



Mary Baldwin College

**Pandemic Influenza
Preparedness Plan**

September 27, 2007

Revised:

04/30/08

11/24/08

04/28/09

09/01/09

I. Background

In late 2005, the World Health Organization and the Centers for Disease Control and Prevention (CDC) began in earnest to alert the world's countries to the possibility of a pandemic flu outbreak on a scale similar to that of the Spanish Flu of 1918. That pandemic took an estimated 50 million lives. The pandemic that is now predicted is estimated to take the lives of as many as 25% of the population in those countries that could be severely impacted. Such a loss will undoubtedly result in severe human suffering and extreme economic havoc.

Higher Education will be among the industries most severely impacted because of risks resulting from international travel by students, faculty, and staff; and with open and accessible campuses to the local community at-large.

According to the CDC, those most susceptible to death from a flu pandemic are those between age 15 and 35 and the very old. Further, the CDC projects workplace absentee rates as high as 25% over a 4-9 month period.

The impact on college or university operations may include unprecedented demands on student health services, relocation of students in residence halls, the establishment of quarantine sites, debilitating sickness among staff and faculty causing severe reductions in the work force, essential services hampered and perhaps unavailable, and significant loss of tuition revenues from closure of the institution, and non-returning students.

In understanding this threat and the need to plan as soon as possible for managing the consequences of a pandemic flu outbreak, **Mary Baldwin College** is following state and federal guidelines and gathering updated information and response models from various organizations and institutions, including the Higher Education Practice at Arthur J. Gallagher Risk Management Services, Inc., Carnegie Mellon University, University of Minnesota, the American College Health Association, the Centers for Disease Control, and the Virginia Department of Health. Lynchburg College and The Virginia Military Institute have provided extensive and useful information. We are committed to working with our community partners including the local health department, school systems, area churches, etc. Our goal is to develop a comprehensive document to use in pre-planning a response to a pandemic flu outbreak.

II. Mary Baldwin College Pandemic Preparedness Planning Crisis Response Team (CRT)

The Crisis Response team is the college's decision making team that acts in the event of a crisis. The primary responsibilities of the CRT are as follows:

- Assess the severity and level of the crisis;
- Initiate the Emergency Plan as dictated by the crisis;
- Communicate with local, regional, and national authorities and agencies as needed;
- Monitor the implementation and overall effectiveness of the Emergency Plan by College units and make adjustments as needed during the crisis;

- Develop additional responses to new developments as crisis unfolds;
- Manage all aspects of the College through the duration of the crisis;
- When appropriate, declare when the crisis is over;
- Coordinate re-opening of college process; and
- Assess the overall effectiveness of the plan and facilitate the transition of the College from a crisis mode to a normal operational mode.

Team Members and cell phone #'s:

Position	Name
Incident Commander: Senior VP Business & Finance	Mr. David Mowen
Coordinator: Chair Pandemic Planning	Dr. Steven Mosher
President	Dr. Pamela Fox
Director of Facilities Management	Mr. Brent Douglass
Director of Campus Security	Mr. Robert Richardson
Director of Dining Services	Ms. Mary VanNortwick
Director of Residence Life	Ms. Chimene Boone
Executive Director of Student Life	Ms. Lisa Wells
Senior VP Enrollment & Admin./Dean of Students	Dr. Brenda Bryant
Associate VP Student Affairs	Ms. Diane Kent
VP for Academic Affairs/Dean of the College	Dr. Catharine O'Connell
Dean Institutional Research/Assoc. DOC/Registrar	Dr. Lewis Askegaard
Dean of Adult & Graduate Programs	Dr. Nancy Krippel
Interim VP for Institutional Advancement	Mr. Angus McQueen
Vice President for Public Relations	Ms. Crista Cabe
Recorder	Ms. Teri Maerki

Communication within this team is essential. It is expected that members will inform the other assessment team members of planned times when they will be out of town or unable to fulfill their duties. Vacancies will be filled as dictated by the College's depth chart. All offices or functional areas should be represented when CRT is in session. CRT members or persons designated in their absence are expected to carry cell phones with them.

Emergency Meeting Location: Spencer Center (generator available)
Alternative Location: Physical Activities center (PAC)
Off Campus Location: MBC at Blue Ridge Community College
 Building/Room Number E112

III. Pandemic Planning Committee

- **Committee Chair:** Steven Mosher, Professor/Director, Health Care Administration Program
- **President’s Office:** Pamela Fox, President
- **Student Health:** Diane Kent, Assoc. VP Enrollment Management/Student Life
- **Security:** Robert Richardson, Director of Campus Security
- **Communications:**
 - Crista Cabe, Vice President for Public Relations
 - Dawn Medley, Director of News and Publications
 - Adam Smith, Director of Web Development
- **Institutional Advancement:** Angus McQueen, Interim VP
- **Physical Plant:** Brent Douglass, Director of Facilities Management
- **Student Affairs:** Brenda Bryant, Senior VP Enrollment/Dean of Students
- **Academic Affairs:** Catharine O’Connell, VP Academic Affairs/Dean of College
- **Academic Affairs:** Nancy Krippel, Dean of Adult and Graduate Studies
- **Residence Life/Housing:** Chimene Boone, Director of Residence Life
- **Student Life:** Lisa Wells, Executive Director
- **International Students Services:** Heather Ward, Dir. of International Programs
- **Study Abroad Programs:** Heather Ward, Director of International Programs
- **Dining Services:** Mary VanNortwick, Director of Dining Services
- **Human Resources:** Shelly Irvine, Director of Human Resources
- **CIS:** Bill Betlej, Director of Computer Information Services
- **Admissions/Financial Aid:** Dedra Johnson, Assoc. Director of Admissions
- **Registrar:** Lew Askegaard, Dean of Institutional Research, Assoc. Dean of the College
- **Business and Finance:** David Mowen, Senior VP for Business and Finance
- **Counseling:** Nadia Kuley, Director of Counseling and Psychological Services
- **Athletics:** Sharon Spalding, Director of Athletics and Wellness
- **Faculty:** Lundy Pentz, Paul Deeble, and Eileen Hinks
- **Student Representative:** Barbara May (2009/10)
- **Community Members:** Doug Larsen, MD, Health Director and Mr. Marion “Ron” Clinedinst, Environment of Care Coordinator for Augusta Health.

Pandemic Planning Committee Depth Chart

Because all offices serving on the Pandemic Planning Committee must be represented at every meeting, the depth chart will serve to identify back-ups in every instance where a committee member is unavailable.

- **Committee Chair:** Steven Mosher
 1. Nancy Krippel
- **President’s Office:** Pamela Fox, President
 1. Catharine O’Connell
 2. Brenda Bryant
 3. David Mowen
- **Student Health:** Diane Kent, Assoc. VP Enrollment Management/Student Life
 1. Donna Duff

- 2. Andrea Cornett-Scott
- **Security:** Robert Richardson, Director of Campus Security
 - 1. Rocky Berry
- **Communications:** Crista Cabe, Vice President for Public Relations
 - 1. Dawn Medley
 - 2. Morgan Smith
 - 3. Liesel Nowak
- **Media Relations:** Dawn Medley, Director of News and Publications
 - 1. Liesel Nowak
- **Web Communications:** Adam Smith, Director of Web Development
 - 1. Morgan Smith
- **Physical Plant:** Brent Douglass, Director of Facilities Management
 - 1. Tommy Campbell
 - 2. Marty Weeks
 - 3. Mike Hanger
- **Student Affairs:** Brenda Bryant, Senior VP Enrollment/Dean of Students
 - 1. Andrea Cornett-Scott
 - 2. Diane Kent
- **Academic Affairs:** Catharine O’Connell, VP for Academic Affairs/Dean of College
 - 1. Lew Askegaard
- **Residence Life/Housing:** Chimene Boone, Director Residence Life
 - 1. Lisa Wells, Executive Director Student Life
 - 2. Cassie Doyle, Assistant Director Residence Life
- **International Student Services:** Heather Ward, Dir. of International Programs
 - 1. Roberta Palmer
- **Study Abroad Programs:** Heather Ward, Dir. of International Programs
 - 1.
- **Dining Services:** Mary VanNortwick, Director of Dining Services
 - 1. Tracy Hiner
- **Human Resources:** Shelly Irvine, Director of Human Resources
 - 1. Rick Czerwinski
- **CIS:** Bill Betlej, Director of Computer Information Services
 - 1. Dave Koontz
- **Admissions/Financial Aid:** Dedra Johnson, Assoc. Director of Admissions
 - 1. Roberta Palmer
 - 2. Gail Auen
 - 3. Robin Dietrich
- **Registrar:** Lew Askegaard, Dean of Inst. Research/Assoc. Dean of the College
 - 1. Nancy Keaton
 - 2. Jan Galvin
 - 3. Kim Robinson
- **Business and Finance:** David Mowen, Senior VP for Business and Finance
 - 1. Rick Czerwinski
- **Counseling:** Nadia Kuley, Director of Counseling and Psychological Services
 - 1. Diane Kent
 - 2. Donna Duff

- **Athletics:** Sharon Spalding, Director of Athletics and Wellness
 1. Peter Parikakis
 2. Christy Shelton
- **Adult and Graduate Studies:** Nancy Krippel, Dean
 1. Marion Ward
 2. Carole Grove
- **Institutional Advancement:** Angus McQueen, Interim VP for Institutional Advancement
 1. Jennifer Kibler
 2. Melissa Leecy

IV. Pandemic Planning Policies

The Pandemic Planning Team will use these policies as it formulates action plans.

- A.** Mary Baldwin College planning will be based on an assumption of 100 students remaining on campus for a period of 12 weeks.
- B.** When the first documented case of human to human transmission is announced by the media and confirmed by the CDC, the President will consult immediately with the District Director of the Central Shenandoah Health District. She will also consult with area colleges and universities, the Council of Independent Colleges of Virginia (CICV), and those colleges/universities directly impacted.

C. Recess:

A recess is defined as the temporary suspension of instruction in all programs of the College. Each department will establish policies guiding the non-instructional functions of the college and the status of those functions during a period of recess.

D. Should the college enter into a period of recess, the following will occur:

- ❖ The CRT will meet to begin Level III action items.
- ❖ Pandemic essential personnel will be required to be on campus.
- ❖ Depth charted individuals will be placed on alert status in case they are called up to serve in their respective roles.
- ❖ Executive Staff will work with Direct Reports to assess the need for departmental workers to either report for work at MBC or to work from home.

E. Recess Policy:

A minimum of a 2-week recess will be initiated at Council of Independent Colleges of Virginia (CICV) institutions in the event of the following trigger point:

- ❖ World Health Organization (WHO) declaration of Phase 4*
and
- ❖ confirmed cases of sustained human-to-human transmission of a highly virulent pandemic influenza in North America.

(*Phase 4 is defined as “evidence of increased human-to-human transmission” anywhere in the world. We are currently in WHO Phase 3- defined as “no or very limited human-to-human transmission”.)

F. Implementation of Policy:

- ❖ Pandemics are unpredictable, and there is no way to know the characteristics of a pandemic virus before it emerges. A CICV Pandemic Advisory Task Force will be established to monitor technical issues related to the pandemic's status and progression. This task force will be comprised of an appointed staff member from each of the following institutions:

Hampden-Sydney College
Hollins University
Lynchburg College
Marymount University
University of Richmond
Virginia Wesleyan College

A Virginia Department of Health staff member will also be appointed to serve on this task force. This task force will monitor changes in the pandemic's status and provide advisory assistance to the CICV Executive Committee for initiating a recess if required.

- ❖ At the declaration of Phase 4 by the World Health Organization, the task force will convene for intensive monitoring of various factors related to the severity of the pandemic. These include, but are not limited to, transmissibility, morbidity (rate of infection), and mortality (death rate) of the virus. The task force will determine the impact any of these relevant factors may have on the policy stated above and provide additional recommendations to the CICV Executive Committee as needed.
- ❖ In the event the CICV Pandemic Advisory Task Force agrees that there are confirmed cases of sustained human-to-human transmission of a highly virulent pandemic in North America, they will inform the CICV Executive Committee that a recess should be initiated.
- ❖ At the discretion of the CICV Executive Committee, a meeting may be called to discuss the current status of the pandemic. If there are no objections to the assessment and recommendation by the CICV Pandemic Advisory Task Force, a recess announcement will be distributed to all CICV member institutions via the

CICV list serve. All CICV member institutions would begin initiating their recess procedures.

- ❖ During the 2-week recess, the CICV Pandemic Advisory Task Force will convene to monitor the pandemic. As characteristics continue to emerge or sufficient data can be evaluated, the task force will make further recommendations to the CICV Executive Committee regarding necessary length of recess beyond the initial 2-week period.

G. Semester Recess Calendar Information:

In the event of the cessation of classes due to a pandemic event, the following guidelines will determine if the semester will start over, will resume from the point where classes recessed, or will be ended as complete.

- ❖ Semester Class Days 1-20: the semester will restart at the beginning
- ❖ Semester Class Days 21-50: the semester will be resumed at point of cessation
- ❖ Semester Class Days 51-76: the semester will be considered complete

The College will shift the calendar year to meet semester requirements; therefore, tuition dollars will be kept.

H. Student Teaching and Internships:

The students doing student teaching and internships would be bound by the rules of the various schools and institutions used by students.

I. Class absences:

The College may at any time during the crisis suspend classes. When the College enters a period of recess, no incompletes or medical leaves of absence will be granted to students. The College will announce when classes will resume and how students will continue their studies.

This plan is one component in the college's overall approach to emergency preparedness.

All students will be encouraged to develop their own individual evacuation plans in coordination with college-wide policies.

V. Pandemic Response by Levels

As we proceed to planning it will be important to share definitions of the Alert Levels to which we will respond. Following are the levels and associated definitions.

Level 1: Confirmed cases of human-to-human transmission of flu.

Level 2: Suspected/confirmed cases of sustained transmission anywhere in the world.

Level 3: Confirmed cases of sustained human-to-human transmission in the U.S. (pandemic expected to reach Virginia area and impact campus in 3-5 days; only personnel performing essential pandemic functions required to report to campus).

VI. Units of the College and Responses by Levels (see Appendices)

VII. Formative Evaluation Considerations

- A.** We can assume that external conditions will exist beyond the control of the college. These events will need to be monitored by the membership of the Pandemic Influenza Planning committee and reported to the committee chair who will act as a clearinghouse of pertinent information.
- B.** Policies of the CDC and Virginia Department of Health will guide the college's response to a pandemic flu outbreak.
- C.** This plan will be reviewed every six months by the chair and revised as appropriate by the committee.