Pandemic Response Plan

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I. PURPOSE
The purpose of the Roger Williams University (RWU) Pandemic Response Plan is two-fold: (1) reduce illness and death due to pandemic influenza among students, staff, faculty, and the university community and (2) provide a plan for business continuity that minimizes the impact on business operations and of economic loss.

Planning is the first step in preparing to manage the consequences of a pandemic. Planning can help reduce the spread of disease, decrease the numbers of deaths and hospitalizations, help maintain essential services, and reduce the disruptions due to a pandemic. RWU has established a Pandemic Planning Committee (see Appendix A) whose mission is to create a framework for graduated response based on cooperation and partnership with local, state, and federal authorities.

The RWU Pandemic Planning Committee has established the following prioritized list of planning objectives:

1. Reduce the number of pandemic influenza cases and deaths
2. Provide care for ill students within the capabilities of the university’s health and EMS service.
3. Maintain critical operations and support services
4. Provide housing and support services for students who cannot leave campus
5. Provide support for students, staff, and faculty studying or working abroad
6. Provide for academic continuity
7. Provide continuity for critical research

The critical university operations necessary for successful implementation of the planning objectives are the following:

1. Communications
2. Water and utilities
3. Support services for essential personnel needed to conduct critical operations
4. Security / Public Safety
5. Health care services
6. Housing and dining for students
7. Mass distribution of anti-virals and/or vaccines
8. Support for research animals

The RWU Pandemic Response Plan provides guidance and defines steps for university departments to execute a graduated level of response consistent with the RWU Operating Levels (see Appendix B) that corresponds with the World Health Organization (WHO) pandemic phases and that is in concert with Center for Disease Control (CDC) guidance and Rhode Island Department of Health (RIDOH) directives.

II. INTRODUCTION

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. Pandemics are a part of public health history. In the 20th century, there were three pandemics – in 1918, 1957, and 1968. The
1918 pandemic was the most deadly, killing approximately 50 million people worldwide and 675,000 in the United States.

III. SITUATION

RWU is a private liberal arts university located on the Mount Hope Bay in Bristol, Rhode Island. RWU has off-campus offices and/or dormitories in downtown Bristol, Tiverton, Portsmouth, and Providence.

In the fall of 2009, enrollment at RWU consisted of the following: 3,799 undergraduate students, 546 undergraduate continuing studies students, and 814 graduate and professional students. Approximately 78 percent of these students live in university provided housing in Bristol or Portsmouth. RWU is also host to an English as a Second Language (ESL) Language Center for international and non-native English speaking students, with a rolling enrollment of anywhere from 50 to 100 students at any one time. In addition, RWU is a year-round site for numerous events, camps, and conferences that bring outside community members onto the campus.

The RWU Pandemic Response Plan is an annex to the RWU Emergency Response Plan (ERP), which describes the overall emergency response procedures for the university. This plan is supported by all applicable local, state, and federal plans and guidance including the RIDOH Pandemic Influenza Plan (see Appendix C), the Rhode Island Emergency Management Agency (RIEMA) State of Rhode Island Emergency Operations Plan (see Appendix D), the CDC Guidance for Responses to Influenza for Institutions of Higher Education (see Appendix E), and the DOH / CDC preparing for the Flu Communication Toolkit for Institutions of Higher Education (see Appendix F).

This plan applies to RWU, the RWU School of Law, and all property and resources of RWU.

IV. ASSUMPTIONS

The RWU Pandemic Response Plan is based on a number of specific assumptions derived from the public health literature, the WHO, the CDC, and the RIDOH. General assumptions are the following:

• The first outbreaks in the United States are likely to occur in major metropolitan areas where the rates of international and business travel are high.
• Susceptibility to the virus will be universal.
• Efficient and sustained person to person transmission signals an imminent pandemic.
• RWU will be affected because of the movement of various individuals within as well as outside the university community.
• There will be more than one wave of disease separated by several months (4-9).
• Each disease wave will last between 6 and 8 weeks.
• Absentee rates could range as high as 30% to 50% over the course of an academic year.
• Because a vaccine needs to closely match an influenza virus and go through proper Food and Drug Administration (FDA) approvals, it is unlikely that a vaccine would be available early in a pandemic and quantities will be limited even when available. A vaccine will
probably be available later in the pandemic (second and third waves) but quantities may not meet demand and there will need to be priority lists for distribution.

- Isolation, quarantine, social distancing and personal hygiene practices are likely to be at least somewhat effective in slowing transmission and thus reducing the overall impact of the disease, especially very early in the outbreak.

V. CONCEPT OF OPERATIONS

It is the responsibility of RWU to plan for the deployment of resources during an emergency affecting the students, employees and facilities of the university. RWU will coordinate with local, state, and federal agencies to address the needs of the campus community. RWU will monitor and follow all RIEMA and RIDOH directives. RWU students, staff, and faculty will be briefed on the Pandemic Response Plan. Training will be provided as required to assist RWU staff in their emergency response duties and responsibilities.

The RWU response to pandemic influenza is a graduated response based on the intensity of events. RWU will utilize the National Incident Management System (NIMS) to manage the university’s response to pandemic influenza. The RWU Emergency Operations Center (EOC) or some equivalent command and control facility will be operational. The primary EOC location is the Administration Building Conference Room. The alternate EOC site is the Student Senate at the Recreation Center. The RWU President or Senior Vice President for Finance and Administration will institute an incident command system (ICS) for management of the event within the university. This local ICS will coordinate with the Unified Command at the State EOC. All university resources will be mobilized to support the emergency.

The RWU Pandemic Planning Committee will function as an advisory body to the RWU incident command. At a minimum, this plan will be reviewed annually by the RWU Pandemic Planning Committee and updated as necessary. More frequent updates to this plan will be made as necessary to assist with the university’s emergency preparedness, given all available resources.

VI. COMMUNICATIONS

RWU will utilize the following methods of emergency communication during a pandemic:

1. RWU Website (www.rwu.edu/myRWU Emergency Preparedness)
2. University Phone System
3. University E-Mail System
4. Emergency Information Hotlines (254-4400 / 254-4500)
5. RWU CCTV Channel 5 / WQRI 88.3 FM
6. Local Television and Radio Station Broadcasts
7. RWU ConnectED System

Connect ED

RWU community members must heed all warnings / emergency messages promulgated via the ConnectED emergency communication system. ConnectED is a secure web-based program and fully hosted emergency communication system that sends pre-recorded emergency messages to thousands of RWU community subscribers via voicemail, e-mail, and text messaging. Upon
receipt of any ConnectEd emergency message, all RWU community members must follow emergency instructions until further notice. It is the responsibility of all RWU students, staff, and faculty to maintain current emergency contact information through the myRWU website (via the Emergency Preparedness tab) to ensure receipt of all ConnectEd emergency communications.

VII. UNIVERSITY-WIDE PRE-PLANNED RESPONSES

A. University-Wide Pre-Planned Responses for Mild (Less Severe) Influenza Conditions

The following university-wide pre-planned responses will be initiated for a pandemic influenza that exhibits generally mild (less severe) conditions based on national and regional health official assessments:

**Facilitate self-isolation of students with flu-like illness in on-campus housing**

- Direct RWU students with flu-like illness in on-campus housing to practice self-isolation by staying away from classes and limiting interactions with other people, except to seek medical care.
- Encourage students in on-campus housing with flu-like illness that live relatively close to campus to recover at home and thereby minimize passing the illness to others in the university community.
- Review (and revise as necessary) student absenteeism policies. Do not require a healthcare professional’s note to confirm illness or recovery (Note: RWU School of Law maintains this requirement to meet accreditation standards). Consider altering policies on missed classes and examinations and late assignments so that students’ academic concerns do not prevent them from staying home when ill or prompt them to return to class while still symptomatic and potentially infectious.
- Instruct ill students who cannot recover at home to receive care and meals from a single person. Ensure RWU Student Affairs staff performs a daily check with all students in self-isolation.
- If close contact with students having flu-like illness cannot be avoided, ensure appropriate respiratory protection (surgical mask, N95 respirator, etc) is used in accordance with the RWU Respiratory Protection Plan.
- Consider providing temporary, alternate housing for ill students that cannot practice adequate self-isolation due to their on-campus living arrangements.
- Instruct students in on-campus housing with flu-like illness to promptly seek medical attention if they have a medical condition that puts them at increased risk of severe illness from flu, are concerned about their illness, or develop advanced symptoms such as increased fever, shortness of breath, chest pain or pressure, or rapid breathing.

**Promote self-isolation at home of students with flu-like illness in off-campus housing**

- Direct RWU students with flu-like illness in off-campus housing to self-isolate at home, stay away from classes and limit interactions with other people, except to seek medical care.
- Review (and revise as necessary) student absenteeism policies. Do not require a healthcare professional’s note to confirm illness or recovery (Note: RWU School of Law maintains this requirement to meet accreditation standards). Consider altering policies on
missed classes and examinations and late assignments so that students’ academic concerns do not prevent them from staying home when ill or prompt them to return to class while still symptomatic and potentially infectious.

- Instruct students in off-campus housing with flu-like illness to promptly seek medical attention if they have a medical condition that puts them at increased risk of severe illness from flu, are concerned about their illness, or develop advanced symptoms such as increased fever, shortness of breath, chest pain or pressure, or rapid breathing.

**Promote self-isolation at home of staff and faculty with flu-like illness**

- Direct RWU staff and faculty with flu-like illness to self-isolate at home, stay away from classes and limit interactions with other people, except to seek medical care.
- Review (and revise as necessary) staff and faculty sick leave policies to facilitate faculty and staff staying home when they are ill or caring for an ill family member.
- Do not require a doctor’s note for staff and faculty to validate their illness or return to work.

**Considerations for high-risk students and staff**

- Encourage RWU community members who are at high risk for flu complications and become ill to see their healthcare provider as soon as possible.
- Encourage vaccinations against the flu. Communicate with local and state health officials to determine where mass vaccinations centers will be located and/or if the RWU closed-Point of Dispensing (POD) will be activated to administer flu vaccinations. RWU closed-POD activation will be in accordance with the RIDOH approved RWU Medical Emergency Distribution System (MEDS) Plan.

**Discourage campus visits by ill persons**

Communicate via e-mail, posters, flyers, and media coverage to discourage people with flu-like illness from visiting the RWU campus or attending RWU events.

**Encourage hand hygiene and respiratory etiquette**

Communicate flu prevention basics including the following: wash hands frequently with soap and water; cover your nose and mouth with a tissue when coughing or sneezing (or a shirt sleeve or elbow if no tissue is available); use hand sanitizers located at all RWU building entrance / exit points; and stay home when sick.

**Routine Cleaning**

- Establish regular schedules for frequent cleaning of high-touch surfaces (ex. bathrooms, doorknobs, tables, etc).
- Encourage students and staff to frequently clean their living quarters and workstations respectively.

**Considerations for specific student populations**

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- Review policies for study abroad programs, including accessing health services abroad and reporting illness to university officials.
- Determine if special arrangements and communication strategies are needed to meet the needs of students with disabilities.

**B. Additional University-Wide Pre-Planned Responses for More Severe Influenza Conditions**

The following additional university-wide pre-planned responses will be initiated for a pandemic influenza that exhibits more severe conditions based on national and regional health official assessments:

**Permit high-risk students, faculty, and staff to stay home when the flu is spreading in the community**

- If flu is severe in nature, RWU community members at high-risk of flu complications should consult their doctor and consider staying home while the flu is circulating in the community.
- Consider distance learning options for high-risk RWU students and faculty (ex. RWU Blackboard). Consider telecommuting and alternative work sites for high-risk RWU staff. Develop temporary student absentee and staff / faculty sick leave policies that make accommodations for the pandemic influenza.

**Increase social distances**

- Explore ways to increase the distance between students, including consideration of distance learning methods.
- Consider suspending or modifying public events such as guest speakers, sporting events, convocation, commencement, etc.

**Extend the self-isolation period**

If flu severity remains high, extend the self-isolation period from until 24 hours after no fever without the use of fever-reducing medicines to at least 7 days after the onset of flu-like symptoms. Monitor RWU communications and local and state health officials’ guidance for changes to these recommended self-isolation timeframes.

**Consider the suspension of classes**

- The President, Provost, and ERT, with consult from the RWU Pandemic Planning Committee, will work closely with local and state health officials to balance the effects of disruption of classes with the risks of flu in the community. Consider preemptive class suspension versus reactive class suspension.
- Use multiple channels to communicate messages regarding class suspension and the implications for students, staff, faculty, and the RWU community.
- Review continuity of essential services plan including provisions and any special considerations for dining services / meals, custodial services, security, and other basic operations for student who remain on campus.

VIII. PRE-PLANNED DEPARTMENT RESPONSES

The success of RWU pandemic planning and preparedness is dependent on coordinated and integrated inter-department pre-planned responses (See Appendix G for department pre-planned responses that will be initiated for pandemic influenza conditions).
RWU Operating Levels

Roger Williams University and Roger Williams University School of Law (collectively “University”) have established the following standardized “Operating Levels” for the University’s educational and business operations:

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>CAPTION</th>
<th>DESCRIPTION</th>
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<tbody>
<tr>
<td>1</td>
<td>All Operations Normal</td>
<td>All University operations functioning as planned; no known impending events that could impact the University’s operations</td>
</tr>
<tr>
<td>2</td>
<td>All Operations Normal; Emergency Planning in Process</td>
<td>All University operations functioning as planned; however, there exists the possibility of an emergency event in the near future and efforts are underway to prepare for that event (e.g. hurricane or substantial snowstorm)</td>
</tr>
<tr>
<td>3</td>
<td>All Classes &amp; Significant Events Cancelled; Other Operations Open as Usual</td>
<td>Conditions exist that warrant the cancellation of classes and other significant events on campus (e.g. sporting events, theatre productions, etc.); all other operations remain open and functioning; all employees scheduled to work should report as usual</td>
</tr>
<tr>
<td>4</td>
<td>All University Operations Cancelled; Essential Services Personnel Only</td>
<td>Conditions exist that warrant the suspension/closure of all University operations; Essential Services Personnel are required to report for duty</td>
</tr>
<tr>
<td>5</td>
<td>University Evacuated</td>
<td>All University operations are suspended/closed and the University is evacuated; a sub-set of the Essential Services Personnel may be required to remain</td>
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</tbody>
</table>

Notes:
- The above applies to all University operations, campuses (e.g. Bristol, Providence, School of Law) and facilities (Bristol, Providence, Tiverton), although it is recognized that Levels 3, 4 & 5 may be regional to a building, area or part thereof and/or it may be functional to a group, operation, or event. The designation of a specific level will be assumed to apply to all operations, campuses and facilities absent instructions to the contrary in any announcement.
- Attached is a general listing of “Essential Services Personnel” maintained by the Department of Human Resources (as well as a notation of those operations/facilities that remain open during a Level 4 event), although specific circumstances and operational needs may dictate, on a case-by-case basis, other personnel.
• Related policies/documents: University Emergency Closing Policy; Emergency Closing Policies contained within collective bargaining/union agreements.
## APPENDIX A

### RWU Pandemic Planning Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Email</th>
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<tbody>
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<td>Vice President and Chief Information Officer</td>
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</table>
# Roger Williams University Pandemic Response Plan

<table>
<thead>
<tr>
<th>RWU Operating Level</th>
<th><strong>Level 1</strong>: All Operations Normal</th>
<th><strong>Level 2</strong>: All Operations Normal; Emergency Planning in Progress</th>
<th><strong>Level 3</strong>: All Classes and Significant Events Cancelled; Other Operations Open as Usual</th>
<th><strong>Level 4</strong>: All University Operations Cancelled; Other Operations Open as Usual</th>
<th><strong>Level 5</strong>: University Evacuated</th>
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<tbody>
<tr>
<td>RWU Emergency / Pandemic Plan Incident Response Level Criteria</td>
<td>No current health and/or safety hazard</td>
<td>Possibility of an emergency exists in the near future</td>
<td>Conditions exist that warrant cancellation classes and significant events on campus</td>
<td>Conditions exist that warrant the suspension/closure of all university operations</td>
<td>All university operations are suspended / closed and the university is evacuated.</td>
</tr>
<tr>
<td>World Health Organization (WHO) Phase</td>
<td>Phase 1 – No human infections reported from viruses circulating in animals Phase 2 – Human infections due to animal influenza virus</td>
<td>Phase 3 – Pandemic alert period Phase 4 – Elevated pandemic risk Phase 5 – Pandemic imminent</td>
<td>Phase 6 – Pandemic period</td>
<td>Phase 6 – Pandemic period</td>
<td>Phase 6 – Pandemic period</td>
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<tr>
<td>Situation</td>
<td>• Current situation • Human infections with a new subtype, but no sustained human-to-human spread</td>
<td>• Small, highly localized clusters anywhere in the world with limited human-to-human transmission • International travel advisories</td>
<td>• Large clusters, but still localized • Public health authorities urge to prepare for social distancing • International travel warnings and passenger screenings begin • Virus characterized as having a high rate of transmissibility and/or mortality • Trough between waves • Isolated cases of clusters in Rhode Island • Increased and sustained transmission in the general US population • Confirmation of a high rate of transmissibility • Immediately preceded by falling class attendance, students leaving campus and public health recommendation to curtail / cancel public activities in Rhode Island • Rising employee absenteeism • International travel restrictions</td>
<td>• Confirmation of a high rate of transmissibility and mortality</td>
<td>• Confirmation of a high rate of transmissibility and mortality</td>
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## Emergency Response Level Criteria and Corresponding WHO Phase

- **Phase 1**: No human infections reported from viruses circulating in animals
- **Phase 2**: Human infections due to animal influenza virus
- **Phase 3**: Pandemic alert period
- **Phase 4**: Elevated pandemic risk
- **Phase 5**: Pandemic imminent
- **Phase 6**: Pandemic period
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<th>Level 5: University Evacuated</th>
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<tr>
<td>RWU Department Pre-Planned Responses</td>
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</table>
| Dining Services | • Conduct annual Pandemic Response Plan training | • Review RWU Pandemic Response Plan and department pre-planned responses  
  • Provide additional hand sanitizers at entrances / exits  
  • Coordinate with Housing and Residence Life for delivery of meals to quarantined and / or isolated students  
  • Identify alternate suppliers | • Cancel extended meal hours to facilitate additional cleaning between meals  
  • Close all self-service stations (salad bar, ice cream, etc)  
  • All meals served on disposable paper products  
  • Sanitize all kitchen, cooking, and serving machinery at the end of each meal  
  • Deliver meals if necessary to quarantined and / or self-isolated students | • Staff dining services with essential services personnel | • Close dining hall  
  • Monitor RWU communications for pandemic emergency updates and changes in operating status |
| Housing and Residential Life | • Conduct annual Pandemic Response Plan training | • Review RWU Pandemic Response Plan and department pre-planned responses  
  • Promote good personal hygiene and frequent hand washing  
  • Implement social distancing practices  
  • Identify potential rooms and / or buildings to be used for quarantine / self-isolated students | • Communicate pandemic planning and response efforts to students and parents  
  • Coordinate with Information Technology to establish an emergency call center  
  • Implement housing plan for quarantined / self-isolating students  
  • Perform daily checks on all students in self- | • Staff housing / residential life and student affairs with essential services personnel | • Conduct room inspections to ensure evacuation of residence halls  
  • Close residential halls  
  • Monitor RWU communications for pandemic emergency updates and changes in operating status |
<table>
<thead>
<tr>
<th>Health Services</th>
<th>• Conduct annual Pandemic Response Plan training</th>
<th>• Review RWU Pandemic Response Plan and department pre-planned responses</th>
<th>• Promote social distancing for the student / staff and self-isolation practices for influenza-like illness patients</th>
<th>• Staff Health Services with essential services personnel</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>• Coordinate with Dining Services for delivery of meals to quarantined / self‐isolated students</td>
<td>• Monitor CDC and DOH pandemic healthcare guidance on a daily basis</td>
<td>• Ensure all emergency first responder and healthcare professional staff receive pandemic influenza vaccine as highest priority group</td>
<td>• Discontinue Health Services Operations</td>
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<td></td>
<td></td>
<td>• Order additional medical supplies as necessary</td>
<td>• Issue additional PPE including surgical masks and / or N95 respirators to healthcare professionals as required</td>
<td>• Monitor RWU communications for pandemic emergency updates and changes in operating status</td>
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<tr>
<td></td>
<td></td>
<td>• Activate the RWU MEDS Plan as required</td>
<td>• Limit exposure times of influenza-like patients with non-influenza patients</td>
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<td></td>
<td></td>
<td>• Coordinate POD for pandemic flu vaccinations</td>
<td>• Coordinate with Counseling Services to treat pandemic related anxiety</td>
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<td></td>
<td>• Maintain and monitor patient census and pandemic influenza rates to assist in decision making process regarding potential campus closure / evacuation</td>
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<thead>
<tr>
<th>Facilities Management</th>
<th>• Conduct annual Pandemic Response Plan training</th>
<th>• Review RWU Pandemic Response Plan and department pre-</th>
<th>• Increase cleaning efforts of high contact areas (ex. doorknobs,</th>
<th>• Staff Facilities Management with essential services</th>
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<tr>
<td>Public Safety</td>
<td>Environmental Health and Safety</td>
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<tr>
<td>• Conduct annual Pandemic Response Plan training</td>
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<tr>
<td>• Review RWU Pandemic Response Plan and department pre-planned responses</td>
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<tr>
<td>• Conduct influenza awareness training (symptoms and hygiene) for dispatchers, PSOs, and EMTs</td>
<td>• Order additional PPE and emergency supplies as necessary (ex. N95 respirators, hand sanitizers, etc)</td>
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<tr>
<td>• Provide emergency first responder guidance / instruction related to pandemic flu virus transmission prevention</td>
<td>• Monitor state and federal emergency guidance and directives (including CDC, RIDOH, and RIEMA)</td>
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<tr>
<td>• Issue additional PPE including surgical masks and / or N95 respirators to healthcare professionals as required</td>
<td>• Provide university-wide pandemic planning guidance and instruction (including PSO’s, EMT’s, Facilities Management, and essential services personnel)</td>
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<tr>
<td>• Review MEDS Plan and POD responsibilities</td>
<td>• Establish RWU EOC in Administration Building Conference Room</td>
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<tr>
<td>• Provide security for POD / pandemic flu vaccinations</td>
<td>• Maintain communications with state EOC, RIDOH, and Healthcare Service Region acute care hospital (Miriam)</td>
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<tr>
<td>• Staff Public Safety support with essential services personnel</td>
<td>• Ensure all RWU fire and life safety systems are fully operational</td>
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<td></td>
<td>• Monitor RWU communications for pandemic emergency updates and changes in operating status</td>
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<td></td>
<td>• Provide transportation to students leaving campus</td>
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<td></td>
<td>• Provide continued security on-campus during evacuation period</td>
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<td>• Monitor state and federal emergency guidance and directives (including CDC, RIDOH, and RIEMA)</td>
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<td>• Monitor RWU communications for pandemic emergency updates and changes in operating status</td>
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</tbody>
</table>

planned responses
• Conduct needs assessment for house-keeping materials and order additional cleaning supplies and hand-washing stations / hand sanitizer refills as required
railings, bathrooms, etc)
• Review cleaning arrangements for quarantine / self isolation facilities
• Provide support services if POD for pandemic flu vaccinations is activated
personnel
updates and changes in operating status
<table>
<thead>
<tr>
<th>English as a Second Language (ELS)</th>
<th>Conduct annual Pandemic Response Plan training</th>
<th>Review RWU Pandemic Response Plan and department pre-planned responses</th>
<th>Communicate pandemic planning and response efforts to students and parents</th>
<th>Ensure ELS students and staff are aware that all RWU operations are cancelled except essential services.</th>
<th>Monitor RWU communications for pandemic emergency updates and changes in operating status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Conduct annual Pandemic Response Plan training</td>
<td>• Review RWU Pandemic Response Plan and department pre-planned responses</td>
<td>• Communicate pandemic planning and response efforts to students and parents</td>
<td>• Maintain communications between ELS and RWU. Inform RWU of any ELS student pandemic influenza cases</td>
<td>• Discontinue all new student arrivals</td>
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<tr>
<td></td>
<td></td>
<td>• Promote good personal hygiene and frequent hand-washing</td>
<td>• Staff School of Law with essential services personnel</td>
<td>• Close the School of Law</td>
<td>• Monitor RWU communications for pandemic emergency updates and changes in operating status</td>
</tr>
<tr>
<td>School of Law</td>
<td>Conduct annual Pandemic Response Plan training</td>
<td>Review RWU Pandemic Response Plan and department pre-planned responses</td>
<td>Communicate pandemic planning and response efforts to School of Law students and parents</td>
<td>Staff School of Law with essential services personnel</td>
<td>Close the School of Law</td>
</tr>
<tr>
<td></td>
<td>• Conduct annual Pandemic Response Plan training</td>
<td>• Review RWU Pandemic Response Plan and department pre-planned responses</td>
<td>• Coordinate with Information Technology to establish a School of Law emergency call center</td>
<td>• Initiate IACUC</td>
<td>Close the School of Law</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Recall / Cancel admissions officer trips in influenza affected areas</td>
<td>• Recall / Cancel admissions officer trips in influenza affected areas</td>
<td>• Monitor RWU communications for pandemic emergency updates and changes in operating status</td>
<td>Close the School of Law</td>
</tr>
<tr>
<td>Academic Affairs</td>
<td>Conduct annual Pandemic Response Plan training</td>
<td>Review RWU Pandemic Response Plan and department pre-planned responses</td>
<td>Cancel all classes and academic related events.</td>
<td>Staff Academic Affairs with essential services personnel</td>
<td>Monitor RWU communications for pandemic emergency updates and changes in operating status</td>
</tr>
<tr>
<td></td>
<td>• Conduct annual Pandemic Response Plan training</td>
<td>• Review RWU Pandemic Response Plan and department pre-planned responses</td>
<td>• In the event of an</td>
<td>• Initiate IACUC</td>
<td>Monitor RWU communications for pandemic emergency updates and changes in operating status</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Issue PPE as required</td>
<td>• Staff Academic Affairs with essential services personnel</td>
<td>• Initiate IACUC</td>
<td>Monitor RWU communications for pandemic emergency updates and changes in operating status</td>
</tr>
</tbody>
</table>

- **Healthcare Service Region acute care hospital (Miriam)**
  - Activate the RWU MEDS Plan as required
  - Coordinate POD for pandemic flu vaccinations
  - Promote good personal hygiene and frequent hand-washing

- **School of Law**
  - Conduct annual Pandemic Response Plan training
  - Review RWU Pandemic Response Plan and department pre-planned responses
  - Communicate pandemic planning and response efforts to School of Law students and parents
  - Coordinate with Information Technology to establish a School of Law emergency call center
  - Recall / Cancel admissions officer trips in influenza affected areas
  - Staff School of Law with essential services personnel

- **Academic Affairs**
  - Conduct annual Pandemic Response Plan training
  - Review RWU Pandemic Response Plan and department pre-planned responses
  - Cancel all classes and academic related events.
  - In the event of an
  - Staff Academic Affairs with essential services personnel
  - Initiate IACUC

- **Monitor RWU communications for pandemic emergency updates and changes in operating status**
<table>
<thead>
<tr>
<th>Human Resources</th>
<th>• Conduct annual Pandemic Response Plan training</th>
<th>• Review RWU Pandemic Response Plan and department pre-planned responses</th>
<th>• Maintain employee absenteeism / leave data</th>
<th>• Staff Human Resources with essential services personnel</th>
<th>• Monitor RWU communications for pandemic emergency updates and changes in operating status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admissions</td>
<td>• Conduct annual Pandemic Response Plan training</td>
<td>• Review RWU Pandemic Response Plan and department pre-planned responses</td>
<td>• Cancel all university tours</td>
<td>• Staff Admissions with essential services personnel</td>
<td>• Monitor RWU communications for pandemic emergency updates and changes in operating status</td>
</tr>
<tr>
<td>International Students</td>
<td>• Conduct annual Pandemic Response Plan training</td>
<td>• Review RWU Pandemic Response Plan and department pre-planned responses</td>
<td>• Track international pandemic influenza movement and severity</td>
<td>• Staff International Student Services with essential services personnel</td>
<td>• Monitor RWU communications for pandemic emergency updates and changes in operating status</td>
</tr>
</tbody>
</table>

- Initiate decision making process for cancellation of classes (consider student/staff absentee rates and severity level/morbidity rates) and consult with ERT
- Make preparations for alternate modes of instructional delivery and distance learning including via RWU Blackboard
- Extended class cancellation, initiate alternate modes of instructional delivery including via RWU Blackboard.
- Emergency Plan to meet RWU animal care requirements
- Operating status
- Develop recovery plan regarding course credits / graduation requirements

- Conduct annual Pandemic Response Plan training
- Review RWU Pandemic Response Plan and department pre-planned responses
- Promulgate temporary pandemic leave policy to all RWU employees
- Promulgate RWU policies for social distancing, flexible workplace (ie. Alternate work sites, teleworking, etc.) and essential services personnel
- Maintain employee absenteeism / leave data
- Staff Human Resources with essential services personnel
- Monitor RWU communications for pandemic emergency updates and changes in operating status

- Conduct annual Pandemic Response Plan training
- Review RWU Pandemic Response Plan and department pre-planned responses
- Cancel all university tours
- Recall / Cancel admissions officer trips in influenza affected areas
- Staff Admissions with essential services personnel
- Monitor RWU communications for pandemic emergency updates and changes in operating status

- Conduct annual Pandemic Response Plan training
- Review RWU Pandemic Response Plan and department pre-planned responses
- Track student faculty international travel
- Review policies and procedures for recalling
- Track international pandemic influenza movement and severity
- Issue advisories for students and faculty in affected international regions
- Coordinate with Dining Commons for grocery deliveries to the Intercultural Center
- Staff International Student Services with essential services personnel
- Monitor RWU communications for pandemic emergency updates and changes in operating status
<table>
<thead>
<tr>
<th></th>
<th>Students from affected regions</th>
<th>Commons for grocery deliveries to the Intercultural Center</th>
<th>Coordinate with Public Safety to provide shuttle services to the airport</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Finance</strong></td>
<td>• Conduct annual Pandemic Response Plan training</td>
<td>• Review RWU Pandemic Response Plan and department pre-planned responses</td>
<td>• Assess impact of class / significant event cancellation on tuition and other university revenue streams</td>
</tr>
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<td></td>
<td>• Establish remote access to Datatel and Kronos systems for payroll processing</td>
<td>• Establish remote operations via VPN for cash management and emergency funding</td>
<td>• Establish ability to order and take delivery of critical supplies including alternate storage site</td>
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<td></td>
<td>• Establish remote operations via VPN for cash management and emergency funding</td>
<td>• Establish ability to order and take delivery of critical supplies including alternate storage site</td>
<td>• Monitor RWU communications for pandemic emergency updates and changes in operating status</td>
</tr>
<tr>
<td><strong>Communications / IT</strong></td>
<td>• Conduct annual Pandemic Response Plan training</td>
<td>• Review RWU Pandemic Response Plan and department pre-planned responses</td>
<td>• Identify media spokesperson for internal and medical communications</td>
</tr>
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<td></td>
<td>• Initiate plans for a general information call center</td>
<td>• Initiate focused pandemic influenza education campaign with emphasis on personal hygiene and frequent hand washing. Promote seasonal and pandemic flu vaccinations.</td>
<td>• Provide telephone call center scripts and training</td>
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<td></td>
<td>• Initiate focused pandemic influenza education campaign with emphasis on personal hygiene and frequent hand washing. Promote seasonal and pandemic flu vaccinations.</td>
<td>• Manage all media relations issues</td>
<td>• Coordinate internal situation update communications and external news releases</td>
</tr>
<tr>
<td></td>
<td>• Staff Communications / IT with essential services personnel</td>
<td>• Disseminate situation updates and operating level change information via available</td>
<td>• Staff Communications / IT with essential services personnel</td>
</tr>
</tbody>
</table>