



UNIVERSITY *of* MARYLAND  
EASTERN SHORE

**Pandemic Flu  
Plan**

**September 8, 2009**

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## **INTRODUCTION**

As the health officials indicate, a pandemic or worldwide outbreak of an influenza-like virus, could overwhelm health and medical capabilities across the world. This type of outbreak could potentially result in hundreds of thousands of deaths, millions of hospitalizations, and hundreds of billions of dollars in direct and indirect costs. This impact will likely affect the University of Maryland Eastern Shore campus, as well as across the nation. This summary statement will provide an overview of the University of Maryland Eastern Shore preparedness and response activities to mitigate campus-wide impact.

### **The Pandemic Threat**

A pandemic is a global disease outbreak. An influenza pandemic occurs when a new influenza A virus emerges for which there is little or no immunity in the human population, begins to cause serious illness, and then spreads easily person-to-person worldwide.

The University plan addresses different outbreak scenarios including different levels of severity of the virus and rates of transmission. To prepare for the most severe health scenario to affect the campus community – that of a highly infectious and fatal virus entering the United States – the plan developed for the University is based upon the assumption that at its most severe, the campus may need to suspend the academic program and close the UMES campus for some number of weeks or months until the rate of transmission of the virus begins to reasonably subside. In this report, this period is referred to as a Temporary Campus Closure (TCC). On an outbreak-by-outbreak basis, the University may modify its response as circumstances dictate. Decisions concerning the level of response will be guided by the most recent Center for Disease Control (CDC) guidelines and consultation with local and state health officials.

Given the ease in which seasonal viruses spread each year among the population, it is assumed that the academic environment of campus classrooms cannot be maintained in the face of a severe global pandemic without putting students, staff and others at risk of infection and possibly worse. The National Plan and other health sources recommend taking steps toward social distancing, minimizing public assemblies, proper cough/sneeze etiquette, increased hand washing, and other actions, in order to slow but never stop, the spread of the virus. Yet, it can be anticipated that at the height of a pandemic outbreak few students will feel comfortable sitting in classes without being fearful for their own health. In addition, the University may be directed by local, state or federal authorities to close the campus regardless of the institution's interest in doing otherwise.

The suspension of all classes and the closing of all residence halls will be potentially very disruptive for students wishing to attain Bachelors' degrees in four years or to complete graduate programs in a timely manner. Nevertheless, the UMES Pandemic Plan must contain such a scenario as a necessary means to protect members of the campus community.

The decision to close the University will be made by the University President. It will occur at a point after the first verified case is discovered in North America and be based upon a combination of the following decision criteria/factors:

- World Health Organization declaration of Phase 6—Pandemic period: Increased and sustained transmission in the general U.S. population
- Guidance from the Center for Disease Control
- Consultation with state and local health officials
- Confirmation of a high rate of infectivity, morbidity (rate of infection) and/or mortality (death rate)
- Rate/speed of disease spreading
- Local public health recommendations to curtail/cancel public activities in county or state
- Falling class attendance, students leaving campus
- Rising employee absenteeism
- Other regional schools/school systems closing
- Transportation systems closing/curtailing interstate travel
- Cases in the local Mid-Atlantic area occurring early versus late in the overall U.S. experience with the unfolding pandemic

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

### **Assumptions Underlying the Influenza-Like Illness Pandemic Plan of Action**

- An outbreak could interrupt normal University functioning for two to four weeks up to an indefinite period.
- The University may need to evacuate many of its students and employees and implement social distancing measures, but it may need to maintain some systems to support continued infirmary operations, international student housing, and essential research.
- An evacuation, if rapidly executed, may require some mechanism for family and friends to locate students, once they have left the campus.
- The University has existing media resources that can be mobilized for quick response in the event of an influenza-like illness emergency ([www.umes.edu/emergency](http://www.umes.edu/emergency)). Media relations and use of our own media assets (WHKW/88.3 FM, WESM-FM/91.3, Hawk TV/Channel 59) are additional assets to be used to support the communications plan.
- We expect this emergency will be similar, in some ways, to a snow emergency. Essential employees may need to function from either remote or campus locations to maintain services, including

communications. Options for limiting exposure of essential employees to the virus might be beneficial. Staff may be requested to work multiple shifts and critical staff may need to be on campus to service critical campus systems.

- Some level of loss of essential employees to illness or care for a loved one will require back up options for essential functions. Absenteeism attributable to illness, the need to care for ill family members, and fear of infection may reach 40% (pandemicflu.gov) with lower but still significant absenteeism both before and after the peak. Also, absenteeism may be affected by closing of public schools, quarantines, and other measures taken in the community.
- Those affiliated with the University, even if they are not employed or enrolled, will require information on our plans and implementation during the crisis. Parents and families, the surrounding community, governing bodies and elected officials will all require communication mechanisms.

### **Areas of Institutional Response**

If a case of pandemic flu contracted by human-to-human transmission is identified anywhere in the world, the Crisis Management Team will be activated. Meetings will occur every 2 weeks at a minimum or as deemed necessary. Leadership will be provided from the following areas of response as described here in more detail: (1) Public Relations, (2) Academic Affairs, (3) Health and Counseling Services, (4) Student Life, (5) Administrative Services, (6) Information Technology. Later in this report, these six areas are used to organize the response of the institution at each level of engagement with the potential flu pandemic.

1. Public Relations – Communication will be maintained via the use of the web, email, telephone, and the media, depending upon the continued availability of each of these options. Coordination of this area of response will be handled by Vice President for Institutional Advancement. Communication will be needed for various audiences at different stages of the pandemic. Specific plans for communication are outlined in the six Pandemic Flu Phases in the following section of this report. For each of these phases, draft communications will be developed in advance for use as needed. Preventive measures will be posted on the internet and pocket sized versions distributed.

*Web* - An Emergency Preparedness web site, linked to the University's top level page, will be used for broadcast information of a general nature, including general campus status information, and specific influenza-like illness information. As needed, the University web page may include links to other useful information such as the Center for Disease Control website ([www.pandemicflu.com](http://www.pandemicflu.com)). Updating can be done either on campus or off campus as conditions dictate.

*Email* – Existing mechanisms are in place for authorizing and sending mass email to the campus. As the situation develops, email services for general use will be supported with essential staff and will include all faculty, staff, and student accounts as well as listserv services.

*Telephone* – University land line telephones will be supported with essential staff and will include all current telephone lines. These telephones can be used to disseminate critical information to the campus via recorded voice mail messages. A University Call Center would be operational to provide current information on the campus situation and to be the point of contact for parent inquiries. This will require on-site staffing during regular business hours. After hours and on weekends, a core team

will be identified to manage phone calls, e.g., representatives from the Department of Public Safety and/or the Student Health Center. We will also offer voice updated campus information on the University's main line (410-651-2200). Cell phones may also be used for direct communication with critical employees as needed, depending upon continued service by such service providers. A limited number of satellite phones will be available to facilitate transmission in the event of phone outages.

*Media* – Critical messages may also be disseminated by Media Relations staff via newspaper advertising and commercial and public radio broadcast messages.

2. Academic Affairs – Continuity of instruction and research will be coordinated by the Office of the Vice President of Academic Affairs or his/her designee. Specifically, this group will explore and recommend how courses, the integrity of the academic calendar, and continuity of academic life might be maintained during a semester or session when the campus is closed for a week to several months.

3. Health and Counseling Services - The Health Center, in conjunction with County and State Health authorities, is responsible for coordinating all health care during a disease outbreak. The Director of the Student Health Center will provide leadership for those efforts. Supplies will be ordered for the Student Health Center and for hand sanitizer stations. As needed, Residence Life Facilities will provide beds and linen service. Counseling psychology teams from the Counseling Center will provide on-going care as indicated as well as provide assistance to first responders. The Director of the Counseling Center is responsible for coordinating all psychological services. Personal protective equipment (PPE) acquisition and directions for use will be coordinated by the Director of Environmental Safety.

4. Student Life - Student housing will be maintained unless evacuation is deemed appropriate. The Director of Residence Life will coordinate evacuation as deemed necessary. As long as students are in residence, food service functions will be maintained. In addition, the campus will maintain non-perishable food and water stores sufficient for five days. If an outbreak abroad endangers our students or faculty in study abroad programs, the Office of International Programs will respond to the situation, and will facilitate the evacuation of students should it become necessary. The Director of International Programs will get in contact with all of our faculty and staff affected abroad and will develop a response plan.

5. Administrative Affairs - Policies and procedures related to staff functions will be coordinated by the Vice President for Administrative Affairs. This will cover all areas responsible for providing financial services. This includes processing and issuing employee paychecks, paying bills, and ensuring funds can be procured for any necessary outside vendors. The Director of Physical Plant Operations and Maintenance will coordinate all physical plant activities including, but not limited to maintenance, transportation services, and environmental safety. The Department of Public Safety will be responsible for maintaining order. The Director of the Department of Public Safety will coordinate.

6. Information Technology – The Vice President of Planning, Assessment, Technology and Commercialization will be responsible for maintaining the information technology infrastructure to facilitate communications during the crisis.

## Vaccination Protocol

Seasonal, and/or other, flu vaccinations will be made available to students and to staff in the following departments, in the order listed: Public Safety, Student Health Center, Dining Services, and Physical Plant. The vaccination will be available to faculty and other staff as well.

### SIX PHASES OF INFLUENZA PANDEMIC

A. An influenza pandemic will evolve through the following series of phases (excerpt from [http://www.who.int/csr/disease/avian\\_influenza/phase/en/index.html](http://www.who.int/csr/disease/avian_influenza/phase/en/index.html) )

“In nature, influenza viruses circulate continuously among animals, especially birds. Even though such viruses might theoretically develop into pandemic viruses, in **Phase 1** no viruses circulating among animals have been reported to cause infections in humans.

In **Phase 2** an animal influenza virus circulating among domesticated or wild animals is known to have caused infection in humans, and is therefore considered a potential pandemic threat.

In **Phase 3**, an animal or human-animal influenza reassortant virus has caused sporadic cases or small clusters of disease in people, but has not resulted in human-to-human transmission sufficient to sustain community-level outbreaks. Limited human-to-human transmission may occur under some circumstances, for example, when there is close contact between an infected person and an unprotected caregiver. However, limited transmission under such restricted circumstances does not indicate that the virus has gained the level of transmissibility among humans necessary to cause a pandemic.

**Phase 4** is characterized by verified human-to-human transmission of an animal or human-animal influenza reassortant virus able to cause “community-level outbreaks.” The ability to cause sustained disease outbreaks in a community marks a significant upwards shift in the risk for a pandemic. Any country that suspects or has verified such an event should urgently consult with WHO so that the situation can be jointly assessed and a decision made by the affected country if implementation of a rapid pandemic containment operation is warranted. Phase 4 indicates a significant increase in risk of a pandemic but does not necessarily mean that a pandemic is a forgone conclusion.

**Phase 5** is characterized by human-to-human spread of the virus into at least two countries in one WHO region. While most countries will not be affected at this stage, the declaration of Phase 5 is a strong signal that a pandemic is imminent and that the time to finalize the organization, communication, and implementation of the planned mitigation measures is short.

**Phase 6**, the pandemic phase, is characterized by community level outbreaks in at least one other country in a different WHO region in addition to the criteria defined in **Phase 5**. Designation of this phase will indicate that a global pandemic is under way.

During the **post-peak period**, pandemic disease levels in most countries with adequate surveillance will have dropped below peak observed levels. The post-peak period signifies that pandemic activity appears to be decreasing; however, it is uncertain if additional waves will occur and countries will need to be prepared for a second wave. “

As the disease progresses and becomes more widespread, the danger to the campus community will increase. The Crisis Management Team has organized their planning according to the following levels. The progression of these levels may occur rapidly and be altered due to the recommendations of county, state, or federal authorities. A brief overview of these levels is provided here, with more detailed plans outlined in the following sections of this plan.

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

1. *Public Relations*: Post updated information on main University webpage. Increase educational campaigns on hand washing and respiratory hygiene.
2. *Academic Affairs*: Academic program continues as usual, web-based technology (BlackBoard) for online teaching utilized.
3. *Health and Counseling Services*: Provide personal protective equipment (PPE). Provide appropriate training for healthcare, residence life, custodial, and wellness center staff; provide seasonal influenza vaccine for all healthcare staff as well as for public safety, dining services, and physical plant designated employees; train counseling staff.
4. *Student Life*: Develop contingency protocols for housing and feeding students in the flu phases. Train staff appropriately.
5. *Administrative Affairs*: Business as usual. Order appropriate supplies and prepare protocols for absenteeism resulting in cancelled routes. Order supplies for evacuation/controlled entry situation.
6. *Information Technology*: Update Emergency Preparedness website and market it to the members of the University community.

**Level 1: First cases of efficient human to human transmission internationally - Campus open, business as usual, enhanced planning**

1. *Public Relations*: E-mail alert sent to all students and staff; webpage updated.
2. *Academic Affairs*: Business as usual. Faculty begin to prepare for shut down. Preparations in place to teach online or extend semester for course completion.
3. *Health and Counseling Services*: Increase supply of any available vaccines or appropriate medications. Train campus employees from other departments in healthcare and counseling support roles.
4. *Student Life*: Finalize all contingency plans. Order food/supplies for feeding all students in residence for five days.
5. *Administrative Affairs*: Essential staff notified of status in writing. Facilities open and fully operational. Temporary increases in purchasing card limits granted. Train all bus operators and transportation management staff on cleaning and transportation protocol. Ensure all staff have received appropriate seasonal flu vaccine if available.
6. *Information Technology*: Developing and maintaining databases and servers to facilitate communications between essential personnel and campus constituents.

**Level 2: First case in North America or some other triggering event – Implement social distancing measures; cancel classes and other scheduled activities; prepare to close; begin liberal leave for non-essential employees, essential employees report**

1. *Public Relations*: Education of community regarding signs/symptoms and when/where to seek help. Call center implemented to provide information.
2. *Academic Affairs*: Faculty begin to prepare for shut down. Preparations in place to teach online or extend semester for course completion. Faculty must prepare for unplanned student absences.
3. *Health and Counseling Services*: Facilitate social isolation. Provide surgical masks for all who enter Health Center. Frequent consultation with county and state health departments. Day-to-day counseling services suspended. An on-call system operating 24 hours a day, 7 days a week with a rotating counseling staff will be implemented.
4. *Student Life*: Be prepared to execute isolation of students in their residence hall and restrict movement. Manage parental expectations. Provide constant, updated information for students via web and e-mail. Begin food service operations to support infirmary.
5. *Administrative Affairs*: Essential staff may be subject to discipline for not reporting to work, subject to a review of the circumstances. Essential staff may be temporarily reassigned. All facilities prepare for closing. If possible, financial services will continue as usual. Require bus operators to wear PPE to limit exposure if transporting affected individuals. Begin implementation of controlled entry to campus.
6. *Information Technology*: Continue to maintain adequate service. Develop staffing models to assure appropriate coverage.

**Level 3: Within 1-5 days of declaring Level 2 – Shut down residence halls; close most administrative offices and most academic buildings**

1. *Public Relations*: Call center open. Webpage continually updated. E-mail alert sent to all students and staff. Campus wide voice mail sent to all staff.
2. *Academic Affairs*: Online, telephone, and/or e-mail course support and continuation offered where possible.
3. *Health and Counseling Services*: Operate infirmary in Health Center; counseling service delivery continues if possible with staff augmentation from other trained counselors.
4. *Student Life*: Manage evacuation of residential buildings including security of possessions, financial and travel issues. Only emergency dining facilities open.
5. *Administrative Affairs*: Essential services to all facilities maintained; some buildings closed and secured by Public Safety. Outside maintenance curtailed. Essential staff call in and may be subject to discipline for not reporting to work, subject to a review of the circumstances; financial services curtailed and manual billing and financial management will occur if possible. Implement campus evacuation plan with assistance of Public Safety; 18 passenger vehicles (capacity up of approximately 300 people) are available within 60 minutes notice. All regular transportation routes and services cancelled. Controlled entry points for essential employees.
6. *Information Technology*: Continue to provide communications infrastructure so that appropriate communications can be maintained.

**Level 4: As soon as practicable following Level 3 – Campus closed; declared emergency condition; evacuation of campus; all facilities closed except skeletal services for infirmary, housing for selected international students, and essential research; seal off access to campus; sustain closure**

1. *Public Relations*: Call center open if manageable from off site. Webpage continually updated.
2. *Academic Affairs*: Online, telephone, and/or e-mail course support and continuation offered where possible.
3. *Health and Counseling Services*: Infirmary operating on ground floor of Student Services Center;
4. *Student Life*: Evacuation completed and skeletal staff remain supporting few residence halls students that cannot vacate. Assist in relocating live in staff; all dining locations closed except infirmary and limited residence hall support.
5. *Administrative Affairs*: Campus buildings closed. Essential services maintained for selected areas. Essential staff call in and are subject to discipline for not reporting to work, subject to a review of circumstances. Financial services curtailed. Cash flow may dwindle and stop. Campus evacuation completed. All regular transportation routes and services cancelled. Controlled entry for essential employees.
6. *Information Technology*: Continue to support campus communications systems.

**Recovery Level: Recovery stage once pandemic is under control – Campus poised to re-open.**

- Public Relations*: Web services, telephone services, and email return to normal service levels. Media informed of reopening plans.
2. *Academic Affairs*: Classes begin and adjustments made in grading and credit earned based upon length of absence.
  3. *Health and Counseling Services*: Return to normal service levels; lingering health issues will be addressed on case-by-case basis; counseling support will be available for students having difficulty adjusting.
  4. *Student Life*: Protocols similar to those used for fall opening procedures will be implemented in residence halls, and dining services.
  5. *Administrative Affairs*: Facilities will return to full function; Human Resources will provide information about leave status issues; financial costs will be calculated and addressed.
  6. *Information Technology*: Services return to normal.

**PRE-LEVEL 1**

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

Public Relations:

Institution Wide:

- Crisis Management Team meets every 2 weeks or as needed to discuss preparations for each level and to confirm designation of responsibility for specific types of communications as described earlier in this report.
- Campus faculty, staff, and students are encouraged to become familiar with details of the Pandemic Flu Plan.
- Emergency Preparedness web site will be marketed to members of the University community and updated information will be posted on it as needed. This resource will be used during the Pre Level 1 period to communicate with students, faculty, staff, parents/families, trustees, regents, surrounding communities, local officials, state officials, and vendors.

- Educational campaigns on hand washing and respiratory hygiene will be increased. Information will be placed online and be available in print form.

#### Department Specific:

- All units will identify essential staff to maintain operations during Levels 1-4, and inform individual staff of their status in writing. This should be done as soon as practical.
- All units will confirm communication protocols for all staff levels (emails, departmental meetings, conference calls, etc.).
- All units will be ready to communicate how they will function/provide services with fewer staff, noting restrictions of hours and service levels and alternative means of getting services as appropriate.
- The Health Center will provide health promotion activities that stress infection control measures, e.g., respiratory hygiene and cough etiquette.
- The Health Center web site will be an additional source of current Pandemic Flu information for the campus.
- Public Relations will identify experts/spokespersons for campus from county and state health departments.
- Student Health Center in conjunction with Residence Life will prepare drafts of emails, web postings, FAQs, fliers to be used in (a) educational campaigns about hand washing, respiratory hygiene and cough etiquette, (b) personal protection campaign (e.g., what items students should have/store in their rooms and personal safety precautions), and (c) progressively difficult and dangerous situations. In addition all residents will be advised that all University housing will be shut down shortly after classes are canceled and all residents will be expected to evacuate the campus.
- University Human Resources will disseminate information about applicable leave policies and information on communicable diseases pursuant to the Memorandum of Understandings.

#### Academic Affairs:

- The Office of the Vice President for Academic Affairs will work with schools and departments to develop unit emergency plans, including plans for dealing with research and research facilities. A complete list of research facilities that must remain open will be maintained by the Office of the Vice President for Academic Affairs.
- Each school/department will be asked to designate an emergency point person(s).
- Emergency contact information for critical/essential staff will be distributed through schools and departments, then to the Office of the Vice President for Academic Affairs.
- In the Fall semester, Deans will ask each faculty member to discuss class activities/actions (5-10 minutes in class) to be implemented in case the campus is closed due to an influenza-like illness outbreak. Faculty will also be requested to include a paragraph in their syllabi outlining how their courses would be continued/completed in case of an emergency. Faculty members will be asked to set up an e-mail listserv for their classes and to consider how online teaching platforms and other technologies could be used in their courses.
- Academic departments and faculty will be given some flexibility in how they approach working with their classes/research – solutions will vary by discipline and size. For example, what works for a class of 10 might not work for a class of 60. Different approaches will be necessary for undergraduate and graduate students/programs; however, there needs to be coordination so that students are not required to do things for one class that will jeopardize their ability to complete another class.

- The Vice President for Academic Affairs will provide training for faculty to move appropriate segments of classes online via BlackBoard or other electronic media, and to learn how to use appropriate technology in cases of emergency so that their courses can continue.
- The Division of Academic Affairs will develop simple, basic templates and general directions at this level that will be sent to Deans/Departments/Faculty. These directions will include emergency contact information, lab protocols to be used in case of emergency, plans for animal care, and protocols that would be implemented if the University were closed for more than two weeks.
- The Academic Instruction and Research Emergency Management Plan is found in Appendix D.

#### Student Health:

- Health Center will prepare training programs and materials for staff, and establish cross training for staff who volunteer to be temporarily reassigned to meet temporary service needs that may arise from staffing shortages.

#### Student Life:

- Increase student education regarding hand washing and hygiene. Disseminate information on the Pandemic Plan. Appropriate information will be prepared for international students and students studying abroad. Identify students with special needs to ensure their needs are communicated to appropriate university departments.

#### Administrative Affairs: (Staffing, Facilities, and Financial Services):

- University Human Resources will re-visit existing workplace flexibility options (as appropriate) to provide advice and guidance to departments (e.g., teleworking, staggered hours of operation).
- All units will define essential staff within each department and within each level defined in this plan. Some employees may be defined as essential at one level but not at another. Employees are to be notified in writing of this designation. This should be done as soon as practical and should be followed up with a reminder at such time as the campus might go to a Level 1 or greater alert. All employees identified as essential will be provided vaccination by the university as it becomes available.
- All units will establish call-in procedures for essential employees. It is recommended that essential employees call in by a certain time each day to determine if they are required to report.
- All units will consider reassignment of staff within the department to meet temporary service needs.
- All units will identify vendors and allocate funding in conjunction with the Comptroller for potential financial impacts, including emergency supplies and contracted human services.

#### Information Technology

- Update Emergency Preparedness website and marketed to the members of the University community.

### **LEVEL 1**

***Level I: First cases of efficient human-to-human transmission internationally – Campus open, business as usual, enhanced planning.***

### Public Relations:

#### Institution Wide:

- Information on the Emergency Preparedness web site will be updated as needed to communicate current status of pandemic and institutional responses. Additional efforts to market the web site will also be implemented.
- Email alerts will be sent to students, faculty, staff, and parents/families of students informing them of current status and encouraging them to refer to the Emergency Preparedness web site.

#### Department Specific:

- All units will update departmental web sites with service specific information as conditions evolve over time.
- All units will provide information to staff about departmental issues and the care and safety of their families.
- The Health Center will provide health promotion activities that stress infection control measures, e.g., respiratory hygiene and cough etiquette.
- Health Center web site will be an additional source of current influenza-like illness information for the campus.
- The Center for International Education will send news updates to all international students with appropriate information. The news articles will have link to Center for International Education web site.
- All Study Abroad students will be notified of the situation on campus.
- Dining Services will educate students, faculty, and staff on the need to keep a three-day supply of food, water, and other essentials.
- Residence Life staff may conduct information meetings with student residents and other stakeholders as needed.

### Academic Affairs:

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

#### Study Abroad will:

- Continue communication with Study Abroad sites.

### Health & Counseling Services:

#### Healthcare:

- Provide appropriate training, certifications and updates for healthcare workers
- Promote campus-wide respiratory hygiene and cough etiquette
- Healthcare workers receive respirators and training on respiratory protection from Environmental Safety Manager
- Train non-clinical staff to provide support capacity during crisis
- Ensure all staff have had opportunity to receive seasonal influenza vaccine
- Increase supply of PPEs, Tamiflu, medical goods and food supplies

#### Counseling:

- Provide preparedness training for all professional staff psychologists to identify and alleviate panic reactions, irrational behavior, debilitating anxiety, clinical depression, rumor mongering, denial and post traumatic stress syndrome

#### Student Life:

##### Dining Services:

- Increase supplies to cover five days for all students in residence, plus 100 staff and others.
- Determine final staff (with names) for the basic operation of the main dining hall –the Plateau for the emergency location for all meals and Infirmary Support.
- Establish a liaison for Dining Services and Residence Life to coordinate emergency dining needs and availability.
- Monitor the delivery of supplies.
- Increase the security of supplies.
- Begin sanitation protocol of service and seating areas, if requested by Health Center.
- Pre-position equipment necessary for emergency service operations.

##### Residence Life:

- Finalize bulk purchases (surgical masks, gloves, water, etc.) including kits for live-in staff the same as issued to officers. Finalize residence hall storage locations for medical supplies, bottled water, and non-perishable foods.
- Identify staff members at all levels who may be required to have direct close contact with sick persons at Levels 3 and 4. Identify and communicate requirements for student employees at Levels 2, 3, and 4.
- Finalize contingency plans for students who will depend on campus housing and meal services for some period after a campus closing/evacuation (e.g., international students, residents who cannot travel home because of distance or travel restrictions).
- Outline special needs of live-on staff members (RAs, ADs, GAs, etc.) and families. Identify alternate staff accommodations for certain crisis situations.
- Explore on-line “ride board” that would let students arrange rides home with other students and thus facilitate student evacuation.
- Identify students whose home addresses are in areas of the world affected by early human-to-human cases. Offer support to these students.
- Continue normal housekeeping services utilizing standard cleaning products and protocols.
- Prepare to accommodate any students returning early from Study Abroad.
- Make plans for tracking, tabulating all costs associated with influenza pandemic preparations and implementation of plans.

##### Center for International Student Education:

- Set up travel advisory network for students who may wish to return home.
- Use Work-at-Home inventory to prepare for Levels 2, 3, and 4.

##### Study Abroad:

- No action.

All Units:

- Train staff on how to discuss issues fully.
- Establish appropriate liaison relationships among the following: Residence Life and Dining Services.
- Residence Life will need to understand the scope, location, and extent of services available from Dining Services, Health Center, and Counseling Center as the crisis unfolds.

Administrative Affairs:

Facilities:

- Inventory cleaning supplies
- Procure, store and provide sufficient and accessible soap, alcohol-based hand hygiene products (e.g., Purell), tissues and receptacles for their disposal.
- No special cleaning procedures or products needed.

Financial Services:

- Increase University Working Fund and implement emergency cash flow as needed.
- Increase purchasing card transaction limits to facilitate procurements.

Staffing:

- Distribute letters to all staff outlining potential hazardous conditions in accordance with MOU.
  - Implement training program for bus operators and drivers
  - Create and maintain a list of essential employees for on-call driving responsibilities (in case of evacuation or mass absenteeism)

The following responsibilities would take place pre-evacuation:

- Department of Public Safety - Procurement of barriers for blocking roadways
- Office of Information Technology - Developing the ARES Database used to allow essential employees on to campus during a controlled access situation
- Facilities Management - Storing barricades and preparation/contracts to secure commercial tents/awnings for check-in and check-out areas.
- Human Resources - Developing systems and procedures for activating the information resources to provide information on the status of the campus for employees.

**LEVEL 2**

**Level 2: First case in North America or some other triggering event – Implement social distancing measures; cancel classes and other scheduled activities; prepare to close; begin liberal leave for non-essential employees, essential employees report**

Public Relations:

Institution Wide:

- Information on the Emergency Preparedness web site will be updated as needed to educate the campus community regarding flu signs/symptoms and when/where to seek help. Opportunities for 2-way communication will be provided.

- Call Center will be implemented and staff provided information for use in responding to inquiries.
- Email alerts will be sent to students, faculty, staff, parents/families, trustees, regents, state officials, and vendors apprising them of status of flu on campus and steps being taken by the institution.
- Media will be alerted to the status of the flu on campus and steps being taken by the institution.

#### Department Specific:

- Address Poultry operation. Cease and neutralize existing poultry population campus-wide. The Farm Manager will coordinate.
- All units will keep staff in their areas informed of the current status of pandemic and institutional responses.
- All units update websites for altered services, locations and hours.
- All units maintain staff phone trees.
- All units will publicize Health Center protocols for hand washing, respiratory hygiene and cough etiquette.
- All units may want to also monitor the nature and volume of calls/inquiries/suggestions received from students, parents, media, and staff members.
- All units will need to implement a procedure for dealing with a possible increased media presence, including access issues, and referrals to campus public information staff.
- Health Center will educate the campus regarding signs/symptoms and when/where to seek help.
- Signs will be posted at entry doors of the Health Center notifying patients with coughs to put on mask.
- Health Center personnel will conduct frequent consultation with the county and state health departments.
- Residence Life will announce that all University housing will be closed immediately, and students will need to prepare to evacuate.
- Residence Life will post on their web sites references to the institutional plans for influenza-like illness, urging precautions be taken and outlining campus contingency plans to combat spread. Same information might also be communicated via direct email to parent distribution list.
- Residence Life will communicate Health Center protocols for infection control in areas such as residence halls where social isolation is difficult.
- Residence Life will share information about resources for coping with fears (Counseling Center, chaplains), and assist counseling staff in getting into the communities in small groups for staff and students.
- International Education Services would send news issue to all international students giving options for action for students so they can prepare to make difficult decisions if necessary.
- Study Abroad staff, faculty directors (if oversees), and students will be notified of emergency contact information, including home phone numbers, of the Study Abroad and CIS staff. A link will be placed on the Study Abroad web site to the Emergency Preparedness and Health Center web sites.

#### Academic Affairs:

- On-campus classes will be canceled.
- Alternative instruction methods will be employed where possible.
- Most research activities that depend upon campus facilities will be temporarily suspended. A checklist to guide the temporary closure of laboratories is available in Appendix I.

#### Study Abroad staff will:

- Notify staff, faculty directors and students abroad.

## Health and Counseling Services:

### Healthcare:

- Ensure all staff know how and when to use PPE.
- Monitor supplies.
- Post notices at all entry doors notifying patients to put on mask.
- Establish fever clinics.
- Conduct influenza testing per most recent CDC guidelines.
- Separate acute illness services from routine care.
- Educate medical staff regarding safe handling of deceased.
- All staff classified as essential.
- Activate infirmary (20 emergency beds in Hytche Athletic Center).
- Identify contingent staff to provide care.

### Counseling Services:

- Suspend day-to-day operations.
- Implement on-call system (24/7).
- Assess need and provide short-term stress counseling for the campus community.
- Attend to first responders (healthcare workers and campus police).
- Designate all professional psychologists and counseling staff as essential (including at least one interpreter for the deaf).

### PPE:

- For healthcare providers (medical personnel), follow airborne precautions including fit-tested respirator for close contact with suspected/confirmed cases
- For healthcare workers (non-medical personnel working in Health Center or facility housing sick/symptomatic individuals), wear gloves and surgical mask when entering patient-occupied rooms.
- For emergency medical transportation personnel, provide and require use of surgical masks for patients. For vehicle cleaning personnel, encourage use of gloves and surgical mask.

## Student Life:

### Dining Services:

- Prepare to close all services except emergency support
- Begin infirmary support in University Dining Services facilities
- Begin 24 hour alert: one senior staff member on campus at all times
- Document expenses of feeding students/faculty/staff not on meal plans

### Residence Life:

- Prepare to close all residence halls.
- Finalize residence hall storage action plans.
- Address students' stockpiling of food and supplies, including pest management.
- Assist with departures from residence halls.
- Office of Public Relations, in conjunction with the Residence Life, will send mass emails to the residential community outlining the institution closing, closing of residences, campus evacuation and other campus actions (e.g., evacuation instructions; evacuation services by DOTS; online instruction; service levels to be maintained/curtailed during evacuation, event cancellations, travel restrictions, visitor restrictions,

pre-emptive building closings, shelter-in-place/isolation in other residences. Direct email to parent distribution list.

Center for International Education:

- Make decisions about immigration coverage
- Implement travel advisory procedures for students who may wish to return home
- Hold advising sessions for students who may wish to stay in the U.S. during Levels 3 & 4

Study Abroad:

- Notify staff, faculty directors and students abroad

Administrative Affairs:

Facilities:

- All essential personnel report and all essential facility services maintained.
- Routine maintenance cut back.
- Procure, store and provide sufficient and accessible soap, alcohol-based hand hygiene products (e.g., Purell), tissues and receptacles for their disposal.
- In Health Center, follow facility procedures and include regular cleaning of patient-occupied rooms.
- For Health Center and emergency medical transport vehicles, use any EPA-registered hospital detergent/disinfectant. Give special attention to frequently touched surfaces in addition to floors and other horizontal surfaces.
- Blood and other bodily fluid spills must be handled in accordance with blood-borne pathogen procedures.

Financial Services:

- Implement manual billing process if necessary
- Process student billing through Working Fund if system is unavailable
- If needed, delegated units will be requested to assist with processing accounts payable
- State Central Payroll Bureau would run payroll if needed

Staffing:

- Essential regular, C2 and C1 employees shall report to work. All departments will define and notify in writing employees who are determined to be essential. Essential employees are subject to discipline for not reporting to work, subject to a review of the circumstances
- Non-essential regular and C2 employees may take annual, personal or sick leave and may be granted excused unpaid leave if other leave sources are exhausted.
- Instruct all staff on remote desktop access procedures.
- Finalize and communicate protocols for reporting sick absences.
- All units monitor staffing levels, health, morale, and absenteeism.
- All units reassign staff if necessary.
- All units monitor impacts/revised service expectations related to liberal leave.
- Implement exposure control plan if buses are used to transport sick individuals
  - Surgical masks for symptomatic riders
  - Surgical masks for drivers if they request them
  - Each transport vehicle will be cleaned with EPA-registered hospital detergent/disinfectant

- Begin to implement campus evacuation procedures with other campus departments.
- Identify sources of antiviral medication and relay to first-responders and staff.

### **LEVEL 3**

#### **Level 3: Within 1-5 days of declaring Level 2 – Shut down residence halls; close most administrative offices and most academic buildings**

##### Public Relations:

##### Institution Wide:

- Information on the Emergency Preparedness web site (www.umes.edu) will be updated on a continual basis as needed. Opportunities for 2-way communication will be provided.
- Call Center will be fully operational.
- Email alerts will be sent to students, faculty, staff, parents/families, trustees, regents, state officials, and vendors apprising them of status of flu on campus and steps being taken by the institution.
- Campus wide voice mail will be sent to students, faculty, and staff. Other appropriate telephone contact will be made with other stakeholders.
- Media will be apprised of evolving status of the flu on campus and steps being taken by the institution.

##### Department Specific:

- All units will follow campus protocols for updating the web and other communications, including approvals and sequencing of updates, relay of information between departments and the Incident Response Team/Incident Command, and taking into account the nature and volume of student, parent, and media inquiries.
- Health Center contact with county and state health departments will be maintained.
- Residence Life will email students directly affected by campus action (e.g., evacuation, quarantine or isolation, relocation) specifying actions they must take.
- International Education Services will send IES news issue to all international students and link it to the IES web site. Perhaps open a blog for more instantaneous news.
- Study Abroad will continue to keep students informed of progress of flu on campus and the institution's response.

##### Academic Affairs:

- Suspend all academic programs and classes for some length of time to allow for evacuation and travel.
- If the University were required to close during the spring or fall semester(s) for one to two weeks, we would have the ability to make up work missed and provide the required 15 contact hours per class credit without significantly altering the semester calendar/structure.
- For any closure extending beyond two weeks, the University must consider extending the semester through the end of May and/or through Summer Session I and II. If necessary, the Fall Semester can be extended into the end of December and/or Winter Term.
- Immediately, faculty can conduct coursework from off-site using listservs to communicate with students, telephone conference call support.
- Long term, a course space for every course can be constructed in our course management system. In order to do this, several quick guides would need to be developed – these would be available as text, audio or video formats for faculty.

### Health and Counseling Services:

#### Healthcare:

- Clearly communicate uses, resources and limits of care/services at Health Center. Identify and publicize alternate care locations.
- Disburse equipment and supplies as needed.
- Ensure adequate disinfection of equipment after use.
- Discontinue all routine care.
- Activate emergency triage to determine level and location of care for new patients.
- Dispense vaccine and anti-viral medication.
- Monitor healthcare workers for signs of illness.

#### Counseling Services:

- Activate pre-selected campus-based psychologists/counselors to supplement Counseling Center staff.
- Implement telephone and online counseling to alleviate psychological trauma.

#### PPE:

- For healthcare providers (medical personnel), follow airborne precautions including fit-tested respirator for close contact with suspected/confirmed cases, discontinue all aerosol-generating procedures.
- For healthcare workers (non-medical personnel working in Health Center or facility housing sick/symptomatic individuals), wear gloves and surgical mask when entering patient-occupied rooms.
- For emergency medical transportation personnel, provide and require use of surgical masks for symptomatic patients. For vehicle cleaning personnel, encourage use of gloves and surgical mask.

### Student Life:

#### Dining Services:

- Student Services Center kitchen moves to 24 hour operations.
- Senior staff member on duty at all times.

#### Residence Life:

- Implement webcast staff meetings.
- Assure extra food/supplies in place in buildings scheduled to accommodate students during closing.
- Respond to forced departures/closing of residence halls: instructions to residents, timeline, dealing with parents, securing possessions.
- Relocate live-in staff and students who cannot leave.
- Prepare to execute isolation if ordered – feeding, sanitation, voluntary departures, services during isolation.
- Scale back services, close 24 hour desks.
- Reassign furniture/housing spaces for temporary housing plan.

#### Center for International Education Services:

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

#### Study Abroad:

- Notify students, faculty and staff who are abroad

### Administrative Affairs:

#### Facilities:

- Develop protocol of what is the best method to assist in minimizing transmission of flu by potentially using building environmental systems where possible.
- Essential services to all facilities maintained (utilities, HVAC). Services to data, research and animal care facilities maintained.
- Non-essential buildings closed and secured by Public Safety.
- Outside maintenance curtailed.
- Procure, store and provide sufficient and accessible soap, alcohol-based hand hygiene products (e.g., Purell), tissues and receptacles for their disposal.
- In Health Center, follow facility procedures and include regular cleaning of patient rooms.
- For Health Center and emergency medical transport vehicles, use any EPA-registered hospital detergent/disinfectant. Give special attention to frequently touched surfaces in addition to floors and other horizontal surfaces.
- Blood and other bodily fluid spills must be handled in accordance with blood-borne pathogen procedures.

#### Financial Services:

- If financial management systems are not available, cash flow to the University would dwindle and stop.
- Implement emergency paycheck distribution plan.

#### Staffing:

- Essential regular, C2 and C1 employees shall report to work. All departments will define and notify in writing employees who are determined to be essential. Essential employees are subject to discipline for not reporting to work, subject to a review of the circumstances.
- Non-essential regular and C2 employees shall receive paid administrative leave.

#### Transportation and Evacuation:

##### Transportation:

- Implement campus evacuation plan.
- Contact bus operators and other essential staff as conditions warrant. Explore commercial bus service if needed.
- Maintain communications with other organizations and departments to share best practices in managing the pandemic.

### **LEVEL 4**

**Level 4: As soon as practicable following Level 3 – Campus closed; declared emergency condition; evacuation of campus; all facilities closed except skeletal services for infirmary, housing for selected international students, and essential research; seal off access to campus; sustain closure**

### Public Relations:

#### Institution Wide:

- Information on the Emergency Preparedness web site will be updated on a continual basis as needed. Opportunities for 2-way communication will be provided.
- Campus Main Line will be fully operational.
- Email alerts will be sent to students, faculty, staff, parents/families, trustees, regents, state officials, and vendors apprising them of status of flu on campus and steps being taken by the institution.

- Media will be apprised of evolving status of the flu on campus and steps being taken by the institution.

Department Specific:

- Health Center contact with county and state health departments will be maintained.
- Residence Life, Center for International Education Services, and Study Abroad staff will continue to maintain email contact and web information as appropriate at this stage.

Academic Affairs:

- If the University were required to close during the spring or fall semester(s) for one to two weeks, we would have the ability to make up work missed and provide the required 15 contact hours per class credit without significantly altering the semester calendar/structure.
- For any closure extending beyond two weeks, the University must consider extending the semester through the end of May and/or through Summer Session I and II. If necessary, the Fall Semester can be extended into the end of December and/or Winter Term.

Health and Counseling Services:

Student Health:

- Continue emergency triage to determine level and location of care for new patients.
- Dispense vaccine and anti-viral medication if and when it becomes available.
- Monitor healthcare workers for signs of illness.

Counseling Services:

- Continue assessing and serving disoriented students with emergency psychological assistance.

PPE:

- For healthcare providers (medical personnel), follow airborne precautions for close contact with suspected/confirmed cases, discontinue all aerosol-generating procedures.
- For healthcare workers (non-medical personnel working in Health Center or facility housing sick/symptomatic individuals), wear gloves and surgical mask when entering patient-occupied rooms.
- For emergency medical transportation personnel, provide and encourage use of surgical masks. For vehicle cleaning personnel, encourage use of gloves and surgical mask.

Student Life:

Dining Services:

- Inform Health Department of unit closures.
- All locations closed.
- If supplies allow, distribute food and water to those traveling long distances.
- Safeguard remaining food supplies.
- Food Service may be necessary for any remaining employees (i.e. public safety, etc.).

Residence Life:

- Monitor sanitary conditions of vacated residence halls.
- Control unauthorized entry to closed halls.
- Manage access/entry to halls remaining open.
- Assist with relocation of students to those halls.

- Ensure sufficient services to students who remain - safety & security, sanitation, access, staffing, counseling, communication.

#### Center for International Education Services:

- Assure undergraduate international students can remain in residence halls or are relocated if they cannot return home.

#### Study Abroad:

- Notify students, staff and faculty who are abroad.

#### All Essential Staff:

- Public Safety, Plant Operations, Dining, Residence Life, and Health Center work together to determine location and needs of people who cannot be evacuated or have been temporarily reassigned.
- Document evacuation destinations for staff to maintain phone contact.
- Monitor well-being, health and morale of essential staff who may be required to remain on campus.

#### Administrative Affairs:

##### Facilities:

- Essential services maintained to all buildings (utilities, HVAC).
- All contractual work and maintenance activities curtailed.
- Essential staff working in shifts to maintain essential services.
- Procure, store and provide sufficient and accessible soap, alcohol-based hand hygiene products (e.g., Purell), tissues and receptacles for their disposal.
- In Health Center, follow facility procedures and include regular cleaning of patient-occupied rooms
- For Health Center and emergency medical transport vehicles, use any EPA-registered hospital detergent/disinfectant. Give special attention to frequently touched surfaces in addition to floors and other horizontal surfaces.
- Blood and other bodily fluid spills must be handled in accordance with blood-borne pathogen procedures.

##### Financial Services:

- If financial management systems are not available, cash flow to the University would dwindle and stop

##### Staffing:

- Essential regular, C2 and C1 employees shall report to work. All departments will define and notify in writing employees who are determined to be essential. Essential employees are subject to discipline for not reporting to work, subject to a review of the circumstances.
- Non-essential regular and C2 employees shall receive paid administrative leave.
- Non-exempt essential regular and C2 employees will receive overtime if warranted.

#### Department of Public Safety:

##### Limited Access – Essential Employee Access Procedures:

- In the event of a complete closure of the University to non-essential employees and the general public, all campus entrances will be secured.
- Once all entrances to the campus are secured the only ingress and egress to campus will be through the East end of campus at the security booth.

- Once the University has declared that it is closed to all but essential employees notifications must be made through various information sources. These should include but not be limited to: electronic media, University Homepage, FM 91.3 WESM and campus main line (410) 651-2200.
- All essential employees that are to be allowed on campus and in the Essential Employee Database in ARES will enter the campus through East end of campus at the security booth. Once on campus employees will be channeled into Lot S (fenced lot on Backbone Road) and be screened prior to being allowed to continue onto their destination on campus.
- To expedite the flow of traffic all vehicles would be routed through drive-up check-in gate. At the gate station the driver would provide the staff member at the gate with their name and a valid identification card (UMES ID or Driver's License). The staff member would check the person against the ARES Database and if they are permitted to be on campus they would be entered into the ARES Database as arriving on campus.
- The ARES Database will have been populated by key University personnel. It is suggested that those individuals already listed in the Emergency Contact List maintained by the Department of Public Safety be authorized to enter names of essential employees requiring access into the database.
- After the employee has completed work for the day they would drive back through the area where they checked-in and repeat the process for check-out. Upon check-out the staff member would again enter the employees name into the ARES Database as having left campus.

## **RECOVERY**

***Recovery Level: Recovery stage once pandemic is under control – Campus poised to re-open.***

### Public Relations:

#### Institution Wide:

- Announcements regarding reopening procedures and timetable will be communicated via email, web, and media.
- Student return policy, procedures announced via e-mail & Web (health and safety precautions, what to expect, what to bring, pro-rata credits for unused portions of services).

### Academic Affairs:

- In coordination with other response teams and with USM, Academic Affairs will coordinate the resumption of classes and other academic activities.

### Residence Life:

- Continue security program for unoccupied halls
- Implement cleaning protocols and inspections required before residents can return.
- Conduct 'by room verifications' or similar process to determine which residents have not returned by certain key dates.

### Administrative Affairs:

#### Staffing:

- All staff return to work.
- Pay distribution plan implemented, including last pay for hourly employees (assume paid Administrative Leave by regular salaried employees).

Financial Management - Funding Additional Costs:

- The University does have sufficient reserves to handle some level of additional emergency costs. Should these costs begin to grow into the tens of millions, then we would have to look at other alternatives for funding. This would likely mean that Executive Officers would convene to determine the possibility of redirecting funds from certain projects, deferring facility renewal projects, or borrowing externally or internally.
- A major flu pandemic would be a national or at least a regional issue of significant impact. Therefore, it would be likely that Federal and/or State emergency funding could be made available to us.

Financial Implications of Campus Closure:

**To be determined as the recovery process progresses.**

**List of Appendices**

**Appendix A- Public Relations Communication Roll Out Plan**

**Appendix B- Fall 2009 Student Correspondence Draft**

**Appendix C- Fall 2006 Student Correspondence Draft**

**Appendix D- Academic Instruction and Research Emergency Management Plan**

**Appendix E- Farm Operations**

**Appendix F- Study Abroad Emergency Action Plan**

**Appendix G- Departmental Pre -Closing Considerations**

**Appendix H- Departmental Closing Plan**

**Appendix I- Checklist for Temporary Closure of Laboratories**

**Appendix J- Point of Distribution Center Plan**

**Appendix K- Emergency Plan for University Dining Services**

**Appendix L- Human Resources Staffing Policies and Procedures**

**Appendix A**  
**Public Relations Communication Draft Plan**  
**University of Maryland Eastern Shore Pandemic Influenza Plan**  
**Division of Institutional Advancement**  
**Office of Public Relations**

As a public institution of higher learning, the University of Maryland Eastern Shore has a responsibility and a commitment to disseminate information about its programs and activities and to be responsive to its various constituencies.

Therefore, a good crisis communication plan outlines what must be done in times of crisis, but must also be flexible enough to adapt to specific situations as they unfold. The plan must also be periodically tested and evaluated to ensure its effectiveness.

In the case of an influenza-like illness pandemic, the Division of Institutional Advancement, and more specifically, the Office of Public relations is the only office through which official university announcements, activities and statements may be communicated to the media. This includes releasing information about emergencies, crimes, controversies, official positions on issues involving the University and other events to which the press has reasonable claim.

University officials should develop a few clear, simple messages for its stakeholders and the media. These messages should be delivered repeatedly and clearly and by one voice. The messages should demonstrate concern about what is happening and for the people involved, and should explain what the university is doing in response to the problem.

In preparing a response, the crisis team should make a list of all possible tough questions that the media or the public might ask. By composing responses to these questions, the spokesperson can be better prepared for interviews and press briefings.

Specifically, the response of the Office of Public Relations at each level of engagement with the flu pandemic will be as follows:

**Pre-Level 1: Prior to efficient human to human transmission.** Communications will be drafted for various audiences at different stages of the pandemic. Pre-Level 1 communications will include information detailing the migration of infected animals to the United States and will be first disseminated to the campus community and then to the area media. For the media, press briefings or official statements will be the main form of communication.

Updated communications will be posted on the emergency preparedness web site to be linked to the main University webpage as well as the public relations web site. Emphasis will be placed on educational campaigns involving hand washing procedures and respiratory hygiene.

The emergency preparedness web site must include communications outlining long-term plans for displaced students and non-residents, the location of on-campus shelters, meal plans, and other information specified in this overall plan.

University stakeholders include students, faculty and staff; the Board of Regents; the media; parents; the general public; and the alumni. The Crisis Communications team will determine which of the university's stakeholders need to be informed of each situation throughout the pandemic and in what order they should be informed.

**Level 1: First cases of efficient human to human transmission internationally – campus open, business as usual, enhanced planning.** At this juncture, an email alert will be sent to all students, faculty and staff and the web page will be updated to reflect the first cases of efficient human to human transmission. All University constituents will be encouraged to refer to the emergency preparedness web site. Press briefings and statements will be issued detailing the current status of the pandemic and institutional responses, while efforts to market the website will continue.

**Level 2: First case in North America or some other triggering event – implement social distancing measures; cancel classes and other scheduled activities; prepare to close; begin liberal leave for non-essential employees, essential employees report.** Efforts to support the education of the campus community regarding signs and symptoms and where to seek help will intensify. Communications will be maintained via the use of the web, email, and the media. In addition, a crisis hotline number will be implemented to provide information.

The hotline can be updated to include a specific message or to take calls from concerned parents and students. The number will be publicized through the use of email, the web and media statements. Press briefings and statements will be issued detailing the current status of the pandemic and institutional responses, while efforts to market the website will continue.

**Level 3: Within 1-5 days of declaring Level 2 – shut down residence halls. Close most administrative offices and most academic buildings.** The Office of Public Relations will maintain call center operations. Communications will be effected through email alerts, campus wide voice mail messages, and web page updates. All forms of communication will reflect campus closings. Press briefings and statements will be issued detailing the current status of the pandemic and institutional responses, while efforts to market the website will continue.

**Level 4: As soon as practicable following Level 3 – campus closed; declared emergency condition; evacuation of campus; all facilities closed except skeletal services for infirmary, housing for selected international students, and essential research; seal off access to campus; sustain closure.** Press briefings and statements will be issued detailing the current status of the pandemic and institutional responses, while efforts to market the website will continue. The call center will be moved to an off-campus command post at a location to be previously determined. Up to date information will be scripted for volunteers monitoring the phones.

**Recovery Level: Recovery stage once pandemic is under control – campus poised to re-open.** Press briefings and statements will be issued detailing the current status of the pandemic and institutional responses, while efforts to market the website will continue.

Web services, telephone services, and email return to normal service levels. Communications will be effected through email, campus wide voice mail, and web page updates. All forms of communication will reflect how the campus will re-open.

**Appendix B**  
**Fall 2009 Student Correspondence Draft**

**Information and Guidance on the H1N1 Flu Virus**

There have been confirmed cases of H1N1 flu on the UMES campus. It is important for all members of the campus community to take precautions to minimize their exposure to the flu virus and decrease the spread of H1N1 flu. We have updated the guidelines below to assist you in caring for yourself during this outbreak of flu:

**Prevention**

It is essential for individuals to take personal responsibility to decrease the spread of illness. As with any other seasonal flu, precautions should be taken to avoid becoming ill or spreading the illness to others. We recommend that all individuals get a seasonal flu shot and the H1N1 flu shots when they are available to help limit the number of persons who are sick. General Precautionary Measures include:

1. **Clean your hands:** Washing your hands **often** will help protect you from germs. Use of personal bottles of hand sanitizer can help when soap and water is not available.
2. **Cover your mouth and nose:** Cover your mouth and nose with a tissue when coughing or sneezing. It may prevent those around you from getting sick.
3. **Avoid touching your eyes, nose or mouth:** Germs are often spread when a person touches something that is contaminated with germs and then touches his or her eyes, nose or mouth.
4. **Avoid close contact:** Avoid close contact with people who are sick. When you are sick, keep your distance from others to protect them from getting sick too.
5. Stay home when you are sick for 7 days or until you have been fever free (without taking fever reducing medication) for 24 hours. Stay home from work, school, the cafeteria and errands when you are sick. You will help prevent others from catching your illness and rest can ease complications. It is your responsibility to notify your professors and you must arrange for make-up work or exams.
6. **DO NOT PANIC.**

## Symptoms and Response

**Campus Residents and Students in Off-Campus Housing:** If you develop flu-like symptoms, including a fever greater than 100° F ***and*** cough or sore throat, consider whether it is in your best interest to leave campus and go home. Before you contact the Student Health Center or another medical provider for treatment, confirm your fever using a thermometer. If needed, disposable Temp-Dot thermometers are available at the Student Health Center. Ask someone, *preferably not your roommate*, to pick up the disposable thermometer for you.

If you have the symptoms listed above, it is important to control your fever by drinking a lot of fluids such as water, juice, ice or hot tea, sodas and/or sports drinks and using medications such as:

- Tylenol (acetaminophen) 2 tablets every 4 hours (do not use more than this dose however)
- Motrin/Advil (ibuprofen) 2 tablets **with food** every 4-6 hours
- Aleve (naproxen) 2 tablets **with food** every 12 hours

If you have the above symptoms ***and*** the following health problems or conditions, please contact the Student Health Center for an appointment:

1. You are pregnant or suspect you may be pregnant
2. You are under the age of 19 years
3. You have asthma for which you have taken medications in the past year
4. You have a chronic disease or are taking immunosuppressant medications
5. You have a fever that does not go below 100 when taking the above medications

It is expected that most individuals suffering from H1N1 flu will recover without needing medical care. Unless you have a severe illness, are at high risk for flu complications, or otherwise find it necessary to seek medical care, you should inform your professors, stay home and minimize contact with others, including avoiding travel, work and school for seven days after your symptoms begin or until you have been symptom-free for 24 hours, whichever is longer. If you find it necessary to seek medical care, you should contact your health care provider. When you go outside to seek medical care, wear a facemask (if available) and cover your coughs and sneezes with a tissue.

**Antiviral medication:**

Prescription antivirals such as Tamiflu are effective in decreasing the severity and length of your illness if you have the flu and are effective in the short term for preventing the flu if you have close contact with someone with the virus. These medications must be started within 48 hours of the first symptoms of fever and cough or close exposure to and infected person or they are not effective. Please call the Student Health Center for more information. These medications are at local pharmacies and you will need to pay your insurance copayments or the cost of the medications to receive them.

## **Frequently Asked Questions**

### ***How long can the H1N1 virus live on surfaces?***

The H1N1 flu is fragile and cannot survive long on environmental surfaces—the virus is primarily spread through human contact.

### ***Where can I get more information about the H1N1 virus?***

For additional details on the H1N1 flu virus nationwide, visit the CDC's [H1N1 Web site](#). For questions about the situation in Maryland, call 1-877-MDFLU4U (633-5848), 9 a.m. to 9 p.m. Monday through Friday and 9 a.m. to 6 p.m. on weekends. The Maryland Department of Health and Mental Hygiene will accept flu questions by e-mail at [swineflu@dhmh.state.md.us](mailto:swineflu@dhmh.state.md.us).

### ***Does the university have a plan for responding to H1N1 and other medical emergencies?***

The university continues to follow the basic strategies laid out in the Pandemic Flu Plan which is available at [www.umes.edu/emergency](http://www.umes.edu/emergency). Please note that the plan assumes a virus of much greater severity than H1N1, and its guidelines in the process of being updated. In particular, the travel guideline dictating a seven to 10 day quarantine of individuals who have been in areas exposed to the virus will be eased to a recommendation that these individuals self-monitor their symptoms. Individuals should avoid coming to campus and contact their health care provider if they develop a fever above 100° F *and* have a cough or sore throat.

### ***What is the university's medical excuse policy?***

Please visit the Student Health Center website to view the Medical Excuse Policy. Visit [www.umes.edu/StudentHealth](http://www.umes.edu/StudentHealth).

### ***What are the Health Center's hours?***

The Health Center is open Monday – Friday from 8 a.m. to 5 p.m. Walk-in hours are 8 a.m. to 11 a.m. and 1 p.m. to 4 p.m. are for scheduled appointments. Call 410-651-6597 for further information.

***How should faculty/staff respond to the virus in their classroom/workplace?***

In an effort to continuously monitor and update the campus community on the H1N1 flu situation, we request that faculty and staff observe the level of absenteeism in their classes and administrative departments in the coming weeks. Faculty should report any significant increase in student absentee levels or sick leave to the Division of Academic Affairs via the department chairs and deans. Supervisors should report any significant increases in staff absenteeism to the Office of Human Resources via their departmental directors and vice presidents. The Crisis Management Team will record these increases and use them as a basis for future decision-making.

***What should I do if I'm experiencing anxiety about getting sick?***

If you are experiencing anxiety about the H1N1 outbreak, contact the Counseling Center at 410-651-6449 or go to the [American Psychological Association Web site](#) for tips on managing your stress.

**Appendix C**  
**Fall 2006 Student Correspondence Draft**  
**What Every Maryland Student Should Know**  
**About Pandemic Flu and**  
**University of Maryland Eastern Shore Plans for a Possible Pandemic**

**Introduction**

**What is the H5N1 Flu?**

According to the World Health Organization, H5N1 Influenza refers to “a large group of different influenza viruses that primarily affect birds. On rare occasions, these bird viruses can infect other species, including pigs and humans. The vast majority of H5N1 influenza viruses do not infect humans. An influenza pandemic happens when a new subtype emerges that has not previously circulated in humans.”

“For this reason, H5N1 [Flu] H5N1 is a strain with pandemic potential, since it might ultimately adapt into a strain that is contagious among humans. Once this adaptation occurs, it will no longer be a bird virus--it will be a human influenza virus. Influenza pandemics are caused by new influenza viruses that have adapted to humans.”

The current threat has been generated by incidences of the H5N1 virus strain seen throughout Asia and Europe. One of the biggest concerns about this strain is its ability to infect a wide range of hosts, including birds and humans. Data indicate that most people will have no immunity to this pandemic virus. As a consequence, international health authorities are pointing to the strong possibility that infection and illness rates will likely be much higher than during seasonal epidemics of normal influenza.

For more information and resources on the H5N1 Flu virus and possible pandemic, please consult these University resources and other government agency sites:

<http://www.umes.edu/>

<http://flu.maryland.gov/>

[http://www.who.int/csr/disease/H5N1\\_influenza/en/](http://www.who.int/csr/disease/H5N1_influenza/en/)

<http://www.pandemicflu.gov/>

**Why does the University need to prepare for it?**

Communities need to prepare for a pandemic because if a transmission is identified, it has the potential to spread very quickly. An outbreak of this strain of the flu could significantly interrupt normal University functions for a period of two to four weeks or up to several months, and may involve evacuation of many of its students, faculty, and employees. The University community is taking aggressive steps now to prepare for the potential of such a pandemic in the best interest of minimizing the risk of exposure among faculty, staff, and students.

**What can you do to avoid exposure?**

The best way to avoid exposure to the H5N1 Flu is to avoid being around birds, their feathers or feces, and the soil where birds live. You can avoid being around others who are at risk for exposure. As a pandemic emerges, do not kiss, hug, shake hands or come in close contact with others, especially in large gatherings. Wash your hands frequently with soap and water. Should you suspect that you may have been exposed, wash your hands thoroughly with soap and water. Check your temperature regularly for several days after you suspect possible exposure and, should your temperature rise, see a physician immediately.

## **What will the University do in the event of a pandemic?**

Should an outbreak occur, the University will begin to activate its emergency response plan. Steps will be taken to: (a) cancel classes and activities to limit transmission; (b) help faculty and students get home safely before national and international travel restrictions begin; (c) maintain a reduced level of key campus operations through remote or online interaction; (d) implement on-campus wage payments through direct deposit; and (e) communicate contingencies if phone or internet access become bogged down as a result of increased activity. Finally, and once the outbreak has been controlled, the University will begin its recovery process.

The **University of Maryland Eastern Shore H5N1 Flu Pandemic Plan** will be activated in several escalating levels (visit <http://www.umes.edu/> for details):

**Level 1:** First cases of efficient human-to-human transmission internationally - Campus open, business as usual, enhanced planning. All operations will continue as usual including classes and research, but more specific steps will be taken to prepare for Level 2. Communication with the campus community will increase to keep everyone informed of plans being implemented.

**Level 2:** First verified case in North America AND one or more other triggering events (such as local public health recommendations, rising student and employee absenteeism) – Implement social distancing measures; cancel classes and other scheduled activities; prepare for closing; begin liberal leave for non-essential employees, healthy essential employees report. At Level 2, social distancing measures will be adopted including the cancellation of classes and all other activities. Health and Counseling Center staff will begin to implement emergency response procedures. Administrative departments, student service units, and all academic programs will begin the process of shutting down.

**Level 3:** Within 1-5 days of declaring Level 2 and depending on national and local conditions – All University residences will close. Thereafter, as soon as practicable, most administrative offices and academic buildings will close. At Level 3, all University residences will close. Dining operations will be reduced to support only the infirmary. All research operations, except those with critical facility needs (e.g., animal care) will be interrupted until the pandemic period has passed. All administrative and academic support units will be shut down until the campus reopens.

**Level 4:** As soon as practicable following Level 3 – Campus closed; declared emergency condition; evacuation of campus; all facilities closed except skeletal services for infirmary, shelter housing for selected international students, and essential research; access to campus sealed off; closure sustained. During Level 4, the campus will be closed. No vehicles or pedestrians will be permitted on campus unless approved as essential employees for tasks related to maintaining and securing the physical campus structure. All service contracts and construction projects will be put on hold.

**Recovery Level:** Recovery stage once pandemic is under control – Campus poised to re-open. Once the danger of the H5N1 Flu pandemic has passed, the campus will re-open for business. As services return to normal, accommodations for concerns that arose as part of the period of closure will be addressed.

## **What You Can Do Now to Prepare, Before the Semester Begins**

### **Make Your Emergency Plan Now**

Your ability to stay healthy and to respond effectively will depend in part on your advance planning. You should think through your personal emergency plan and address the following considerations:

*If you live on or near campus and have to travel some distance to your permanent residence, what are your primary travel plans? Do you have a contingency?*

- ⌚ If you plan to travel by air or rail, do you have your travel agency or airline reservation information handy? Have you familiarized yourself with plans by University departments, including Public Safety, Student Affairs and Administrative Services?
- ⌚ If you plan to drive, do you have at least one alternate route?
- ⌚ If you will be picked up, do you have contact information ready?
- ⌚ If you cannot get home, is there a friend or loved one who lives nearby who would agree to let you stay during a campus closure (for what could be up to several months)?
- ⌚ What are the plans for closure in your residence hall, apartment or private residence? Prepare when you move in. Ask your RA, residence counselor, or landlord what the procedures for evacuation might be.

*If you commute and an evacuation is ordered, do you have at least one alternative commuter route?*

- ⌚ Familiarize yourself with local resources for traffic updates and road conditions.

*What should you prepare to have at home, in the event that the campus is closed, but academic activities continue remotely, through e-mail or other communications?*

- ⌚ Books and ongoing research
- ⌚ Laptop and portable technology devices
- ⌚ Syllabi for your classes, including faculty contact information
- ⌚ Individual course plans in the event of a campus evacuation

#### *Prepare a Personal Emergency Kit*

As a result of social distancing, evacuation, closures, and travel restrictions, it is a good idea to anticipate what personal items you will need to take and keep with you in the event of a pandemic.

- ⌚ Food and water (preparation experts recommend at least a two-week supply of non-perishable items, so that you do not need to go to the store).
- ⌚ Medications (fill prescriptions and have over-the-counter items in supply).

Heath and hygiene items: Tissues, toilet paper, anti-bacterial (waterless) gel, soap, disinfecting cleaning solution, trash bags.

- ⌚ Practical items: Flashlight, portable radio with batteries, manual can opener.
- ⌚ Contact information: Have phone and e-mail contact information for loved ones, as well as a previously identified third-party contact, in the event that you cannot reach a loved one directly.

*If you work on campus, have you arranged for direct deposit?*

In the event of a campus closure, any earnings you are scheduled to receive will only be issued electronically. Checks cannot be issued until the University reopens.

- ⌚ If you do not have a bank checking account, create one.

⌚ To arrange for direct deposit of your paycheck to your bank account, contact your department Payroll Coordinator to complete the direct deposit request form or you may get a copy of this form online at <http://compnet.comp.state.md.us/cpb>.

*Will the University be able to reach you once you have evacuated?*

The University will rely on phone and internet communications to remain in touch with you during a pandemic, as well as our own media assets (WHKW/88.3 FM, WESM-FM/91.3, Hawk TV/Channel 59). Please make sure your contact information is up to date (both e-mail and phone) in the Student Information System. Likewise, make sure you activate and know your UMES email address.

**Stay Tuned...**

As the University plans are finalized, you should watch for more information on the University home page, <http://www.umes.edu/>, as well as on e-mail and in the *Hawk Messenger Student Newspaper*. Lastly, try not to be overly concerned. The information shared here and the preparations made are intended for more effective response to something that may never happen. If it does, you will be ready and know what to expect

## **Appendix D**

### **Academic Instruction and Research Emergency Management Plan**

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

- All academic calendaring related issues would be resolved in concert with the University System of Maryland, other system institutions, MHEC, and in concert with the common academic calendar.
- If the University is required to close during the spring or fall semester(s) for up to two weeks, there would be an opportunity to make up work missed and provide the required 15 contact hours per class credit without significantly altering the semester calendar/structure.

(There is a different requirement for laboratory credit, and this will be more challenging. By October 1, 2006, the Vice President for Academic Affairs will have a more detailed analysis, which will specifically address types of class contact hours necessary for different categories of classes.)

- For any closure extending beyond two weeks- the University will consider extending the semester through the end of May (with Commencement held before the end of the semester), and/or through summer session I and II. If necessary, the fall semester could be extended into the end of December and/or winter term.
- If the University closes near the end of the semester (within four weeks of semester end), the University could petition MHEC, based on the severity of the emergency, to make an exception to required contact hours and allow the award of grades based on the grade in place at the time of the closure. There is a precedent for this since it has been employed during other crises.
- The Vice President for Academic Affairs will develop plans for additional location programs.

### **Alternative Forms of Instruction**

In light of federal recommendations that alternate forms of instruction be considered, an assessment of current University offerings revealed that slightly fewer than ten percent of all courses are administered online. Assuming internet systems are operable, these courses could continue. Seminar classes with ten students or fewer could continue through conference call classes- this accounts for 15 percent of undergraduate courses and 25 percent of graduate courses.

Some courses could be completed through independent study, directed reading, and written assignments via e-mail, blogs, podcasts, listservs, and mail. Depending on the health of faculty and students, an estimated 20-25 percent of courses could be completed through this alternative. At this time fewer than 10 percent of faculty offer or have the ability to offer some aspect of their course online either through WebCT or Blackboard. This number should improve once the new course Department of Instructional Technology is totally operational. Schools and department, in concert with the Vice President for Academic Affairs, will assess which of their courses could, in a crisis, effectively use these technologies.

Listed below are technology options that will be utilized in the Division of Academic Affairs.

#### Short-term Options

The following recommendations are based on the assumption that the e-mail system and online course management system servers are functioning:

- **Basic minimum: Use of listservs to communicate with students.**
  - Schools and colleges will ask faculty to create listservs for all classes to be used if the University is closed for more than two weeks.
- **Basic minimum: Telephone conference call support**
  - Department of Computer Information and Technology currently has support for setting up conference calls. Faculty members without computer access or skills have the option to set up conference calls with their students to facilitate discussions. Faculty will receive instruction for this technology.
- **Mid-level support: A course space for every course in our course management system**
  - A basic course space can be set up for every course that is being offered during the term affected. This space can support presentation of course materials, communications/ discussions with students, handling assignment submissions, etc. With the help from the Department Computer Information and Technology, the faculty will receive instruction from the Vice President for Academic Affairs for this technology.
  - The development and use of podcasts and blogs as online course support systems.
  - Several guidelines for setting up online course support will be developed and available as text, audio, or video formats for faculty. The Office of the Vice President for Academic Affairs will work with the Department Computer Information and Technology to develop these guides.
- **Mid-level support: Audio capture for every course**
  - Software is currently available on the Windows platforms that can capture audio and does not require a high-end computer in order to work. Faculty will need computer microphones to use this option. The Office of the Vice President for Academic Affairs and Deans will assess which courses are suitable for this technology.
  - The Department Computer Information and Technology currently has a server that may house the audio, but may need to add a more powerful server to handle this offering.

## **Appendix E**

### **Farm Operations /Animal Care Draft Plan**

#### **Agriculture Operations**

Upon announcing the Level 2 alert, preparation for closure would begin. Essential agricultural technicians would report. Technicians would go into an overtime mode to complete time sensitive task. Level 3, Essential staff reports, begins to secure equipment, and buildings for closure. Level 4 skeleton essential staff required to report would secure equipment and buildings daily before leaving,

#### **Poultry Operations**

The cycle for poultry, once chicks are placed in the house, is eight weeks or less. A UMES representative will decide on the fate of the birds depending on the growth stage of the birds and the risk to employee safety when the H5N1 flu pandemic plan reaches Level 2. If the decision is made to neutralize existing flocks euthanasia protocols will be followed. If the decision is made to finish the current production cycle essential employees will maintain the flock until the company removes the flock. Essential employee will then secure the house by shutting off gas, electricity and water into the house. Any production houses which are between flocks (empty) when the decision is made to close the UMES campus will not have chicks placed and the house will be secured.

#### **Horses, Sheep and Goats, Swine**

Upon announcing the Level 2 alert, preparation for closure would begin. Essential agricultural technicians would report to care for animals until person-to-person transmission reaches Maryland. For a Level 3 alert when person-to-person transmission reaches Maryland, essential staff reports, begins to secure equipment, and buildings for closure, animals are sold if possible, if not preparations are made for mass euthanasia following SOPs and Animal Welfare guidelines for humane euthanasia. A large pit will be dug and carcasses will be buried as allowed by the Health Department. Level 4 skeleton essential staff required to report would secure equipment and buildings daily before leaving – euthanasia of all animals so no staff will be needed to care for them.

The following list of facilities has been identified as buildings that house critical functions. This list identifies core spaces for research that will be the most difficult to close when the rest of the campus is closed. The Office of the Vice President for Academic Affairs will work with appropriate staff in the schools and departments to identify specific needs and solidify this list.

**Buildings** -- Evaluating building operations for critical facilities, the following buildings are identified:

1. Food Science and Technology Building
2. Frederick Douglass Library
3. George Washington Carver Hall
4. Greenhouse Research Building
5. Hazel Hall
6. Hydroponics Facility
7. Thomas R. Kiah Hall
8. J.T. Williams Hall

9. Waters Hall
10. Public Safety
11. Physical Plant
12. Boiler and Steam Plant

**Animal Care Facilities**

1. Carver Hall -- Fish
2. Ent Farm
  - a. Hawk Farm 1
  - b. Hawk Farm 2
  - c. Hawk Farm 3
  - d. Hawk Farm 4
  - e. Hawk Farm 5
  - f. Hawk Farm 6
3. UMES Farm
  - a. Swine Research and Education Facility
  - b. Outbuildings Ag 5-7
  - c. Pastures 1- 8
  - d. Poultry Research House
  - e. Poultry Environmental House
  - f. UMES Poultry Production House

## **Appendix F**

### **Study Abroad Emergency Action Plan**

#### **INTRODUCTION**

On March 21, 2006, the Department of State issued this statement on H5N1 Influenza: “The Department of State emphasizes that, in the event of a pandemic, its ability to assist Americans traveling and residing abroad may be severely limited due to restrictions on local and international movement imposed for public health reasons. Furthermore, American citizens should take note that the Department of State cannot provide Americans traveling or living abroad with medications, including in the event of a pandemic.” The statement remains applicable, generally, for current and future pandemic flu outbreaks.

As such, the Study Abroad Office has prepared an Emergency Action plan in order to prepare for a flu pandemic.

This Emergency Action Plan (EAP) is intended to be used specifically for University of Maryland Eastern Shore semester programs abroad. Parts of it have been amended for University of Maryland Eastern Shore short-term programs abroad. The Study Abroad Office (SAO) and the Resident Directors (RD) of each program have the joint responsibility to implement the Plan. The EAP will be kept both in the Study Abroad Office and on-site.

#### **EMERGENCY ACTION PLAN**

##### **I. Roles and Responsibilities**

##### **II. Step-by-Step Plan**

##### **III. Location of Information/Materials**

##### **IV. Amended Roles and Responsibilities for Short Term Programs**

##### **V. Amended Step-by-Step Plan for Short Term Programs**

##### **VI. Amended Location of Information/Materials for Short Term Programs**

**ROLES AND RESPONSIBILITIES  
FOR SEMESTER PROGRAMS**

**PREPAREDNESS STAGE**

<b>Study Abroad Office</b>	<b>Resident Directors (RDs)</b>	<b>Students</b>
<p>Maintain student roster</p> <p>Collect emergency contact information from students (including health issues and passport numbers)</p> <p>Verify health insurance of students</p> <p>Maintain housing and itinerary information</p> <p>Register semester students with Local Embassy</p> <p>Train RD on emergency plans</p> <p>Disseminate basic emergency information to students pre-departure</p> <p>Assess risk in areas</p>	<p>Host on-site orientation</p> <p>Send Study Abroad Office (SAO) student housing information</p> <p>Know local emergency numbers/contacts</p> <p>Establish and maintain contact with US consulate</p> <p>Collect and update student whereabouts</p> <p>Determine assembly points, sharing these with SAO and students</p> <p>Disseminate specific information on health and safety to students (during orientation and over the course of the semester)</p>	<p>Purchase medical insurance and emergency evacuation insurance</p> <p>Provide emergency contact information</p> <p>Inform RD of whereabouts</p> <p>Understand emergency plan and assembly points</p> <p>Assemble an emergency/medical pack</p> <p>Carry emergency contact card at all times</p>

**EMERGENCY STAGE**

<b>Study Abroad Office</b>	<b>Resident Directors (RDs)</b>	<b>Students</b>
<p>Determine course of action in conjunction with RDs and UMES officials</p> <p>Maintain support and contact with RDs</p> <p>Inform and update campus officials</p> <p>Keep a log of actions taken</p>	<p>Determine course of action in conjunction with Study Abroad Office (SAO) and consulate (evacuation, quarantine)</p> <p>Implement the EAP</p> <p>Inform and update campus officials</p> <p>Keep a log of actions taken</p>	<p>Gather at assembly point</p> <p>Contact RD/SAO if unable to get to assembly point</p>

## **STEP-BY-STEP PLAN FOR SEMESTER PROGRAMS**

### **A. Pre-departure Preparedness: Study Abroad Office Duties**

1. Send list of accepted students to Resident Director
2. Collect the following from students:
  - a. Health and Insurance information (students must have insurance that includes emergency evacuation)
  - b. Emergency contact information (parents/guardians/spouses)
  - c. Passport/visa information (numbers)
3. Conduct orientation at UMES that includes the following:
  - a. Health and safety information (also addressed in handbooks and online)
  - b. Specific information on Pandemic Flu
4. Register students with Embassies
5. Distribute emergency cards (with emergency contact information)
6. Train RDs on emergency protocol
7. Collect itinerary and program contact information (including cell phone numbers for RDs)
8. Collect housing information (addresses, contact names)
9. Verify accuracy of local emergency contact information
10. Assess risks to area

### **B. Pre-departure Preparedness: Resident Director Duties**

1. Update contact with Department of State Consular Overseas Duty Officer
2. Collect emergency provisions for program
3. Determine assembly points (“home base”)
4. Update specific emergency plans
5. Assess risks to area

### **C. On-site preparedness**

1. RD conducts on-site orientation that includes the following:
  - a. Review of specific emergency plan
  - b. Identification of assembly points
  - c. Discussion of protocol for students when off-program (i.e., students should share their travel plans with RD)
  - d. Reminder that students must call parents/RD in emergency
2. Throughout semester:
  - a. SAO assesses risk and determines program continuity
  - b. The RD
    - 1) Is on call 24 hours a day (or designate)
    - 2) Collects and updates student travel information
    - 3) Informs SAO of changes in itinerary and excursions
  - c. Students organize individual emergency packs

**D. In Event of an Emergency**

1. Study Abroad Office (SAO) calls on-campus Crisis Manager
2. SAO contacts Dept. of State in DC
3. RD contacts local consulate
4. Decision about action made jointly between SAO and RD (to evacuate, quarantine, etc.)
5. SAO informs UMES campus official and emergency contacts (PR, VP for Academic Affairs and VP for Student Life)
6. SAO and RD keep a daily log of decisions/actions

**LOCATION OF INFORMATION AND MATERIALS FOR  
EMERGENCY ACTION PLAN**

**STUDENT INFORMATION/MATERIALS**

<b>Study Abroad Office (SAO)</b>	<b>On-site Office</b>
<ul style="list-style-type: none"> <li>✓ Roster of all students and their addresses on site</li> <li>✓ Emergency contact information for all students</li> <li>✓ List of passport numbers, expiration dates and location of passport for each student</li> <li>✓ Names of students with special medical needs and list of medications</li> <li>✓ Contacts where each student is housed and for each excursion</li> <li>✓ Emergency contact sheet and itineraries for all programs in one document</li> <li>✓ Student Database (and backed-up version)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Roster of all students and their addresses on site</li> <li>✓ Emergency contact information for all students</li> <li>✓ List of passport numbers, expiration dates and location of passport for each student</li> <li>✓ Names of students with special medical needs and list of medications</li> <li>✓ Contacts where each student is housed and for each excursion</li> <li>✓ Emergency contact sheet and itineraries for all programs in one document</li> </ul>

**RESIDENT DIRECTOR INFORMATION/MATERIALS**

<b>Study Abroad Office (SAO)</b>	<b>On-site Office</b>
<ul style="list-style-type: none"> <li>✓ List of food/water/emergency supplies to be kept in student homes, on-site office, assembly sites and safe havens</li> <li>✓ List of essential items to include in an emergency evacuation pack</li> <li>✓ RD cell phone number</li> </ul>	<ul style="list-style-type: none"> <li>✓ Cell phone for RD</li> <li>✓ Contact information for all staff (addresses, telephone numbers, maps)</li> <li>✓ Food/water/emergency supplies to be kept in office</li> <li>✓ List of essential items to include in an emergency evacuation pack</li> <li>✓ Complete information on assembly points, who should go where and when</li> <li>✓ Medical Kit (one per program)</li> </ul>

**EVACUATION INFORMATION**

<b>Study Abroad Office (SAO)</b>	<b>On-site Office</b>
<ul style="list-style-type: none"><li>✓ Maps, travel routes and modes of transportation from each site to assembly points and capital or evacuation point</li><li>✓ Emergency telephone numbers for local police, fire, hospital, Embassy, etc.</li></ul>	<ul style="list-style-type: none"><li>✓ Maps, travel routes and modes of transportation from each site to assembly points and capital or evacuation point</li><li>✓ Information about communication networks (telephone numbers, radio locations, operators, hours of operation, etc.)</li><li>✓ Emergency telephone numbers for local police, fire, hospital, Embassy, etc.</li></ul>

**AFTER HOURS: INFORMATION TO BE KEPT AT HOME**

<b>Study Abroad Office (SAO) Staff</b>	<b>On-site Office Resident Directors (RDs)</b>
<ul style="list-style-type: none"><li>✓ Emergency contact information, itinerary, RD contact information for all programs in one document</li></ul>	<ul style="list-style-type: none"><li>✓ SAO emergency contact information</li><li>✓ Cell phone (or other phone)</li></ul>

**AMENDED ROLES AND RESPONSIBILITIES  
FOR SHORT TERM PROGRAMS**

**PREPAREDNESS STAGE**

<b>Study Abroad Office (SAO)</b>	<b>Resident Directors</b>	<b>Students</b>
Maintain student roster	Send SAO student housing information	Purchase medical insurance and emergency evacuation insurance
Collect emergency contact information from students (including health issues and passport numbers)	Establish and maintain contact with consulate	Provide emergency contact information
Verify health insurance of students	Know student whereabouts	Inform Faculty Director (FD) of whereabouts
Maintain housing and itinerary information	Determine assembly points, sharing these with SAO and students	Understand emergency plan and assembly points
Register semester students with U.S. Embassy	Disseminate specific information on health and safety to students	Assemble an emergency/medical pack
Train Faculty Director (FD) on emergency plans		Carry emergency contact card at all times
Disseminate basic emergency information to students pre-departure		
Assess risk in areas		

## EMERGENCY STAGE

Study Abroad Office (SAO)	Resident Directors	Students
<p>Determine course of action in conjunction with FDs and UMES officials</p> <p>Maintain support and contact with FDs</p> <p>Inform and update campus officials</p> <p>Keep a log of actions taken</p>	<p>Determine course of action in conjunction with SAO and consulate (evacuation, quarantine)</p> <p>Implement the EAP</p> <p>Inform and update campus officials</p> <p>Keep a log of actions taken</p>	<p>Gather at assembly point</p> <p>Contact FD/SAO if unable to get to assembly point</p>

## AMENDED STEP-BY-STEP FOR SHORT TERM PROGRAMS

### A. Pre-departure Preparedness: Study Abroad Office Duties

1. Send list of accepted students to Faculty Director (FD)
2. Collect the following from students:
  - a. Health and Insurance information (students must have insurance that includes emergency evacuation)
  - b. Emergency contact information (parents/guardians/spouses)
  - c. Passport/visa information (numbers)
3. Conduct orientation at UMES that includes the following:
  - a. Health and safety information (also addressed in handbooks and online)
  - b. Specific information on pandemic flu and/or other influenza like illness
4. Distribute emergency cards (with emergency contact information)
5. Train Faculty Directors (FDs) on emergency protocol
6. Collect itinerary and program contact information (including cell phone numbers for FDs)
7. Assess risks to area

**B. Pre-departure Preparedness: Faculty Director Duties**

1. Determine assembly points (“home base”)
2. Assess risks to area

**C. Pre-departure Preparedness: Student Duties**

1. Register with Embassy

**D. On-site Preparedness**

1. FD conducts on-site orientation that includes the following:
  - a. Review of specific emergency plan
  - b. Identification of assembly points
  - c. Discussion of protocol for students when off-program (i.e., students should share their travel plans with FD)
  - d. Reminder that students should call parents/FD in case of emergency
2. Throughout program:
  - a. SAO assesses risk and determines program continuity
  - b. FD
    - 1) Is on call 24 hours a day (or designate)
    - 2) Collects and updates student travel information
    - 3) Informs SAO of changes in itinerary and excursions

**E. In Event of an Emergency**

1. SAO calls on-campus Crisis Manager
2. SAO contacts Dept. of State in DC
3. Decision about action made jointly between SAO and FD (to evacuate, quarantine, etc.)
4. SAO informs UMES campus official and emergency contacts (PR, VP for Academic Affairs and VP for Student Life)
5. SAO and FD keep a daily log of decisions/actions

**AMENDED LOCATION OF SHORT TERM PROGRAM INFORMATION AND MATERIALS FOR  
EMERGENCY ACTION PLAN**

**STUDENT INFORMATION/MATERIALS**

<b>Study Abroad Office (SAO)</b>	<b>On-site with Faculty Director (FD)</b>
<ul style="list-style-type: none"> <li>✓ Roster of all students</li> <li>✓ Emergency contact information for all students</li> <li>✓ List of passport numbers, expiration dates</li> <li>✓ Names of students with special medical needs</li> <li>✓ Contacts where each student is housed and for each excursion</li> <li>✓ Emergency contact sheet and itineraries for all programs in one document</li> <li>✓ Backup of student database</li> </ul>	<ul style="list-style-type: none"> <li>✓ Roster of all students</li> <li>✓ Emergency contact information for all students</li> <li>✓ List of passport numbers, expiration dates</li> <li>✓ Names of students with special medical needs</li> <li>✓ Contacts where each student is housed and for each excursion</li> <li>✓ Emergency contact sheet and itineraries for all programs in one document</li> </ul>

**FACULTY DIRECTOR INFORMATION/MATERIALS**

<b>Study Abroad Office (SAO)</b>	<b>On-site with Faculty Director (FD)</b>
<ul style="list-style-type: none"> <li>✓ Cell phone number for FD</li> <li>✓ List of essential items to include in an emergency evacuation pack</li> </ul>	<ul style="list-style-type: none"> <li>✓ Cell phone for FD</li> <li>✓ List of essential items to include in an emergency evacuation pack</li> <li>✓ Complete information on assembly points</li> <li>✓ Medical Kit</li> </ul>

**EVACUATION INFORMATION**

<b>Study Abroad Office (SAO)</b>	<b>On-site for Faculty Director (FD)</b>
<ul style="list-style-type: none"> <li>✓ Emergency telephone numbers for State Department Contacts</li> </ul>	<ul style="list-style-type: none"> <li>✓ Local emergency telephone numbers</li> </ul>

**AFTER HOURS: INFORMATION TO BE KEPT AT HOME**

<b>Study Abroad Office (SAO) Staff</b>	<b>On-site for Faculty Directors (FDs)</b>
<ul style="list-style-type: none"> <li>✓ Emergency contact information, itinerary, RD contact information for all programs in one document</li> </ul>	<ul style="list-style-type: none"> <li>✓ SAO emergency contact information</li> <li>✓ Cell phone (or other phone)</li> </ul>

## **Appendix G**

### **Department Pre-Closing – Considerations**

#### **Pre-Closing Action Tasks**

1. Identify any or all mandatory or essential operations, functions, or services to be staffed and maintained by members of your department, by off-campus service providers, and/or by affiliates that must remain partially or fully in operation during the temporary closure of the campus (TCC) period.
2. Identify the essential staff members who are responsible for each task, as well as back-ups. Essential staff should be notified in writing of their status, and should be advised of the communications protocol in a TCC (i.e., daily call-in procedure). Essential staff should be told that they are not to report to work if they are sick and must call in when they are recovered. Essential staff should be offered influenza vaccinations and/or anti-viral medication if available to encourage compliance with this policy.
3. Identify which, if any, work assignments can be completed from home by essential employees during a TCC.
4. Ensure departmental communication plan is in place and all employees have been notified of the protocol. Employees should update telephone contact information in PHR, as necessary.

#### **Business and Administrative Operations**

5. Continue to encourage employees to enroll in direct deposit as on-campus paycheck distribution will be suspended in a TCC.
6. Ensure that any cash and check receipts on-hand are properly deposited through the Comptroller's Office prior to closure. For cash handling operations such as Dining Services, some small level of cash reserves should be kept on-hand in the Central Vault at the Comptroller's Office to resume operations upon opening. Departments requiring cash reserves at the time of re-opening should contact the Comptroller's Office to arrange for Central Vault storage.
7. Identify how current staff will continue to process PHR timesheet approvals and assure sufficient back-up approvers are created to process timesheets and any other payroll transactions in the event of extended or prolonged incapacitation of current employees. Ensure that all PHR timesheets and transactions are reviewed and approved prior to closing.
8. Identify which and how staff will continue to review/approve Visa card purchases for 1-2 months for those departments that completely suspend all activities, or for every month that essential departments continue to make P-Card purchases. Ensure that all transaction reviews and reallocations are made timely prior to closure.

9. Ensure that all necessary ELF transactions (FRS, travel reimbursement, tuition remission, etc.) are reviewed and approved prior to closing.
10. Identify any service contracts that include terms for services on- or off-campus that must be curtailed once the TCC is announced. Prior to the renewal of the service contract, work with Procurement and Supply to revise terms of the contract to allow for suspension of services with the TCC.
11. Departments that maintain network servers containing essential business databases and other files should determine the best means to continue these IT services to their staff (if essential access to department files remains necessary during the TCC) or to back up all data files and shut down its servers (if no essential services remain during the TCC).

### **Recruitment and Selection Processes**

12. Temporarily suspend all open faculty and staff searches and notify applicants that searches will continue once the campus re-opens. HR will notify all applicants of the suspension of open searches.

### **Contracts for Space Reservations, Service Delivery, and Recurring Deliveries of Supplies**

13. Identify any service contracts that include terms for services on- or off-campus that must be curtailed once the TCC is announced.
14. Prior to the renewal of any annual service contract, departments will work with Procurement and Supply to revise the terms of the contract to allow for a suspension of services in the event of a TCC.

### **Departmental Closing Action Tasks**

(To Be Implemented upon Declaration of a Temporary Closure of Campus [TCC])

#### **Closing of Offices, Work Rooms, Shops, and Lab Areas**

1. Change messages on all active voicemail – both departmental numbers, and individual employee numbers.
  - a. For departments expected to fully suspend on-campus operations, consider use of the following voicemail message:  
*“Please listen to this important message: Beginning on xxxxx, xx, 20XX, the Office/Department of \_\_\_\_\_ at the University of Maryland Eastern Shore will be closed until further notice. Should you have an emergency, please call 911, or contact the University of Maryland Eastern Shore Department of Public Safety at 410-651-3300. Messages left on this voicemail (will/will not) be checked periodically.*
  - b. For departments anticipating partial delivery of mandatory/essential services, consider use of a specialized voicemail message.

2. Secure departmental assets: credit cards, keys, office equipment, building entry access cards, and other high value assets.
3. Ensure that any cash and check receipts on-hand are properly deposited through the Bursar's office prior to closure.
4. Submit and approve PHR timesheets and outstanding ELF forms.
5. Set thermostats to 65 degrees in the winter, and 78 degrees in the summer.
6. Inspect, close and lock all ground floor accessible windows.
7. Remove all food and other items from office refrigerators. Unplug each unit and leave doors open.
8. Remove live plants by allowing employees to care for them at home.
9. If applicable, refer to Checklist for Temporary Closure of Laboratories (see Appendix I).

### **Employee Health and Safety**

10. Distribute appropriate Personal Protective Equipment (PPE) and Voluntary Personal Equipment (VPE) and instructional materials to appropriate staff (i.e., service providers and other remaining on campus during the Closing activities) in accordance with Appendices D, E, and F of this document.
11. On the day the campus closes, collect unused PPE and deliver to the Department of Public Safety for possible to re-distribution to essential service departments.

### **Departments with Mandatory/Essential Functions, Operations, and Services**

12. Receive and distribute PPE and VPE supplies and instructional materials. Distribute to appropriate staff (i.e., service providers and other remaining on-campus during the closing activities) in accordance with Appendices D, E, and F of this document.

**Appendix H**  
**Departmental Closing Plan**  
(Deans, Chairs, and Directors)

1. Deans, Chairs, and Directors will receive a draft Departmental Closing Checklist to assist in the planning required to shut down once directed by the President.
  2. Divisional orientation and planning meetings will be held to explain the checklist and review shutdown procedures.
  3. Deans, Chairs, and Directors are to identify any mandatory and essential function(s) or operation(s) to remain partially or fully-functional (as required), once the campus has closed.
    - a. Each function or operation is to be briefly described, as well as every location to which approved individuals will be granted access must be listed (both in terms of buildings and room numbers).
      - i. Individual research projects should be listed by title, reason for its continuance, building name(s) and room numbers.
    - b. The names of the individuals (i.e., service providers) that will be tasked with assuring each function/operation will be provided. (This begins to serve as the list of approved individuals to be granted access by Public Safety to the campus once entrances are closed and checkpoints are set up.)
      - i. Identify/Associate specific employees with critical/essential research project.
      - ii. The names of “back up” individuals must be provided to support each function/operation in the event of extended or permanent absence of any primary service provider.
      - iii. When certain operations, functions, or services can be provided by multiple individuals without the need for a primary service provider (e.g., any number of maintenance mechanics can be called in for emergency maintenance service calls), provide a list of all eligible employees who may be called upon to provide services during the temporary closure of the campus (TCC).
    - c. Provide a list of each instance when a service company has been contracted to provide mandatory or essential services during the TCC (e.g., elevator maintenance contractor, chilled water treatment contractor, etc.), and anticipated days on which these services are scheduled.
      - i. Provide a list of names of any non-UMES contracted employees (i.e., off-campus service providers, affiliates) who are to be granted access during the TCC.
- Deans, Chairs, and Directors are to submit their departmental shutdown plans and list of mandatory/essential operations to each Vice President or designee after divisional orientation meetings.
5. Each Vice President will forward an approved list of mandatory/essential functions/operations and lists of approved employee, contractor, and affiliate names to the Department of Public Safety after receiving all departmental plans.

## Appendix I

### Checklist for Temporary Closure of Laboratories

This checklist provides basic instructions to safely close a laboratory facility for up to several weeks.

- Make sure that all laboratory staff have each other's contact information for emergencies.
- Return all chemical reagents to appropriate storage locations (e.g., flammable liquid storage cabinets, desiccators, etc.) If containers or caps are not intact, transfer contents to compatible container, write chemical(s) identification on container and include appropriate warnings from old label, and properly dispose old container.
- Return all biological materials to appropriate storage location. Cultures in incubation chambers must be removed and terminated/stored as appropriate for the organism and its properties.
- Autoclave all biological waste and place in dumpster outside building.
- Decontaminate biological safety cabinet work surface, close sash and turn off fan.
- Return radioisotopes, select agents and controlled substances to properly-secured storage locations.
- Place all chemical materials, stock solutions or samples that will remain on benches, fume hoods, tables, etc., in intact, closed containers, and label containers with contents.
- Terminate all on-going chemical processes and reactions (distillation, reflux, etc.) and transfer chemicals to intact, closed containers. Label containers with contents and store in appropriate storage locations.
- Shut off all heat-producing equipment (ovens, hotplates, incubators, meltemps, etc.) and unplug from wall (if possible).
- Shut off all faucets and water supply cutoff valves (if so equipped) to minimize possibility of leaks/flooding.
- Shut off all compressed gas systems at the cylinder and bleed pressure from the lines.
- Disconnect power from all experimental apparatus and discharge any accumulated stored energy (compressed air, mechanical, hydraulic, electric, etc.)
- Shut off utility service valves (natural gas jets, compressed air, vacuum, nitrogen, etc.)
- If temperature-sensitive chemicals, microorganisms or radioisotopes are stored in refrigerators or freezers, adjust thermostat to appropriate temperature and close/secure doors. Write **“Temperature-Sensitive (Chemicals, Microorganisms and/or Radioisotopes) are in (locations)”** on 3" X 5" card and affix to main lab door. More than one card may be necessary.

- Check that emergency contact information is correct for the laboratory's warning sign. If the correct emergency names/phone numbers are not printed on the sign, write "**Emergency Contacts: (names/phone numbers)**" on 3" X 5" card and affix to wall/door adjacent to current warning sign.
- Close fume hood sashes and turn off hood blowers if controlled in lab. Close and lock all windows.
- Remove any trash from the lab that will generate odors upon decomposition.
- Turn off computers and equipment that will not be needed during the period when the lab is closed.
- Walk through all portions of laboratory and conduct a final inspection. Turn off lights and close/lock doors when exiting.
- Follow *Animal Facility Closure Procedures* if you are responsible for animal colonies.

**Appendix J**  
**Point of Distribution Center Plan**

The University Student Health Center in collaboration with the Somerset's County Health Department will establish a Point of Distribution Center (POD) on the campus at the (William P. Hytche Center) to distribute medications vaccines that may become available from the State Health Department in case of emergency.

The University Health Center will recruit 10 people to be available to staff the POD site. Typically about 5 persons are required. POD volunteers will be trained by the Student Health Center Staff.

## **Appendix K Emergency Plan for Dining Services**

To be utilized for the influenza-like illness or other Temporary Campus Closing (TCC)

Dining Services will make every effort to provide food and water during an emergency; however, there may be staffing and food supply issues that may cause interruptions in service.

Service will provide food on a limited schedule to the extent able given staff and food supply issues.

- The day that campus announces it will close, Dining Service will complete service that same day, but Late Night in the Hawk Nest will be suspended to discourage gathering of groups of people who may be at risk.
- On Day 2 and 3 after University announces the closure of campus, food will be provided by the Dining Service located in Student Service Center (SSC)
- After that until the campus is completely closed, food will be provided only at SSC.
- The most perishable foods will be utilized first, taking into consideration the staff available to process. Food will be cooked on site as needed. Service may be unpredictable due to staffing and food availability. Additionally, items prepared and served may be limited by utilities available.

### Staff Issues:

- Because of the nature of the illness, it is recommended that University Staff and Faculty who work should bring food and water from home to sustain them throughout their work shift.

## Appendix L

### Human Resources Staffing Policies and Procedures

#### A. Applicable Staff Policies

1. Policy on Administrative Leave (BOR VII-7.20)
2. Policy on Annual Leave (BOR VII-7.00 and VII-7.01)
3. Policy on Contingent Employment for Non-exempt and Exempt Staff Employees (BOR VII-1.40)
4. Policy on Emergency Conditions (BOR VI-12.00)
5. Policy on Family and Medical Leave (BOR VII-7.50)
6. Policy on Leave of Absence Without Pay (BOR VII-7.12)
7. Policy on Personal Leave (BOR VII-7.10)
8. Policy on Sick Leave (BOR VII-7.45)

#### B. Applicable Collective Bargaining Agreements

1. Non-exempt Bargaining Unit Memorandum of Understanding
2. Exempt Bargaining Unit Memorandum of Understanding

#### C. Definition of Essential Staff

1. The term “Essential Employee” is defined by the Board of Regents in policy VI-12.00 “Policy on Emergency Conditions.”
  - a. Departments have the authority and responsibility for designating staff members who are “Essential” under policy VI-12.00 “Policy on Emergency Conditions.” This evaluation is made on the basis of the essential duties of the job; essential employees are to be notified in writing of this designation.
  - b. Departments should review their positions to ensure that the appropriate staff is designated as essential in order to ensure that critical services will be delivered in the event of a flu pandemic. Each phase of the flu emergency plan should be considered when evaluating job descriptions. For example, certain staff may be designated as essential at one level, but non-essential at a different level. The employee is to be notified in writing regarding their status.
  - c. Departments should consider that there may be essential services that can be delivered from an off-campus location. In this case, if the department has identified that the employee’s duties (or part thereof) must continue to be performed, these duties may be

performed through an alternative method such as working from home (or “teleworking”).

D. Flu Phases

1. Departments shall designate “Essential Employees for each phase of the crisis described in the Avian Flu Pandemic Plan.”
  - a. Essential regular and C2 employees, (except as directed by the responsible supervisor or departmental representative), shall report to work and shall be compensated according to VII-12.00 “Policy on Emergency Conditions.”
  - b. Non-essential regular and C2 employees may take annual, personal, or compensatory leave to the extent earned, or sick leave consistent with the provisions of VII-7.45 “Policy on Sick Leave” or paid administrative leave pursuant to VI-12.00 “Policy on Emergency Conditions” in the event of campus closure.
    - (1) Advanced and/or extended sick leave may be available to regular employees under the provisions of VII-7.45 “Policy on Sick Leave.”
    - (2) Non-essential regular and C2 employees with no available paid leave shall be granted excused unpaid leave.
  - c. C1 employees are required to report to work, except as directed by the responsible supervisor or departmental representative. C1 employees are ineligible to receive paid or unpaid leave consistent with the provisions of VII-1.40 “Policy on Contingent Employment.”

E. Other Definitions:

1. Essential Employees: “Essential Employee” is defined by the Board of Regents in policy VI - 12.00 “Policy on Emergency Conditions.” It stipulates that an essential employee is one who is “an employee of a facility who has been designated as vital to the operation of the facility, whose presence is required regardless of the existence of an emergency condition, and whose absence from duty could endanger the safety and well-being of the campus population and/or physical plant” The policy further states, “examples of such employees are police, stationary engineers or other heating plant and maintenance personnel, snow removal employees, food service staff, hospital staff, etc.” Employees may be designated as essential on a situational basis, e.g., in the event of a snow emergency only, or in the event of a public health crisis.
2. Contingent 2 (Contract) Staff Employee (“C2”): A non-regular employee who is hired on a written agreement that is for at least six months, but not more than 12 consecutive months. Additionally, a C2 employee must be on a 50%-time or greater appointment, and may not be

hired to do work that is of a seasonal or intermittent nature. C2 staff employees are salaried, and they are guaranteed a minimum level of paid leave benefits provided for in policy.

3. Contingent 1 (Hourly) Staff Employee (“C1”): A non-regular employee who is hired on a written agreement that is for a term of six months or less, regardless of the percentage of time worked, and regardless of whether it is seasonal or intermittent in nature. Contingent I employees are paid on an hourly or salaried basis. C1 employees are ineligible to receive leave.
4. Declared Emergency Condition (“DEC”): Pursuant to Board of Regents Policy VII-12.00 “Policy on Emergency Conditions,” emergency conditions are defined as “those conditions which are determined by each campus CEO or designee to be serious enough to warrant the cancellation of classes or the release of employees. Such conditions may arise because of inclement weather, fire, power failure, civil disorders, or other unusual circumstances which may endanger students and/or employees.” The policy requires paid administrative leave for regular and contingent 2 employees for the period of the declared emergency condition.
5. Exempt: Non-faculty managerial, administrative and professional staff positions at the University are categorized as exempt. The federal Fair Labor Standards Act exempts this category of employee from earning overtime. Exempt employees are expected to work the hours necessary to complete assignments on a schedule that satisfies the requirements of the job, typically a minimum of 80 hours in a bi-weekly pay period.
6. Liberal Leave: Pursuant to Board of Regents Policy VII-12.00 “Policy on Emergency Conditions,” the President (or designee) may declare a policy of Liberal Leave in which case non-essential employees who choose not to report to work, or to report late, or to leave early because of conditions not yet declared a hazardous emergency may be excused. Such excused absences will be charged to the appropriate paid or unpaid leave.
7. Non-exempt: Maintenance, office, service, and technical/para-professional positions at the University are categorized as non-exempt. The federal Fair Labor Standards Act requires that non-exempt employees earn overtime for hours worked that exceed 40 in a standard workweek; at the University, that is interpreted to be 40 hours in a pay status during the standard workweek.
8. Regular Employee: An employee paid by authorized (“line”) funds, with an ongoing appointment of six months or greater. This category of employee was formerly referred to as “permanent.” Regular employees are retirement-eligible, as well as eligible for various other benefits defined by their employment category status.

F. Additional Questions Pertaining to Staffing:

1. How should departments manage a call-in process for exempt and/or non-exempt staff that are designated as essential employees and may need to participate in the delivery of department- or division-level services during the periods of campus closure. Departments should determine the best methodology for notifying essential employees of their daily work obligations under a campus closure:
  - a. Option #1 (recommended): Identify one telephone number in the department which will be updated each morning for essential employees. Essential employees would be required to call the number at an appointed time each day to ascertain whether or not they are required to report to the campus that day, and to receive any special instructions. The burden is on the employee to call regarding work status.
  - b. Option #2: Departments can identify a point person who is responsible for calling essential employees each day regarding their daily status and work assignments. Employees must provide a guaranteed method for reaching them during this critical period.
2. How will services be delivered if/when significant absenteeism occurs? Departments need to ensure that they have sufficiently evaluated who should be designated as essential at each level defined in the master flu plan, and staff is to be notified in writing accordingly. Departments also have the ability to request staff to voluntarily accept reassignment on a temporary basis to fill service needs.
3. Do departments have the ability to reassign staff to essential functions? See F.2., above.
4. Is there a possibility of incentive pay? There currently is an incentive pay model which covers a Declared Emergency Condition, as follows:
  - a. Non-exempt regular and contingent 2 employees who are designated as essential, and who are required to report to work in a DEC shall receive pay for the actual hours worked, plus additional pay or compensatory time for the portion of their regularly-scheduled shift that was covered by the DEC (reference Policies VII-7.20, and VI-12.0). This has the effect of paying an employee “double-time” for the period of time worked in the DEC. (So for example, an essential non-exempt employee who works eight hours during the DEC would receive 16 hours of compensation.)

- (1) Under some circumstances, working the Declared Emergency Condition may put a non-exempt employee into an overtime status. In this event, the time worked would be at the time-and-half the regular rate. The employee would also earn additional pay or compensatory time (at the straight rate) for the portion of their shift that was covered by the DEC. This has the effect of compensating the non-exempt employee at 2½ times for the period of time worked in the DEC. (So for example, an essential non-exempt employee who works 10 hours in the DEC after having worked 40 hours in the work week, would receive 25 hours).
  - b. Exempt employees are required to work as necessary to complete their jobs and are paid a regular salary and not an hourly wage.
5. How will departments address absenteeism of their own staff? Departments are encouraged to develop plans specific to their departmental missions to ensure that essential services are delivered. Departmental plans should address staffing requirements at each potential level outlined in the master flu plan.
6. When/how should training of ancillary/reassigned staff occur? As part of departmental flu planning, departments should plan to request volunteers for re-assignment, as necessary, to address service needs at each level of the master flu plan. This planning effort should include training for staff that are reassigned within departments.
7. What will the outcome be if the campus is open, and people refuse to come to work? The existing policies and Memorandums of Understanding with the three bargaining units provide the framework for addressing this matter.
  - a. Essential regular and C2 employees are required to report to work, except as directed by the responsible supervisor or departmental representative, and are subject to discipline for not reporting (except as provided in footnote 1).
  - b. If the President designates a Liberal Leave status for employees, non-essential regular and C2 staff will be permitted to take excused paid leave to the extent available, or excused unpaid leave, without the requirement of a prior approval or prior notification.
  - c. C1 staff is expected to return to work, except as directed by the responsible supervisor or departmental representative.

8. What if staff refuse to come to work and exhaust all of their leave?

If the campus is on a Liberal Leave status,

- a. Essential regular and C2 employees, (except as directed by the responsible supervisor or departmental representative), are required to report to work and are subject to discipline for not reporting (except as provided in footnote 1).
- b. Non-essential regular and C2 staff who exhaust available paid leave have the following options:
  - (1) Up to one week of annual leave may be advanced;
  - (2) Advanced or extended sick leave is available pursuant to the purpose and provisions of Policy VII-7.45 “Policy on Sick Leave” and the UMCP Procedure on Sick Leave.
- c. Once paid leave has been exhausted, the staff member will be placed in an excused unpaid leave status.

9. What will happen when employees are sick and exhaust all of their leave? The answer provided in Question #10, above, applies in its entirety.

10. How does the situation differ for non-exempt and exempt staff/bargaining unit and non-bargaining unit staff? Non-bargaining unit members will be treated in accordance with Board of Regents policies and procedures. Bargaining unit members will follow existing policies and procedures as well, except to the extent that policies have been superseded by the applicable Memorandum of Understanding.

11. What will be the situation for staff if classes are taught online and faculty are expected to teach from home? It depends on the status of the campus. If the campus is placed on a Liberal Leave status, non-essential regular and contingent 2 employees may take excused paid or unpaid leave. Essential employees are required to report to work (except as provided in footnote 1).
12. What if public schools in the area close and staff must be absent to care for children? If no DEC or Liberal Leave declarations have been made, non-essential regular and C2 staff employees may utilize leave pursuant to existing leave policies.
13. What issues will there be if people become infected while on the job/because of their job responsibilities? The Worker’s Compensation Commission will advise on this matter.
14. What protections/supplies can be offered for working staff (safety equipment, onsite accommodations, etc.)? The University will provide all personal protective clothing and equipment for employees working in certain jobs as required by applicable laws and regulations.

15. How will paychecks be distributed in the event of a campus closure?  
In the case of campus closure, on-campus distribution of paychecks will be suspended. Paycheck distribution via direct deposit will continue. Employees will be encouraged to enroll in direct deposit immediately as it takes 4-6 weeks to process the initial enrollment. Paychecks that are not direct deposited will be mailed to the extent possible under prevailing mail conditions.

#### Task Responsibilities – Departments

- Define essential employees (if applicable) within each department, and within each level defined in the master flu plan. Some employees may be defined as essential at one level, but not at another. Employees are to be notified in writing of this designation.
- Establish call-in procedures for essential employees. It is recommended that essential employees call in by a certain time each day to determine if they are required to report on that day.
- Consider how services will be delivered if above average or even total absenteeism occurs. Consider the reassignment of staff within the department to meet temporary service needs.
- Establish cross-training for staff who volunteer to be temporarily reassigned to meet temporary service needs that may arise from staffing shortages.
- Develop communications mechanisms within the department so that employees may be reached in the event a DEC is declared. Supervisors should have home telephone numbers, cell phone numbers, and e-mail addresses for their employees and be able to reach their staff to discuss essential status, work assignments, etc. In the event the University's status changes, employees should be encouraged to check the University's website, designated telephone numbers, and to listen to university and other media outlets.
- Encourage all employees to sign up for direct deposit.

#### Task Responsibilities – University Human Resources

- Update HR website with link to State of Maryland's "Flu Preparedness" website (<http://www.flu.maryland.gov>).

- Develop summary information about applicable leave policies. Link to HR website, and distribute to Deans, Directors and Department Heads.
- Provide information to employees on communicable diseases pursuant to Memoranda of Understanding (Non-exempt and Exempt)
- Re-visit existing workplace flexibility options to provide advice and guidance to departments (i.e., teleworking, staggered hours of operation, etc.). Link to HR website.
- Share appropriate information with unions.