.”
- The media should be provided information about the status of the university and campus activities.
- Campus community members should be encouraged to regularly check the Emergency Preparedness website (prepared.american.edu) for information updates.
- Faculty, staff and students who are planning to travel domestically or internationally in conjunction with other programs should be encouraged to defer their travel.

Department Specific:

- All departments should keep their staff informed about the status of the pandemic and the status of university operations.
- All departments should update their websites with closing status information and any changes to service levels.
- All departments should maintain staff phone trees.
- All departments should be prepared to reassign staff temporarily to meet service needs. Consult with the Director of HR Delivery or the Director of Payroll for pay guidelines.

Academic Affairs:

- All actions in Level I should apply.
- **FOR STUDY ABROAD PROGRAMS:**
 - Depending on student withdrawals from AU, consideration should be given to canceling planned programs abroad due to lack of enrollment
 - A list, by home location (state and city), of students planning to study abroad should be created

- Appropriate shelter-in-place plans and quarantine arrangements at all AU Abroad sites should be developed and communicated
- The ability of students to return home should be monitored via the State Department. Consideration should be given to assisting students with travel arrangements, as necessary
- Faculty should be encouraged to provide students with the means to complete coursework off campus if students want/need to go home before the end of the semester.

Health and Safety:

- Student Health Center Director and Physician (after consultation with the DC DOH) should review with administration that “reducing the number of students remaining on campus by canceling classes and sending students home early in the pandemic may be the best strategy given the limited resources schools will have available to support those who remain” (ACHA guidelines for pandemic planning).
- Student Health Center staff should activate its emergency plan.
- Student Health Center staff should be kept informed about the status of the pandemic and the status of university operations.
- Campus partners should immediately report any students demonstrating virus symptoms and encourage students to visit the Student Health Center or local hospital.
- Student Health Center staff should link the website main page to updates listed on the AU main page and to appropriate department main pages for additional information.
- Student Health Center staff should maintain regular contact with Housing staff for distributing reminders and notices about communicable diseases that spread easily in community living.
- Student Health Center should work with Resident Directors on conducting meetings for students to provide information about how they can protect themselves from infection.
- Student Health Center should update campus community through agreed upon mechanism.
- Student Health Center staff should track the delivery times of supplies, etc. for indicators of effects on vendors.
- Student Health Center staff should implement / encourage 24 hour monitoring of appropriate web sites and information sources: CDC, WHO, CNN, etc.
- Student Health Center staff should distribute N95 masks, goggles, gowns, etc. to appropriate personnel and ensure standard precautions are in place.
- Student Health Center should limit schedules, canceling routine and non-urgent visits depending on volume of those ill with influenza virus.
- Student Health Center staff should continue monitor individual health and reporting any symptoms.

Public Safety:

- Public Safety should have an elevated state of awareness and readiness for support but will not go to a mobilization phase until classes are level 3 at a minimum.
- Public Safety will participate in the Emergency Response Team conferences and start Manager level briefings to communicate more information to rank and file.
- Public Safety staffing shortages will be monitored and managed with Human Resources.

Facilities Management:

- FM should have an elevated state of awareness and readiness for short staffing and changing requirements.
- FM will participate in the Emergency Response Team and best delegate and execute to facilitate prompt, accurate, and reliable facilities, transportation and utility support.
- FM staffing shortages will be monitored, communicated and managed.
- FM will assess the impact of events on contractor availability.
- FM will assess the impact of events on supply and material availability
- FM will work with Housing and Dining Programs, Auxiliary Services and OIT to determine situation specific support needed
- FM will develop and/or implement shuttle operations flexibility contingency plans in response to campus needs to include cancellation of shuttle operations when indicated
- FM will monitor the compliance data base to assure compliance issues are addressed
- FM will assemble and train the appropriate crews to prepare campus facilities for closing and to operate facilities while closed.
- FM will conduct general pandemic hygiene training for FM staff

Information Technology:

- OIT should have an elevated state of awareness and readiness for communications support.
- OIT will participate in the Emergency Response Team and best delegate and execute to facilitate prompt, accurate, and reliable communications.
- Staffing shortages will be monitored and managed.
- Assess the impact of events on external service provider and partner availability.

Housing Programs:

- Housing staff (professional and paraprofessional) should be kept informed about the status of the pandemic and the status of university operations.
- Housing staff (professional and paraprofessional) should be prepared to reassign staff temporarily to meet service needs. Specific attention should be paid to filling the roles of paraprofessional staff members who might leave campus in the event of a Level Three or Four pandemic (resident assistants, desk receptionists, and residence maintenance crew).

- Housing staff should communicate with rental property management for plans and instructions for resident students living in off-campus university provided housing accommodations (if any).
- Residence life staff “on call” should immediately report any students demonstrating virus symptoms and encourage students to visit the Student Health Center or local hospital.
- Housing staff should activate its emergency plans and make appropriate preparations in case a decision is made to close all residence halls. This includes:
 - Determining which residence halls and rooms would be most readily available for temporary accommodations for well-housing, sick-housing and essential personnel housing (residence hall determination might fluctuate depending on time of year and occupancy). Leonard and Federal halls will be the first residence halls utilized for well-housing. Nebraska hall will be the first residence hall utilized for sick-person housing due to private living facilities.
 - Determining alternate housing arrangements for live-in professional staff and Resident Faculty.
 - Notifying staff of the residence hall(s) selected for interim housing accommodations (primarily Nebraska, Leonard and Federal halls) that residents of these halls would need to be prepared for moving so that these halls could be used to house students who cannot leave campus.
 - Purchasing boxes for packing of personal items and belongings (also check with the campus UPS Store to determine options for implementing a storage program
 - Redistributing linens to selected temporary housing storage locations if needed. Residents will be encouraged to bring their own linens, but this would provide a back-up resource.
 - Identifying spare mattress and furniture locations to all Resident Directors.
 - Provide information for communication to parents about student pick-up and/or temporary housing arrangements with the Deans of Students office and Media Relations.
 - Recruit and train approximately 30 volunteers to assist with student relocation and temporary housing staffing needs.
- Residence halls should continue to post information on personal hygiene.
- Housing staff should link the website main page to updates listed on the AU main page and to the Student Health Center main page for additional information.
- The Resident Directors should work with the Student Health Center to hold meetings for students and provide information about how they can protect themselves from infection.
- Summer housing staff should coordinate outreach to summer conference groups and visiting interns regarding possible effects of the pandemic on their current or upcoming summer program.

- Summer housing staff should advise summer conference participants and visiting interns to seek medical attention from local medical providers and hospitals (Student Health Center could provide limited support if local hospitals or the DC Department of Health request that the SHC provide support locally).

Campus Life:

- Dining services should begin to operate on a modified schedule.
- A statement should be posted on the Campus Life website for students participating in Alternative Break programs describing how they can obtain information, and how to protect themselves against possible contamination.

UCM Assists Institution Wide Communication Efforts:

- UCM Cabinet and UCM ERT member should increase level of communication with ERT Team Leader and members of the ERT.
- Continue the pandemic educational awareness campaign.
 - Check with School/Unit Liaisons and Front Desk Staffs as to whether new flyers need to be printed.
- Draft/Write ALL communications pieces on behalf of campus administrators related to pandemic preparedness. UCM takes lead in distribution of communication messages to the community.
 - Draft and prepare memo for potential school closing.
- Continue to communicate to the campus community, as needed, via Web site, RAVE Text alert and/or mass email of current conditions.
 - All communication should include link to emergency resources on the Web and recommended guidelines for mitigating transmission of the disease.
 - President, in consultation with Ex. Dir. UCM and Chief of Staff, should inform trustees and consortium presidents of our operational status.
 - Dean of Students, in consultation with OCL VP, UCM Ex. Dir, Housing Ex. Dir and UC Sr. Dir, should inform parents of the university's operational status and next steps.
- Update information on Pandemic Flu Resources Web site.
 - Update as needed with copies of all campus-wide communication.
 - Add appropriate links to information sources as necessary.
- AU Homepage is at Normal setting
 - Pandemic Flu Resource Web site added to Quick Links Box.
 - Communication updates added to Top Row Content Blocks as needed.
- Be prepared to respond to incoming media inquiries.
 - All offices and staff across the university should direct news media inquiries to the Media office. Only the University Spokesperson or an assigned designee speaks to the media about university operations.
 - Media staff should accompany any print or broadcast outlet while on campus.

- Update talking points for all “front desk staffs” on where to find general information, what resources AU community can turn to, and location of emergency preparedness and pandemic flu Web sites.
- Assist Campus Life in updating students participating in Alternative Break programs on how to protect themselves against possible contamination.
- Assist AU Abroad Office in updating students participating in study abroad programs on how to protect themselves against possible contamination.
- Assist Housing Office in preparing a notification to parents of resident students about making arrangements to pick up students and/or interim housing arrangements should the need arise.
 - Assist Housing staff in preparing/designing large posters/flyers announcing Res. Hall closing.
- Prepare Information Kit (electronic & hard copies)
 - University Fact Sheet,
 - Campus Map
 - Sample Copies of Pandemic Flu Guideline materials shared with students

UCM Division Specific:

- All UCM staff should review the university’s emergency response plans and procedures.
 - Acting Dir. Media Relations update Emergency Communications Campus Personnel List
- Essential UCM personnel should make preparations to re-assign current projects to other staff, if needed.
- UCM Ex. Dir and UC Sr. Dir should provide direction and tasks to essential staff and inform ‘at the ready’ staff of potential next steps.
- UCM staff should practice and rehearse emergency communication notification procedures including campus wide email distribution, RAVE text alerts, Emergency Homepage editor, and normal safety & security notification Web postings.
- Ensure that all essential personnel have the technology needed to be able to work remotely.
 - Essential/on-call personnel should take office-issued laptop home every night and important files.
- UCM staff should be encouraged to keep work spaces clean. Division assistants should disinfect commonly touched work surfaces and items once a week (ie: copiers, printers, kitchen counter, etc.)
- Social distancing guidelines are implemented.
- UCM Division HR liaison (Asst. Dir of Photos & Admin; Asst to Ex. Dir-backup) Update division-wide contact and emergency information, including next of kin.
- UCM Division HR liaison should be prepared to notify the Director of HR and/or Risk Management if the division (Publications, Marketing, Communications, Ex. Dir. Office) is missing 30% or more of the employees.

Administrative Services (Human Resources, Facilities, Finance):

- Human Resources should advise the campus community to become familiar with the Social Distancing Guidelines (see Appendix III).
- Consideration should be given to obtaining Personal Protective Equipment (PPE) and having it on hand for all essential staff, in case it is needed.
- ARAMARK should disinfect frequently touched surfaces, floors and other horizontal surfaces. The Director of the Student Health Center should provide Facilities Management with any specific cleaning protocols.
- Risk Management should ensure all blood and bodily fluid spills are disposed of according to the blood borne pathogen procedures.
- Procurement should coordinate with individual departments and prepare to provide contract vendors with suspension of work service contracts, if it becomes necessary.
- Procurement should begin expediting emergency supply and service orders.

Athletics and Recreation:

- Athletics & Recreation staff (full-time and part-time) should be kept informed about the status of the pandemic and the status of university operations.
- Athletics & Recreation staff (full-time) should be prepared to reassign staff temporarily to meet service needs. Specific attention should be paid to filling the roles of part-time employees (Federal Work Study student workers, part-time game operation staffs, etc.) and contracted service workers (Aramark Housekeeping) who might leave campus in the event of a Level Three or Four pandemic.
- Coaching and athletic training staffs should immediately report any student-athletes demonstrating virus symptoms and encourage student-athletes to visit the Student Health Center or local hospital.
- Athletics & Recreation staff should activate its emergency plans and make appropriate preparations in case a decision is made to advance to Level Three. This includes:
 - In the event of a situation which has been deemed an emergency by the proper constituents, the Athletics & Recreation Emergency Assistance Staff member should communicate the emergency to the Director of Athletics & Recreation and all program supervisors.
 - Program supervisors should have all team schedules, student-athlete contact information, travel itinerary and parental contact information available for their respective programs.
 - The program supervisor should first contact the Head Coach by phone and inform coach of emergency situation on campus.
 - Head Coach should inform his/her staff, student-athletes, sports medicine staff traveling with team, sports information staff traveling with team, bus driver or rental agency, parents.
 - Athletic programs should carry an additional 15% to 20% more cash than trip requires to cover any additional cost incurred as a result of extended stay away from university.

- If credit card limits have been reached by those coaches without the American Express Corporate Cards, coaches should call the Athletic Business Office for use of the Athletic Department Credit Card. For all other financial implications, coaches should contact the Athletic Business Office or program supervisor to help negotiate a situation.
- Athletics & Recreation should continue to post information on personal hygiene.
- Athletics & Recreation should work with Facilities Management department to review and potentially augment current cleaning protocols.
- Athletics & Recreation staff should link the website main page to updates listed on the AU main page and to the Student Health Center main page for additional information.
- Athletics should work with the Student Health Center to hold meetings for student-athletes and provide information about how they can protect themselves from infection.
- Athletics & Recreation should communicate with Campus Housing, Dining Services and other essential services regarding the intent for all student-athletes who live on campus to remain on campus during Level Three in order to continue practicing and competing.
- Athletics & Recreation should notify the Patriot League Office and athletic administrators and coaches from upcoming visiting opponent institutions to provide information about potential impact on home varsity athletic competitions should situation advance to Level Three or Level Four.
- Athletics & Recreation should prepare email correspondence and/or other direct correspondence to be sent to parents of student-athletes regarding possible actions to be taken should situation advance to Level Three or Level Four.
- Athletics & Recreation should communicate to athletic sporting event attendees about the need to remain home if ill and use good hygiene practices while at the event. Communication alternatives should include public service announcements, web site postings, social networking websites, etc.
- Athletics & Recreation should communicate directly with outside groups contracted to rent athletic facilities regarding access and availability of facilities during Level Two and the likely impact to postpone or cancel events should the situation rise to Level Three. Each contractual agreement should be evaluated on a case-by-case basis.
- Athletics & Recreation should consider increasing alternative viewing & listening options (e.g., remote web-based viewing, internet radio, etc.) of varsity athletic competitions.



Level Three

Confirmed reports of sustained human-to-human, highly contagious, novel influenza virus outbreaks have been reported in the United States (confirmed pandemic) within a 500 mile radius of the university. Classes should be cancelled and residence halls closed. *The President should consider activating this level of the plan based on information gathered by the ERT and various district and federal agencies.*

Institution Wide:

- The Cabinet and Emergency Response Team should continue to communicate, as needed, with the campus community via campus website, text alert, Today @ AU postings, e-mail and voice mail messages.
- E-mail alerts should be sent to faculty, staff, students, parents, Trustees, and vendors informing them of the status of university operations and the plans for “next steps.”
- The media should be provided information about the status of the university and campus activities.
- Campus community members should be encouraged to regularly check the Emergency Preparedness website (prepared.american.edu) for information updates.

Department Specific:

- All departments should keep their staff informed about the status of the pandemic and the status of the university.
- All departments should update their websites with closing status information and any changes to service levels.
- All departments should maintain staff phone trees.
- All departments should be prepared to reassign staff temporarily to meet service needs.

Academic Affairs:

- All actions in Level II should apply.
- The Provost should give consideration to canceling all current and next semester study abroad programs.
- Appropriate arrangements for health care, shelter-in-place and quarantine at all AU Abroad sites should be implemented.
- The Provost should give consideration to canceling all on-campus classes, but continuing distance education classes by ensuring technology support for interested faculty.

Health and Safety:

- Student Health Center Director and Physician (after consultation with the DC DOH) should review with administration that “reducing the number of students remaining on campus by canceling classes and sending students home early in the pandemic may be the best strategy given the limited resources schools will have available to support those who remain” (ACHA guidelines for pandemic planning).

- Student Health Center should create a staffing schedule to ensure coverage 24 hours a day when possible.
- Student Health Center staff should be kept informed about the status of the pandemic and the status of university operations via a daily briefing (at a minimum) from the Director of Student Health Center.
- Student Health Center staff should receive “just-in-time” training and talking points to for front desk personnel.
- Student Health Center will remain in contact with Department of Health for updates.
- Student Health Center limits schedules and cancels all non-routine visits
- Student Health Center staff will utilize N95 masks, goggles, gowns, etc for any patient with flu like symptoms.
- Student Health Center identifies contacts of suspected case(s).
- Student Health Center should implement isolation and monitoring plan of any patient with flu like symptoms and coordinate logistics with Housing staff.
 - Ongoing activities at this level include:
 - Update campus community through agreed upon mechanism.
 - Contact local hospitals for updates on what resources might be available.
 - Communicate with parents, relatives of suspected case and explain procedures.
 - Review, update, and train front desk talking points to answer questions at this level.
 - Continue 24 hour monitoring of appropriate web sites, information sources: CDC, WHO, CNN, etc.
 - Student Health Center staff should continue monitoring individual health and report any symptoms to appropriate person.

Public Safety:

- Public Safety will have an elevated state of awareness and readiness and will go to Level 1 mobilization if classes are cancelled and the residence halls are closed (all Public Safety personnel are essential in this phase).
- Public Safety will participate in the Emergency Response Team conferences and start manager level briefings to communicate more information to rank and file.
- Public Safety will work with Housing and Dining Programs to ensure a safe and orderly move out. The same procedures will be used as for normal move out. Once evacuated Residence halls will be secured to all students and only designated Housing and Dining staff will be permitted entry.
- Public Safety will work with Media Relations staff to secure residence hall areas from reporters and issue approved holding statements through x1000 line and communications staff.
- Public Safety Staffing shortages will be monitored and managed with Human Resources.



Facilities Management:

- FM should have an elevated state of awareness and readiness for short staffing and changing requirements.
- FM will participate in the Emergency Response Team and best delegate and execute to facilitate prompt, accurate, and reliable facilities, transportation and utility support.
- FM essential personnel will be expected to continue to work until relieved
- FM will make arrangements for feeding and housing of essential staff remaining on duty
- FM staffing shortages will be monitored, communicated and managed.
- FM will assess the impact of events on contractor availability.
- FM will assess the impact of events on supply and material availability
- FM will work with Housing and Dining Programs, Auxiliary Services and OIT to determine situation specific support needed
- FM will implement shuttle operations flexibility contingency plans in response to campus needs to include cancellation of shuttle operations when indicated
- FM will monitor the compliance data base to assure compliance issues are addressed
- FM will assemble and train the appropriate crews to operate facilities while closed and to prepare for reopening
- FM will conduct general pandemic hygiene training for FM staff

Information Technology:

- OIT should have an elevated state of awareness and readiness for communications support.
- OIT will participate in the Emergency Response Team and best delegate and execute to facilitate prompt, accurate, and reliable communications.
- OIT will continue to monitor Information Technology infrastructure out of the Network Operations Center (NOC) at 4200 Wisconsin Ave.
- OIT Personnel will be expected to continue to work. Campus-resident personnel will be assigned to 4620 Wisconsin and 4200 Wisconsin.
- Staffing shortages will be monitored and managed.
- Assess the impact of events on external service provider and partner availability.

Housing Programs:

- Housing staff should activate emergency plans and begin closing all residence halls.
 - Encouraging residents (including student staff members) to leave campus and go home if possible.
 - Assessing the number of student staff who need to remain on campus and their ability to continue performing in their functions or to assume functions of other paraprofessional staff.

- Advising resident students living in university provided housing off-campus to follow the instructions and recommendations of their rental property and to notify the Community Coordinator of their relocation intentions.
- Notifying residents of Leonard, Nebraska and Federal halls that residents of these buildings will need to leave campus and store personal belongings so that these halls could be used to house students who cannot leave campus.
- Purchasing boxes and tape for packing of personal items and belongings.
- Organizing linen distribution to students moving into Leonard, Nebraska and Federal halls.
- Assisting with the relocation of well-students, Resident Directors and Resident Faculty who cannot leave campus to Leonard and Federal halls.
- Assisting with the relocation of students, Resident Directors and Resident Faculty who cannot leave campus due to illness to Nebraska hall.
- Establishing a resident check-out process to ensure halls are empty (residents will return room keys and indicate their intended destination, emergency contact, and personal cell phone number).
- Establishing a resident check-in procedure for alternative housing.
- Creating a new roster for open residence halls and distribute to relevant campus partners.
- Updating residence hall clearances in C-CURE with OIT and Public Safety.
- Closing residence hall desks and relocate keys and secure documents to temporary housing halls.
- Creating a desk staffing schedule to ensure coverage 24 hours a day when possible.
- Organize and train approximately 30 volunteers to assist with resident move-out, approved hall relocation and temporary housing staffing.
- Housing staff (professional and paraprofessional) should be kept informed about the status of the pandemic and the status of university operations via a daily briefing (at a minimum) from the Executive Director of Housing & Dining Programs.
- Housing staff (professional and paraprofessional) should be reassigned to temporarily fill the roles of paraprofessional staff members who might leave campus in the event of a Level Three or Four pandemic (resident assistants, desk receptionists, and residence maintenance crew).
- Housing staff should receive “just-in-time” training and talking points to for front desk personnel.
- Housing staff should communicate hall closing procedures to administrative offices located within residence halls. Administrative offices in residence halls will remain open during this Level, but are strongly encouraged to relocate prior to Level Four.

Campus Life:

- Dining services should begin to operate on a modified schedule – serving only 2 meals a day to residents who were not able to leave campus and to essential personnel.
- A statement should be posted on the Campus Life website for students participating in Alternative Break programs describing how they can obtain information, and how to protect themselves against possible contamination.

UCM Assists Institution Wide Communication Efforts:

- UCM Cabinet and UCM ERT member should increase level of communication to daily basis (at the minimum) with ERT Team Leader and members of the ERT.
 - UCM ERT Member to receive updates of number of community affected (sick, quarantined, etc.) communicate to UCM team for communication prep.
 - University will not confirm deaths. Confirmation of death is by local authorities.
- Draft/Write ALL communications pieces on behalf of campus administrators related to pandemic preparedness. UCM takes lead in distribution of communication messages to the community.
- Announce classes have been cancelled, residence halls closed, etc. based on Cabinet's recommendations
 - Edit/Finalize university statement/announcing university closing.
 - Send mass email,
 - Send RAVE Text alert,
 - Leave Telecommunication voicemail
 - Send to all Front Desk Staffs, School/Unit Communication Liaisons
 - Send to AU Abroad office for communicating to study abroad students
 - Send to OCL for Alt Break student trips
 - Utilize the Emergency School Closing List, contact local media outlets with information
 - AU Homepage changed to Level 2 Emergency/Ongoing emergency [Black bar]
 - School closing announcement added to Lead Story Content Block.
 - Update information on Pandemic Flu Resources Web site.
- Respond to incoming media inquiries and be prepared for media to arrive on campus in mass.
 - All offices and staff across the university should direct news media inquiries to the Media office. Only the University Spokesperson or an assigned designee speaks to the media about university operations.
 - Do Not allow any media outlets into the Residence Halls or Student Areas (MGC, etc) without being accompanied by a UC or UCM staff member.
 - In coordination with Public Safety & Transportation Services identify an area where satellite trucks can park.
 - Roper/Clark Lot for North side; Katzen Garage for South side
 - If more than 10 trucks expected. All media park in Nebraska Parking Lot
- Make preparations to implement a Press Briefing Room

- Katzen Recital Hall or Ward 1 & 2 are first choices for an on-site press briefing rooms
- Also need, a green room for personnel attending briefing and work room for UCM staff and support team.
 - Secure use of rooms.
 - Make arrangements for podium, mics, & mult box.
 - Make arrangements to audio record and video record all briefings.
 - Contact IT Ops and IT Support to secure temporary wireless accounts for members of the press
 - Prepare Information Kits (electronic & hard copies)
- AU Homepage will be the location for most up-to-date information for all audiences – campus community, alumni, parents, Washington, D.C. community, and the nation at large, as well as the news media.
 - Information from the university rolls out in one format to all audiences. No customized communication to meet separate audience needs at this point.
 - All campus communication updated as needed in rolling blog-like format.
 - Timestamp each new entry.
 - Web. Comm. Dir - mobilize CPLs to update School/Unit/Department homepages to reflect AU closing status.
- Save, print, record, capture all materials developed during crisis for archival purposes.

UCM Division Specific:

- UCM Ex. Dir and UC Sr. Dir should provide direction and tasks to essential staff and inform 'at the ready' staff of potential next steps.
- Begin full-scale Emergency Communications Activity.
 - 'At the Ready' team mobilize for extra duty assignments.
 - Regular, day-to-day projects temporarily halted expect for essential deadlines.
 - Make preparations to conduct communication operations at off-site location or from individual homes, if needed.
- Set-up Communications Central at Tenley
 - Prepare UCM Conference Room at Tenley w/projector screen, conference call speaker phone.
 - Make sure copiers and printers are up and running
 - Monitor UC's TV screens; ensure TiVO is set to record all news programs.
 - Think ahead about ordering supplies, food, water in case of for long-term.
 - University Photographer begins taking photos of Communications Central, ERT Command Center, and Cabinet Command Center for archival purposes.
- UCM Division HR liaison (Asst. Dir of Photos & Admin; Asst to Ex. Dir-backup) Update division-wide contact and emergency information, including next of kin.
- UCM Division HR liaison should be prepared to notify the Director of HR and/or Risk Management if the division (Publications, Marketing, Communications, Ex. Dir. Office) is missing 30% or more of the employees.

Administrative Services (Human Resources, Facilities, Finance):

- Facilities Management essential staff should maintain services in essential buildings.
- The Department of Public Safety and Facilities Management should close and secure non-essential buildings.
- ARAMARK should disinfect frequently touched surfaces, floors and other horizontal surfaces. The Director of the Student Health Center should provide Facilities Management with any specific cleaning protocols.
- Risk Management should ensure all blood and bodily fluid spills are disposed of according to the blood borne pathogen procedures.

Athletics and Recreation:

- Athletics & Recreation should close the university fitness center.
- Athletics & Recreation should cancel intramural, recreation and club sport activities.
- Athletics & Recreation should postpone and/or cancel all contracted facility rental events.
- Athletics & Recreation should work with Facilities Management department to review and potentially augment current cleaning protocols.
- Athletics & Recreation should continue to conduct varsity athletic practices and home and away-from-home varsity athletic competitions as scheduled.
- Athletics & Recreation staff should be kept informed about the status of the pandemic and the status of university operations via a daily briefing (at a minimum) from the Director of Athletics & Recreation.
- Athletics & Recreation staff should be reassigned to temporarily fill the roles of part-time employees and contracted services who might leave campus in the event of a Level Three or Level Four pandemic.
- Coaching and front-line staffs should receive “just in time” training and talking points to address student-athletes, parents, visiting institutions, fans, etc.
- Athletics & Recreation should send email correspondence and/or other direct correspondence to parents of student-athletes regarding actions taken at Level Three and potential actions to be taken should situation advance to Level Four.
- Athletics & Recreation should notify the Patriot League Office and athletic administrators and coaches from upcoming visiting opponent institutions to provide information about Level Three impact on home and away-from-home varsity athletic competitions and potential impact should situation advance to Level Four.
- Athletics & Recreation should communicate publicly that all varsity athletic sporting events are continuing as scheduled despite cancellation of classes and closing of residence halls. Communication alternatives should include radio, television and internet media outlets, public service announcements, web site postings, social networking websites, etc.
- Athletics & Recreation should implement increased alternative viewing & listening options (e.g., remote web-based viewing, internet radio, etc.) of home varsity athletic competitions.



Level Four

A confirmed pandemic case is reported within a 500 mile radius of the university. Travel restrictions have been imposed. The campus should close – all administrative offices should be closed and only essential employees should report to work. *The President should consider activating this phase of the plan based on information gathered by the ERT and various district and federal agencies.*

Institution Wide:

- The Cabinet and Emergency Response Team should continue to communicate, as needed, with the campus community via campus website, text alert, Today @ AU postings, e-mail and voice mail messages.
- E-mail alerts should be sent to faculty, staff, students, parents, Trustees, and vendors informing them of the status of university operations and plans for the next steps.
- The media should receive information about the status of university operations and campus activities.

Department Specific:

- All departments should keep their staff informed about the status of the pandemic and the university's response.
- Prior to shutting down their offices, all departments should update their websites with closing status information and describe how it will impact their services.
- All departments should maintain staff phone trees.

Academic Affairs:

- All actions in Level III should apply.
- Campus should officially be closed for business and to visitors.
- Consideration should be given to canceling all on-campus and distance education classes.

Health and Safety:

- Student Health Center staff should continue monitoring individual health and report any symptoms to appropriate person.
- Student Health Center staff should activate plans and procedures for continuity of business if necessary.
- Student Health Center staff should be kept informed about the status of the pandemic and the status of university operations via a daily e-mail briefing (at a minimum) from the Director of Student Health Center
 - Ongoing activities at this level include:
 - Update campus community through agreed upon mechanism.
 - Contact local hospitals for updates on what resources might be available.
 - Communicate with parents, relatives of suspected case and explain procedures.

- Review, update, and train front desk talking points to answer questions at this level.
- Continue 24 hour monitoring of appropriate web sites, information sources: CDC, WHO, CNN, etc.
- Student Health Center staff should continue monitoring individual health and report any symptoms to appropriate person.
- Prior to re-locating health services, Student Health Center staff should update their websites, voicemail and out of office auto-responses with closing status information and describe how it will impact services.
- Student Health Center staff should arrange for counseling services for patients and/or staff.

Public Safety:

- Public Safety will have an elevated state of awareness and readiness and will go to level 1 mobilization if classes are cancelled and the residence halls are closed (All Public Safety personnel are essential in this phase.).
- Public Safety will participate in the Emergency Response Team conferences and start Manager level briefings to communicate more information to rank and file.
- Public Safety will work with Housing and Dining Programs to ensure safe and orderly move out (If not accomplished in Level 3 or if there was no Level 3). The same procedures will be used as for normal move out.
- Public Safety will work with Media Relations staff to secure residence hall areas from reporters and issue approved holding statements through x1000 line and communications staff.
- Public Safety staffing shortages will be monitored and managed.
- Public Safety will coordinate with DOH and assist where necessary if the SNS (strategic national stockpile) is activated.
- If AU is closed, Public Safety will establish 24security for all AU Buildings and allow access to only authorized AU employees. Any walk-through or maintenance access issues will be coordinated through Public Safety.
- Employees will be encouraged to wear protective gear when around infected persons and will be encouraged to frequently clean work areas themselves in addition to Aramark cleaning
- Daily briefings will be held with Public Safety managers to keep them abreast of campus wide operational decisions and requirements.
- All pandemic illness encounters and issues will be documented in the PS End of Shift Report and forwarded to the appropriate parties.



Facilities Management:

- FM should have an elevated state of awareness and readiness for short staffing and changing requirements.
- FM will participate in the Emergency Response Team and best delegate and execute to facilitate prompt, accurate, and reliable facilities, transportation and utility support.
- FM essential personnel will be expected to continue to work until relieved
- FM will make arrangements for feeding and housing of essential staff remaining on duty
- FM staffing shortages will be monitored, communicated and managed.
- FM will assess the impact of events on contractor availability.
- FM will assess the impact of events on supply and material availability
- FM will work with Housing and Dining Programs, Auxiliary Services and OIT to determine situation specific support needed
- FM will adjust shuttle operations flexibility contingency plans in response to campus needs to include cancellation of shuttle operations when indicated
- FM will monitor the compliance data base to assure compliance issues are addressed
- FM will assemble, task and schedule the appropriate crews to operate facilities while closed and to prepare for reopening

Information Technology:

- OIT should have a highly elevated state of awareness and readiness for communications support.
- OIT will participate in the Emergency Response Team and best delegate and execute to facilitate prompt, accurate, and reliable communications.
- OIT will continue to monitor Information Technology infrastructure out of the NOC at 4200 Wisconsin Ave.
- OIT Essential Personnel will be expected to continue to work. Campus-resident personnel classified as essential will be assigned to 4620 Wisconsin and 4200 Wisconsin.
- OIT Leadership will establish internal broadcast OIT communications through the Technology website.
- Staffing shortages will be monitored and managed.
- Assess the impact of events on external service provider and partner availability.

Housing Programs:

- Housing staff should activate plans and procedures for the management of temporary housing with campus partners (Facilities Management, Public Safety, Aramark Housekeeping, Information Technology, etc).
- Housing staff should activate plans and procedures for the management of short-term housing facilities for emergency responders with campus partners.
- Residence halls not utilized for temporary housing should be fully closed including administrative offices located within residence halls.

- Housing staff (professional and paraprofessional) should be kept informed about the status of the pandemic and the status of university operations via a daily e-mail briefing (at a minimum) from the Executive Director of Housing & Dining Programs.
- Prior to shutting down the office, Housing staff should update their websites, voicemail and out of office auto-responses with closing status information and describe how it will impact services.

Campus Life:

- Dining services should continue to operate on a modified schedule.
- A statement should be posted on the Campus Life website for students participating in Alternative Break programs describing how they can obtain information and how to protect themselves against possible contamination.

UCM Assists Institution Wide Communication Efforts:

- UCM Cabinet and UCM ERT member should increase level of communication to daily basis (at the minimum) with ERT Team Leader and members of the ERT.
 - UCM ERT Member to receive updates of number of community affected (sick, quarantined, etc.) communicate to UCM team for communication prep.
 - University will not confirm deaths. Confirmation of death is by local authorities.
- Draft/Write ALL communications pieces on behalf of campus administrators related to pandemic preparedness. UCM takes lead in distribution of communication messages to the community.
- Continue to keep Campus Community informed of updates as needed by:
 - Send mass email,
 - Send RAVE Text alert,
 - Leave Telecommunication voicemail
 - Send to all Front Desk Staffs, School/Unit Communication Liaisons/ERT/Cabinet
 - Send to AU Abroad office for communicating to study abroad students
 - Send to OCL for Alt Break student trips
- Homepage remains at Level 2 Emergency/Ongoing emergency [Black bar]
 - Unless load to Web servers is too stressed; consult with IT Operations.
 - If Web server stress load is too much, implement Level3 Emergency/Catastrophic [Swipe of regular HP, Black Box w/limited emergency links]
 - Continue communication updates to AU Web site/AU HP
 - Engage CPLs for updates to School/Unit/Department sites
- Respond to incoming media inquires and be prepared for media to be on campus.
 - Follow steps from Level Three for preparation of Press Briefing Room, and Press Briefing events.
 - Make arrangements with Public Safety to have Patrol Officers identify potential media on-site without permission.
 - If Patrol Officer identifies media, Public Safety should call UC Sr. Dir.

- Continue to save, print, record, and capture all materials developed during crisis for archival purposes.

UCM Division Specific:

- UCM Ex. Dir and UC Sr. Dir should provide direction and tasks to essential staff and inform 'at the ready' staff of potential next steps.
- 'At the ready' staff, should prepare office for long-term closure; update voicemail, email out-of-office tool describing how closure will impact services; suspend newspaper delivery and other regular deliveries.
- Essential staff should determine if communication operations can continue from off-site location/individual homes or should remain at Communications Central until on-site working group station can be fully closed.
- UCM Division HR liaison (Asst. Dir of Photos & Admin; Asst to Ex. Dir-backup) update division-wide contact and emergency information, including next of kin.
- UCM Division HR liaison should be prepared to notify the Director of HR and/or Risk Management if the division (Publications, Marketing, Communications, Ex. Dir. Office) of any HR issues during university closure.

Administrative Services (Human Resources, Facilities, Finance):

- Facilities Management essential staff should maintain services to essential buildings.
- The Department of Public Safety and Facilities Management should close and secure non-essential buildings.
- ARAMARK should disinfect frequently touched surfaces, floors and other horizontal surfaces. The Director of the Student Health Center should provide Facilities Management with any specific cleaning protocols.
- Risk Management should ensure all blood and bodily fluid spills are disposed of according to the blood borne pathogen procedures.
- Financial transactions should be limited to essential transactions only.

Athletics and Recreation:

- Athletics & Recreation should postpone and/or cancel all varsity athletic practices and competitions (home and away-from home competitions).
- Athletics & Recreation should transport student-athletes from away-from-home competition sites back to campus so these student-athletes may gather personal belongings and depart campus in manner consistent with the institution's Level Four evacuation procedures.
- Athletics & Recreation should postpone and/or cancel all contracted facility rental events.
- Athletics & Recreation should work with Facilities Management department to review and potentially augment current cleaning protocols.
- Athletics & Recreation should notify the Patriot League Office and athletic administrators and coaches from upcoming visiting opponent institutions to provide information about Level Four impact on postponement/cancellation of varsity athletic competitions.



- Athletics & Recreation should communicate publicly that varsity athletic competitions (home and away-from-home) are to be postponed/cancelled until further notice. Communication alternatives should include radio, television and internet media outlets, web site postings, emails, text messages, social networking websites, etc.
- Athletics & Recreation staff should be kept informed about the status of the pandemic and the status of university operations via a daily e-mail briefing (at a minimum) from the Director of Athletics & Recreation.
- Prior to shutting down the office, Athletics & Recreation staff should update the athletic website, voicemails and out of office auto-responses with closing status information and describe how it will impact activities & services.



Recovery Level

Pandemic is declared over and university operations can resume. *The President should consider activating this level of the plan based on information gathered by the ERT and various district and federal agencies.*

Institution Wide:

- Based on information the Cabinet has received, an announcement should be made advising a partial, incremental or total return to normal operations.
- Information should be communicated via the information line, e-mail, websites, and outside media.

Department Specific:

- All staff should be informed that they can return to work.
- Once campus operations have been restored to normal, the Cabinet, Emergency Response Team and department heads should attend a debriefing session to review the response, recovery and recommended changes to the plan.

Academic Affairs:

- University administration should announce that the campus has been re-opened.
- Depending on situation in the U.S. and at AU sites abroad, study abroad programs should be evaluated and resumed on a case by case basis. (Continue to monitor the situation worldwide.)
- All academic units and International Student and Scholar Services should get in touch with international students whose admission had been deferred.

Health and Safety:

- Develop timeline for return based on:
 - infected areas being sterilized,
 - trash and medical waste being removed.
- Determine level of staffing that will be returning to work
- Debrief policies, procedures, plans, etc.
- Debrief faculty, staff, students via the agreed upon communication method

Public Safety:

- Public Safety will remain at Level one until Campus resumes normal operations.
- Public Safety will participate in the Emergency Response Team conferences and start Manager level briefings to communicate more information to rank and file.
- Updates on DOH, SNS, MPD external operations will be provided as necessary to ERT and Cabinet members.

- Staffing shortages will be monitored and managed with Human Resources.

Facilities Management:

- FM should have an elevated state of awareness and readiness for short staffing and changing requirements.
- FM will participate in the Emergency Response Team and best delegate and execute to facilitate prompt, accurate, and reliable facilities, transportation and utility support.
- FM staffing shortages will be monitored, communicated and managed.
- FM will work with Housing and Dining Programs, Auxiliary Services and OIT to determine situation specific support needed
- FM will schedule restoration of shuttle schedules in response to campus needs
- FM will monitor the compliance data base to assure compliance issues are addressed
- FM will assemble, task and schedule the appropriate crews to prepare for the re-opening of campus facilities

Information Technology:

- OIT should have an elevated state of awareness and readiness for communications support.
- OIT will participate in the Emergency Response Team and best delegate and execute to facilitate prompt, accurate, and reliable communications.
- Staffing shortages will be monitored and managed.

Housing Programs:

- Housing staff should implement cleaning protocols and inspections for residence halls with Facilities Management and Aramark prior to student return. Housing staff should work with Aramark to retrieve used linens and supplies for cleaning and/or sterilization.
- Housing staff should re-open complex residence hall desks (Anderson, McDowell and Tenley) prior to student return to campus (requesting paraprofessional staff to return to campus prior to the official re-opening).
- Housing staff should support the relocation of students in Leonard, Nebraska and Federal halls to their original residence hall room prior to allowing students to return from home.
- Housing staff should communicate instructions and timelines for resident student return to campus via a staggered move-in schedule in coordination with Public Safety.
- Housing staff should require all resident students to check-in again with a new registration card and re-issue keys to students once official check-in procedure has been completed.
- Housing staff should retrieve supplies utilized during emergency for central storage and accounting.
- Housing staff (professional and paraprofessional) should be debriefed on university talking points, actions taken and next steps.

- Housing staff should evaluate and report potential loss of revenue from closing of the residence halls.
- Summer housing staff will follow-up with summer interns and conference groups to adjust contracts and payments as appropriate.

UCM Assists Institution Wide Communication Efforts:

- Based on information from Cabinet and ERT, President activates recovery level.
- Draft/Write ALL communications pieces on behalf of campus administrators related to pandemic preparedness. UCM takes lead in distribution of communication messages to the community.
- Announce classes will resume and the plan for return to normal operations.
 - Edit/Finalize university statement/announcing university's operational plan.
 - Send mass email,
 - Send RAVE Text alert,
 - Send to all Front Desk Staffs, School/Unit Communication Liaisons/ERT/Cabinet
 - Send to AU Abroad office for communicating to study abroad students
 - Send to OCL for Alt Break student trips
 - Utilize the Emergency School Closing List, contact local media outlets with new information
 - AU Homepage changed to back to Level 2 Emergency/Ongoing emergency [Black bar] if it had been at Level3 Emergency/Catastrophic.
 - School Re-opening announcement added to Lead Story Content Block.
 - Update information on Pandemic Flu Resources Web site.
- Prepare talking points and communication about long-term recovery efforts for Front Desk Staffs, School/Unit Communication Liaisons/ERT/Cabinet
 - Plan for media inquires about economic loss/impact
 - Plan for inquiries from students/parents about tuition refunds, etc.
- Develop a plan to save all materials developed during crisis for archival purposes.
- Make plans to debrief about lessons learned from incident.

UCM Division Specific:

- UCM Ex. Dir and UC Sr. Dir should provide direction and tasks to essential staff and inform 'at the ready' staff of potential next steps.
- All UCM staff should prepare to return and open campus offices.
- UCM Division HR liaison should be prepared to notify the Director of HR and/or Risk Management on behalf of the division (Publications, Marketing, Communications, Ex. Dir. Office) of any HR issues during university closure and reopening.



Administrative Services (Human Resources, Facilities, Finance):

- The Office of Finance and Treasurer should assess the financial impact the pandemic has had on the university. The university should seek assistance from federal funding if it is made available.

Athletics and Recreation:

- Athletics & Recreation staff should implement cleaning protocols and inspections for communal areas (locker rooms, fitness center, athletic facilities, etc.) with University Facilities Management and Aramark Housekeeping prior to student & student-athlete return.
- Athletics & Recreation should notify the Patriot League Office and athletic administrators and coaches from upcoming visiting opponent institutions to provide information about timelines related to resumption of varsity athletic competition.
- Athletics & Recreation staff should communicate timelines for resumption of varsity team practices & competitions, intramural activities, recreation activities and club sport practices & competitions to campus and general public via a staggered notification process. Internal communications should be done via email, external communications should be done via email, website, television/radio/internet media outlets, social networking websites, etc.
- Athletics & Recreation staff (full-time and part-time) should be debriefed on university talking points, actions taken and next steps.
- Athletics & Recreation should communicate timelines for resumption of contracted facility rentals to rental party contact(s) and any vendors associated with event.
- Athletics & Recreation staff should evaluate and report loss of revenue from postponement/cancellation of home and away-from-home competitions, cancellation of contracted events (i.e., facility rental agreements) or any other revenue generating activities affected by campus-wide cancellation of campus activities and events.

Appendix I

Emergency Planning - Pandemic Incident 500 Mile Radius - Washington DC



Appendix II

College/School/Unit Pandemic Continuity Procedures

Guidelines for developing a Pandemic Continuity Procedures are outlined below:

- I. Planning and Coordination
 - The assumptions listed at the beginning of this plan should be used when developing your individual plan.
 - Your individual pandemic preparedness plans should go into affect once the President activates the University Pandemic Preparedness plan.
- II. Supplies and Inventory
 - Each college/school/unit should complete an inventory of all supplies and equipment identified as essential to your ongoing business functions and establish a process to maintain an adequate inventory.
 - Shortages of supplies may occur during a pandemic due to an increase in demand, transportation system disruption or inability of suppliers to meet the demand due to their own staffing shortages. The university will take reasonable steps to ensure that key suppliers are prepared to supply us with regular shipments in the event of a disruption.
- III. Identifying Alternative Methods to Deliver Classes and Services
 - Each college/school/unit should consider what methods can be used to sustain essential services and classes.
 - Alternatives should be identified that will assist in maintaining the university infrastructure, services, care of research projects, and continuation of classes.
 - Alternative methods include, but are not limited to:
 - a) Create redundancy in your list of essential personnel.
 - b) Keep a small stockpile of essential supplies and consider how you will manage if they are not available.
 - c) Identify work functions that must be done in the office and those that can be done remotely. Create work plans for those that can be done remotely.
 - d) Work with colleagues to develop back up systems in the event of failures.
- IV. Faculty/Staff/Student Travel
 - During a pandemic outbreak, a delicate balance should be achieved when limiting travel or imposing other travel restrictions.
 - Keep in mind that highly impacted countries may be forced to close their borders. In addition, countries may impose quarantine periods and medical screening for incoming passengers.



- Colleges/schools/units should develop methods to quickly contact AU community members who are abroad.
- Colleges/schools/units should define “essential travel” and outline a procedure and identify who can approve or cancel travel during a pandemic event.

Appendix III

Social Distancing Guidelines for Communication Regarding a Communicable Disease Outbreak

In the event of an influenza pandemic or other communicable disease situation, American University may implement these social distancing guidelines to minimize the spread of the influenza and other communicable diseases among members of the campus community.

During the day:

1. Avoid meeting people face-to-face. Encourage use of the telephone, video conferencing and the Internet to conduct business as much as possible, even when participants are in the same building.
2. If a face-to-face meeting is unavoidable, minimize the meeting time, choose a large meeting room and sit at least one yard from each other if possible; avoid person-to-person contact such as shaking hands.
3. Avoid any unnecessary travel and cancel or postpone nonessential meetings, gatherings, workshops and training sessions.
4. Do not congregate in work rooms, pantries, copier rooms or other areas where people socialize.
5. Bring lunch and eat at your desk or away from others (avoid lunch rooms and crowded restaurants).
6. Encourage members and others to request information and orders via phone and e-mail in order to minimize person-to-person contact. Have the orders, materials and information ready for fast pick-up or delivery.

Outside activities

Employees might be encouraged to the extent possible to:

1. Avoid public transportation (walk, cycle, drive a car) or go early or late to avoid rush-hour crowding on public transportation.
2. Avoid recreational or other leisure classes, meetings, activities, etc. where employees might come into contact with contagious people.

Telecommuting

American University Pandemic Preparedness Guidelines



Managers will determine which, if any, employees may work from home and encourage all employees who are able to telecommute to do so.

Conferences, seminars and educational events

Managers will determine if and when to cancel or postpone university events.