

NCSA PANDEMIC INFLUENZA PLAN

EXECUTIVE SUMMARY

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NCSA PANDEMIC INFLUENZA PLAN

EXECUTIVE SUMMARY

GOAL

A pandemic will probably impact 30% or more of the population and cause major disruption to educational institutions, businesses, and social institutions. This plan will serve as a guideline for NCSA to prepare for, respond to, and recover from a pandemic crisis; in order to protect life, property, and institutional sustainability.

CORE DEFINITIONS

Pandemic: “Occurs when a new influenza virus emerges and starts spreading as easily as normal influenza – by coughing and sneezing. Because the virus is new, the human immune system will have no pre-existing immunity. This makes it likely that people who contract pandemic influenza will experience more serious disease than that caused by normal influenza. It can be triggered when the following three conditions have been met:

- the emergence of a disease new to the population
- the agent infects humans, causing serious illness
- the agent spreads easily and sustainably among humans” (World Health Organization, 2007)

Social Distancing: Population-wide measures to create and maintain distance between people to prevent the spread of disease. This includes decisions to reduce/eliminate opportunities for large numbers of people to mix (furlough non-essential workers, close workplaces, cancel mass gathering events, etc), thus slowing the rate of infection.

Essential Personnel: Those predetermined staff members that provide time/task critical services to the campus in an emergency. NCSA essential staff may be designated to provide their assigned tasks on campus or from an approved off-site location. Essential personnel are required to work when the school is closed.

CURRENT STATUS OF WORLD HEALTH ORGANIZATION PREPAREDNESS

The World Health Organization Global Influenza Preparedness Plan identifies six pandemic phases. According to the plan, the world is currently in a Pandemic Alert Period – Phase 3, thus, suggesting that pandemic preparedness plans should be in place.

The NCSA Pandemic Plan provides four levels of response, which are activated based on the WHO Phase and other factors. The relationship of the WHO Phases and the NCSA Response Levels is illustrated in the following table.

World Health Organization Phase	Worldwide Status of Potential Pandemic Infection	NCSA Response Level
WHO Phase 3	Human infections w/ a new sub-type, but no sustained human-to- human spread.	Level 1 Response: Planning
WHO Phase 4	Sustained human-to-human transmission on continent other than North/South America.	Level 2 Response: Preparation and Alert
WHO Phase 5	Sustained human-to-human transmission on North/South America.	Level 3 Response: Social Distancing
WHO Phase 6	Increased and sustained transmission in the general U.S. population. High rate of infectivity and/or mortality.	Level 4 Response: Closure

CORE ELEMENTS OF THE NCSA FOUR RESPONSE LEVELS

Level 1 Response: Planning

NCSA will develop, implement, and periodically update the NCSA Pandemic Influenza Plan. Designated staff liaisons will conduct training for faculty and staff, including: (1) an overview of the pandemic situation, (2) contents of the NCSA Pandemic Response Plan, (3) criteria for observing and reporting flu symptoms, and (4) expectations for further training to be conducted in Response Level Two. The liaisons will develop a plan to provide any needed training to students based on feedback from the initial faculty and staff training groups.

NCSA Divisions and Departments will identify specific procedures that need to be updated, revised or newly implemented to facilitate the NCSA pandemic response. The Office of the Chief Academic Officer will implement and maintain an international travel notification process. All NCSA Departments will assess their areas to determine what additional supplies and/or equipment are needed to fulfill their responsibilities at each pandemic Response Level. The Director of Student Health Services is the NCSA appointed staff member to officially monitor World Health Organization and Center for Disease Control information on flu activity, up to date recommendations, and travel advisories.

Level 2 Response: Preparation and Alert

The Director of Student Health Services will advise the Chancellor and Executive Staff immediately upon notification that the World Health Organization (WHO) has declared that they are changing to Phase 4, sustained human-to-human transmission on a continent other than North/South America. NCSA will activate the Level Two Response outlined in this plan. NCSA Divisions and Departments will review all procedures relevant to their areas of responsibility, in relationship to the Pandemic Response Plan Level Two Response. These procedures will be reviewed and/or implemented, whichever is appropriate. Supplies and equipment identified in Level One Response will be ordered in a timely fashion. All training planned for this level will be initiated immediately, including (1) relevant cross-training for Tier One and Tier Two essential personnel, (2) handling and disposing of potentially infectious materials for non-medical personnel, and (3) N95 respirator use and fit testing for executive staff and all essential personnel.

The Director of Student Health Services will advise the Chancellor and Executive staff of international locations where travel restrictions should apply. NCSA travel to these locations will be banned and all previously planned trips cancelled. The Student Health Services staff will continue to monitor the world health situation, with special emphasis on information from the World Health Organization, Center for Disease Control and the Forsyth County Public Health Department.

Level 3 Response: Social Distancing

The Director of Student Health Services will advise the Chancellor and Executive Staff immediately upon notification that the World Health Organization (WHO) has declared that they are changing to Phase 5, sustained human-to-human transmission on North/South America. Based on this action by WHO, NCSA will activate the Level Three response outlined in this plan. Essential personnel will be alerted to the change in the WHO Phase and the new NCSA response level. All personnel in the designated priority group for the limited amount of anti-virals available will be notified to report to the point of distribution at a specified time. Police personnel will be positioned to assist, as needed. NCSA will implement social distancing measures to reduce/prevent the person-to-person transmission of influenza. Transmission measures will be implemented to reduce the probability that face-to-face social contacts will result in disease transmission (i.e., faculty, staff and students will use N95 masks). Contact interventions will be implemented to reduce/eliminate the probability that individuals will come into contact with infected individuals (i.e., performances will be canceled). The Pickle Jar will be closed and all food services will be delivered in the Dining Hall according to specific criteria. NCSA Communications and Marketing will liaison with the Chancellor's Office to determine the timing of all School announcements related to social distancing measures. The Student Health Services staff will continue to monitor the world health situation, with special emphasis on information from the World Health Organization, Center for Disease Control and the Forsyth County Public Health Department.

Level 4 Response: Closure

The Chancellor will be advised when the WHO activates to Phase 6, increased and sustained transmission in the general U.S. population. This activates consideration of NCSA Level 4 Response.

- The Chancellor may consider closing the School and evacuating the campus upon, (1) confirmation of the first diagnosed case within the borders of the State of North Carolina, (2) advice of the County Department of Public Health, (3) confirmation of the first diagnosed case within a geographical radius of 300 miles including the surrounding states, (4) advice from the UNC General Administration and/or (5) other emergent factors.
- The Chancellor **shall** close the School and evacuate the campus upon, (1) legal order of the County Department of Public Health, (2) order from the UNC General Administration, (3) order of the Governor and/or (4) other legally binding emergent factors.

The School Emergency Operations Center (EOC) shall be activated (if not already operational) upon any serious consideration of school closure. In the event of school closure the following will occur.

- **Activate Essential Personnel Plan** - All non-essential personnel **shall** evacuate the campus within a three hour period as directed by the Chancellor, his designee, or a recognized legal authority. Non-essential personnel shall not return to campus until officially requested to do so, or the emergency period has formally concluded. All essential personnel shall report to their supervisor or pre-determined assignment, upon activation of this status.
- **Activate the Emergency Communications Plan** - All duties related to internal and external communications, including media inquiries during this emergency closure shall be directed to the Office of Communications & Marketing.
- **Activate Student Evacuation Plan** – NCSA will effectively remove the highest percentage possible of all NCSA students from the NCSA campus within a 24 hour period. The high school evacuation requires that students be transferred to the custody of their parent, guardian or pre-designated adult.
 - Direct all nonresidential high school and college students to leave campus immediately (within one hour).
 - Direct all residential college students to leave campus as soon as possible, but no later than 3 hours from the announcement.
 - Place residential High School students on pre-assigned buses to go to one of six predetermined rendezvous pick-up (or fly out) locations: Richmond, VA; Atlanta, GA; Raleigh, NC; Charlotte, NC; Washington DC; and Greensboro, NC.
 - If a High School student cannot be transported home for a legitimate reason, they will be placed with a pre-determined host family.
 - Provide for “follow” car and on-site rendezvous pick-up location staff to facilitate custody exchange.
 - NCSA will most likely still have students that are not able to return home as mass transportation may be severely limited and difficult to access.
 - If students have been exposed or are infected with the influenza they will be quarantined and treated on campus.
 - Students infected with the flu will remain quarantined on campus in the Fitness Center temporary infirmary.
- **Initiate Police/Public Safety personnel call-back** – All Public Safety personnel will be recalled and given initial assignments for campus evacuation.

- **Provide Essential Campus Services** - NCSA will provide limited, necessary services for the essential staff and students that are required to work and/or live on campus. These services include: on-campus lodging, on-campus dining, public safety measures, and facility services.
- **Provide Ongoing Communications Services** - Communications & Marketing will maintain responsibility for addressing the media throughout the School closure.
- **Implement and Maintain Individual Student Learning** - The Chief Academic Officer shall authorize an e-mail communication to all faculty and students activating the emergency individual student learning plan. Although students may not be able to participate in the typical on-campus performance activities, they shall continue to read, prepare papers, and complete the alternative projects, as previously assigned for this circumstance.
- **Provide Essential Business Practices** – NCSA must maintain financial services to (1) provide payroll to all employees and (2) facilitate the limited operations of campus (accounts payable/receivable). The essential IT staff will maintain internet, electronic communication, and telephone communication systems. The designated essential human resources staff will be the point(s) of contact for employee questions regarding pay eligibility, benefits, general employee status, etc. The Office of State Personnel Communicable Disease Emergency Policy will stipulate guidelines for employee compensation during School closure.
- **Activate General Vaccine/Anti-Viral Distribution** - NCSA is eligible for government supplies as part of the Strategic National Stockpile and is designated as a Point of Distribution for Flu vaccine. When the vaccine or anti-virals become available in greater quantity, NCSA will execute the general distribution plan.
- **Advise When to Re-Open** – The Director of Student Health Services will advise the Chancellor’s Office when it is appropriate to consider re-opening. A recommendation to schedule a re-opening for the School will be made in collaboration with the Forsyth County Public Health Department.

NCSA PANDEMIC INFLUENZA PLAN

INTRODUCTION

Background

It is difficult to predict when the next influenza pandemic will occur or how severe it will be. According to the World Health Organization (WHO):

“A pandemic occurs when a new influenza virus emerges and starts spreading as easily as normal influenza – by coughing and sneezing. Because the virus is new, the human immune system will have no pre-existing immunity. This makes it likely that people who contract pandemic influenza will experience more serious disease than that caused by normal influenza. It can be triggered when the following three conditions have been met:

- the emergence of a disease new to the population
- the agent infects humans, causing serious illness
- the agent spreads easily and sustainably among humans

An influenza pandemic is a rare but recurrent event. Three pandemics occurred in the previous century: “Spanish influenza” in 1918, “Asian influenza” in 1957, and “Hong Kong influenza” in 1968. The 1918 pandemic killed an estimated 40–50 million people worldwide. That pandemic, which was exceptional, is considered one of the deadliest disease events in human history. Subsequent pandemics were much milder, with an estimated 2 million deaths in 1957 and 1 million deaths in 1968.”

A pandemic will likely impact 30% or more of the population. It will typically occur in an area and then re-occur; hitting a community in “waves” of infection. Each “wave” can last for six to eight weeks. A severe influenza pandemic can cause very high levels of illness and death. The large number of people ill at the same time will disrupt the daily operations of educational institutions, businesses, social institutions, etc.

The World Health Organization Global Influenza Preparedness Plan identifies six pandemic phases. According to the plan, the world is currently in a Pandemic Alert Period – Phase 3, thus, suggesting that pandemic preparedness plans should be in place. The WHO phases are charted below.

WHO PANDEMIC PHASES

Interpandemic Period	<p>Phase 1. No new influenza virus subtypes have been detected in humans. An influenza virus subtype that has caused infection may be present in animals. If present in animals, the risk of human infection or disease is considered to be low.</p> <p>Phase 2. No new influenza virus subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease.</p>
Pandemic Alert Period	<p>Phase 3. Human infection(s) with a new subtype, but no human-to-human spread, or at most rare instances of spread to a close contact.</p> <p>Phase 4. Small cluster(s) with limited human-to-human transmission but spread is highly localized, suggesting that the virus is not well adapted to humans.</p> <p>Phase 5. Larger cluster(s) but human-to-human spread still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be fully transmissible (substantial pandemic risk).</p>
Pandemic Period	<p>Phase 6. Pandemic: increased and sustained transmission in the general population.</p>

NCSA Assumptions

Higher education institutions are vulnerable to severe impact due to:

- International travel by students, faculty, and staff.
- Dormitory style living which increases the risk of spreading infectious diseases.
- The probability that the influenza will seriously impact younger populations, ages 15-25 years old. These ages have a limited exposure history to influenza and thus will not have natural immunity to the disease.

The workplace absentee rate may be **25%-30%**. It is likely that a pandemic will lead to disruption of basic services such as; public transportation, food delivery, energy provisions, etc. Health care facilities may be overwhelmed, creating a shortage of hospital staff, beds, ventilators, and other supplies. Therefore, NCSA faculty, staff or students that are infected with the virus will not necessarily be admitted to a hospital for treatment. If this occurs, the North Carolina School of the Arts will see demands to care for essential staff and remaining students (ill students or those that could not return home) on campus, with very little assistance from outside sources. This plan assumes that NCSA will use social distancing and school closure to avoid/minimize ill students on campus.

Overview of NCSA Response Levels

NCSA Response Levels are based on the World Health Organization levels of alert, and other relevant information. This plan will be used in conjunction with the NCSA Business Continuity plan, where appropriate. The NCSA response levels for pandemic influenza are characterized as:

WHO	NCSA PANDEMIC INFLUENZA PLAN	
ALERT PERIOD	RESPONSE LEVEL	GOALS
Pandemic Alert Period	1. Planning	Strengthen influenza pandemic preparedness at NCSA, including: written plans, resource planning, staffing roles and responsibilities, task assignments, etc.
	2. Preparation and Alert	Finalize implementation of planning, training, and procedures implementation. Maximize monitoring and communication efforts.
	3. Social Distancing:	Implement actions to contain and/or delay the spread of influenza to the NCSA community, through social distancing and other means.
Pandemic Period	4. School Closure	Initiate necessary institutional actions and essential services to protect life, property, and institutional sustainability.

The World Health Organization is currently at their Level 3: Human infections with a new sub-type, but no sustained human-to-human contact. Therefore, NCSA has activated Level 1 response: Planning and Preparation. NCSA will activate to higher levels of response, when needed. The NCSA response level activation core considerations are illustrated in the following Table.

TABLE: NCSA RESPONSE LEVEL ACTIVATION CORE CONSIDERATIONS

NCSA RESPONSE LEVEL ACTIVATION CORE CONSIDERATIONS			
WHO Phase 3	WHO Phase 4	WHO Phase 5	WHO Phase 6
<ul style="list-style-type: none"> Human infections w/ a new sub-type, but no sustained human-to-human spread. 	<ul style="list-style-type: none"> Sustained human-to-human transmission on continent other than North/South America. Elevated pandemic risk 	<ul style="list-style-type: none"> Sustained human-to-human transmission on North/South America. Eminent pandemic. 	<ul style="list-style-type: none"> Increased and sustained transmission in the general U.S. population. High rate of infectivity and/or mortality. Confirmed cases within specified radius of NCSA campus.
<div style="border: 1px solid black; padding: 2px; display: inline-block;">CURRENT NCSA RESPONSE LEVEL</div>	<div style="border: 1px solid black; padding: 2px; display: inline-block;">TRIGGERS NCSA</div>	<div style="border: 1px solid black; padding: 2px; display: inline-block;">TRIGGERS NCSA</div>	<div style="border: 1px solid black; padding: 2px; display: inline-block;">TRIGGERS NCSA</div>
Level 1 Response Planning	Level 2 Response Preparation and Alert	Level 3 Response Social Distancing	Level 4 Response Closure
<ul style="list-style-type: none"> Planning Develop written plan Conduct training Identify procedures Implement travel policy Identify supplies Monitor and update 	<ul style="list-style-type: none"> Advise Chancellor Complete detailed preparation Impose travel restrictions Complete training Monitor and update 	<ul style="list-style-type: none"> Advise Chancellor Put essential personnel on alert Activate limited distribution plan for anti-virals Implement social distancing Monitor and update 	<ul style="list-style-type: none"> Advise Chancellor Close School Activate essential personnel plan Evacuate students/close campus Provide essential services on campus Conduct essential business services Monitor and re-open, when appropriate.

LEVEL ONE RESPONSE: PLANNING PROCESS

Develop Written Plan

The Chief Operating Officer appointed a lead position to facilitate the initial pandemic planning process. This plan is a compilation of contributions from personnel throughout the campus. There were several considerations in this process, including, but not limited to:

- Identification of faculty and staff roles and responsibilities.
- Collaboration with UNC General Administration.
- Roles and perspectives of other public safety agencies & the County Health Department.
- Compatibility of pandemic plan with general emergency plans.
- Command and control structure for decision-making.
- Timelines for initial plan, training, and response capabilities.
- Standard operating procedures for each level of NCSA response.

This Plan will be reviewed periodically to incorporate new information, as needed. Revisions will be distributed at Division meetings and those in attendance will further communicate the changes to their respective faculty and staff members. The overall goal and objectives of the plan are outlined below.

GOAL	This plan will serve as a guideline to prepare for, respond to, and recover from a pandemic crisis; in order to protect life, property, and institutional sustainability.
OBJECTIVES	<ul style="list-style-type: none">• Monitor and report on the status of a pandemic threat.• Facilitate informed decision-making during all NCSA Response Levels to the pandemic situation, including: vaccination storage and distribution, social distancing, school closure, and student evacuation.• Facilitate proper medical treatment to campus pandemic influenza victims.• Provide adequate essential services to house, feed and treat any students, faculty, staff, or others remaining on-campus.• Maintain a safe, orderly and secure campus environment during the pandemic Response Levels.• Facilitate procedures for NCSA to maintain essential business and academic practices during the pandemic Response Levels.

Conduct Awareness, Plan Response, and Evacuation Training

Once the plan is completed, designated staff liaisons will conduct training for executive staff, art school faculty and staff, student life, and other NCSA staff members. The initial training will provide: (1) an overview of the pandemic situation, (2) contents of the NCSA Pandemic Response Plan, (3) criteria for observing and reporting flu symptoms, and (4) expectations for further training to be conducted in Response Level Two. The staff liaisons will develop a plan to provide any needed training to students based on feedback from the initial faculty and staff training groups.

Two Departments will begin more detailed training in this Level One Response time period, as follows:

- Student Life: Campus Evacuation and Closure Procedures/Assignments, Community Containment Measures for Isolation & Quarantine, Mass Transportation Procedures, Medical Transport Procedures, Vaccination Site and Distribution Roles and Responsibilities, and Legal Authority Associated with Public Health Crises
- Police and Public: Campus Evacuation and Closure Procedures/Assignments, Community Containment Measures for Isolation & Quarantine, Crowd Control Techniques Refresher, Heightened Security Measures, Vaccination Site and Distribution Roles and Responsibilities, and Legal Authority Associated with Public Health Crises.

Identify Relevant Procedures

NCSA Divisions and Departments will review all procedures relevant to their areas of responsibility, in relationship to the Pandemic Response Plan. For the review, they will identify specific procedures that need to be updated, revised or newly implemented to facilitate the NCSA pandemic response. The types of processes and procedures to be reviewed include, but are not limited to, those listed in the following table.

TABLE: PROCEDURES TO BE REVIEWED

AREA OF RESPONSIBILITY	REPRESENTATIVE PROCEDURES
Chief Academic Officer	<ul style="list-style-type: none"> • Course Syllabus section of alternative assignments for continued individualized student learning. • Designated continued individualized student learning school liaisons. • Guest artists, faculty, staff and student international travel.
Student Life	<ul style="list-style-type: none"> • Student evacuation. • Student housing contract clause for school closure. • Vaccine storage, distribution, and prioritized list of recipients. • Health service supplies.
Finance	<ul style="list-style-type: none"> • Remote worksite location, supplies, and equipment. • Emergency cash and checks. • Emergency purchasing procedures.
Human Resources	<ul style="list-style-type: none"> • Essential staff designations. • Working from remote locations: Telework, etc. • Office of State Personnel Communicable Disease Emergency Policy. • International Travel Policy.
Auxiliary Services	<ul style="list-style-type: none"> • Food stockpiles and storage. • On-campus food delivery procedures, equipment. • Emergency One Card protocols.
Information Technology	<ul style="list-style-type: none"> • Website information relevant to pandemic flu, with links to relevant state and federal websites. • Collaboration with Communications and Marketing on school closure Website needs. • Use of UNC General Administration sponsored PIER Crisis Communication System.
Communications and Marketing	<ul style="list-style-type: none"> • Emergency & non-emergency contact numbers. • Remote worksite location, supplies, and equipment.
Facilities Services	<ul style="list-style-type: none"> • Collaborate with Dining Services on alternate trash removal plan. • Contingency plan for fuel supply/deliveries for campus.
Police and Public Safety	<ul style="list-style-type: none"> • Evacuation and school closure assignments. • Emergency staffing and extended scheduling provisions.

Implement and Maintain International Travel Notification Process

The international travel notification process will be administered from the Office of the Chief Academic Officer. Each Art School Dean and staff Department head will be responsible for soliciting information from students and employees (including guest artists) regarding any recent international travel they have conducted. This information will be forwarded to the Administrative Assistant to the Chief Academic Officer. The Director of Student Health services will provide the CAO's office with up-to-date information about any locations designated as "Hot Spots" by the Center for Disease Control or the World Health Organization. Individuals that are returning from any of these locations may be restricted from return to campus for a prescribed period to ensure that they are not infected with the influenza. Additionally, they are subject to health screening prior to participating in on-campus activities depending upon the circumstances.

Conversely, the CAO will ensure a list of "Hot Spot" locations is made available for the NCSA community to guide decision making about international travel. The Student Health staff will provide guidelines to educate students and employees on safety measures that can be taken if travel is absolutely necessary to these areas. NCSA will formalize and adopt an international travel notification policy during this Level One Response.

Identify Needed Supplies and Equipment

All NCSA Departments will assess their areas to determine what additional supplies and/or equipment are needed to fulfill their responsibilities at each pandemic Response Level. Most supplies and equipment identified will be listed and priced for actual purchase when the Response Level is elevated to Level Two.

Student Health Services has already secured NCSA eligibility for government supplies of the Strategic National Stockpile (vaccine/anti-virals). There is continuous work planned during this Level to identify and secure a climate controlled site to store these medications, and vaccines once available. Other medical related supplies (such as, N95 masks, gloves, gowns, hand sanitizer, bleach, medications, water, disposable thermometers, portable O2 and tubing, pulse oximeters, spacers and inhalers, oral rehydration solutions, IV fluids and tubing, etc.) will be ordered as appropriate.

Monitor and Update

The Director of Student Health Services is working with community agencies, such as: the Forsyth County Health Dept., local hospitals and other universities to assist in the planning and response processes. The Director will be responsible for reporting any suspected cases of pandemic flu to the County Health Department.

The Director is the NCSA appointed staff member to officially monitor World Health Organization and Center for Disease Control information on flu activity, up to date recommendations, and travel advisories. Any significant changes in Pandemic information or worldwide status will be communicated immediately to NCSA Executive staff.

LEVEL TWO RESPONSE: PREPARATION AND ALERT

Advise Chancellor

The Director of Student Health Services will advise the Chancellor and Executive Staff immediately upon notification that the World Health Organization (WHO) has declared that they are changing to Phase 4, sustained human-to-human transmission on a continent other than North/South America. Based on this action by WHO, NCSA will activate the Level Two Response outlined in this plan. This level of response indicates that there is an elevated pandemic risk.

Conduct Focused Preparation: Procedures, Supplies, Training

Procedures

NCSA Divisions and Departments will review all procedures relevant to their areas of responsibility, in relationship to the Pandemic Response Plan Level Two Response. These procedures will be reviewed and/or implemented, whichever is appropriate. Procedures to be considered at this time include, but are not limited to:

- All procedures related to infection control criteria.
- Student Health Services care for students with flu symptoms: criteria for referral/transport to hospital.
- All procedures related to isolation and quarantine.
- Provisions for payroll, adequate emergency cash, and check processing.

- Emergency purchasing capabilities.
- Storage, security and distribution of vaccine/anti-virals.
- Essential personnel (updated).
- Communications and Marketing procedure for collecting background information relevant to the pending event.

Supplies

Finance and Administration staff will address any budget related issues related to ordering pandemic related supplies. Supplies and equipment identified in Level One Response will be ordered in a timely fashion.

- Any medical supply orders still pending shall be ordered immediately.
- Dining Services will complete ordering food and water to meet the targeted stockpiling amount.

NCSA Police and Public Safety will provide security for essential supplies as they arrive and are stored. Security of these items will become a priority for police staffing purposes.

Training

All training planned for this Level will be initiated immediately. Training will include:

- Refresher reviews of NCSA Pandemic Response Plan, including how to observe and report flu symptoms.
- Relevant cross-training for Tier One and Tier Two essential personnel.
- Handling and disposing of potentially infectious materials for non-medical personnel.
- N95 respirator use and fit testing for executive staff and all essential personnel.
- An Emergency Operations Center activation drill
- Response Level Three and Four pandemic related tabletop exercises.

Impose Travel Restrictions

The Director Student Health Services will advise the Chancellor and Executive staff of international locations where travel restrictions should apply. NCSA travel to these locations will be banned and all previously planned trips cancelled. Students, faculty, and staff that have traveled to countries with known H5N1 will not be allowed back on campus for 2 weeks after returning.

Monitor and Update

The Student Health Services staff will continue to monitor the world health situation, with special emphasis on information from the World Health Organization, Center for Disease Control and the Forsyth County Public Health Department. This will include information on flu activity, related up-to-date recommendations, and posted travel advisories. New information will be forwarded to the Chancellor, Executive Staff, and other designated essential personnel, as appropriate.

The Student Health Services staff will also report any suspected cases of pandemic flu to the Forsyth County Public Health Department immediately. They will continue to serve as a liaison for pandemic/health related information.

LEVEL THREE RESPONSE: SOCIAL DISTANCING

Advise Chancellor and Executive Staff

The Director of Student Health Services will advise the Chancellor and Executive Staff immediately upon notification that the World Health Organization (WHO) has declared that they are changing to Phase 5, sustained human-to-human transmission on North/South America. Based on this action by WHO, NCSA will activate the Level Three response outlined in this plan. This level of response indicates that the occurrence of a pandemic is eminent.

Put Essential Personnel on Alert

Essential personnel will be alerted to the change in the WHO Phase and the new NCSA response level. To expedite communication, the NCSA Police Department will issue a message over the emergency alert system, simultaneously with other predetermined means of telephone and/or electronic messages being sent to all essential personnel. The Director of each functional area will issue orders/directives to their essential staff via individual telephone contact or by group teleconference.

At this time all personnel in the designated priority group for the limited amount of anti-virals available will be notified to report to the point of distribution at a specified time. Police personnel will be positioned to assist, as needed.

All Division and Department Heads will be advised to ensure their respective areas are prepared for potential school closing, in the event Level Four becomes necessary. They will review the school Pandemic Plan Level Four Response with all staff, as appropriate. If applicable, they will continue to inventory supplies and/or immediately secure additional supplies, as appropriate.

Activate Limited Distribution Plan for Anti-Virals

Based on information received to date, only a limited number of anti-virals will be available at this point in the pandemic monitoring process. These limited doses will be distributed to individuals based on the pre-determined priority listing. The first priority group to receive anti-virals will be NCSA health care providers. Given the projected availability, this may be the only group that is able to receive the anti-virals at this time. If (or when) the volume of anti-virals exceeds this projection, the distribution will continue to the next group(s) according to the priority listing.

Student Health Services staff will monitor the use of equipment, supplies, and anti-virals to keep an accurate count of inventory. Throughout this response level, they will keep an accurate inventory list, including any relevant expiration dates for medical supplies. In the event additional supplies are needed, this staff will arrange for the acquisition of needed items.

Implement Social Distancing Measures

NCSA will implement social distancing measures to reduce/prevent the person-to-person transmission of influenza. Such measures may have limited effectiveness in stopping human infections once the pandemic begins, but they may be of use in helping to slow the pandemic's spread. Since the manufacture and distribution of pandemic influenza vaccine may take 6-18 months, it is important to delay the exposure to the pandemic virus for as long as possible.

There will be two types of social distancing measures used:

- **Transmission measures:** measures to reduce the probability that face-to-face social contacts will result in disease transmission. For example, faculty, staff and students will use N95 masks.
- **Contact interventions:** measures to reduce/eliminate the probability that individuals will come into contact with infected individuals. For example, performances and other gatherings will be canceled.

Transmission Measures

NCSA will distribute and implement the use of N95 masks for faculty, staff and students that come into contact with one another. Everyone will be encouraged to maintain a distance of three feet when interacting with another person. All personnel will follow recommended personal hygiene guidelines, such as washing hands with soap and water, or cleaning hands with an alcohol-based hand cleaner. Staff will handle and dispose of potentially infectious materials; such as gowns, gloves, respirators and linens according to guidelines governing hazardous waste disposal.

All persons on campus will be asked to monitor their personal health and the health of others they come in contact with on a regular basis. Any individual that may have been exposed to another person with flu-like symptoms will not be allowed on campus, until a specified quarantine period has passed. This includes any individual that has returned from travel in an area that has been designated as a “hot spot” by the center for Disease Control and/or the World health Organization. Any individual with influenza symptoms will be directed to proper medical care and/or home isolation immediately.

Contact Measures

Dining Services will be impacted immediately. During this time, the Pickle Jar will be closed and all food services will be delivered in the Dining Hall. Additional Dining Hall measures include:

- Dining staff will use issued respirators.
- Eliminate all self-serve service in the Dining Hall.
- Eliminate all fresh produce and fruits.
- Regulate meal hours, serving process, number of people eating, and seating separation of those eating.
- Deliver food to specified locations, as needed.
- Eliminate non-NCSA participation at the Dining Hall.

Other social distancing contact measures may include, but are not limited to:

- Prohibit non-essential meetings.
- Authorize e-mail, telephone and other forms of distance communication, in place of meetings.
- Authorize telework plans to limit the number of faculty and staff on campus.
- Cancel large class gatherings.
- Close the Fitness Center.
- Cancel NCSA sponsored off-campus trips.
- Initiate geographic distancing guidelines for those faculty, staff and students on-campus.
- Eliminate any unnecessary travel.
- Eliminate any catalysts for locations to become crowded.
- Cease providing bus/mass transportation.
- Use stockpiled items to avoid exposure of shopping.

Required Communications

NCSA Communications and Marketing will liaison with the Chancellor's Office to determine the timing of all School announcements related to social distancing measures. They will prepare and distribute: messages to the campus, news releases, and media briefings. Communications and Marketing will handle all media inquiries and complete related log sheets.

Monitor and Update

The Student Health Services staff will continue to monitor the world health situation, with special emphasis on information from the World Health Organization, Center for Disease Control and the Forsyth County Public Health Department. This will include information on flu activity, related up-to-date recommendations, and posted travel advisories. New information will be forwarded to the Chancellor, Executive Staff, and other designated essential personnel, as appropriate.

The Student Health Services staff will also report any suspected cases of pandemic flu to the Forsyth County Public Health Department immediately. They will continue to serve as a liaison for pandemic/health related information.

LEVEL FOUR RESPONSE: CLOSURE

Advise Chancellor and Executive Staff

The Chancellor will be advised when the WHO activates to Phase 6, increased and sustained transmission in the general U.S. population. WHO Phase 6 means that there is a high rate of infectivity and/or mortality due to the pandemic flu. The Chancellor and executive staff will be provided with thorough and up-to-date information as to the spread of the pandemic influenza; especially in relationship to the 300 mile radius of campus and the State of North Carolina.

Decide to Close School

The Chancellor **may consider** closing the School and evacuating the campus upon, (1) confirmation of the first diagnosed case within the borders of the State of North Carolina, (2) advice of the County Department of Public Health, (3) confirmation of the first diagnosed case within a geographical radius of 300 miles including the surrounding states, (4) advice from the UNC General Administration and/or (5) other emergent factors.

The Chancellor **shall** close the School and evacuate the campus upon, (1) legal order of the County Department of Public Health, (2) order from the UNC General Administration, (3) order of the Governor and/or (4) other legally binding emergent factors.

The School Emergency Operations Center (EOC) shall be activated (if not already operational) upon any serious consideration of school closure. Announcement of School closure shall occur only after:

- the EOC is staffed and operational,
- Public Safety, Student Life, and Communications have been notified of the pending announcement.

This will insure staff can be assigned to needed positions around campus to more effectively handle the faculty, staff, student, and community responses to the announcement.

Activate Essential Personnel Plan

Essential personnel are those predetermined staff members that provide time and task sensitive support services to the campus in an emergency. They may be designated as providing required services on-campus or from a pre-approved off-campus location. All non-essential personnel **shall** evacuate the campus within a three hour period as directed by the Chancellor, his designee, or a recognized legal authority. Non-essential personnel shall not return to campus until officially requested to do so, or the emergency period has formally concluded. One Card access for non-essential personnel will be suspended (by Auxiliary Services staff) for the duration of the full closure.

All essential personnel shall report to their supervisor or pre-determined assignment, upon activation of this status. Whenever possible, essential staff shall be allowed to return home for personal belongings in preparation for extended stays on campus.

Essential personnel are classified as Tier One and Tier Two. Tier One staff members are considered primary and the first staff to stay and fulfill their assigned functions. These staff members should plan for the likelihood of being confined to the campus during the School closure. If a Tier One staff member is ill or must be a primary care-giver for an ill family member, a Tier Two staff member will be directed to fulfill the needed functions.

The Office of State Personnel Policy, “Communicable Disease Emergency,” will govern compensation for essential personnel, accounting for absences, and potential disciplinary action for failing to report to work.

Implement Emergency Communications Plan

All duties related to internal and external communications, including media inquiries during this emergency closure shall be directed to the Office of Communications & Marketing. Designated Communications and Marketing staff will:

- Be an authoritative, reliable source of accurate information for news agencies and the public.
- Issue the university’s first news release within **one hour** (if possible) after being notified of the emergency closure decision and provide periodic updates to news agencies.
- Coordinate and manage media briefings. The Chancellor/designee of the North Carolina School of the Arts will brief the news media early in the emergency closure, stating what is being done to address the situation.
- Distribute all information to employees at the same time it is released to the public.

Within the first two hours of School Closure, Communications & Marketing staff will:

:

- Organize a public relations response and issue an initial statement.
- Notify relevant others of the emergency closure status and continue monitoring wires, TV and radio news, web sites, etc.
- Monitor the Internet for references to or relevant discussions of the crisis.
- Discuss and evaluate the situation to ensure our response is neither inadequate nor excessive, given the level of the emergency.
- Create a web site linked to the university's home web page; publicize URL via TV & radio, and print.
- Notify and assemble Public Relations essential staff.
- Notify any pre-determined internal communications vehicles (such as, electronic distribution systems, etc.)
- Notify Emergency Communications Center to provide holding statements and media contact numbers.

Activate Student Evacuation Plan

The purpose of the High School and College student evacuation plan is to effectively remove the highest percentage possible of all NCSA students from the NCSA campus within a 24 hour period. The high school evacuation requires that students be transferred to the custody of their parent, guardian or pre-designated adult.

For high school students, parents are now required to develop a plan with their students on where and how they are to return home (or other location) in the event of a campus wide evacuation and closure. Every high school student's guardian or parent completes a special emergency plan registration form. The form requests information pertaining to a preferred pick-up point and list of authorized adults to take physical custody of their child in the event of an evacuation.

The emergency plan registration form must be returned before a student can be cleared to register for classes. This procedure is incorporated into the annual fall registration process. Parents are responsible for updating their child's registration annually and to keep their direct email address and cell phone number current. During a Level Four Response this pre-determined emergency plan is implemented. The Vice-Chancellor of Student Life is responsible for keeping the detailed Emergency Student Evacuation Plan up-to-date. For a quick reference summary of student evacuation phases see the Table: Student Evacuation Phases on the next page.

Even with a student evacuation, NCSA will most likely still have students that are not able to return home as planes, trains and any mass transportation may be severely limited and difficult to access. Additionally, if students have been exposed or are infected with the influenza they will be quarantined and treated on campus. Students infected with the flu will remain quarantined on campus in the Fitness Center temporary infirmary, as described later in the On-Campus Lodging section. Student Life staff will be responsible for notifying family contacts about students that must be quarantined.

Activate Public Safety Evacuation Protocol

Upon early notification of a **potential** school closure, the Chief/designee will initiate a Police/Public Safety personnel call-back. All personnel will be required to report for initial assignments regarding campus evacuation. The campus evacuation traffic plan will be activated to facilitate vehicular and pedestrian traffic needs during the first 3.5 hours. This plan will include perimeter access control measures. NCSAPD staff will be assigned to crowd control duties at pre-determined locations, and other locations, as needed. The Chief of Police will make a determination if mutual aid from other law enforcement agencies, if available, is needed.

TABLE: STUDENT EVACUATION PHASES

<p>FIRST PHASE OF EVACUATION</p> <p>[Within 30 minutes of the decision]</p>	<ul style="list-style-type: none"> • Send an email alert (and other predetermined communication mechanisms) to every parent notifying them that the evacuation has been initiated. • Contact all bus drivers and other essential personnel to initiate predetermined roles and responsibilities in a timely fashion. • Direct all nonresidential high school and college students to leave campus immediately (within one hour). • Direct all residential college students to leave campus as soon as possible, but no later than 3 hours from the announcement. • Insure that the Student Life pre-determined Webpage evacuation information is posted immediately.
<p>SECOND PHASE OF EVACUATION</p> <p>[Within 3 hours of the decision]</p>	<ul style="list-style-type: none"> • Direct all residential High School students to their rooms to prepare for evacuation. • Facilitate and monitor preparation to insure timely response. Students will be allowed to pack their suitcase, musical instrument, and textbooks. For students being transported by NCSA the size/number of suitcases will be regulated based on limited time/space availability. • Remind students that their rooms maybe used for purposes related to the pandemic. • Lock all rooms as they are vacated. • Facilitate the termination of One Cards as students evacuate. • Monitor predetermined on-campus “pick-up” location as residential High School students within a 100 mile radius are picked up by their legal parent, guardian, or pre-designated adult or family member.
<p>THIRD PHASE OF EVACUATION</p> <p>[No later than 3.5 hours from the decision]</p>	<ul style="list-style-type: none"> • Place residential High School students on pre-assigned buses to go to one of six designated rendezvous pick-up (or fly out) locations: Richmond, VA; Atlanta, GA; Raleigh, NC; Charlotte, NC; Washington DC; and Greensboro, NC. If a High School student cannot be transported home for a legitimate reason (travel connections by air no longer viable), they will be placed with a pre-determined host family. • Provide for “follow” car and on-site rendezvous pick-up location staff to facilitate custody exchange. Buses will be followed by a pre-assigned High School Student Life staff member in a State car (private vehicles will also be allowed/necessary, given the state of emergency). This assigned staff will assist the bus driver with any transportation problems en route. Additionally, the staff will coordinate the student-parent/guardian pick-up and stay with the students until all have been given over to the custody of their family or designated adult. Each assigned staff on-site coordinator will be given a school credit card for emergency expenditures. • Once a bus driver drops off the students at the designated location, the driver will return immediately to NCSA for additional routes/assignments. The driver does NOT stay with the on-site coordinator.

Provide Essential Services

NCSA will provide limited, necessary services for the essential staff and students that are required to work or live on campus. These services include: on-campus lodging, on-campus dining, public safety measures, and facility services.

On-Campus Lodging

NCSA is prepared to facilitate four separate areas of lodging, if needed, while the school is closed. These areas will allow adequate space and separation for the different populations being served.

1. Students no exposure, unable to relocate during closure: Moore and Sanford

The Director of Residence Life Programs will direct staff to conduct a visual inspection of the specified rooms at Moore and Sanford Halls to insure that they have been properly vacated. Once confirmed, Residence Life staff will proceed with assigning rooms to students that have not been exposed to the influenza. They will immediately facilitate the cleaning of each assigned room and insure needed items for occupancy. This will include sterilizing and covering mattresses. One Card access will be assigned appropriately. High School live-in staff members are classified as essential staff and will maintain their residency in these buildings to assist with any lodging or student issues with this population while the school is closed.

2. Students with known exposure that must be quarantined for a time period specified by NCSA Student Health Services staff: Center Stage Building 200

The Director of Residence Life Programs will direct staff to conduct a visual inspection of Center Stage Apartments to insure that they have been properly vacated. Once confirmed, Residence Life staff will proceed with assigning rooms to quarantined students. They will immediately facilitate the cleaning of each assigned room and insure needed items for occupancy. This will include sterilizing and covering mattresses. One Card access will be assigned appropriately.

3. Students with pandemic influenza symptoms that are quarantined and must be treated on campus: Fitness Center

Students exhibiting any signs of illness will not be allowed transportation on the group buses. Instead they will be quarantined and medically treated in the Fitness Center. The Director of Residence Life Programs will direct staff to remove needed mattresses from the E and F residence halls. The mattresses will be bleached, wrapped in protective plastic covers, and delivered to the Fitness Center. Our assumption in the planning phase is that 30 infirmary beds may be needed. Student Health Services staff will finalize the number of mattresses and pillows to be prepared at that time. Designated Residence Life staff and Fitness Center staff will prepare any other items needed, such as towels, linens, etc. Student Health center staff are charged with the responsibility for transporting any medical equipment and supplies to the Fitness Center.

The Fitness Center temporary infirmary will be staffed (at a minimum) by the NCSA physician, Student Health nursing staff, Fitness Center coordinator and one NCSA police officer. Within this group, staff will be designated as direct patient care contact and logistical staff or non-direct patient care contact. All staff will use universal precautions when dealing with infected students. Only those designated as logistical staff (not in direct patient contact) will interface in any delivery process for food and supplies.

The Fitness Center will only be activated if students are ill and health care must be provided in a contained, quarantined location. In the event NCSA is able to evacuate prior to any students becoming ill, the Fitness Center will remain closed to general use during Level Four Response. Student Health staff will provide advice and guidance from their planned remote locations, only working on campus when absolutely necessary.

4. Essential personnel required/allowed to remain on-campus: Center Stage 100

The Director of Residence Life Programs will direct staff to conduct a visual inspection of Center Stage Apartments to insure that they have been properly vacated. Once confirmed, Residence Life staff will proceed with assigning rooms to essential staff that shall be required to stay on-campus during the closure. One Card access will be assigned appropriately. They will immediately facilitate the cleaning of each assigned room and insure needed items for occupancy. This will include sterilizing and covering mattresses.

On-Campus Dining/Food Services

NCSA Dining services will have a 30 day supply of food already stockpiled on campus in preparation for School closure. This stockpile will minimize problems encountered when general food delivery is impaired due to the pandemic event. Even though availability/delivery of normal supplies will diminish, the stockpile will mitigate the overall impact of a decreased food stream to the School. The volume of food supply to stockpile will be re-evaluated during NCSA Response Levels Two and Three. The volume will be increased immediately if deemed necessary at some point in the pandemic monitoring process.

Primary food services will be provided by essential Aramark (contract) employees. The Dining Hall will be shut down and the Pickle Jar will remain closed. Dining Services will operate with a limited staff of 3 people. Dining services will adhere to all prescribed public health precautions during food production, preparation and distribution. NCSA Student Activities and Public Safety staff will be cross-trained to assist Aramark employees, if needed. Food will be delivered to the following locations:

- Health services
- Emergency Operations Center
- Designated lodging locations – For the Fitness Center and Center Stage quarantine area food will be delivered on a rack outside each building.
- NCSA Police office

The initial food delivery schedule will be:

- Breakfast 7:00am to 9:00am
- Lunch 12:00 am – 2:00pm
- Dinner 5:00 pm – 7:00 pm

Auxiliary Services staff will evaluate the effectiveness of this schedule against the emerging needs. Adjustments will be made, as needed.

On-Going Public Safety Measures

NCSA will provide housing for all police personnel in Center Stage and University houses. Police/Public safety personnel will provide on-going security measures, as follows:

- Assist in communicating information to students, staff, faculty, and others when interacting directly with them.
- Facilitate/provide effective closure of campus entrances.
- Facilitate/provide effective perimeters for quarantine/isolation areas.
- Coordinate with other law enforcement; as needed.
- Maintain physical security for both occupied and unoccupied buildings.
- Provide one police officer as part of the team to “live-in” at the Fitness Center (if NCSA activates this infirmary area).
- Maintain the designated staffing and needed communication to the EOC.
- House all police on campus.
- Enforce lawful orders issued by the County Public Health Department (i.e., quarantine, martial law).
- Provide security for essential supplies.
- Provide security for health services process.
- Maintain orderly and controlled campus environment.
- Assist staff providing transportation with information, communications, and liaison with agencies in their geographical area if presented with unforeseen problems.
- Respond to emergencies on campus that occur in addition to the pandemic (injury, fire, etc.).
- Serve as back-up staff for other essential functions.

On-Going Facility Services

Facility services essential staff will provide very limited grounds and building maintenance, the extent of which will be determined by an asset protection cost/benefit analysis. Additionally, they will provide critical housekeeping services to individuals working and/or lodged on campus. Housekeepers will adhere to hazardous waste disposal guidelines throughout campus during this level of response. They will not be expected to enter the Fitness Center to provide day-to-day housekeeping tasks. Rather, the staff assigned to patient contact roles will maintain their own area. Housekeeping staff will pick-up and deliver laundry to the Fitness Center, as needed.

Maintain Emergency Communications Process

Communications & Marketing will maintain responsibility for addressing the media throughout the School closure. Continuing responsibilities will include, but are not limited to:

- Prepare and distribute news releases or response statements.
- Monitor news coverage (TV, wires, radio and Internet) for accuracy, and provide corrected information as soon as possible.
- Continue compiling information relevant to the event.
- Coordinate media briefing set-up, if needed.
- Conduct media briefings, as appropriate.
- If no media briefings are warranted, arrange as needed:
 - Interviews with designated spokesperson/people.
 - Conference calls with media.
- Provide periodic updates and/or interviews with media.
- Respond to incoming media inquiries: local broadcast, local print, wire services, state news agencies, national news agencies.
- Provide news releases or statements to NCSA HR Director.
- Provide news releases or statements to NCSA Webmaster.
- Answer phones and complete media inquiry log sheets.
- Contact video monitoring vendor to arrange tapes or transcripts of coverage.
- Distribute news releases.
- Monitor NewsEdge, PR Newswire, eWatch; document relevant information and provide key information to chief spokesperson.
- Provide media kits for reporters.
- Provide news releases or statements to specialty established call centers, if any.
- Establish contact with public relations offices for other emergency participants, as warranted (County Public Health).
- Provide expressions of gratitude to community groups (i.e., volunteer fire department) that helped to resolve the emergency.
- Announce any employment programs that may be appropriate (grief counseling, security awareness, diversity training, etc.).
- Establish toll-free hotline for affected individuals, if appropriate.
- Establish appropriate funds: Emergency relief, Victims Fund, etc.
- Expand hours of service to address problems or concerns of those who are affected by the incident, such as a toll-free telephone or a special FAX number.
- Maintain proper security.

Activate Academic Protocol for Continued Individual Student Learning

The Chief Academic Officer shall authorize an e-mail communication to all faculty and students activating the emergency individual student learning plan. While at home (or other off-campus location), students will proceed with their coursework as agreed upon at the beginning of the term. They will complete the assignments prepared for this type of emergency closure and specified in the Syllabus for each course. Although students may not be able to participate in the typical on-campus performance activities, they shall continue to read, prepare papers, and complete the alternative projects, as previously assigned for this circumstance.

Each Art School will have one faculty member designated as student liaison, from an off-campus location for the duration of the closure. This faculty member will maintain telephone and electronic communication with students that have questions or concerns about their continued individual student learning. Student Life will also provide access to the Learning Specialist via telephone or electronic communication, in the event students need special assistance with their assignments. Faculty will grade students by blending on-campus completed work with individualized student learning assignments. Given time constraints students will not have to make-up performance work missed due to a significant period of School closure.

Provide Essential Business Practices

Financial Services

With the school closed, most daily business transactions will be eliminated or greatly reduced. NCSA must maintain financial services to (1) provide payroll to all employees and (2) facilitate the limited operations of campus (accounts payable/receivable).

Financial services will:

- Utilize the NCSA Disaster Recovery Plan: Financial Services to guide Cash Management System actions.
- Notify the State Treasurer's Office and the State Controller's Office of the School closure.
- In collaboration with the State Offices, activate emergency cash management local fund/protocols.
- Suspend non-essential financial services (i.e., routine Departmental budget reports).
- Activate the Financial Services telework plan, with designated staff to provide payroll services by personal computer from a designated remote location.
- Request extensions from vendors/students/others to minimize the accounts payable to be conducted.
- Provide emergency operating funds by cash or check, when needed.

- Activate emergency purchasing/ purchase order procedures, which allows EOC personnel to approve transactions.

Information Technology

The limited essential IT staff on-campus will maintain internet, electronic communication, and telephone communication systems. This staff will interface with:

- Communications and Marketing on a regular basis to provide needed support in their effort to maintain all internal and external communications efforts.
- Police and Public Safety to maintain support of the emergency alert system, and all on-campus alarm systems.
- Human Resources to provide troubleshooting support for needed systems.
- Finance to maintain support for payroll and other financial management systems.
- Student Health Services to provide troubleshooting support for needed access to internet and other information systems.

Human Resources

The designated essential human resources staff will be the point(s) of contact for employee questions regarding pay eligibility, benefits, general employee status, etc. To the extent possible this contact will be from a remote location, although employee records may need to be accessed periodically. The Office of State Personnel Communicable Disease Emergency Policy will stipulate guidelines for employee compensation during School closure. Human Resources staff will be the primary contact with General Administration, as questions and issues arise pertaining to the application of this Policy to our School situation.

Monitor, Update, and Recommend

The Student Health Services staff will also report any suspected cases of pandemic flu to the Forsyth County Public Health Department immediately. They will provide status updates to the County Health Department as appropriate.

The Student Health Services staff will continue to monitor the world health situation, with special emphasis on information from the World Health Organization, Center for Disease Control and the Forsyth County Public Health Department. This will include information on flu activity, related up-to-date recommendations, and posted travel advisories. New information will be forwarded to the Chancellor, Executive Staff, and other designated essential personnel, as needed. This staff will advise the Chancellor's Office when it is appropriate to consider re-opening. A recommendation to schedule a re-opening for the School will be made in collaboration with the Forsyth County Public Health Department.

ATTACHMENT A TABLE: CORE ROLES AND RESPONSIBILITIES OF DIVISIONS AND DEPARTMENTS

ROLE OF:	LEVEL ONE (L1) RESPONSE	LEVEL TWO (L2) RESPONSE	LEVEL THREE (L3) RESPONSE	LEVEL FOUR (L4) RESPONSE
Office of the Chancellor and/or designees	<ul style="list-style-type: none"> ▪ Activate Level One Response. 	<ul style="list-style-type: none"> ▪ Activate Level Two Response. 	<ul style="list-style-type: none"> ▪ Activate Level Three Response. ▪ Executive decisions including social distancing. 	<ul style="list-style-type: none"> ▪ Activate Level Four Response. ▪ Executive decisions, including closure. ▪ Activate Emergency Operations Center. ▪ Activate essential personnel plan. ▪ Liaison w/ General Administration and/or Governor’s Office.
Office of the Chief Operating Officer	<ul style="list-style-type: none"> ▪ Coordinate plan development. ▪ Assist coordinating initial staff training. 	<ul style="list-style-type: none"> ▪ Complete L2 training. 	<ul style="list-style-type: none"> ▪ Alert COO chain of command essential personnel to status. ▪ Facilitate staff and Performance Facilities’ compliance with social distancing measures. 	<ul style="list-style-type: none"> ▪ Participate in Emergency Operations Center. ▪ Facilitate provision of essential police, security and business services.
Office of the Chief Academic Officer	<ul style="list-style-type: none"> ▪ Start planning contingencies for potential school closure. ▪ Implement and maintain international travel policy. ▪ Assist coordinating initial faculty training. 	<ul style="list-style-type: none"> ▪ Complete L2 training. ▪ Review relevant procedures. ▪ Maintain international travel policy. 	<ul style="list-style-type: none"> ▪ Alert CAO chain of command essential personnel to status. ▪ Facilitate Dean and faculty (including scheduled performances) compliance with social distancing measures. ▪ Maintain international travel policy. 	<ul style="list-style-type: none"> ▪ Participate in Emergency Operations Center. ▪ Facilitate faculty/staff campus evacuation. ▪ Facilitate student individual learning process.
Office of Student Life	<ul style="list-style-type: none"> ▪ Start planning student evacuation, emergency lodging, and emergency infirmary procedures for potential school closing. ▪ Participate in campus initial training. 	<ul style="list-style-type: none"> ▪ Complete L2 training. ▪ Review relevant procedures. ▪ Order needed supplies, equipment. 	<ul style="list-style-type: none"> ▪ Comply with social distancing measures. 	<ul style="list-style-type: none"> ▪ Activate student evacuation plan. ▪ Prepare and provide necessary lodging. ▪ Prepare and provide necessary infirmary for ill student care.

Office of Student Life – Student Health Services	<ul style="list-style-type: none"> ▪ Assist in campus plan and providing initial training. ▪ Participate in campus initial training. ▪ Liaison w/ County Health. ▪ Liaison Vaccination Point of Distribution. ▪ Monitor WHO & CDC. ▪ Advise Chancellor/others. 	<ul style="list-style-type: none"> ▪ Complete L2 training ▪ Review relevant procedures; to include location and security for vaccine/anti-viral storage. ▪ Order needed supplies, equipment. ▪ Assist in providing campus training. ▪ Liaison w/ County Health. ▪ Liaison Vaccination Point of Distribution. ▪ Monitor WHO & CDC. ▪ Advise Chancellor, others 	<ul style="list-style-type: none"> ▪ Comply with social distancing measures Liaison w/ County Health. ▪ Liaison Vaccination Point of Distribution. ▪ Conduct limited Anti-viral distribution to designated priority group. ▪ Monitor WHO & CDC. ▪ Advise Chancellor, others. 	<ul style="list-style-type: none"> ▪ Liaison w/ County Health. ▪ Liaison Vaccination Point of Distribution. ▪ Conduct general vaccine, anti-viral distribution, per Strategic National Stockpile designation. ▪ Monitor WHO & CDC. ▪ Advise Chancellor, others. ▪ Recommend time frame for re-opening.
Police and Public Safety	<ul style="list-style-type: none"> ▪ Develop plan. ▪ Assist in providing initial campus training. ▪ Participate in campus initial training. 	<ul style="list-style-type: none"> ▪ Complete L2 training. ▪ Review relevant procedures, to include location and security for vaccine/anti-viral storage. ▪ Assist in providing campus training. 	<ul style="list-style-type: none"> ▪ Review essential personnel status w/ ALL police personnel. ▪ Facilitate security for Anti-viral limited distribution to designated priority group. ▪ Comply with social distancing measures. ▪ Provide police and public safety services for security and safety. 	<ul style="list-style-type: none"> ▪ Initiate all personnel call-back. ▪ Partner w/ Student Life, COO, CAO to activate and facilitate faculty, staff, student campus evacuation. ▪ Provide police and public safety services for security and safety.
Financial Services	<ul style="list-style-type: none"> ▪ Start planning financial process contingencies for potential school closure. ▪ Participate in campus initial training. 	<ul style="list-style-type: none"> ▪ Complete L2 training ▪ Review relevant procedures. ▪ Order needed supplies, equipment. 	<ul style="list-style-type: none"> ▪ Comply with social distancing measures. 	<ul style="list-style-type: none"> ▪ Continue essential financial transactions including: payroll, purchasing, etc.
Human Resources	<ul style="list-style-type: none"> ▪ Start planning delivery of human resource services for potential school closure. ▪ Participate in campus initial training. 	<ul style="list-style-type: none"> ▪ Complete L2 training ▪ Review relevant procedures. 	<ul style="list-style-type: none"> ▪ Comply with social distancing measures. 	<ul style="list-style-type: none"> ▪ Serve as point of contact for employee questions re: pay eligibility, benefits, etc. ▪ Apply State Communicable Disease Emergency Policy to NCSA. ▪ Advise Chancellor on employment related issues.
Communications & Marketing	<ul style="list-style-type: none"> ▪ Start planning emergency communications procedures. 	<ul style="list-style-type: none"> ▪ Complete L2 training. ▪ Review relevant procedures. 	<ul style="list-style-type: none"> ▪ Liaison w/ Chancellor for content/timing of 	<ul style="list-style-type: none"> ▪ Activate emergency communications plan.

	<ul style="list-style-type: none"> ▪ Participate in campus initial training. 		<p>announcements for selected social distancing measures.</p> <ul style="list-style-type: none"> ▪ Comply with social distancing measures 	<ul style="list-style-type: none"> ▪ On-going communications plan activity, i.e., media.
Auxiliary Services	<ul style="list-style-type: none"> ▪ Start planning dining and One-Card emergency procedures. ▪ Participate in campus initial training. 	<ul style="list-style-type: none"> ▪ Complete L2 training. ▪ Review relevant procedures. ▪ Order needed supplies (food stockpile), equipment. 	<ul style="list-style-type: none"> ▪ Initiate dining social distancing procedures. ▪ Comply with social distancing measures 	<ul style="list-style-type: none"> ▪ Initiate L4 dining procedures for food preparation and delivery. ▪ Initiate one-card access control changes to close campus and restrict access.
Facility Services	<ul style="list-style-type: none"> ▪ Start planning emergency closure procedures. ▪ Participate in campus initial training. 	<ul style="list-style-type: none"> ▪ Complete L2 training. ▪ Review relevant procedures. ▪ Order needed supplies, equipment. 	<ul style="list-style-type: none"> ▪ Comply with social distancing measures. 	<ul style="list-style-type: none"> ▪ Provide limited L4 “essential” facility services, housekeeping, maintenance & grounds. ▪ Facilitate hazardous waste disposal guidelines.
Information Technology	<ul style="list-style-type: none"> ▪ Review business continuity plan and insure emergency procedures in place. ▪ Participate in campus initial training. 	<ul style="list-style-type: none"> ▪ Complete L2 training. ▪ Review relevant procedures. 	<ul style="list-style-type: none"> ▪ Comply with social distancing measures. ▪ Facilitate increased use of technology for communications and learning processes. 	<ul style="list-style-type: none"> ▪ Facilitate increased use of technology for communications and learning processes. ▪ Utilize business continuity plan, as appropriate.