Washington and Lee University

Emergency Management Plan

August 2011

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Introduction and Outline

Purpose

The purpose of this plan is to provide a structure and process that will allow the University to respond in an organized and effective way to any major emergency. Since each emergency is unique, the plan is not meant to be prescriptive; instead, it provides the general principles and infrastructure for effective response.

Definition of Major Emergency

In the event of a emergency, we need to send messages quickly but accurately. In certain instances, every moment will count in delivering the message to the community.

Decision Criteria

We shall consider five criteria to determine the type of communication and who activates the warning:

1. Emergency Type
• What is the emergency? (Room fire, hazardous spill, shooter, bomb threat, disease outbreak, car accident, personnel scandal, etc.)
• What is the impact to W&L? (Minor, major, catastrophic)
• What is the potential for the situation to worsen?
• Is the situation under control?

2. Safety / Property Protection
• What is the potential for death?
• What is the potential for serious injury?
• What is the potential for minor injury?
• What is the potential for damage?
• What is the potential for disruption to normal course of business?

3. Urgency
• How soon does the message need to go out? (Seconds, hours, days)
• Is there time for approval?

4. Audience
• Who do we need to alert? (Administration, faculty, staff, students, guests, parents, alumni, media)
• How many people need to be alerted? (A handful, dozens, hundreds, thousands)

5. Capabilities / Limitations
• What are the limitations of the system/tool? (Limited audience, lengthy delivery time, potential for mass panic)
• Which system should we use? (Press conference, bulk text message, mass email)
• How quickly can we send the messages? (Immediately, minutes, hours)

Types of Crises, Level of Urgency and Likely Responses

A. **Extreme Threat** (e.g., active shooter, campus building fire, hazardous material leak)
   Urgency Level: Minutes
   1. Public Safety notified. Public Safety Director notifies Director of Public Affairs (or on-call Public Affairs staff member), who transmits e2Campus and Mass Email.
   2. Public Safety Director notifies VP for Student Affairs (or on-call Student Affairs staff member), who notifies President.
   3. Director of Public Affairs notifies Web Team Member, who launches website messages.
   4. VP for Student Affairs assembles Emergency Management Team.
   5. Once Emergency Management Team is assembled, emergency messaging system is handed off to Public Affairs Emergency Team to implement.
Audiences: Campus Community, Affected Public
Communication Vehicles: e2Campus, Mass Email, Facebook, Twitter, Emergency Website, Digital Signage, Runners, Press Releases

B. **Moderate Emergency** (e.g., communicable disease outbreak, off-campus accident affecting students or staff members, racial incident, etc.)
   Urgency Level: Hours
   1. Public Safety notified. Public Safety Director notifies Director of Public Affairs and VP for Student Affairs.
   2. VP for Student Affairs notifies President.
   3. VP for Student Affairs assembles Emergency Management Team.
   4. Director of Public Affairs notifies Public Affairs Emergency Team about implementation of approved messages.
Potential audiences: Campus Community, Affected Public, Parents of Students, General Public, Other Stakeholders.
Communication Vehicles: e2Campus, Mass Email, Emergency Website, Facebook, Twitter, Digital Signage, Press Releases

C. **Reputational Emergency** (e.g., cheating scandal, personnel scandal, fraternity misbehavior, etc.)
   Urgency Level: Days
   1. VP for Student Affairs (or member of President's Council) is notified.
   2. VP for Student Affairs (or member of President's Council) notifies President and Director of Public Affairs.
   3. VP for Student Affairs assembles Emergency Management Team.
   4. Director of Public Affairs manages communications with Public Affairs Emergency Team.
Potential audiences: Campus Community, Stakeholders (as determined), General Public (if necessary/desirable).
Communication Tools: Campus Website, Personal Telephone Calls, Mass or Personal Emails, Personal Letters, Alumni Magazine, Media Outlets

Executive Authority

During an emergency, the President, (or in his absence, the Provost and thereafter the Vice President for Student Affairs and Dean of Students, the Vice President for Finance, then the next most-senior available administrator) has ultimate emergency responsibility and authority for declaring a state of campus emergency, setting the direction as to how the emergency will be managed, and making key executive decisions. He is assisted and advised by the Emergency Management Team.

Emergency Management Team (EMT)
The Emergency Management Team will provide counsel to the President or his surrogate regarding overall priorities and strategies, public information reports and instructions, and liaison with local government outside organizations (Red Cross, hospital personnel, etc.) It consists of the:

- President
- Provost
- Vice President for Student Affairs and Dean of Students (Emergency Response Coordinator) *
- Vice President for Finance and Treasurer
- General Counsel
- Executive Assistant to the President *
- Director of Public Safety *
- Executive Director of Communications and Public Affairs *
- Director of Maintenance and Operations and Capital Planning *
- Director of Auxiliary Services *
- Chief Technology Officer *
- Director of Student Health and Counseling Services, University Physician *
- Manager of Telecommunications *
- Director of Environmental Health and Safety *
- Associate Dean for Administration and Technology, Law School *
- University Registrar *
- Dean of Student Life *
- Executive Director of Human Resources

*denotes Emergency Management Operations Group

If activated, this group is responsible for providing the President with an immediate inventory of resources within their jurisdiction.

Activation of the Plan
When an emergency arises, the officer in charge in the Department of Public Safety will inform the Vice President for Student Affairs and Dean of Students (or if unavailable, the Executive Director of Communication and Public Affairs), who will determine if it is appropriate to contact the President (or surrogate) to activate the Emergency Management Plan. If the President, in consultation with the Vice President for Student Affairs and Dean of Students, determines that the incident constitutes a Level 3 or Level 4 emergency, the Vice President for Student Affairs and Dean of Students will activate the Emergency Operations Center (EOC) and the Emergency

Management Operations Group (EMOG) and, as necessary, the President will convene the Emergency Management Team. The Vice President for Student Affairs and Dean of Students will assume the role of Emergency Response Coordinator. In the absence of the Vice President for Student Affairs and Dean of Students, the Director of Maintenance and Operations will assume this role. Members of the Emergency Management Team will meet in the Chavis Board Room of Elrod University Commons as deemed necessary by the Vice President for Student Affairs and Dean of Students. If the Chavis Board Room is inoperable, the lower level of Mattingly House will be used as the gathering location.

Emergency Operations Center

Because of their capacity, centrality, telephone and wireless capability, and immediate availability for occupancy, the student organization offices of the Elrod University Commons shall be designated as the University Emergency Operations Center, headquartering the EMT.

In the event that a disaster renders this building inoperable, the back-up for the EOC shall be the first floor of the Development Building, with the offices of all non-essential personnel being commandeered for use by the EMT. Should neither of these sites be feasible, another site will be designated based upon a campus status assessment by the EMT.

First-Aid Centers

Doremus Gymnasium will be designated as the primary first-aid center in case of a widespread campus emergency. Should disaster render buildings uninhabitable or should the disaster occur in or around the law school, the back-up first-aid center will be Wilson Field. These centers are for first response and stabilization only. More serious injuries will be transported to Carilion Stonewall Jackson Memorial Hospital.

Emergency Shelter

Should extensive emergency shelter be needed, it will be provided at Doremus Gymnasium. The backup emergency shelter will be the Pavilion. Should neither of these alternatives prove viable, a site on the VMI campus will be designated.

Public Information and Communications

The principal media contact and university spokesperson is the Executive Director of Communications and Public Affairs. His responsibility is to 1) provide public relations and emergency communications counsel to institutional decision making; and 2) to help ensure the health and safety of students, faculty, staff, and related publics by initiating the university's emergency notification system; and 3) share information and communicate effectively with the media and external audiences as appropriate.

Upon confirmation of a significant emergency or dangerous situation involving an immediate threat to the health or safety of students or employees occurring on the campus, or in any other situation deemed appropriate by the President or surrogate, the President/surrogate will, without delay, and taking into account the safety of the community, determine the content of an emergency notification and will instruct the Executive Director of Communications and Public Affairs to initiate the notification system – unless issuing the notification would compromise efforts to respond to the emergency. Because of its speed, the mode of choice for emergency

communications will be the University website, University e-mail, and the e2Campus emergency notification system. However, since electrical service has historically proven more problematic than telephone service, secondary communications on campus during a Level 3 or 4 emergency will be through the W&L campus hotline at 458-5277. Local media will also be utilized.

Damage Assessment

The Director of Maintenance and Operations and his staff have the primary responsibility for conducting a damage assessment at the earliest possible moment and conveying it to the Emergency Management Team. In doing this assessment, they and the Emergency Response Coordinator should first evaluate medical facilities and student residences. Facilities Management is further responsible for mitigating facility and grounds damages and restoring them to a functional level. Because of this serious responsibility, the Director of Maintenance and Operations has the temporary emergency authority to evacuate or close a site deemed to present a threat to life or well-being until the decision can be confirmed by the Vice President for Student Affairs and Dean of Students. The Director of Maintenance and Operations will also coordinate a survey of gas, electric, steam, water, and sewer utilities. This office and Public Safety will also assist police services with creating a safety perimeter at the site of the emergency.

Evacuation of Campus

Should the failure of any critical system (sewer, water, electricity, etc.) be expected to be prolonged or damage seen as extensive and traumatic, it may be necessary to evacuate the campus. Only the President or his designee, with the advice of the EMT, can order an evacuation.

Such an evacuation will be coordinated by the Dean of Student Life, who will work with the Director of Auxiliary Services (who oversees the University's vehicle fleet) to have students without personal transportation delivered to the nearest viable transportation hub.

Coordination with Local Officials

This plan will be distributed to local officials by the Executive Director of Communications and Public Affairs. During a campus emergency of any magnitude (1-4), it will be the responsibility of the Executive Director of Communications and Public Affairs (assisted by Director of Public Safety and the University Safety Officer) to inform and coordinate with local government officials, and emergency and relief agencies. A list of all essential Lexington and Rockbridge emergency personnel and their contact information is attached in the appendix to this document.

Key Roles

The following University offices are expected to assume various roles at the request of the EMT in an effort to provide a coordinated response to an emergency. In some circumstances, it may be necessary to request faculty or staff to assume temporary roles outside the normal scope of their duties, taking into consideration their ability to carry out those temporary roles. It is understood that if any department does not have specific roles for their personnel to carry out, then those personnel will automatically become part of a pool of reserve personnel to assist as assigned by those coordinating the specific emergency. Primary headquarters for this pool will be Doremus Gym, and unassigned personnel should report there. Back-up headquarters will be the Pavilion.

Academic Deans & Chairs	Identify and resolve instructional and research issues. Coordinate necessary faculty resources.
Athletics	Coordinate use of the Doremus Gym as a staging area, first-aid center, open bay temporary shelter, and/or temporary morgue.
Student Health Center (Student Affairs)	Provide medical support and mental health counseling. Assist in providing services to those with minor injuries and provide trauma support. Coordinate with first-aid services and community medical personnel. May be asked to assist/provide onsite medical triage.
Print & Mail Center (Auxiliary Services)	Provide courier services to policy and operations groups. Provide printed material as directed (letters to parents, posters, temporary procedures, signage, etc.)
Facilities Management	Mitigate facility and grounds damages and restore to functional level. Arrange set-up of temporary quarters for displaced units. Provide structural evaluations and repair estimates. Temporary emergency authority to evacuate or close a site deemed to present a threat to life or well-being. Provide site and building information to the EMT. Coordinate a survey of gas, electric, steam, water, and sewer utilities. Assist Police Services with creating a safety perimeter at the site of the emergency.
Director of Public Safety (Student Affairs)	Law enforcement, crowd control, evacuation, site security, and mobile communications. Liaison with on-site law enforcement, fire, and medical command personnel.
Purchasing (Auxiliary Services)	Obtain emergency goods and services; include pick-up/delivery to site of emergency.
Student Affairs	Overall management of emergency and coordination of all the non-academic needs of students including shelter, food, physical and mental health care, transportation, and providing liaison with parents.
Information Technology	Restore or maintain system functionality. Arrange for emergency computer bank at Emergency Operations Center. Provide for emergency back-up of data.
Telecommunications (Information Technology)	Coordinate temporary telephone and fax hookups. Provide broadcast capability for voice mail. Arrange phone bank for necessary student call-outs to family. Activate 800 number if necessary.
Transportation (Auxiliary Services)	Provide transportation services as required.
Communications and Public Affairs	Media coordination, campus communications, and spokesperson. Information to Public Safety staff who are staffing central phone lines.
Secretary of the University	Staff the President's office, communicate with trustees, gather EMT on call of the President.

University Dining Services (Auxiliary Services)	Provide dining services for students, dislocated personnel, and emergency workers. Oversee procurement and stockpiling of emergency food and water supplies.

Stockpiling of Emergency Equipment and Supplies

The Vice President for Student Affairs and Dean of Students will designate and stock a depot for emergency supplies and equipment that is relatively central to the campus. These supplies will include non-perishable food and bottled water (sufficient for three days), blankets, medical supplies, bullhorns, batteries, and other materials deemed essential. Further, if portable radio equipment is needed, it will be obtained from Athletics or Facilities Management.

Termination of State of Emergency

The President or his designee, with the advice of the Emergency Management Team, has the sole authority to declare an end to any state of emergency. Follow-up information will be sent to the campus community via the emergency notification system as appropriate.

Departmental Emergency Management Plans

The offices listed above that have roles during a declared emergency will all develop departmental emergency management plans. In addition, certain other departments, in order to protect invaluable and irreplaceable University assets, also have emergency management plans:

- University Art Collections
- University Registrar's Office
- University Office of Development
- University Library
- Treasurer's Office
- Admissions Office

Since all of these offices have an intrinsic knowledge of their assets and how best to protect them, or in the case of departments with an emergency management role, how best to assemble, launch, and effectively use their assets in an emergency, each of these offices is responsible for their own emergency management plans.

Plans should be developed to dovetail smoothly with this master plan.

Training and Drills

The Emergency Management Team will be responsible for regular review of this plan and for structuring and executing training and tests of these procedures on an annual basis to affirm their efficacy. These tests may be announced or unannounced, and will include documentation by the Emergency Response Coordinator of a description of the test, the date and time of the test, and whether the test was announced or unannounced. In conjunction with the annual test, the Department of Public Safety will publicize the Emergency Management Plan. Insofar as practicable, these exercises will be coordinated with city and county officials.

Academic Departments

A. Emergency Functions

In the event of a campus emergency, the purpose of the academic satellite plan is to lay out the decision-making process necessary to re-establish course instruction in a safe environment as quickly as possible.

B. Process for Executing Academic Function

Executive Authority and Department Emergency Team
The Provost will be the decision-maker, in full consultation with all of the relevant Deans. The University Registrar will be a key member of the academic Emergency Management Team to provide flexible arrangements for re-starting instruction. The Vice President for Student Affairs and Dean of Students, having the best comprehensive understanding of the status and capabilities of the student body, will be an advisor to this committee. Facilities Management will also be consulted about the status, safety, and accessibility of academic spaces.

Necessary Assets
The assets of the University necessary for the operation of academic activities include: 1) Instructional facilities, including space, technology and laboratory equipment; 2) A functioning faculty, staff, and student body; 3) Reasonable level of availability of essential computing resources and instructional materials, and access to communication systems; and 4) University Registrar's records.

Plan
In the event of a campus emergency, the decision-making process for re-starting academic instruction will be as follows:

The Provost will convene the relevant Deans, by conference call if necessary. Based upon an inventory of available physical resources from Facilities Management, an evaluation of faculty and staff capability, a status report of the student body from the Vice President for Student Affairs and Dean of Students, and a feasibility analysis from the University Registrar on the practicality of re-starting instruction, the committee will make a recommendation to the President on when to recommence classes.

There are several possible scenarios to be addressed in the plan:

1) *Part of campus is unusable*.

If students still are in residence, the team will work with the University Registrar and Facilities Management to find suitable, alternative teaching space and schedule. The team will determine the possibility of using nearby academic facilities for classes and laboratories or work with our schedule to provide for instruction at our own campus venues (including student life and athletic facilities).

2) *Campus is shut down for a few days*.

Initially, the President must declare campus re-opened. Once campus is re-opened, the academic team will work with the University Registrar and Facilities Management to determine suitable teaching spaces. There will need to be an inventory of space, technology, and laboratory equipment necessary for basic operation of the academic program obtained from the Director of Maintenance and Operations. The team will determine the minimum requirement for its function.

3) *Campus is shut down for a sufficient time that credible completion of the interrupted semester is an issue.*

If students have been sent home, the team will determine if there is any way to continue instruction remotely. Realistically, this is possible only if very near the end of term—class discussion, papers and exams can be handled via course software and email if the network is operating.

The team will determine if students keep or lose credit for courses in terms that may be interrupted for significant periods of time due to emergencies. Guidelines will be determined in consultation with appropriate accrediting agencies.

4) *Classes will be interrupted for a semester or more and students must be dispersed to other colleges.*

The team will determine the possibility of consortia and mutual understandings with other University campuses to temporarily accept our students into their academic programs. These discussions will begin in the near future and those understandings will be incorporated into this document.

C. Inventory of Important University Resources Under Our Control

Research Facilities and Data: If a campus emergency arises, the team will work with Facilities Management to maintain the safety, integrity and security of scientific laboratories, animals and other living materials maintained in controlled environments, experiments in progress, and other research materials and facilities affected. There will be an immediate identification and neutralization of any hazardous or volatile materials and equipment within academic facilities. The integrity and continued function of these research facilities will be addressed as soon as possible upon the reopening of the campus and the initiation of academic instruction.

Faculty and students must also understand the campus back-up for data storage and its limitations. It should be strongly suggested that faculty and students take responsibility for backing-up their own data in case of emergency if Information Technology Services (ITS) cannot guarantee full data protection. ITS should have remote back-up capabilities.

D. Annual Review
This plan shall be reviewed for accuracy and efficacy annually and the revision shall be dated for control purposes.

Admissions and Financial Aid

A. Emergency Functions

The Office of Undergraduate Admissions has the following functions in a campus emergency.

- Preservation through relocation of undergraduate admissions paper files

B. Process for Each Function

Preservation of undergraduate admissions and financial aid paper files

1. Verify that the campus emergency threatens the structure and contents of the Gilliam Admissions House.
Upon notification of the campus emergency, the Dean of Admissions and Financial Aid (or in his absence, the Associate Dean of Admissions and thereafter the Senior Associate Director of Admissions, the most senior Associate Director of Admissions, and then the Assistant Director of Admissions) will verify through information provided by the Emergency Management Team through radio, computer, or telephone that the Gilliam Admissions House is threatened AND that current conditions are not imminently hazardous to personnel conducting the file preservation process.

2. Mobilize staff notification process.
Once the campus emergency is verified as threatening the Gilliam Admissions House, the staff notification process will be initiated. Staff will be notified through use of a telephone tree, and will be instructed to report to the Gilliam Admissions House immediately, preferably with transportation to assist with relocating the paper files. See Appendix I for telephone tree. Depending on the scope of the emergency, we will also contact Public Safety and/or Facilities Management to secure handtrucks/dollys and vans and/or trucks to assist us in moving our files.

3. Relocate paper files.
Paper files will be moved, preferably while still in the filing cabinets, to the Cultural Resource Room on the Campus level of the Elrod University Commons. If the Cultural Resource Room is not available, another room in the Commons will be sought out. If no space is available in the Commons, the files will be relocated to an off-campus location as determined by the Dean of Admissions and Financial Aid or the acting authority for the Office of Admissions.

All staff will assist in physically moving the files. First priority will be given to first year applicant admissions files. Other files will be moved in the following order of priority: transfer applicant files and then prospect files. Once the first files have been left at the relocation site, one staff member will remain with the files until such time as those files are able to be secured.

C. Assignments of Personnel During Emergency

All staff of the undergraduate Admissions Office are considered essential in the event of a campus emergency (Level 1 – 4) that threatens the structure and contents of the Gilliam Admissions House. Accordingly, upon notification of campus emergency status, all staff will report to the Gilliam Admissions House to begin the file preservation process.

The Dean of Admissions and Financial Aid or the acting authority for the Office of Admissions is responsible for initiating the telephone tree if the emergency should occur while staff are not in the office.

D. Emergency Specific Responses

The nature of the emergency activating the emergency management plan will dictate the response of the undergraduate Admissions Office. Our deployment will only take place if the structure and contents of Gilliam Admissions House are threatened AND there are no imminent hazardous conditions that would prevent us from safely relocating our files.

E. Inventory of Important University Resources Under Our Control

Beyond the office equipment and furniture, the only critical resources maintained by the Admissions Office are the actual admissions files maintained for each student. Much of the quantitative and contact data for each student is maintained electronically within Colleague and protected on the University's servers. Should the paper files for each student be destroyed through a campus emergency, the Admissions would have the ability to reconstruct most of the destroyed data through downloading information from Colleague and through contacting the students to request duplicate materials to be completed and/or submitted.
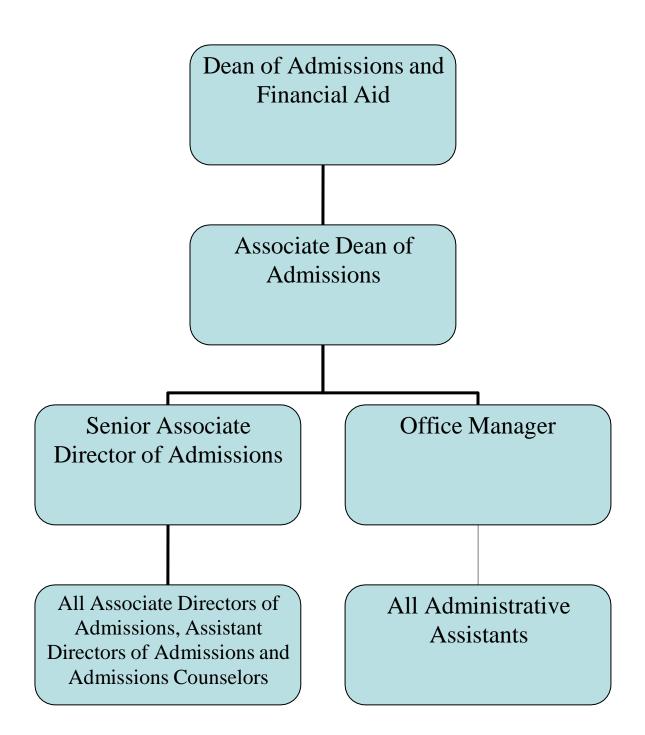
F. Annual Review

This plan shall be reviewed for accuracy and efficacy annually and the revision shall be dated for control purposes.

Appendix I

Undergraduate Admissions and Financial Aid Office Telephone Tree

All persons shall be responsible for calling the person(s) below them on the telephone tree. Messages should be left for those who cannot be reached.

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                    Dean of Admissions and
                         Financial Aid
                              |
                      Associate Dean of
                          Admissions
                              |
              +---------------+---------------+
              |                               |
      Senior Associate                  Office Manager
   Director of Admissions                      |
              |                                |
   All Associate Directors of        All Administrative
   Admissions, Assistant                 Assistants
   Directors of Admissions and
   Admissions Counselors
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Advancement

A. EmergencyFunctions

The Office of University Advancement has the following functions in a campus emergency.

- Communicate with alumni, volunteers, friends, parent leaders and donors as quickly as possible after coordination with W&L's Emergency Management Team (EMT) and the Executive Director of Communications and Public Affairs (EDC).

- Access and safeguard the most current database of contact and other information for alumni, volunteers, friends, parent leaders and donors, including information on all endowments and all other donor agreements.

- Inventory and access information regarding off-campus travel of Advancement employees, and of alumni and friends participating on and off campus in Special Programs.

B. Process for Each Function

Communicate with alumni, volunteers, friends, parent leaders and donors as quickly as possible after coordination with EMT and EDC. *(Work with Web editor and Assistant Director for On-line Communications to be certain alumni Web site notes emergency and has links to referrals, as necessary.)*

Responsibility: Vice President for University Advancement

The EDC shall inform the Vice President for University Advancement (VPA) of any unfolding emergency. Assuming e-mail is available, Advancement will send word ASAP to names on the existing volunteer-leadership Listserv, which includes members of groups such as all alumni chapter Presidents, the Alumni Board, the Law Council, the Williams School Advisory Board, the Science Advisory Board, the Parents Leadership Council and class agents ("CONTACTS"). In addition, the VPA will maintain a CALL LIST of other donors, past volunteers and friends of the University who should receive personal contact. While University people and resources are being protected and secured by the EMT, Advancement will convey accurate information before misinformation circulates and causes unnecessary communications problems or rumors. The e-mail and calls to the CALL LIST will direct the CONTACTS to the W&L Web site and the University hotline for more and continuous information (assuming the Web site is available). If the Web site is unavailable, the VPA will coordinate communication efforts with the EDC but should include personal telephone calls to the leaders of the various groups comprising CONTACTS.

Access and safeguard the most current database of contact information for CONTACTS, CALL LIST and donors, including information on all endowments and all other donor agreements, to fulfill communication directives in this plan.

Responsibility: Administrative Assistant for Vice President for University Advancement with assistance from the Executive Director for University Development and Executive Director of Alumni Relations

Track Off-Campus Travel of Advancement Employees and Communicate, as necessary

Responsibility: Administrative Assistant for the Executive Director for University Development, Executive Director for University Development.

<div align="center">Tracking Advancement Officer Travel</div>

Each Advancement Officer will file an itinerary with his or her supervisor before the beginning of every trip, and each supervisor will maintain a list of cell numbers of traveling staff. This inventory will be provided to the Administrative Assistant for the Executive Director for University Development. University Advancement must be able to reach its traveling staff at any time, whether there is a emergency on campus or in the area the Advancement Officer is visiting.

<div align="center">

C. Assignments of Personnel During Emergency

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Responsibility: Vice President of University Advancement

All alumni and development officers and the administrative assistants to the VPA and the Executive Director for University Development are considered essential personnel during a declared level 3 or level 4 campus emergency. These essential personnel will report immediately to the University Development Building, with the Hotchkiss House a backup site. With guidance from the EMT and the EDC, the VPA, the Executive Director of Alumni Affairs, the Executive Director for University Development, the Director of Special Events, the Director of Special Programs and the administrative assistants to the VPA and Executive Director for University Development will serve as an Executive Committee for communications and personal contact with the CONTACTS and the CALL LIST as directed by the VPA.

In addition to assigned responsibilities, all alumni and development officers will be available for general assistance as assigned by the VPA.

1.   Vice President for University Advancement: Responsible for overall coordination and implementation of Advancement Plan; communication with CONTACTS and CALL LIST after developing the form of news and messages with the EDC.

2.   Members of the Advancement Executive Committee after consultation with VPA: Contact pre-assigned Advancement Staff to inform them of the emergency and assign duties, if applicable.

3.   The Executive Director of Alumni Affairs will work with the Web Editor and Assistant Director for On-line Communications to make sure the alumni Web site notes the emergency and refers readers to appropriate links to gain more information.

4.   The Administrative Assistant of the VPA, with assistance from the Executive Directors of University Development and Alumni Relations: maintain and access an accurate Listserv of CONTACTS and a complete CALL LIST. Maintain a primary and secondary Listserv and backup site off campus and away from Lexington. Also create and maintain a secondary site for the CONTACTS on the computer of the President of the Alumni Board and the President of the George Washington Society.

5.   University Advancement and Alumni Officers: Make personal contacts and provide information, particularly to the CALL LIST, after an emergency has stabilized and when telephone or cell phone usage is available. The form of the message will be determined by the VPA and EDC after consultation with the Executive Director of Alumni Affairs and Executive Director for University Development, if possible. The Executive Director of Alumni Affairs and the Executive Director for University Development are responsible for ensuring that University has and maintains an updated CALL LIST, telephone numbers and assigned callers. The two Executive Directors will notify alumni and development officers to make calls to provide a uniform, accurate message and the sources of the best future information. To the extent possible, this message shall be scripted ahead of time by the VPA and EDC. A defined plan for communication with all parents of current students, not including the Parents Leadership Council, will be designed and implemented by the Vice President for Student Affairs and Dean of Students in cooperation with the EDC. University Advancement will be responsible for communicating with the members of the Parents Leadership Council.

D. Emergency-Specific Responses (see above)

E. Inventory of Important University Resources Under the Control of University Development (Planned)

Responsibility: Advancement Emergency Executive Committee

1. Create and maintain an endowment database with paperwork backup to be located in the Business Office and the Office of Donor Relations, with Donor Relations serving as backup. The primary location for new endowment agreements and planned giving agreements is the Business Office, with Donor Relations having backup copies for endowment agreements, and the Director of Planned Giving for current planned giving agreements. It is the responsibility of the Director of Donor Relations to confirm that agreements for new endowments are placed in the files of these two offices.

For older endowment agreements, the Director of Donor Relations has the responsibility to provide an inventory of governing documentation for each fund and to ensure that the Business Office and Donor Relations each have copies of relevant documents for every fund.

2. The personal and giving information on the alumni and development system is backed up by University Computing after each work day and is stored off site. For this reason, destruction of the computer system or the alumni and development databases can be re-created and accessed.

3. Much relevant information related to our history and interactions with alumni, parents, friends,

corporations and foundations is held in paper files in Development, Alumni Affairs, Special Programs, and Corporate and Foundation Relations. These hard-copy files should be consolidated and located in fireproof storage. We do not now have a central depository of all relevant information.

The Director of Advancement Services must make it a high priority to undertake an inventory of files; purge irrelevant or duplicate information; consolidate important and relevant information into one set of central alumni and development files for alumni, parents, friends, corporations and foundations; secure these files in a waterproof and fire-resistant environment; and initiate the electronic scanning of the contents of alumni and development files (first for active files and later for historical files) and to make these electronic files more readily accessible. University Advancement will have to secure additional capital budget resources for at least a year to complete this task. Future budgets should ensure that the electronic scanning and retrieval are done automatically for documents in the future after catch-up occurs.

Annual Review
This plan shall be reviewed for accuracy and efficacy annually and the revision shall be dated for control purposes.

APPENDIX I

Full Contact Information for All Staff of University Advancement

It is the responsibility of all employees working in University Advancement to notify the Administrative Assistant to the VPA any time his or her contact information changes so that the Advancement Contact is current. Each member of Advancement must keep a copy of the Advancement Emergency Management Plan and Contact List at home and office.

CONTACT LIST:

Vice President for University Advancement
Payne Hall
Work Phone: (540) 458-8232
Fax: (540) 458-8117

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Executive Director of Communications and Public Affairs
7 Courthouse Square 203
Work Phone: (540) 458-8459
Fax: (540) 458-8024

***

Executive Director of Alumni Affairs
Hotchkiss House

Work Phone: (540) 458-8470
Fax: (540) 458-8473

***

Director of Special Programs
Howard House
Work Phone: (540) 458-8724
Fax: (540) 458-8478

***

Executive Director of Events
Planning and Guest Services
Morris House
Work Phone: (540) 458-5036
Fax: (540) 458-8156

***

Executive Director of Development
Development Building
Work Phone: (540) 458-8165
Fax: (540) 458-8428

***

Administrative Assistant for VPA
Payne Hall
Work Phone: (540) 458-8233
Fax: (540) 458-8117

Athletics

A. Emergency Functions

- Coordinate the use of the Warner Center (Doremus and Warner gyms) as a staging area, first aid center, open bay temporary shelter, and/or morgue in the event of level 3 or level 4 emergency.

- Coordinate the use of Wilson Field and the other outdoor facilities as back-up sites. This could also include the Pavilion and the Duchossois Tennis Center.

B. Process For Executing Functions

1. **Executive Authority:** The <u>Director of Athletics</u> has the executive authority and decision making responsibility. In conjunction with the Head Athletic Trainer and the Facilities and Equipment Manager, she will coordinate the responsibilities of the department. The Associate Director of Athletics will be available as necessary to assist with the coordination of functions.

2. **Re-fitting Doremus and Warner:** The <u>Facilities and Equipment Manager</u> will coordinate the set-up of the facilities with Facilities Management and town authorities and with the assistance of Athletic Department staff workers. Since Warner and Doremus will play a major role during a Level 3 or 4 emergency, it must be equipped with a generator sufficient to power emergency needs. This will be the responsibility of Facilities Management.

3. **Facilitating Medical Care:** The <u>Head Athletic Trainer</u> will coordinate, consult and assist Health Center personnel to facilitate the first response duties of the department. The training staffs' supplies and facilities would be available for use.

C. Assignment of Personnel

1. Director of Athletics: department executive authority.

2. Associate Director of Athletics: assist as necessary.

3. Facilities and Equipment Manager: coordinate the set-up of facilities and supervise the department work crews.

4. Head Athletic Trainer: coordinate first response functions with the Health Center and town authorities.

5. Faculty/staff coaches: available as part of the pool of reserve personnel.

6. Intern coaches: available as part of the reserve pool.

7. Department work crews: assist as necessary with set-up of facilities.

D. Emergency Specific Responses

1. In any Level 3 or 4 emergency, the responsibilities of the Athletic Department will remain the same: i.e. oversee and assist in the conversion of Warner and Doremus into an emergency housing and medical care center.

E. Inventory of Important University Resources Under Our Control

1. The department's trophy cases and several closets house significant valuable memorabilia. The trophies, plaques, pennants, pictures and other such memorabilia are exposed and would be at the mercy of the event. Short of removing them, there is no way currently at our disposal to protect them. The collection of paper memorabilia stored in closets will be inventoried and housed in the University Archives.

2. The Facilities and Equipment Manager would have an inventory list of all such memorabilia that would remain in the Warner Center.

APPENDIX 1

Equipment

- generators: supplied by Facilities Management.

- Walkie-talkies: currently in the department's inventory.

- Flashlights: currently in the department's inventory.

Collections

A. Emergency Functions

University Collections are housed primarily in the Lee Chapel and Museum, the Reeves Center, and the Watson Pavilion. As of June 1, 2008, storage areas include DuPont Hall and Beta Theta Pi house. Storage will move during the summer and by August 7, 2008, all reserve collections will be stored in the Kappa Sigma house. However, a significant number of the University's collections also are exhibited in public and office spaces in a majority of other University locations including:

The Lee House	Leyburn Library
Staniar Gallery	Tucker Media Center
Lewis Law School	The Alumni Office
Williams School of Commerce	Washington Hall
The Morris House	The Admissions Office
The Kamen Gallery	The Mason Taylor New Room
Faculty/Staff Offices	University Public spaces
Holekamp Hall	Early-Fielding

EMERGENCY FUNCTIONS:

- Protect and secure University artistic and cultural collections

- Protect the University Collection's server residing in the University's Data Center

B. Process for Each Functions

Water Emergency

Emergency supply stations located in the three major exhibition facilities.

1.   If there is flooding in buildings housing University Collections, call the Emergency number **8999**.

2.   a.   If water is leaking from the ceiling, cover the area with plastic sheeting, and place buckets under leaks.

b.　　If there is water on the floor move collections to pallets or vacant shelves away from water.

c.　　Unplug any electrical equipment in the area, unless the outlet is submerged, or if you have to stand in water to unplug the equipment.

d.　　If electricity in the affected building needs to be turned off, call **8999**.

Computer Systems

The University Collections server is in housed in the University's Data Center. The collections management database program PastPerfect is located on computers in the offices of the Curator/Associate Director, the Ceramics Curator, and the Curatorial Assistant.

PASTPERFECT

The W&L's collections management database system was purchased from PastPerfect Software Company and we pay PastPerfect a yearly fee to help maintain this software. PastPerfect contains data that University Collections staff has input locally, which is used in the university collection's catalogue, acquisitions, queries, loans, and exhibition planning operations. "Full" backups of the PastPerfect database are made automatically each night during the regular workweek. In the event of a disaster that destroyed the PastPerfect server, we would work with the company to restore the PastPerfect database from our "full" backup tapes. (Contact: **800.562.6080**)

Natural Disasters: Hurricanes, Tornadoes and Earthquakes

Hurricane Recovery and Recovery Resources

Because sufficient warning can be given in a hurricane emergency, affected buildings can be evacuated and closed before the hurricane strikes. The following precautions should be made: rare and valuable materials can be moved to a safe place; the power can be turned off; windows should be taped; and doors should be closed. An assessment of water damage, structural damage and damage to collections will be determined by staff from Facilities Management, university curators and outside conservators and consultants.

Tornadoes Recovery and Recovery Resources

Tornadoes can result in water and structural damage, as well damage to the collections. An assessment of water damage, structural damage and damage to the collections will be determined by staff from Facilities Management, university curators and outside conservators and consultants.

Earthquakes Recovery and Recovery Resources

Damage from an earthquake may include structural damage to a building, collapse of exhibits, damage to equipment and furniture, water damage from broken pipes and fire and/or smoke damage.   An assessment of water damage, structural damage and damage to the collections will be determined by staff from Facilities Management, university curators and outside conservators and consultants.

C. Recovery

After any water emergency, air-drying the collections will be an option and a drying area will be required. The following locations are listed for this purpose: Lee Chapel auditorium, the Reeves Center and the Watson Pavilion
    1.   As soon as it is safe to enter the flooded area, use mops or wet vacuums to remove water.
    2.   In order to retard the growth of mold, the temperature and humidity must be low. To accomplish this turn the heat off in winter and the air conditioning on in summer; use open doors and windows and fans to maximize air circulation and remove wet debris and/or carpet from the area.
    3.   Carefully move damaged materials to a work area, which is low temperature, low humidity and has good air circulation.

D. Supplies

Following is a list of supplies in the three emergency supply stations. The emergency supply stations are located in the Reeves Center coat closet (south side of the building), in the Watson Pavilion Utility Closet, and the Lee Chapel utility room in the basement.

Batteries
Brooms
Buckets
Cardboard cartons
Cleaning compounds
Disinfectant
Duct tape
Extension cords
Fans
First aid kits
Flashlights
Hygrometers
Ladders
Maps of collection storage
Mops
Paper Towels

Pens/pencils
Plastic garbage bags
Plastic sheeting
Protective masks, gloves
Scissors
Sponges
Tape, packing paper
Ziploc bags

E. Annual Review

This plan shall be reviewed for accuracy and efficacy annually and the revision shall be dated for control purposes.

F. Selected Bibliography

- *Covering Your Assets: Facilities and Risk Management in Museums*

- *Edwards Disaster Recovery Directory*

- *PREP: Planning for Response & Emergency Preparedness*

- *Resources for Recovery: Post-Disaster Aid for Cultural Institutions*

- *Security in Museums, Archives and Libraries: A Practical Guide*

- *SEMC Disaster Response Handbook*

- *Steal This Handbook!*

- *To Preserve and Protect: The Strategic Stewardship of Cultural Resources*

For more complete information, see: http://www.museum-security.org/disasterbib.html

Appendix

Emergency Telephone Numbers

All emergencies	Regional Consolidated Dispatch System	9-911
Hospital	Carilion Stonewall Jackson	9-458-3300
Security	W&L Public Safety	8999
	Emergency beepers	8408

Director of Public Safety		8427		
Director of Public Safety Home		9-463-8051		
Heating Plant (back-up)		8499		
Facilities Management		8490		
Director of Student Health/Counseling		8401		
Technology Support Specialist		8130		

Emergency Telephone Tree

Reeves Center, Watson Pavilion, and any other areas that contain University Collections

Should an emergency occur that is related to any area containing University Collections, Public Safety or Facilities Management must immediately contact the Department staff.

Should an emergency related the Reeves Center or the Watson Pavilion occur during the work week, the front line staff of the department (Director of University Collections, Curator/Associate Director of University Collections, Ceramics Curator and/or Curatorial Assistant) must call appropriate emergency authorities, i.e. Fire Department, First Aid, Facilities Management, and/or Security. Once those resources are notified, first line staffer should initiate the telephone tree below. All personnel shall report to the Reeves Center or Watson Pavilion to instruct other helpers or await instruction.

Security Officer	calls	**Director of University Collections** x 8476		
Director of University Collections	calls	**Associate Director of University Collections** x 4321	AND	**Curator, Reeves Collection** x8744
Curator, Reeves Collection	calls	**Curatorial Assistant** x8034		
Curatorial Assistant	Calls	Students as needed		

** Should anyone on the telephone tree not be reached, caller should skip forward one step to be certain that the chain of callers is not broken.

Lee Chapel

Should an emergency occur, the front line chapel staff (guide and/or museum shop clerk) should call appropriate emergency authorities i. e. Fire Department, First Aid, Facilities Management, and/or Security. Once those resources are notified, first line staff (security officer after hours) shall initiate the telephone tree below. All personnel shall report to 11 University Place to instruct other helpers or await instruction. (this changes regularly)

Guide, clerk or security officer	calls	Manager, Lee Chapel and Museum x 8767		
Manager, Lee Chapel and Museum	calls	Director of University Collections x 8476	AND	Administrative Assistant II x 4321
Director of University Collections	calls	Associate Director University Collections x 8767		Curator, Reeves Collection X8744
Administrative Assistant II	calls	Museum Shop Lead, Part-Time x5891	AND	Barb Rollenhagen 463-7473
Barb Rollenhagen	calls	Fran Naylor 463-7494 or 460-3411 (Cell)	AND	Denise Gorsky 258-1252
Fran Naylor	calls	Museum Shop Lead x5891	AND	Pam Ricks 462-3920
Museum Shop Lead	calls	Pam Wagner 261-8658	AND	Kitty Dunlap 463-7289
Kitty Dunlap	calls	Francis Lynn 261-8658	AND	Lovey Mahoney 463-4979
Lovey Mahoney	calls	Billie Banks 540-337-0782		
Billie Banks	calls	Fred Gallagher 434-384-6205		
Students	called	as needed from	Staff	List

*** Should anyone on the telephone tree not be reached, caller should skip forward one step to be certain that the chain of callers is not broken.

Experts and Consultants

Conservator (Paintings)	Cleo Mullins	804-358-2006
Conservator (Paper)	Mary Studt	804-222-7133
Object conservation		
(Frames)	George Chalfant	804-674-4246
(Furniture)	William Ivey	804-358-7574

Communications and Public Affairs

A. Emergency Functions

The Office of Communications and Public Affairs has the following functions in a campus emergency.

- Participation on the Emergency Management Team (EMT)

- Organizing and executing on-campus emergency communications

- Providing information to the media

- Communicating with local officials, relief agencies, medical facilities
-
- Communicating with proposed Virginia College Disaster Consortium

- Inventory and maintenance of emergency supplies and equipment

B. Process for Each Function

Participation on the Emergency Management Team (EMT).

Responsibility: Executive Director of Communications and Public Affairs (ED)

1. Analyze the emergency and advise the President on the nature of the emergency.
Upon the President's activation of the Campus Emergency Management Plan, the President will contact the Executive Director of Communications and Public Affairs. The EMT and the Emergency Management Operations Group (EMOG) will immediately receive instructions on where to assemble for briefing on the emergency. All members of the EMT and relevant members of the EMOG will immediately proceed to that location.

Members of the EMT will be briefed on the nature and severity of the event and the immediate response taken to that point. The ED will participate in an analysis of the event and the appropriate course of action. The ED will attend all subsequent meetings of the EMT to provide an update of campus and external communications and counsel for future course of action.

2. Provide the EMT with an assessment of surviving communications resources.
The first critical responsibility of the ED at this first response meeting, will be to provide the EMT with an inventory of the communications resources still available to the campus. These will include telephone (hotline), computer (e-mail and Web page), printing office and WLUR.

3. First Response Communications Plan
Based upon the information presented at the first-response meeting of the EMT, ED will offer a plan for immediately communicating to the campus community the nature of the emergency event and immediate action to be taken. This plan will be refined as circumstances change.

4. Other University Audiences
When appropriate, the ED will coordinate with the Vice President for University Advancement (VPA), the President's Office and the Vice President for Student Affairs and Dean of Students to assist with messages to important off-campus audiences including parents, alumni, and donors.

Organizing and Executing Campus Emergency Communications

1. Inventory and Organize Communications Resources

Responsibility: ED, Publications Director, University Webmaster, University Web Editor, University Web Developer

In time of a level 3 or 4 emergency, all communications staff will be considered essential personnel and report immediately to Mattingly House or the Emergency Operations Center.

The first duty of the Communications Office in a level 3 or 4 emergency is to perform an immediate inventory of the University's surviving communications resources. Office personnel will first perform a physical check of the functionality of telephone service (land lines and cell phone service), computer-based communications (e-mail and the University Web site), WLUR, and the viability of the University's printing services. Should any of these technologies have failed, the Communications Office will consult with the appropriate supervisor as soon as practical to determine the prognosis for their return to service. In an emergency, the Communications Office will use E2 Campus text messaging, the University phone hotline, Web page, broadcast e-mail, and WLUR simultaneously to inform the campus.

2. Management of Campus Communications

Responsibility: ED

Structure: The ED will operate through a departmental Emergency Management Team consisting of the publications director, news director, Web editor, senior writer/editor, WLUR general manager, and sports information director.

First Alert
Upon determination of a level 3 or 4 emergency, the Vice President for Administration (VPA) will alert the Executive Director of Communications and Public Affairs. This will be a signal for the campus community to consult their radio, computer, or telephone for emergency information. All Communications staff will report immediately to Mattingly House for assignment.

Radio
The ED will provide details and instructions to the General Manager of WLUR, who will pre-empt all other programming to provide a continuous loop of information on the University's frequency of 91.5 FM.

Computer

The ED will provide information and instructions to the Webmaster and Web editor, as well as the Web developer. They, in turn, will be responsible for posting and updating the information on the gateway page of the University's Web site. They may enlist the help of University Computing's director of enterprise applications. Other members of Communications will also be responsible for delivering the same information by broadcast e-mail, updating the hotline, and sending an E2 text message (although other members of the EMT may send the text message if necessary).

Because of the need for continuous and instantaneous access during an emergency event, use of the University's broadcast e-mail will be strictly limited to the President's Office and the Communications Office.

Telephone
The ED or designee will post emergency information and instructions on the University's information hotline at 540/458-5277.

Parents and Alumni
In a level 3 or 4 emergency, the first responsibility of the University is to protect the lives and welfare of students and secure University property. Therefore, in the early hours of a level 3 or 4 emergency, it is unlikely that the University will be able to field phone calls from parents and alumni. However, University materials should direct that, in an emergency, those audiences should use the University Web site or telephone hotline to obtain information and students will be instructed to contact parents at the earliest feasible moment.

Building Generals
Additionally, the University will have designated an employee or two to relay information to buildings' occupants and ensure their safety.

Providing Information to the Media

Responsibility: ED, News Director, News Coordinator
Once the campus is secured, and lives and safety are protected, in a level 3 or 4 emergency, the Communications Office will conduct a media briefing on the emergency and subsequent University actions to address it. Simultaneously, we will issue press releases and background information for broader media dissemination.

1. Spokesperson: The principal media contact and university spokesperson is the ED, who will organize and distribute all University information. However, since it is important in an emergency for the President to be a highly visible figure in order to demonstrate the reassurance of strong, intact leadership at the highest level, some spokesperson duties will be shared with the President or his surrogate.

2. Information-gathering: In order to fulfill this function and the above function of distributing information to the campus community, the Communications Office will participate in all debriefings of relevant University officials and obtain up-to-date and in-depth information from them.

3. Media briefings: The ED will organize and conduct media briefings in cooperation with the news director, at regular intervals as practicable. The ED will consult with General Counsel on content, but to the greatest extent possible, these briefings will be conducted upon the public relations axiom to "tell the truth, tell it first, and tell it all."

4. Media materials: releases, photographs, and statements. The ED shall oversee these in consultation with General Counsel. Releases and formal written statements will accompany briefings whenever possible to assure clarity, accuracy, accountability, and a written record of University responses.

5. Media access to campus: The Communications Office will govern media access to campus. The University grounds and buildings are private property, and permission for entry, filming, and interviewing must be obtained from the Communications Office, who will provide passes. University security should immediately remove from the premises those without passes.

Provide Information to Local Officials, Relief Agencies, Medical Facilities

Responsibility: ED, Director of Public Safety
This plan will be distributed to local officials by General Counsel and the ED. During a campus emergency of any magnitude (1-4), it will be the responsibility of the ED (assisted by Director of Public Safety and the University Safety Officer) to inform, and coordinate with, local government officials, and emergency and relief agencies. A list of all essential Lexington and Rockbridge emergency personnel and their contact information is attached as Appendix II.

Inventory and Maintenance of Emergency Supplies, Resources, and Equipment

Responsibility: ED, University Webmaster, University Web Editor, Director of Publications.

1. University Hotline: The Communications Office will maintain and operate the University information hotline. Messages will always include the date and time of the message and will be updated hourly if there is no new information, or as new critical information occurs.

2. University Web Sites: For prominence and ease of accessibility, all emergency communications will appear on the gateway page of the University Web site or be linked off it. The Communications Office will maintain the site and control the messages that appear there. These messages will be updated at least hourly.

3. University Broadcast E- Mail: During a declared level 3 or 4 emergency, the use of the University's broadcast e-mail system will be reserved exclusively for the Communications Office and the President's Office. Individual person-to-person use will not be restricted.

4. WLUR: Since this is an airwave-born communication, it may be the most reliable during a level 3 or 4 emergency. Therefore, emergency measures will allow WLUR to continue to broadcast through all but the most catastrophic failure of equipment. These measures will include the ability to make emergency repairs and relocation of equipment and the purchase of an

emergency generator for broadcast. The General Manager of WLUR will be responsible for repairing and maintain equipment and for broadcast of emergency information.

5. Liaison with Print Shop: Since an important element of emergency communications will be the ability to assemble printed information and instructions and to construct directional and identity signs, the VPA and the ED will share authority over the University print shop for the duration of the emergency. The publications director will produce emergency printed materials and directional signage.

C. Assignments of Personnel During Emergency

All Communications staff are considered essential personnel during a declared level 3 or level 4 campus emergency. This means that they will report immediately to Mattingly House or the Emergency Management Center (Elrod) upon declaration of level 3 or 4 emergency.

In addition to assigned responsibilities, all personnel will be available for general assistance as assigned by the ED.

1) ED: overall coordinator for emergency communications; Emergency Management Team; media relations; communication with local officials and agencies; maintenance of emergency communications resources.

2) Publications Director: emergency printed materials, signage, maintenance of inventory of emergency resources.

3) News Director and News Coordinator: Media relations, maintenance of media communications resources, emergency writing.

4) Webmaster and Web Editor: emergency technology inventory and maintenance.

5) Graphic artists and traffic manager: emergency printed materials production and distribution; general assistance.

6) Sports Information Director: Media relations, maintenance of media communications resources, emergency writing.

7) WLUR General Manager: readiness and employment of campus station, general assistance.

8) University Photographers: photo documentation, media photos, assignments by ED, general assistance.

9) Assistant to ED: help with local media, general assistance.

10) Editors: General assistance.

<div align="center">**D. Emergency-Specific Responses**</div>

Unlike some University departments, the nature of the emergency activating the emergency management plan will not dictate the specific response of the communications office. Whether it be fire, hazardous materials, earthquake, or other disaster, the Communications Office will always respond in the same manner: full human and material resources activated to meet our functions.

<div align="center">**E. Inventory of Important University Resources Under Our Control**</div>

Beyond office equipment and furniture, there are few rare, expensive, or critical resources (data) maintained by the Communications Office. The only resources that would fall into that category are 1) the office's photography archives, and 2) an index card library of all the University's alumni magazines from the early 1940s forward, organized by subject, and the University's media lists.

1. Photography: The Communications Office has switched from film to digital technology in the past two years and maintains all digital photographs on a server housed in University Computing. Film photography is currently being culled; we will transfer the historically important ones to Leyburn Library Special Collections and store the remainder in Mattingly House.

2. Index Card System: It is used regularly to research old articles for both internal use and on behalf of University clients. Converting the cards to electronic form is impractical because of the enormous amount of time it would consume. The system comprises literally tens of thousands of cards. Although Leyburn has offered to store them, it is also impractical to move them off-site due to the regularity of use by the publications staff. At this time, therefore, there appears to be no good means of protecting them against loss by fire, etc., short of securing a fireproof vault. It is a calculated risk that we run in that the cards as a research tool could be lost, but not the publications themselves.

Annual Review
This plan shall be reviewed annually for accuracy and efficacy. Updates shall be dated for purposes of control.

<div align="center">**Off-Site Emergency Personnel**</div>

City

Mayor
Mimi Elrod   463-6714

City Manager
Jon Ellestad   462-3700

Director of Emergency Services
                                                            462-3715 (C)461-3040

Coordinator Of Emergency Services
Donna Moss   463-2146

Police Chief
Al Thomas   462-3751

Fire Chief
Tye Dickerson   463-3210

EMS (Life Saving and First Aid Crew, Inc.)
Cole Montgomery, Captain   463-5433

Rockbridge County
        Chairman, Board of Supervisors
        Russell Ford   463-9609

        Director of Emergency Services and Hazmat
        Robert Foresman,,   c-463-4361 o-540/460-0301.
        robert_foresman@co.rockbridge.va.us

        Sheriff
        R.W. Day,   463-7328

Carilion Stonewall Jackson Hospital
        Emergency Coordinator,
        Karen Lafon   458-3347

American Red Cross
        Jack Belcher   (National)   1-800-943-4511

        American Red Cross, Staunton, Va.   540-886-9151;
        American Red Cross of the Blue Ridge

        American Red Cross, Roanoke, Va.   540-985-3535
        Appalachian Blood Region

Commonwealth of Virginia Emergency Center (Virginia Department of Emergency Management)
        Governor's Office of Commonwealth Preparedness:
        Robert P. Crouch   804-692-2595
        Wendy Hoffman   804-692-2595
        Constance McGeorge   804-692-2596

Virginia Highway Patrol (Virginia State Police)
        Administrative Headquarters, Richmond,

24-hour response   804-674-2000;

Division 6 (Salem-Roanoke):   1-800-542-5959

Federal Emergency Management Agency, Region III   215-931-5608

Appendix III

Local Media:

Lexington   *News Gazette*, Darryl Woodson, 463-3113
                 Rockbridge Weekly, Jerry Clark, 464-6600
                 WREL radio, Jim Bresnahan, 463-2161

Roanoke   *Roanoke Times*, Ellen Mosely (covers W&L), 540-981-3117
                                  Rich Martin, managing editor, 540/981-3227

Richmond   *Richmond Times-Dispatch*, Tom Kapsidelis (Virginia desk),
                 804/649-6341

Staunton   *News-Leader,* Cindy Corell (city editor), 540/885-7281

Appendix IV

Non-Standard Inventory

        Signage for media (parking, etc.)
        Badges for authorized media
        Bottled water, nonperishable food, flashlights, batteries, crank radio, stored in Mattingly
for Communications staff

Appendix V

Locations for media briefings (need adequate parking, plenty of seats, space for briefings, power
sources for computers and cameras)
        1. Lenfest Center
        2. Moot Court Room at Law School
        3. VMI facility to be determined (if W&L sites are unavailable)

Facilities Management

A. Emergency **Functions**

The Office of Facilities Management has the following functions in a campus emergency.

- Activating the Emergency Management Team (EMT) and the Emergency Management Operations Group (EMOG)

- Director of Maintenance and Operations will serve as a member of the Emergency Management Team and the Emergency Management Operations Group.

- Coordinating a Response Plan with Internal Resources

- Coordinating a Response Plan with External Resources

- Reporting Critical Incidents

- Overseeing an Evacuation and Relocation Plan

- Equip, activate and command the Emergency Operations Center

- Designate and stock storage depot of emergency supplies

B. Process for Each Function

Activating the Emergency Management Team (EMT) and the Emergency Management Operations Group

Responsibility: University President; Director of Maintenance and Operations

1. *Activating the team.* The President will serve as the overall Emergency Manager during any major critical incident or disaster. If the President, in consultation with the Director of Maintenance and Operations determines that a campus incident constitutes a Level 3 or Level 4 emergency, the President will convene the EMT, and the Director of Maintenance and Operations will activate the EMOG.

2. *Assignment of duties.* The EMT will provide counsel to the President, and/or to his designated Emergency Manager(s). The Director of Maintenance and Operations and the Vice President for Student Affairs and Dean of Students, in conjunction with the EMOG, will have primary operational responsibility for managing most crises.

The members of the EMOG are as follows:
Vice President for Student Affairs and Dean of Students
Executive Assistant to the President
Director of Public Safety
Executive Director of Communications and Public Affairs
Director of Maintenance and Operations
Director of Auxiliary Services
Chief Technology Officer
University Physician
Manager of Telecommunications
Director of Environmental Health and Safety
Associate Dean of the Law School
University Registrar
Dean of Student Life

Coordinating a Response Plan with Internal Resources

Responsibility: Director of Maintenance and Operations; Director of Environmental Health and Safety

1. *Analyze the* emergency *and determine how internal resources can respond.* It will be the function of the EMOG to meet and assess individual crises to determine the level of support needed to manage the emergency.

2. *Inventory and dispense* emergency *supplies, resources, and equipment.* The EOG will review inventories of supplies that can be used in a emergency and dispense them as necessary. The Director of Maintenance and Operations will coordinate the use of vehicles for clearing debris and specialized equipment for reaching difficult or high places.

Equipment, Supplies, and Specialized Personnel

Facilities Management
- Specialized personnel (plumbers, electricians, carpenters, etc…)
- 2 small portable generators
- Chain saws
- 5 Portable Work Lights
- Water pumps – 2 gas, 2 electric
- Caution tape
- Barricades
- Wet vacs
- 1 backhoe
- 1 front end loader
- Various absorbents
- Various small hand tools

- Various trucks and other vehicles (Dump Truck and flat bed)
- 43 portable radios
- Snow removal equipment
- Supply of road salt and sand
- Various other tools (torches, saws, drills, floor jacks, etc.)
- Man lift – 60 ft of lift
- Genie Lift – 35 ft.
- Scissors Lift – 30 ft.
- Bucket Truck – 40 ft.

Office of Environmental Health and Safety
- Radiation Survey Meters from the Biology Department.
- Various HAZ-MAT spill clean-up materials
- Air monitoring equipment: 3 direct-reading units and air sampling units

Coordinating a Response Plan with External Resources

Responsibility: Director of Maintenance and Operations

In conjunction with other members of the EMT, the Director of Maintenance and Operations Officer will authorize the deployment of external resources as needed to meet emergency management needs. This may include, but not be limited to, allocating additional personnel and *materials* to maintain physical access to needed facilities and use of temporary services such as power, water, telephone and sanitary facilities.

Financial Aid

A. Emergency Functions

The Office of Financial Aid has the following functions in a campus emergency.

- Preservation through relocation of undergraduate and law school financial aid paper files

B. Process for Each Function

Preservation of undergraduate and law school financial aid paper files

1. Verify that the campus emergency *threatens the structure and contents of 22 University Place.*
Upon notification of the campus emergency the Director of Financial Aid (or in his absence, the Associate Director of Financial Aid and thereafter the Senior Assistant Director of Financial Aid) will verify through information provided by the Emergency Management Team through radio, computer, or telephone that 22 University Place is threatened AND that current conditions are not imminently hazardous to personnel conducting the file preservation process.

2. Mobilize staff notification process.
Once the campus emergency is verified as threatening 22 University Place, the staff notification process will be initiated. Staff will be notified through use of a telephone tree, and will be instructed to report to 22 University Place immediately, preferably with transportation to assist with relocating the paper files. See Appendix I for telephone tree. Depending on the scope of the emergency, we will also contact Public Safety and/or Facilities Management to secure handtrucks/dollys and vans and/or trucks to assist us in moving our files.

3. Relocate paper files.
Paper files will be moved, preferably while still in the filing cabinets, to the Cultural Resource Room on the Campus level of the Elrod University Commons. If the Cultural Resource Room is not available, another room in the Commons will be sought out. If no space is available in the Commons, the files will be relocated to an off-campus location as determined by the Director of Financial Aid or the acting authority for the Office of Financial Aid.

All staff will assist in physically moving the files. First priority will be given to the current student financial aid files. Other files will be moved in the following order of priority: applicant financial aid files, transfer applicant and financial aid files, active loan files, suspense files, history and files of record. Once the first files have been left at the relocation site, one staff member will remain with the files until such time as those files are able to be secured.

C. Assignments of Personnel During Emergency

All staff of the Financial Aid Offices are considered essential in the event of a campus emergency (Level 1 – 4) that threatens the structure and contents of 22 University Place.

Accordingly, upon notification of campus emergency status, all staff will report to 22 University Place to begin the file preservation process.

The Director of Financial Aid or the acting authority for the Office of Financial Aid is responsible for initiating the telephone tree if the emergency should occur while staff are not in the office.

D. Emergency Specific Responses

The nature of the emergency activating the emergency management plan will dictate the response of the Financial Aid Office. Our deployment will only take place if the structure and contents of 22 University Place are threatened AND there are no imminent hazardous conditions that would prevent us from safely relocating our files.

E. Inventory of Important University Resources Under Our Control

Beyond the office equipment and furniture, the only critical resources maintained by the Financial Aid Office are the actual financial aid files maintained for each student. Much of the quantitative and contact data for each student is maintained electronically within Colleague or PowerFaids and protected on the University's servers. Should the paper files for each student be destroyed through a campus emergency, Financial Aid would have the ability to reconstruct most of the destroyed data through downloading information from Colleague, PowerFaids, various database programs, the Federal Aid servers, and through contacting the students to request duplicate materials to be completed and/or submitted.
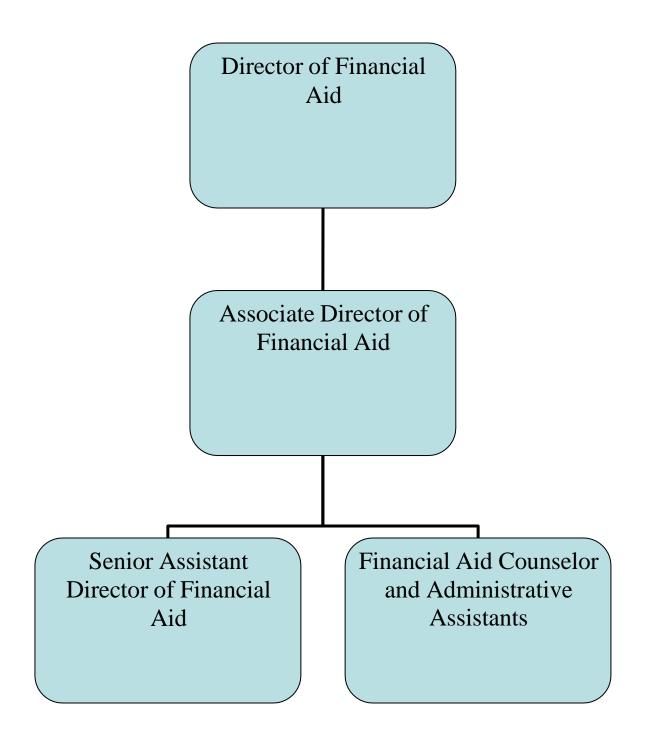
F. Annual Review

This plan shall be reviewed for accuracy and efficacy annually and the revision shall be dated for control purposes.

Appendix I

Financial Aid Office Telephone Tree

All persons shall be responsible for calling the person(s) below them on the telephone tree. Messages should be left for those who cannot be reached.

Director of Financial Aid

Associate Director of Financial Aid

Senior Assistant Director of Financial Aid

Financial Aid Counselor and Administrative Assistants

Information Technology Services

A. Emergency Functions

The Information Technology Services department has the following functions in a campus emergency.

- Participation in the Emergency Operations Group

- Maintain and/or restore core network connectivity

- Provide e-mail functionality to the extent possible

- Provide web site resource(s) to the extent possible

- Set up and maintain direct connectivity to the Colleague system

- Provide computing resources for the Emergency Operations Center

- Rebuild network systems and restore data to the extent needed and possible

B. Process for Executing Each Function

Participation in the Emergency Management Operations Group
Responsibility: Chief Technology Officer of Information Technology Services

The CTO of Information Technology Services shall participate in the Emergency Management Operations Group. The ITS CTO will keep the EMOG and the EMT informed as to the availability of technology resources on campus. The CTO will work with the Network and Core Systems Groups and the ITS Managers to activate key ITS personnel as needed to provide and/or restore network and systems functionality.

Maintain and/or restore core network connectivity
Responsibility: The Network and Core Systems Groups, including the Systems and Network Engineer and the Systems Administrators

The Network and Core Systems Groups will assess the functionality of the network and core services, and communicate its status to the CTO of Information Technology Services. They will restore systems and data if possible from on-campus resources, and acquire any necessary equipment from vendors and backup data from off-campus storage and rebuild essential resources as determined necessary by the EOG and the Emergency Management Team.

Provide e-mail functionality to the extent possible
Responsibility: The Systems Administrators of the Core Systems Group

The e-mail system will be kept functional if at all possible. In the event that the e-mail system is not functional, the web site will be the primary digital means of communication.

Provide web site resource(s) to the extent possible
Responsibility: The Network, Core Systems, and Enterprise Applications Groups

The primary http://www.wlu.edu web site will be kept functional if at all possible. In the event of an Emergency or prolonged network outage, plans for offsite web hosting are in place. See Appendix F for full University Schedule & Emergency Web Update Process.

Set up and maintain direct connectivity to the Colleague system
Responsibility: Director of Enterprise Applications

If all or parts of the campus network are not functional, connections to the Colleague system will be installed and made available in Tucker 112, which is equipped with generator power and direct connections to the Colleague system server. If the primary Colleague server in Tucker Hall is not functional, connections will be made available in the Disaster Recovery Center (currently Lewis Hall). See the detailed instructions in Appendix A.

Provide computing resources for the Emergency Operations Center
Responsibility: Chief Technology Officer of Information Technology Services

Information Technology Services will be responsive to whatever technology resources are needed in the Emergency Operations Center. This may include, but is not limited to, the provision of wireless service, laptops equipped with wireless connectivity, and printing capability. The ability of Information Technology Services to provide these resources will depend on inventory availability and the state of the network due to the nature of the emergency.

Rebuild network systems and restore data to the extent needed and possible

C. Assignments of Personnel During Emergency

All Information Technology Services exempt personnel will be "on-call" during a campus emergency. In addition, the following personnel will have specific responsibilities:

1. Chief Technology Officer of Information Technology Services – serve in the Emergency Operations Group, communicate the state of the network and technology resources to the Emergency Management Team, coordinate the provision of technology resources needed at the Emergency Operations Center, direct emergency operations related to Information Technology Services' Emergency Management Plan

2. Director of Network – assess the state of the network, report to ITS CTO what is operational and what is not, confirm physical security of the network core, provide wireless service to Emergency Operations Center if technically feasible

3. Network and Systems Engineer – have backup data ready for restoration as needed, to the extent possible, work with the Network and Core Systems Teams to provide network server resources where possible

4. Systems Administrators (Core Systems and Enterprise Applications teams) – Assess the state of the server environments in the primary and secondary data centers, keep the availability of e-mail and web services as priority, work with the Network and Core Systems Teams to provide network server resources where possible

5. Director of Enterprise Applications – put Administrative Systems Emergency Procedures into effect (see Appendix A)

6. Enterprise Applications ERP Systems Administrator – work with Director of Enterprise Applications to provide access to Colleague.

7. Head of Client Services – work with CTO to provide technology resources for Emergency Operations Center, and coordinate desktop support needs for Emergency Management Team and Emergency Operations Group

8. Director of Enterprise Applications works with the Executive Director of Publications to oversee emergency use of the campus web site. (See Appendix F).

9. HelpDesk Manager – provide assistance as possible and necessary from the HelpDesk, utilizing whatever ITS support personnel are available.

D. Emergency Specific Responses

The nature and details of Information Technology Services' response during a University Emergency will be directly related to the effect of the Emergency on the network and core technology resources.

If the campus network is non-functional or only partially so, the Emergency Management Team will be notified and its activities adjusted accordingly.

If the primary data center is compromised, then the duplicate core services in the secondary data center will be the sole source of core services (see Appendix B for details of the services available in the secondary data center). If both the primary and secondary data centers are unavailable, the EmergencyManagement Team will be notified via phone that e-mail is not available, and the University's remote web site resource (to be defined) will need to be activated. (See Appendix F).

E. Inventory of Important University Resources Under Each Department's Control and How They Will Be Protected

Information Technology Services is primarily responsible for the protection of digital data residing on the core network servers for the University. This includes data residing on the administrative system, as well as most other server data for the University. The administrative systems data backup is described in Appendix A. Other data backup is described in Appendix B.

Data Categories:

Administrative Systems Database – This represents the critical data for the Colleague system. Its protection is described in Appendix A.

Campus Core File Server Data – This represents the data for H:, I: and J: drive storage, as well as web server data and other data sources whose protection is described in detail in Appendix B.

Network Directory Database – This represents the authentication data for network resources, including GroupWise e-mail, Microsoft Exchange/Outlook e-mail, Novell Netware, LDAP and Microsoft Active Directory.

Primary Web Resources Data – This includes the content data for the W&L main web site, currently residing on the IDT2 and IRT system servers.

Data Storage Locations

Currently, Information Technology Services utilizes two primary locations for data protection storage. These include UL350-rated safes in Tucker Hall, and the vault in the Business Office in Early Fielding Center.

ITS manages off-site storage (Roanoke) via a vendor (Datasafe) on a weekly basis. All systems on full-backups are included in this weekly off-site rotation.

F. Appendix Information

The following Appendices represent detailed information regarding certain aspects of Information Technology Services' Emergency Management Plan.

Appendix A - Administrative Systems Disaster Recovery Plan

Purpose

The purpose of this Disaster Recovery Plan is to ensure that the administrative data critical to the operation of the university is protected from loss or prolonged unavailability. It has two principal components: (a) protection of the data resources and, (b) arrangements for alternative processing capabilities in the event that usual capabilities are damaged, destroyed, or otherwise not functioning for a period expected to last more than twenty-four (24) hours. Occasional hardware or software malfunctions or upgrades, even if they last beyond twenty-four (24) hours, are not covered by this plan, and will be classified and handled on a situation by situation basis.

The Computing Environment

The University's administrative database(s) consists mainly of files resident on the central administrative server(s):

1. Dell PowerEdge 2850 server known as AugustaIV. Those files support the business, admissions, financial aid, student records, alumni relations, institutional development, and other administrative functions of the university. Most data are derived from use of the Colleague software application, acquired by the University from Datatel, Inc., although other utilities also produce and manipulate important data files.

2. Dell PowerEdge 2850 server known as AugustaIII. DRC

The Protection Strategy

Information Technology Services takes the following steps to protect the University's data and processing resources:

      A. A regular and frequent procedure for backing up critical files to magnetic tape.

      B. Disaster declaration

      C. Designation of a recovery-management team.

A. Back-up Procedure

All system, application, and user files on AugustaIV will be backed up according to the following schedule:

I.   AugustaIV

-      Daily

Every Tuesday through Saturday at 02:00 AM, an encrypted backup of all Colleague files is done to \\mfsadm1\. The [\\mfsadm1\](#) volum is backed up to tape according to the schedule in Appendix B. Additionally, the daily encrypted Colleague backups are transferred from AugustaIV to AugustaIII each night.

This same daily process occurs at 03:00 A.M. on Mondays.

Every evening at 6:00 PM, the Colleague application and data files are copied to another file/partition system. This is a safeguard in case something was to occur with the main file system between the end of the normal business day, and the start of the daily backup to magnetic tape.

II.   Testing

Once a year, during the summer months, the backups will be tested by performing a successful restoration from tape. This test will not be required if an actual full restoration from tape has been performed since January 1.

Once a year, during the summer months, the disaster recovery plan for AugustaIV will be performed. The backup from AugustaIV will be restored to AugustaK and the full disaster recovery procedure will be implemented in test mode with user connections being activated and data being manipulated just as if a disaster occurred and Augusta was inoperative.

B. Disaster Declaration

I.   There are two (2) instances in which a disaster can be declared. The first is when the network is not available for the user community to access the Augusta server via the university network. The second is when the Augusta server located in Tucker Hall is inoperative due to a hardware/software failure, or when the Augusta server has been destroyed due to a man-made or natural disaster.

Network Inoperative

1. When the university network is deemed inoperative for a period of more than twenty-four (24) hours, the administrative systems disaster recovery plan will be implemented.
2. The user offices will be notified by the Administrative Computing User Support Specialist that the network is inoperative and the disaster recovery plan is being implemented.
3. The Senior Systems Analyst and Database Integrator will move the five (5) personal computers in Tucker Hall rooms 115, 116, 118, 119, and 120 to Tucker Hall room 112.
4. The user community will be invited to send one (1) person from each office to Tucker Hall.
5. The Director of Enterprise Applications will gather everyone in Tucker Hall room 112 together and explain the situation, along with outlining how work will be processed during the disaster.
6. The Data Center Operations Specialist will move the laser printer from the Business Office to the server room in Tucker Hall if checks or transcripts need to be printed.
7. The laser printer will be connected to AugustaIV via a network cable.
8. For the most part, every user office will be given equal time to AugustaIV. However, special considerations will be given to the offices that need to meet processing deadlines, such as pay checks, grades, schedules, gift entry, etc..

9. Each user will be given a timeslot in which they can perform their work. Each timeslot will not fit into an 8:30 AM to 4:30 PM normal business day. Some users will have to work the so-called second or third shift to perform their work.
10. Any conflicts concerning connections to the AugustaIV server will be resolved and handled by the Director of Enterprise Applications.
11. The Enterprise Applications support staff will work non-standard shifts as defined by the Director of Enterprise Applications.
12. The disaster plan will remain in use until such time the network is stable.

AugustaIV Inoperative

1. When the AugustaIV server is deemed inoperative for a period of more than twenty-four (24) hours, except for planned outages, the administrative systems disaster plan will be implemented.
2. Everyone on the disaster recovery management team will relocate to the DRC in Wilson Hall.
3. Entry to the room will be gained by our key, or a security officer.
4. The EA ERP System Administrator will restore the data that had been copied over during the nightly backup process.
5. The rest of the disaster recovery team will make ready the personal computers by installing the most recent Datatel User Interface client from the CD's stored in the safe in the DRC.
6. The computer operator and part-time computer operator will go to the University Registrar's Office, and move the Genicom 3840EP printer to the area just outside of classroom E.
7. The Data Center Operations Specialist will go to the Business Office and move the HP laserjet 8100 to the DRC area.
8. The User Support Specialist will call every user office and explain the disaster situation, and invite a member of their staff to the DRC.
9. When the data restore is complete the Senior Systems Analyst and Applications Analyst will test each personal computer, and also verify that the Colleague application is working. They will also send test jobs to the two (2) printers.
10. The Director of Enterprise Applications will gather everyone at the DRC together and explain the situation, along with outlining how work will be processed during the disaster.
11. The Director of Enterprise Applications will contact Dell and Datatel and explain our situation, and start the order process for any hardware and/or software that is needed.
12. Each user will be given a timeslot in which they can perform their work. Each timeslot will not fit into an 8:30 AM to 4:30 PM. Some users will have to work the so-called second or third shift to perform their work.
13. Any conflicts concerning connections to the AugustaIV server will be resolved and handled by the Director of Enterprise Applications.
14. The recovery site will be in operation twenty-four hours a day. Each morning at 2:00 AM the disaster recovery server will be taken off-line for the data to be backed up.
15. The administrative systems support staff will work non-standard shifts as defined by the Director of Enterprise Applications.
16. The disaster plan will remain in use until such time the Augusta is stable, repaired or replaced.

C. Disaster Recovery-Management Team

The following employees make up the administrative systems disaster recovery-management team:

Senior Applications Analyst
540.458.8406 (office)

Senior Systems Analyst
540.458.8907 (office)

Chief Technology Officer
540.458.8848 (office)

Director of Enterprise Applications & ITS Security
540.458.8089 (office)

Core Systems Director
540.458.8743 (office)

Data Center Operations Specialist
540.458.8815 (office)

Appendix B – Data Protection Process: (Non-Administrative Systems Data)

Data Protection Process Overview

With significant exceptions that are noted below, all non-administrative systems data (i.e. not Colleague system) is protected via the following scheme:

1. Each day a differential backup is performed, which captures all files changed since the last full backup.

2. Once a week, on different days for different data, a full backup is performed which backs up all the files stored in a given location (server and volume). Usually, a particular volume contains files of a certain type, such as administrative users personal (H:) space, or academic course group files.

3. Differential and full backups are duplicated from the virtual tape libraries in the telephone switch room in the basement of Graham-Lees to physical tape libraries in Tucker data center. The duplicates are retained for two weeks.

4. The last set of full backups recorded each month is set aside and saved for a year. This is called a **monthly backup set**.

5. The December monthly backup set is set aside and is retained forever. This is called the **annual backup set** for that year. As years pass, our ability to recover the data (without the help of an expensive external recovery service) decreases. Certainly, any backup set more than five years old will probably have to be sent out for recovery. Magnetic media also degrades with time and may lead to the tapes being unreadable at some point.

Exceptions

1. Groupwise e-mail data is protected using the scheme outlined above, except that there are no monthly or annual backup sets, the retention time is 18 days or less, and data is written directly to the disk appliance in Graham-Lees and never written to tape, so there is only one copy.

2. Geology's departmental data server, the TMC data server, a few applications websites, and certain streaming media files are not copied to the disk appliance in Graham-Lees.

3. Our bulk static data server, MESS1, containing such files as Publications digital imagery, has changed files backed up to tape once per week, and a full backup only once per month. Twice each day, changed files are copied to disk space using methods outside the backup process.

4. Groupwise Web Access servers are not backed up. The recovery process is to rebuild the servers.

5. Appliances for RADIUS, Bradford Campus, and Messages creen are not backed up.

6. Most Linux servers have a few key configuration files backed up each day to other servers. Linux applications servers, such as the server, which contains the online registration process, have full backups performed each day.

7. Certain key Microsoft servers, such as those providing DNS/DHCP services campus wide, have full backups performed each day.

8. VMWare ESX servers (themselves) are not backed up. They will be rebuilt in the event of failure. Virtual servers are included in the server backup scheme(s) listed above.

Tape Storage

Tapes are either stored in a safe in Tucker Hall or in the "vault" in the Business Office. Both those areas are four hour fire-rated for paper, a UL350 rating. Recently recorded tapes are stored in Tucker Hall for monthly migration to the Business Office. The Business Office vault should contain all monthly and annual backups, except the oldest monthly, which is scheduled to be overwritten.

Appendix C - Data Center Resources

Information Technology Services maintains three data center locations on campus. The primary Data Center is in Tucker Hall, and contains the centralized technology resources for the University. It includes the primary Administrative Systems server described in Appendix A.

A second data center is the Disaster Recovery Center for Administrative Systems described in Appendix A. This Administrative Systems DRC is currently located in Lewis Hall, but will be relocated to Wilson Hall during the 2006-2007 academic year. The Administrative Systems Disaster Recovery Center is described in detail in Appendix A.

A third data center is located in the Graham-Lees switchroom, which also contains the telephone switch. This serves as the University's secondary data center for core, non-Administrative Systems resources, which are critical to the operation of the wlu.edu domain and our e-mail system. The Graham-Lees Data Center resources include:

> Two of two Microsoft AD Domain Controllers
> One of two DHCP/DNS/WINS servers
> AD Domain certificate authority
> Two of four AD Global Catalog servers
> Virtual Tape Library
> > 2 weeks worth of Novell File server backups
> > 3 weeks worth of Groupwise backups
> > 2 weeks worth of Windows File Server backups
> Novell Server DS1
> Equallogic iSCSI disk array
> RADIUS authentication database appliance

All three of these data centers are protected by generator power.

Appendix D - Network Diagram

(Under development – The Network Diagram will be stored in each of the Data Center locations, as well as at a remote site, to be determined.)

Appendix E – Issues to be Addressed

Information Technology Services recognizes the following issues that need to be resolved in order to provide a more comprehensive Emergency management plan for the technological resources of the University.

1. Network Diagram – In order to efficiently reproduce our networking environment and resources in the event of destruction of all or part of those resources, a comprehensive network diagram needs to be developed and stored in the data centers.

2. Better Fire Protection for Critical Data Storage On-Campus – The on-campus data storage locations are rated for keeping contents below 350 degrees, which is adequate for paper contents, but insufficient for magnetic media. Information Technology Services will investigate the costs involved in upgrading our data storage fire protection to at least a 1-hour, UL125 protection, which keeps contents below 125 degrees.

3. Data Center Disaster Management Document – This document is needed in order to manage the data center in the event of a disaster or outage. Specific procedures and protocol for the equipment, air handling units and generator.

Appendix F: University Schedule & Emergency Web Update Process

With a need to quickly communicate University operating schedule changes and Emergency events to the campus community and public, the Web team has employed a process of posting information to the hosted blog/web space provider WordPress.com. In summary, information posted on the W&L WordPress site instantaneously drives those updates to the University's home page in the event of an operating schedule change or Emergency. WordPress provides a mechanism for managing updates via many applications and tools (i.e., laptop, handheld/PDA) and, in the short-term, provides an external environment to communicate with the public in the event of a major catastrophe or Emergency where on-campus servers are unavailable.

Below is an outline of the existing process, a list of current/approved users of the system, and known issues/next steps to build a more robust process:

Current Process

1. Utilize an external blog tool, WordPress.com.

2. From URL http://wlustatus.wordpress.com, blog entries are posted to the WLU home page (http://www.wlu.edu) via an RSS feed.

3. Each blog entry on WordPress is categorized and posted as either a type of *Schedule* (University schedule) or *Alert* (Emergency)

   a. **Schedule**: Schedule blog entries impact the University's operating status notice currently located on the left navigation under the Quick links dropdown.

   Each Schedule blog entry contains one of three tags. Each tag determines the the of operating schedule and impacts the color of the Schedule box on the

University's home page.

Tags:

    i. Regular (Green): Confirms the University is operating on a regular schedule.

    ii. Planned (Yellow): Indicates the University is on an altered but planned schedule variance (e.g., holidays).

    iii. Unplanned (Red): Indicates the University is on an altered but unplanned schedule variance (e.g., snow or other event closing campus but not qualifying as a Emergency).

b. **Alert**:   Blog entries categorized as Alerts are employed during a Emergency event on campus. In the event of an Emergency, designated Communication employees post Alert blog entries which immediately overlay the existing "Why W&L" web site real estate.

Current Users and Tools Used

Access to http://wlustatus.wordpress.com currently resides with the Executive Director of Communications and Public Affairs as the primary with support from the Office Manager and the Director of Web Communications. The site is set-up using a generic login with the goal of expanding to key Emergency Management Team members and high level Administration. Updates to the WordPress site can be managed via multiple applications and devices including directly through internet browsers, Microsoft Word or from handheld devices/PDAs.

Known Issues

This process is a step towards a total Emergency and schedule web communication plan but issues do exist that create complication depending on the event.   Specifically:

1. In the event of a campus internet outage, WordPress updates are not reflected on the University's home page because the RSS feeds cannot read the external WordPress site. Those on campus would still be able to access the home page, but the messages being pushed from WordPress would not appear. This is an exception but it has occurred and needs to be rectified.

   A plan needs to be created to manage this situation and ensure the critical information can be posted on the University's site at all times.

2. In the event of a catastrophe or data center outage, the URL http://www.wlu.edu would fail for all users, on-campus and public. The WordPress site would need to be communicated to the public for ongoing updates regarding the Emergency.

   ITS has begun discussions with Davidson College to build a reciprocal web hosting agreement (and DNS Servers) to ensure the ability to recover and answer at the http://www.wlu.edu address within a reasonable time frame in the event of a Emergency. The WordPress site can serve as an immediate site for communication but should not be relied upon for ongoing use if the event causes campus-owned servers to remain offline.

   Timeline for delivery is 2Q 2009.

Law School

A. Emergency Functions

The Law School's day-to-day operations are largely independent from the undergraduate campus. However, in the event of an emergency, it is important that communication and response are centralized. As such, the Law School will generally serve in a support role as required by the University Emergency Management Team.

The School of Law has the following functions in a campus emergency.

- Participation on University Emergency Management Team

- Assist with Evacuation and Relocation Plan

- Access and Safeguard Data and Documents

- Assist with process to reestablish course instruction in a safe environment.

B. Process for Each Function

Participation on University Emergency Management Team

The Associate Dean for Administration and Technology for the School of Law serves on the University Emergency Management Team. In the event of a Level III or Level IV emergency, the Associate Dean will have responsibility for communicating with Law School leadership about the nature of the emergency and activating personnel as needed.

Assist with Evacuation and Relocation Plan

If a campus emergency requires the evacuation of part or the entire campus, Public Safety will respond to emergencies and ensure that affected buildings are evacuated. Law School personnel regarded as essential will assist the Vice President for Student Affairs and Dean of Students and Public Safety with evacuation and relocation as needed.

Access and Safeguard Data and Documents

The Law School houses important paper files related to student admissions. Upon notification of a emergency, the Associate Dean for Administration and Technology (or in his absence the Associate Dean of Academic Affairs or Student Services) will determine if data and documents in the Law School are threatened and whether these materials will be moved to a safe location. All available staff will assist with physically moving files.

Assist with process to reestablish course instruction in a safe environment

Following a campus emergency that results in the suspension of classes, the Provost will convene a meeting of the relevant deans to begin the decision-making process for re-starting academic instruction. Based upon an inventory of available physical resources from Facilities Management, an evaluation of faculty and staff capability, a status report of the student body from the Vice President for Student Affairs and Dean of Students, and a feasibility analysis from the University Registrar on the practicality of re-starting instruction, the committee will make a recommendation to the President on when to recommence classes.

See the Emergency Management Plan for Academic Departments for more information regarding reestablishing course instruction.

C. Assignments of Personnel

All full-time Law School staff are considered essential and will be "on-call" during a campus emergency (Level 1-4) that threatens the structure, contents, students and personnel of the Law School.

D. Emergency Specific Responses

The nature of the emergency activating the emergency management plan will dictate specific responses of the Law School. Deployment will only take place if the structure, contents, students and personnel of the Law School are threatened AND there are no imminent hazardous conditions in the Law School building.

E. Inventory of Important University Resources Overseen

Most of the critical data maintained by the Law School is stored electronically and protected on the University's servers. Law School faculty, students and staff must understand the campus back-up for data storage and its limitations. It should be strongly suggested that faculty, students and staff take responsibility for backing-up their own data in case of emergency when possible.

D. Annual Review

This plan shall be reviewed for accuracy and efficacy annually and the revision shall be dated for control purposes.

E. Appendix

The Law Library's emergency response plan is available online at:

http://law.wlu.edu/library/Services/policies/emergency.htm

Library

Introduction

Library staff need to be familiar with the following:
- fire alarm panel
- fire extinguishers
- location of recovery supplies
- emergency numbers list
- telephone tree
- evacuation procedures

A disaster in a library may occur at any time. For this very reason it is necessary for a library to have a plan which will describe what to do in a particular emergency, whom to contact, and how to recover from that disaster.

Hard copies of the Emergency Plan are in the Leyburn Library administrative office; at the Circulation Desk; at the Reference Desk; in the Technical Services area; at The Humanities Librarian's home; at Facilities Management; at Security; Auxiliary Services; and at the University Business Office.

This Emergency Plan will be revised and updated once a year by The Humanities Librarian. After each revision and update, the plan will be circulated to the entire staff so that everyone can re-familiarize him/herself with its contents and note any changes.

Emergency Telephone Numbers

ALL EMERGENCIES	Regional Consolidated Dispatch System	9-911
Hospital	Carillion Stonewall Jackson	9-458-3300
Security	W & L Security	8999
Emergency beepers		8408
Director of Public Safety		8427
Director of Public Safety Home		9-463-6808
Heating Plant (back-up)		8499
Director of Maintenance and Operations		8491
Director of Student Health and Counseling		8401
Blue Ridge Poison Center		9-1-800-222-1222

Emergency Telephone Tree

<u>When no staff is in the building</u>

When an emergency occurs and after the necessary authorities (Fire Department at 911, Facilities Management at 8999) have been contacted, the Circulation Desk attendant should initiate the Telephone Tree. These people should come to the Library's Circulation Desk right away and instruct others or wait for instructions themselves.

Emergency Funds

Small amounts of cash are available at the front office. Larger amounts can be obtained from the Business Office with the approval of the University Librarian. Some supplies can be purchased at Wal-mart (open 24 hours) as the library has a charge account at this store.

Fire

When the fire alarm sounds, do the following in the order given:

    1. Call 9-911 to alert the fire department. Check the Fire Alarm Panel to identify the location of the fire.

    2. Call W&L Security, Ext. 8999. This number can be reached day and night, 7 days a week. They will come over and silence and reset the alarm. Library staff members should not enter the electrical closet.

    3. Evacuate the building (see instructions below).

    4. Extinguish the fire, if possible, with the nearest fire extinguisher. To operate the extinguisher, remove the thin wire tie and pull out the release pin on top of the extinguisher. Squeeze the lever and direct the spray at the base of the fire.

    5. If the fire occurs after office hours, do all the above, but initiate the Telephone Tree.

Evacuation Procedures

1. Evacuation of the building should begin immediately when the fire has been positively identified and cannot be extinguished by a staff member.
2. DO NOT USE THE ELEVATORS: use stairs only
3. Evacuation team reports to Control Center before and after going to area responsible for.
4. Library Assistant, II will be responsible for handicapped persons. If he is not in, the University Librarian will assign another person.

For more information on evacuation, see the Evacuation Team section.
For further information on Recovery, see the Recovery section.
For further information on Sources, Experts, and Resources, see Recovery section.

Evacuation Team
(during working day and if at work)

The Humanities Librarian	Control Center (Circulation desk)
Science Librarian	Main Level
Help Desk and Shared Services Manager	Media Area
Special Collections Librarian	Lower Level 1
Senior Ref. Librarian	Lower Level 2
Library Data and Statistical Support Specialist	Lower Level 3
Head of Technical Services - Leyburn Library	Lower Level 4

Materials which have PRIORITY for evacuation

Main Level: Files in administrative office

Lower Level 1:   Special Collections Vault: *Lee Collection; Washington Collection; Board of Trustees Records*

- Contact Facilities Management at 8491 to pick up materials. Ask them to bring crates.

- Contact Director of Auxiliary Services at 8596 to request university freezer space if these items are wet.

Water Emergency

The Emergency Supply Closet is located in hallway by the University Librarian's office.

1. If there is a broken pipe, a roof leak, or a flood, call 8999.
2. a. If water is leaking from the ceiling, cover the area with plastic sheeting (in Emergency Supply closet). Place plastic buckets under leaks.
     b. If there is water on the floor, remove books from lower shelves onto higher shelves or onto vacant shelves on the walls away from where water is standing or go to the Circulation Desk area and get book trucks to put books on.
    DO NOT PUT BOOKS ON THE FLOOR.
     c. Unplug any electrical equipment in the area, unless the outlet is submerged, or if you are standing in water in order to unplug the equipment.
     d. If electricity in the building needs to be turned off, call 8999.

Evacuation Procedures

The building needs to be evacuated only in case of major water damage and when structural damage can be expected. The decision to evacuate should be made by the head of the library and the team will organize the evacuation. The head of the team should coordinate all activities related to the evacuation, including notification of police and/or fire departments, and supervision of other key evacuation personnel. During evacuation, elevators should not be used.

For further information on evacuation, see the Evacuation Team section.
For further information on Recovery, see the Recovery section.
For Sources, Experts, and Resources, see Recovery section.

Systems

All servers are housed in ITS.

ANNIE, the online library system, serves both the University and Law libraries. It was purchased from Innovative Interfaces in 1991. Annie is a "turnkey" system. We pay Innovative a yearly fee to help maintain our software and hardware. Annie contains data that our staff has input locally, which is used in the library's online catalog, circulation system, and acquisitions operations. We do "full" backups of Annie's database each day during the regular work week, following the procedures recommended by Innovative Interfaces. Backups are done using the system tape drive in Technical Services and stored there in the server room. Copies of backups are also stored off-site in the Science Librarian's office at the Telford Science Library. In the event of a disaster that were to destroy the Annie server, we would work with Innovative Interfaces to secure new hardware and restore Annie's database from our "full" backup tapes.
(Contact: Science Librarian; Reference Librarian)

ILLIAD. Vital data on Illiad includes the Microsoft SQL databases used by the Illiad ILL system, as well as the customized web interface pages. This data is backed up via automated process to a centrally-accessible directory, from which it is backed up to tape by university computing. The primary contact within UC for this is Systems Analyst. Some of the data is also backed up to an external hard drive that resides in the Technology coordinators office.
(Contact: Reference Librarian; Access Services Librarian is back-up; Systems Analyst)

ACHILLES. Vital data on Achilles includes the entirety of the library website and the MySQL databases for various applications that run on the box. These are backed up via automated process to a central directory, and from there are also backed up to tape over the network. Troy has no regular backup. Everyone working on this box is expected to have their own personal backups of any work they are doing.   A fuller and more detailed description of what exactly is backed up and where is available via the library system administration wiki. (http://troy.wlu.edu/pmwiki/pmwiki.php).
(Contact: Reference Librarian; Science Library Manager is back-up; Systems Analyst)

Natural Disasters: Tornadoes

Tornadoes may occur in Virginia from March to October. They are not as likely to occur in mountainous regions as in more flat terrain. Along the Atlantic coast, water spouts which come onto land then become tornadoes. These violent windstorms are recognizable by the twisting funnel-shaped cloud which points downward from the base of a cloud bank and touches ground for periods of up to 20 minutes. Tornadoes move rapidly. Most likely, there will be little warning if there is a tornado; consequently, there will be little time to seek shelter.

Evacuation Procedures
If a tornado occurs, do not evacuate the building. If possible, persons in the building should move to the lowest level, such as the basement or lower stacks, staying away from windows, or to an inner hallway or small inner room away from windows. Shelter should not be sought in large halls because the roof may collapse. All persons will need to seek their own protection, staying as close to the floor as possible and getting under heavy furniture, such as tables, if possible.

For further information on evacuation, see the Evacuation Team section.

Recovery and Recovery Resources
In addition to water damage, walls, ceilings, and shelves may collapse. When structural damage occurs, the person in charge of the over-all building maintenance needs to assess the structural damage and determine when it is safe to enter the building. Then, damage to affected materials needs to be assessed. The recovery operation for library materials may include reshelving, evaluating damage and deciding upon repair, and making decisions on individual items by subject specialists.

For further information on Recovery, see the Recovery section.
For Sources, Experts, and Resources, see the Recovery section.

Natural Disasters: Hurricanes

Hurricanes may occur on the Atlantic Coast of Virginia between June and November. Damage from heavy rain and flooding as well as high winds may occur. Hurricanes are slow moving so precautions can be taken before the storm actually strikes.

Evacuation. Because sufficient warning can be given in a hurricane emergency, the building can be evacuated and closed before the hurricane strikes. The following precautions should be made: rare and valuable materials can be moved to a safe place; the power can be turned off; windows should be taped to reduce the danger of flying glass; and doors should be closed. If there are people in the building when the hurricane strikes, they should move to the lowest levels of the building, such as the basement level or the lower stacks and not leave until the storm is over. A battery-powered radio should be available so that weather reports can be monitored. For further information on evacuation, see the Evacuation Team section.

Recovery and Recovery Resources
Most damage from a hurricane will be water damage, although there is a possibility of structural damage, broken windows, and collapsed shelving. If there is structural damage, the person in charge of the over-all building maintenance needs to assess the damage and determine when it is safe to enter the building. Then, damage to affected materials needs to be assessed. The recovery operation for library materials may include surveying water damage to books and other library materials, reshelving, and deciding upon repair of broken windows.

For further information on Recovery, see the Recovery section.
For Sources, Experts, and Resources, see the Recovery section.

Natural Disasters: Earthquakes

Earthquakes may occur in Virginia. The danger from earthquakes is caused by what they do to man-made structures--debris falling from damaged buildings, flying glass from broken windows, fires caused by broken gas lines, and flooding due to broken water mains. There is no warning before an earthquake occurs. When one does strike, there is a loud rumbling noise which sounds like a train.

Evacuation. When an earthquake happens, the building should not be evacuated. Persons in the building should stay in the inner core of the building away from windows. Shelter should be taken in a doorway, in a narrow corridor, or under a heavy table, desk, or bench. Exits which lead into stairways should not be used because they may have collapsed or be jammed with people. Also, be aware that after-shocks may follow for several hours or days after the earthquake. A battery-powered radio should be available so that instructions concerning the earthquake can be monitored.

For further information on evacuation, see the Evacuation Team section.

Recovery and Recovery Resources
Damage from an earthquake may include structural damage to the building, collapsed shelving, damage to equipment and furniture, water damage from broken pipes, and fire and/or smoke damage caused by broken gas lines. All damage will need to be assessed by someone in charge of building maintenance before re-entering to begin recovery operations.

For further information on Recovery, see the Recovery section.
For Sources, Experts, and Resources, see the Recovery section.

Recovery

After any water emergency, whether from flood, broken water pipes, a leaking roof, or as a result of extinguishing a fire, the University Librarian, with The Humanities Librarian, will evaluate the situation and decide whether the materials can be air-dried on-site or if they must be removed to a freezer facility. If the damaged materials are not too numerous or too thoroughly soaked, air-drying

will be a viable option and a drying area will be required. The following locations could be adapted for this purpose: Washington and Lee Gymnasium; space in Elrod Commons; a classroom on campus, etc.

For detailed instructions on procedures to follow see Peter Waters' Procedures for Salvage of Water-Damaged Library Materials, 2nd ed. (Washington, DC: Library of Congress, 1979). A summary of key steps adapted from the Waters book follows:

- As soon as it is safe to enter the flooded area, use mops or wet vacs to remove water.
- In order to retard the growth of mold, the temperature and humidity must be low. To accomplish this turn the heat off in winter and the air conditioning on in summer; use open doors and windows and fans to maximize air circulation and remove wet debris and/or carpet from the area.
- Carefully move damaged materials to a work area, which also has low temperature, low humidity and good air circulation.
- Thoroughly soaked books and books with coated paper should be frozen as soon as possible. Wrap them loosely in freezer paper or wax paper and pack them flat in boxes, preferably plastic mail crates, for transport to a freezing facility. If they cannot be frozen before they dry, interleave the pages with unprinted newsprint or paper towels. Keep an inventory of books packed and removed to freezer facilities.
- Wet books with covers intact can be air dried. Cover work table with unprinted newsprint or paper towels. Stand books on head end (i.e. upside down). Do not fan pages; open the covers slightly and let stand while draining. If time allows, place a toothpick under each cover midway from front to back to keep the boards tilted back slightly. Place paper towels between the front and back covers and the adjacent flyleaves. Change these towels and the towels or paper under the books frequently. As the books dry, slowly and carefully begin interleaving with newsprint or paper towels at intervals of 50 pages starting from the back of the book, or, fan the books more widely open as they begin to separate more easily. Keep the book upright during the interleaving/drying stage. Books which are only wet around the edges can be interleaved with newsprint or paper towels working from the back of the book.

If there is a fire, materials will suffer fire and smoke damage in addition to water damage. Damaged items will need to be assessed individually in order to determine what can be salvaged. Some materials which have actually burned may be salvaged depending upon the severity of damage. Smoke damaged materials, particularly books, can be aired out to remove some of the odor. Damage to microforms will depend upon how much heat there was around them. Further damage to materials may result if shelving has collapsed and materials have fallen to the floor. Again, these items should be assessed individually to determine what needs repair or other attention.

Supplies

Following is a list of supplies, most of which will be in-house supplies, except for large items such as dehumidifiers. This list should be checked once a year by The Humanities Librarian to be sure that it is current. For additional supplies, go to Wal-Mart.

<u>Locations</u>

Emergency Supplies Closet	hallway by Office Manager Library
Supplies Closet	within Office Manager's office
Janitorial Room	Lower Level 1 -- across the Cage area

<u>Item Locations</u>

batteries	Library Supplies Closet
book trucks	Circulation; Technical Services, Reference, Special Collections brooms
	Janitorial Room
buckets	Janitorial Room
cardboard cartons	Technical Services
chemical light sticks	Facilities Management
cleaning compound	Janitorial Room
crowbar	Facilities Management
dehumidifiers	Facilities Management
disinfectant	Janitorial Room
duct tape	Emergency Supplies Closet
extension cords	
(3-wire, grounded, 50 ft.)	Janitorial Room
fans	Facilities Management
first aid kits	Circulation Desk, Infirmary (8401)
flashlights	Departmental Desks
freezer paper	Emergency Supplies Closet
generator, portable	Facilities Management
hammer and nails	Facilities Management
hand saw	Facilities Management
hoses, water	Facilities Management
hygrometers	Facilities Management
incandescent work lights	Facilities Management
ladders	Facilities Management
mops	Janitor's Closet
paper towels	Janitorial Room
pens/pencils	Library Supplies Closet
plastic garbage bags	Janitorial Room , Emergency Supplies Closet
plastic milk crates	Facilities Management
plastic sheeting	Emergency Supplies Closet
plywood	Facilities Management
protective masks, gloves,	
clothing	Facilities Management
scissors	Library Supplies Closet
shovel	Facilities Management
tape, packing paper	Cage area, LL1
two-way radios	Facilities Management

water vacuums	Facilities Management
waxed paper	Emergency Supplies Closet

Experts and Consultants

It is useful to maintain a list of experts and consultants with specialized skills and interests in preservation/conservation. They can be called upon for advice in case of emergency and can often suggest other specialists as necessary. To identify resource people in the immediate area, contact the Solinet office at 1-800-999-8558.

Marlee Givens
Field Services officers Solinet Preservation Department
1438 West Peachtree Street N.W. , Suite 200
Atlanta, Georgia 30309-2955
1-800-999-8558
404-892-7879 fax

Carl Dumbauld Eastman
Kodak Co. Photo
Information Dept.
343 State St.
Rochester, NY 14650
716-724-4000

Lori Foley
Northeast Document Conservation Center
100 Brickstone Square
Andover, MA 01810
978-470-1010
Fax: 978-475-6021
nedcc@nedcc.org

Preservation Officer University of Virginia
Alderman Library
Charlottesville, VA 22903
434-924-1055

Equipment and Services

Following is a list of types of services which may be needed in case of emergency. The list should be checked once a year for accurate names and telephone numbers.

Freezer Space

W&L Auxiliary Services
Director
8596

Library of Virginia
Director, Records Managements Services
conley.edwards@lva.lib.va.us
804-692-3600

Freeze Drying and Fumigation
Document Reprocessors
Middlesex, NY 14507
800-437-9464
Fax: 585-554-4114

Fumigation
Wrights Extermination Service
2937 Richard Ave. NE
Roanoke, VA
540-345-3350

Thurman Clark Exterminating
2468 N. Lee Highway
Lexington, VA 24450
463-9675

Janitorial Services
Servicemaster of Lexington
119 W.Nelson St.
Lexington, VA 24450
463-4877

American Janitorial Service
5120 Peter's Creek Road
Roanoke, VA 24019
540-366-4004

Trucking
Bobby Berkstresser
Lee-Hi Trucking
2516 N. Lee Highway
Lexington, VA 24450
463-3478

Dennis Engleman
Uhaul - Texaco Station
East Lexington, HWY 11N
463-3842

Recovery
Tim Drawney (cell: 908-432-9588)
or
Keree Huggins (cell: 814—584-6118)
BMS CATASTROPHE
303 Arthur Street
Fort Worth, TX 76107
1-800-433-2940
Fax: 817-332-6728

John Hall or Keith Holland
Holland General Contractors
80 Forge Road
Lexington, VA 24450
261-5151

Vandalism

In the case of minor or accidental vandalism, such as writing in a book or using microfiche as a bookmark, ask the person to stop. In the case of serious destruction of materials, furniture, etc., do not confront the individual. Instead, go to the nearest phone and call Security, extension 8999.

Bomb Threats

If a suspicious object or package is found, notify Security, extension 8999.

If a staff member receives a telephone call reporting a bomb threat, he or she should try to get answers to the following questions:

When is the bomb going to explode?
Where is it right now?
What does it look like?
What kind of bomb is it?
What will cause it to explode?
Did you place the bomb?
Why?

While on the phone, the staff member should signal another employee and have him or her notify Security, extension 8999. The University Librarian, together with Security, should decide whether or not the building should be evacuated.

Rodents

If there is evidence of rodent or insect infestation, the infested material should be isolated from the rest of the collection. In the Leyburn Library, possible locations include the loading dock, and other non-carpeted rooms on campus. The type and extent of infestation should be identified. Contact the SOLINET preservation office for further instructions, (800-999-8558).

Mold

If there is evidence of mold and/or mildew, the affected materials should be removed from the collection. An excellent set of instructions for what to do and how to prevent future outbreaks of mold and mildew is "Emergency Salvage of Moldy Books and Paper," published by the NEDCC.

Insects

Destructive insects can sometimes be found in books or making their way through the library in search of food. The bar below each sketch is meant to indicate the actual size of the adult insect but may be somewhat distorted due to variations in individual browsers. In order to find out how to battle bugs, read *Integrated Pest Management*

Personnel

	WORK
Science Librarian	8647
Science Librarian	8657
Library Assistant, II	8652
Library Assistant, II	8660
Access Services Librarian	8645
Reference Librarian	8653
Senior Ref. Librarian	8648
Library Assistant, II	8643
Access Services Supervisor	8658
Library Data and Statistical Support Specialist	8980
Senior Library Assistant	8663
Humanites Librarian	8662
Science Library Manager	8109
Library Assistant, II	8646
Office Manager	8642
Library Assistant, II	8665
Special Collections Librarian	8649
Library Assistant, II	8654
Access Services Librarian	8645
Head of Public Services	8134
Head of Technical Services - Leyburn Library	8659
Computing Helpdesk:	
Help Desk and Shared Services Manager	8844
Classroom Technology Manager	8098
Custodial Staff:	
Lead Custodian (foreman)	8490

Collection Specialists and Responsibilities

Main Level	Reference	Senior Ref. Librarian
Main Level	Government Documents	Senior Ref. Librarian
Main Level	Current Periodicals	Science Librarian
Main Level	Annie (OPAC), Locally-loaded databases	Science Librarian
Main Level	Media and Computer Hardware	Help Desk and Shared Services Manager
Main Level	Map File, Exhibit material	Humanities Librarian
Main Level	Newspapers	Science Librarian
Main Level	Remote Databases	Head of Public Services
Lower Level 1	Periodicals	Science Librarian
Lower Level 1	Special Collections, Exhibit material	Special Collections Librarian
Lower Level 2	LC # TR - Z	Head of Technical Services - Leyburn Library
Lower Level 2	Government Documents	Senior Ref. Librarian
Lower Level 3	LC # J - PZ	Head of Technical Services - Leyburn Library
Lower Level 4	LC # A - HX	Head of Technical Services - Leyburn Library

Insurance

Information on the quantity and value of library materials covered by the institution's insurance should be kept up to date. The following outline is an example of how this information can be organized.

No. of Volumes Unit Value Total Value
Book Volumes General Collections 700,000
Special Collections (insured for 1,500,000)
Microforms Microfilm
Microfiche
Microcard
Periodicals
Newspapers
Audio-Visual Materials Audio-cassettes
Video-cassettes
Music CDs
CD-ROMs
Motion Pictures not active
Print-Material
(Replacement Cost)

To calculate the replacement value of the print collection, follow directions below:
Estimate per Volume: Take from Choice Study of U.S. Book Prices.
Number of Volumes: Shelflist reading gives number of titles.
Annual Report gives number of volumes. This came to 1 title = 1.3 volumes.
The Bibliography and Encyclopedias category has been estimated at 5 volumes per title.

Bibliography

Gateway for Resources and Information on Preservation.National Archives of the Netherlands and European Commission on Preservation and Access.

Morris, John. *The Library Disaster Preparedness Handbook* . Chicago: American Library Association, 1986.

Northeast Document Conservation Center. Drying *Wet Books and Records*, 1994.

NEDCC. *Protecting Books and Paper Against Mold*, 1994.

NEDCC. *Integrated Pest Management*, 1994.

NEDCC. *Emergency Salvage of Photographs*, 1994.

Nyberg, Sandra. *The Invasion of the Giant Spore* . Atlanta: Solinet, 1987.

Olson, N.B. "*Hanging Your Software Up To Dry: What To Do When The Roof Leaks On Your Software Collection*." College and Research Libraries News 47 (November 1986): 634-636.

Waters, Peter. *Procedures for Salvage of Water-Damaged Library Materials*. Abstracts from the unpublished new edition, 1993 . 2nd edition Washington: Library of Congress, 1979.

Appendix

Emergency Salvage of Wet Books and Records

Emergency Salvage of Moldy Books and Paper

Integrated Pest Management

University Registrar

The University Registrar's office (UR office) at Washington and Lee University has two basic areas of concern relating to disaster preparedness and response. One responsibility is the office itself – the people, physical space, equipment, and files associated with Early-Fielding G06 and the imaging station, currently in Leyburn Library (April 2008). The second area of concern involves the physical student records that are located in various sites across campus – the UR office, Leyburn Library, Washington Hall, Sydney Lewis Hall, Elrod University Commons, and other office spaces. The protection of electronic records will be minimally addressed here, as this falls more in the purview of University Computing.

The form of disaster (fire, tornado, flood, winter storms, etc.) is not going to be the focus of this preparedness document. The concern is more for the well-being and protection of the staff, office, and records, and the coordination of a response plan in the case of any catastrophic event. Deciding what needs to be protected, assigning communication responsibilities, and making sure that the entire staff understands the plan, being able to set up a working office at an alternate location, and communication with the public, are only a few of the considerations of disaster planning and recovery.

Office of the University Registrar

The UR office is located on Lee Avenue in the lower level of the Early-Fielding Building. The office consists of an entry foyer with two internal locked doors, a large central office space where two full-time records assistants and student assistants work, three side offices for the university registrar, associate and assistant registrars, and three side storage/work spaces. A locked back door leads to stairs to exit the building or to the upstairs Early-Fielding inside hallway. (The spaces above our office are held by the faculty office space and Student Executive Committee. On the other side of the back wall and storage area is the utility area below the campus mailroom. And the Human Resources Office is now also on our level closer to the corner of Lee Avenue and Washington Street.) The UR office has six windows along the Lee Avenue side of the office, all which are permanently screwed shut. There is no sprinkler system or fire alarm, but there is one fire extinguisher inside the office near one front door and another just inside the back door.

Two scenarios for concern include the office being destroyed (e.g. fire, storm) or an event which compromises security (e.g. door, window, wall break), both addressed below. Important items in the office include the office equipment (networked computers, networked printers, networked photocopier, facsimile machine, phones), files, historical catalog, Register, student-handbook, and commencement-bulletin collections, books, supplies (e.g. transcript security paper), and paper correspondence.

- The UR office can function from a separate office space. It would require a telephone, computer with access to Microsoft Office Professional, including FrontPage or other web authoring software (e.g., Ingeniux), access to the Datatel Colleague database, and ImageWorks imaging database, a printer (preferably laser for both correspondence and transcript production), and supplies. The office should be staffed by at least one

- (preferably more) of the five current full-time UR office employees. Current transcripts, degree audits, class registrations, etc., are maintained in the electronic database and could be accessed under the above conditions.
- Transcripts are either in electronic form (post-1983 in Colleague or imaged and maintained in the ImageWorks database) so these records should already be adequately protected by University Computing's backup protocols. All older paper transcripts (pre-1983) are maintained in fire-resistant cabinets in the UR office or in the University's archives in Leyburn Library.
- Files that are not in lockable or fire-proof cabinets are not of a critical nature (e.g. drop/add forms, transcript request forms, student files relevant to the UR office), however, we may want to consider purchasing fire-proof cabinets for these four filing cabinets simply so they are better protected. Some personal information is included in these files (social security numbers, etc.). Other files in the UR office are important from historical and W&L-policy standpoints. These might warrant purchasing locked, fire-proof cabinets to protect the information.
- All filing cabinets should be locked when the office is closed. If the security of the office was compromised, only records that are not of a sensitive nature might _not_ be under lock and key.
- We might consider having one box of transcript security paper maintained at a separate location, although Scrip-Safe, from whom most security paper is purchased, does have a "911 One-Day Emergency Delivery" plan. Other supplies maintained at an off-site (e.g. other forms, contact information, documentation) may be important and such an emergency plan box could be created and updated once a year.
- If office computers were destroyed or stolen from the office, are the C drives backed up and stored in an off-site location? Is there any data of value or of concern on the various office C drives?
- Responsibilities of communication to the office staff would begin with the University Registrar as the primary point of contact and the Associate University Registrar as the alternate. Calls to home, in addition to voice-mail messages are planned. With access to web-authoring software and the UR Web site on the W&L network ("I drive"), the University Registrar or Associate University Registrar could maintain communication information online and from an alternate location, assuming the network remained accessible. Written contact and emergency information has been prepared and distributed for the homes of all UR office staff.
- A skeletal staff could operate from a site off campus. Someone from the University Registrar's Office should be included in any "bare-bones" operational transfer and setup in order to accommodate requests related to official records, from students, faculty, alumni, and other stakeholders.

Student Records

At various locations on campus are paper files with student records. Some of these records can be duplicated or recompiled, and some have no back-up. A generalization can be made that most of the paper files from the past 25 years, have adequate back-up information on the Colleague database. However, recent students' paper records (located in the UR office, the Student Affairs office, adviser offices, Washington Hall, etc.) do have additional value and much could be

recreated if the destruction did not encompass the entire campus. Law-student records are located primarily in the Sydney Lewis Hall, so they do not share this same luxury of being able to recreate the files, if that single location is compromised. We are in the process of working with the Director of Law Records to transfer older files into the Leyburn Library cabinets, in preparation for future imaging.

Most of the 23,500 files of student records maintained in 47 locked filing cabinets in Leyburn Library are not replaceable, and do not have a paper of electronic back-up copy. Approximately one-third of these files are for deceased alumni. A pilot capital project has been underway (total budget approximately $75,000) since mid-2007 to enable the university to protect its history in the form of paper student records by transferring them to an electronic medium which could be stored at multiple off site locations and accessed electronically. ImageNow software and related hardware (networked desktop computer, flatbed scanner) have been purchased, security classes and document category types have been created, and hundreds of records of deceased alumni have already been scanned. Additional offices are expected to begin work in the 2008-09 budget year and the UR office will begin working on other document categories. The temporary worker and the imaging hardware is currently located on the 4th level of Leyburn Library with networked backups.

Considerations for these records are listed below:

- Are all student records located in various sites around campus protected under lock and key? What access procedures are in place? What guidelines can be provided to help protect records in the case a site becomes insecure?
- Which offices maintain what specific student records? What would be lost if any particular office had their records destroyed? What other offices may have duplicate records (e.g. a copy of the admission application or study-abroad transcript)?
- Should the university pursue digital imaging for all paper records received or created – from admissions to alumni? Such a change would require significant adjustments to the campus culture.
- Is the back-up of electronic records (Colleague database, ImageWorks database, etc.) that is coordinated and maintained by University Computing adequate? Should any AACRAO recommendations for file security be shared with UC so that the UR office can be confident in the level of security and reproducibility of electronic records?
- How can communication and recommendations for the protection of these various paper records be coordinated between these various locations?

University Registrar and Associate University Registrar
October 2006; revised April 2008

Student Affairs

A. Emergency Functions

The Division of Student Affairs has the following functions in a campus emergency.

- Vice President for Student Affairs and Dean of Students serves as coordinating official for Emergency Management Team
- Coordinating all non-academic needs for students
- Assisting with the Evacuation and Relocation Plan
- Coordinating with law enforcement in consultation with the Communications Office and Administrative Services

B. Process for Each Function

Participation on the President's Emergency Management Team (EMT)
Responsibility: Vice President for Student Affairs and Dean of Students

Coordinate the President's Emergency Management Team. The Emergency Management Team is composed of the Emergency Management Team (EMT) in its entirety and a sub-set of individuals with operations responsibility. The composition of the Emergency Management Team can be found in the Master Plan for the Emergency Management Plan. The President will serve as the overall Emergency Manager during any major critical incident or disaster.

If the President, in consultation with the Vice President for Student Affairs and Dean of Students, determines that a campus incident constitutes a Level 3 or Level 4 emergency, the Vice President for Student Affairs and Dean of Students will convene the EMT.

The role of the Vice President for Student Affairs and Dean of Students and her staff will coordinate all non-academic needs of students during a Level 3 or Level 4 emergency. This includes securing shelter, food, physical and mental health care, transportation and providing a liaison with families of our students. In addition, Student Affairs staff will secure temporary on-campus housing for University personnel handling emergencies.

The following Student Affairs departments play key roles in handling such emergencies: Public Safety, Residential Life and Student Health and Counseling Services.

The Director of Public Safety, under the direction of the EMT, coordinates all aspects of law enforcement, crowd control, evacuation, site security and mobile communications. In addition, the Director of Public Safety serves as a liaison with local law enforcement, fire and medical personnel.

The Director of Student Health and Counseling Services coordinates medical support and mental health counseling during a Level 3 or Level 4 emergency. This includes assisting with providing services to those with minor injuries and trauma support. In addition, this person coordinates

medical first aid services with community agencies. The individual may be asked to provide onsite medical triage.

The Dean of Student Life coordinates all residential operations for on-campus students and students who find themselves displaced in the event of an emergency.

The Vice President for Student Affairs and Dean of Students serves as liaison to all Student Affairs employees.

Communication Protocol and Reporting Structures within Student Affairs. Specific communication protocol can be found in Appendix 1 of this document for Student Affairs staff.

Complete Student Affairs Emergency Management Plan. Student Affairs staff follow additional protocols for Levels 1 and 2 emergencies. This plan is available to all Student Affairs staff and upon request to other departments.

Coordinate all non-academic needs for students

Responsibility: Vice President for Student Affairs and Dean of Students and staff
Secure housing and food. As provided in the Administrative Services plan, Doremus Gymnasium serves as emergency housing. This housing will be made available to all students in need. Students will be instructed, through residential staff and any available communications, to provide their own bed clothes for make-shift pallets.

Additionally, housing for emergency personnel may be necessary. Should this be the case, an available, unaffected residence hall will be secured for use. Student Affairs staff will secure students' personal belongings in those spaces prior to use.

The Dean of Student Life will coordinate service of food to students with the Director of Auxiliary Services. Available Student Affairs staff will assist with service of meals.

2. *Physical and mental health care.* Under the immediate supervision of the Director of Student Health and Counseling Services, physical and mental health care will be provided to students in need. This staff is able to assist non-University emergency personnel with medical support.

Mental health counselors will be available and on-site for emergency follow up. Additional community resources will be sought if available and as needed.

3. *Transportation.* Under the immediate supervision of the Director of Public Safety, emergency transportation of students will be secured as available. The Director of Public Safety will employ all available modes of transportation to move students to a secure location. As Traveller vehicles are on-site, these will likely serve as a primary mode of initial transportation while securing additional transportation.

4, *Communication with families.* In coordination with the Executive Director of Communications, all available staff in Student Affairs will man phone banks to provide as much information as possible to immediate family members of students.

<u>**Assist with the Evacuation and Relocation Plan**</u>
Responsibility: Director of Public Safety; Dean of Student Life; Director of Auxiliary Services; Office of Facilities Management

The responsibility of evacuating buildings and other areas during an emergency can fall to the individuals at the scene of the incident. Different individuals will take on this role as the dynamics of the incident change and as the incident becomes more severe.

A fire alarm, Public Safety officers, local authorities, or anyone with a reasonable motivation may initiate the evacuation of a building.

Campus-wide evacuations will be exceptionally rare but may become necessary in the event of a spreading fire, a hazardous materials incident, severe weather, or because of other extraordinary circumstances. The Emergency Management Team will make the decision to initiate a campus-wide evacuation.

Evacuation Procedures:

1.   Public Safety will respond to emergencies and ensure that affected buildings are evacuated.

2.   Public Safety officers will keep students, faculty, and staff from re-entering an evacuated building until a University official deems it safe. Typically, the Director of Maintenance and Operations is responsible for inspecting the structural integrity of building and declaring it re-habitable.

3.   Immediate medical assistance shall be requested for all injured persons.

4.   For large-scale evacuations, the campus community will be directed to reconvene at designated assembly points for further instructions. Wilson Field has been designated a campus assembly point.

Relocation Procedures:

1.   If a critical incident involves the relocation of students for an extended period of time, the Vice President for Student Affairs and Dean of Students, Dean of Student Life, and the Directors of Facilities Management and Auxiliary Services, will be responsible for making all necessary decisions and arrangements. The VP for Finance will also oversee plans for relocating faculty and staff members.

2.   Shelter-in-Place: if the outdoors become dangerous (due to toxic substances or violence), it is usually safer to go indoors; to "shelter in place" means to make a shelter of the building that one is in (typically in an innermost room) until the danger has abated.

3.	If a residence hall becomes uninhabitable, Doremus Gym will be used as housing for displaced students. Athletics, Facilities Management and Auxiliary Services will work to make Doremus Gym a suitable emergency shelter for long-term stay. The University will install an emergency generator at the gym.

4.	The Executive Director of Communications, in consultation with the Emergency Management Team will, via announcements made online or at campus assembly points, inform displaced students that they will be relocated to Doremus Gym.

5.	If necessary, the Directors of Facilities Management (using service vehicles) and Auxiliary Services (using vans from the Athletic Department) will facilitate the transportation of displaced students to Doremus Gym.

6.	During a campus-wide evacuation, the Emergency Management Team will develop an incident-specific plan, working with external resources to establish off-campus relocation sites. Transportation will be coordinated by Auxiliary Services (athletic vans) and Facilities Management (service vehicles).

7.	The primary responsibility for the protection of property, assessment of damages, and the restoration of normal activity shall be given to the appropriate University service unit, typically Facilities Management. These service units include:

> a.	Facilities – Coordinates all services for the restoration of electrical, plumbing, heating and other support systems as well as the structural integrity. Assesses damage and makes prognosis for the occupancy of the structure affected by the disaster.
>
> b.	Information Services – Coordinates support for the data processing resources at the main data center and designated recovery sites; provides alternative voice and data communications capabilities in the event of normal telecommunication line damage.
>
> c.	Public Safety – Provides safety and security for the people and facilities, as well as emergency support to the affected areas, and notification mechanisms for problems that are or could be disasters. Extends security perimeter around affected area of the critical incident.
>
> d.	Dining Services – Coordinates the feeding of the University community and develops alternative facilities (Evans dining hall) in the event the Marketplace is affected by the critical incident.

Coordinate with law enforcement in consultation with the Communications Office and Administrative Services
Responsibility: Director of Public Safety

1. Analyze the emergency and determine which external resources to contact. Here, the Director of Public Safety will work with key members of the Emergency Management Team to coordinate responses to emergencies. For example, the Director of Public Safety and the Director of Maintenance and Operations will consult with one another to coordinate an integrated response of police, firefighting, and utility crews to a single on-campus emergency.

The following is a general list of external responders, and their areas of expertise, that are available from the surrounding jurisdictions:

Law Enforcement
1.   Virginia State Police
        a.   Bomb/Hazardous Device Response and Removal
        b.   Other assistance upon request by county/city
        c.   Aircraft Crash Investigation

2.   Rockbridge County – Sheriff's Office

        a.   Tactical Response Team
        b.   Hostage Negotiation Team
        c.   Manpower Assistance
        d.   Disaster relief
        e.   Civil Disturbances/Mass Arrest
        f.   Other unusual occurrences requiring additional manpower
        g.   Back-up Bomb/Hazardous Device Response

3.   Lexington Police Department

        a.   Tactical Response Team
        b.   Hostage Negotiation Team
        c.   Manpower Assistance
        d.   Disaster relief
        e.   Civil Disturbances/Mass Arrest
        f.   Other unusual occurrences requiring additional manpower

Fire
1.   Lexington Fire Department

        a.   Fire/Explosion
        b.   Bomb Threat
        c.   Hazardous Materials
        d.   Crash Disaster
        e.   Water Rescue/Recovery

Ambulance
1.   Lexington Life Saving and First Aid Crew
2.   Westvaco Heavy Rescue

3.   Virginia Association of Volunteer Rescue Squads (VAVRS)

Other Support

The following support resources for unusual occurrences are available through request by the coordinating local, city, county or state agency:

1.   Virginia Department of Emergency Services

   a.   Large-scale natural/environmental disasters

2.   Virginia National Guard

   a.   Large-scale natural/environmental disasters
   b.   Civil disturbance

3.   American Red Cross

   a.   Disaster Relief

C. Assignments for Personnel

Vice President for Student Affairs and Dean of Students
Alternates: Associate Dean for Residential Life and Conduct and Associate Dean of Students

1.   Surveys habitable space and relocates students, essential services, and coordinates with each Dean's office for support (Dean of Student Life).

2.   Coordinates operations with the Directors of Public Safety and Facilities Management.

3.   Ensures the Director of Student Health and Counseling Services is available and that any necessary medical responses are being carried out.

Director of Public Safety
Alternates: Associate Director of Public Safety

1.   Responsible for the overall coordination of the emergency response.

2.   Determines the type and magnitude of the emergency and establishes the appropriate command post.

3.   Initiates immediate contact with the Vice President for Student Affairs and Dean of Students, the President and other members of the Emergency Management

Team when an emergency requires implementation and coordination of the
University Emergency Management Plan.

4.   Serves as the liaison between the University and appropriate assisting law
        enforcement agencies.

Director of Student Health and Counseling Services
Alternate: University Physician and Director of Student Health Services at Virginia Military
Institute.

D. Emergency Specific Responses

As stated in the Master Plan, there are four level of emergencies, categorized according to their
relative severity. In summary,

Level 1:   an incident that can be resolved with existing University resources or
        limited outside help; limited duration and impact

Level 2:   a situation that primarily involves people, rather than infrastructure; varied
        institutional and student support responses must be coordinated

Level 3:   a major emergency that impacts a sizable portion of the campus and/or
        outside community; often requires considerable and timely coordination
        both within and outside the University; may develop into a full disaster

Level 4:   a catastrophic emergency event involving the entire campus and
        surrounding community; immediate resolution is beyond the response
        capabilities of campus and local resources

The nature of the emergency activating the emergency management plan will dictate specific
responses of Administrative Services, and therefore the services they subsequently coordinate.
Critical incidents which are more probable than others are outlined below, along with appropriate
responses.

I. Downed Aircraft (*Level 3 or 4 emergency*)**:**
see Administrative Services plan

II.   Tanker Spill (*Level 3 or 4 emergency)*
see Administrative Services plan

III. Fire (*Level 3 or 4 emergency*)
see Administrative Services plan

IV. Severe Weather Incidents
see Administrative Services plan

V. Hazardous Material Incidents *(Emergency Level could vary depending on the severity of*

the incident)
see Administrative Services plan

VI. Infrastructure Failure (*Level 2 or 3 emergency*)
see Administrative Services plan

VII. Civil Disturbance and Demonstrations (*Level 2 Emergency*)
see Administrative Services plan

VIII. Bombs and Bomb Threats (*Level 2 or 3 emergency*)
see Administrative Services plan

IX. Infectious Disease Incidents
See Appendix 1 for the full infectious disease plan.
See Administrative Services plan.

X. Critical Violent Incident (Level 2 Emergency)
see Administrative Services plan

XI. Nuclear Incident (*Level IV Emergency*)
see Administrative Services plan

E. Annual Review and Update of Emergency Management Plan

The Division of Student Affairs will update its emergency management plan on a yearly basis and conduct training sessions with all Directors and supervisors on implementing emergency response plans.

Appendix 1

Communication Protocol for Emergencies within Student Affairs
Standard Communication Protocol
 The first Student Affairs person to receive information about an emergency should notify the University Public Safety Department immediately. The 24-hour call number is 458-8999. It is the responsibility of the Public Safety dispatcher to notify the Director of Public Safety or the Associate Director of Public Safety and advise them of the situation. Upon notification, the Director or Associate Director will begin a continued notification process that includes the following, where appropriate:

> Vice President for Students Affairs (for all students) and
> Dean of the Law School (for law students)
>
> The Dean of Student Affairs will notify (if applicable):
> - Dean of Student Life (if a first-year or residential
> student) or
> - Associate Dean for Residential Life and Conduct or
> - Associate Dean of Students (for diversity and inclusion) or

- Associate Dean for Student Services (for law students)
- Director of International Education
- Director of Student Health and Counseling Services
- President of the University
- Provost of the University
- General Counsel of the University
- Executive Director of Communications

During a regular work week, the Vice President for Student Affairs and Dean of Students serves as principle contact for student or campus emergencies. If unavailable, the Dean of Student Life should be called. If unavailable, the Associate Deans of Students should be called.

Weekend Dean-On-Call Protocol
Each term, the deans within Student Affairs will determine a "Dean-On-Call" (DOC) schedule for weekends. During the work week, the above outlined protocol is in use. During the weekend, the DOC is used and the DOC follows the Standard Communication Protocol as needed.

- Public Safety Officers and Dispatch Officers are responsible for contacting the Director or Associate Director of Public Safety. The Director or Associate Director will contact (DOC) if they deem necessary.

- Facilities Management staff are responsible for contacting Public Safety if they are the first to respond.

- Student Health and Counseling staff should call directly to the DOC.

- Dean-On-Call is a weekend system. When the dean assigned to a specific weekend is not responding, the (DOC) for the following weekend will be contacted.

- The following departments will automatically receive the Dean-On-Call schedule: Public Safety and Student Health and Counseling Services. Department heads within Student Affairs will also receive the Dean-On-Call schedule.

When Should the Communication Protocol Be Activated?
- The assumption is that the Communication Protocol should not be called for minor incidents, but for major incidents in which parents or other students may contact the university, parents may need to be contacted or when the President may need to be notified. Should the President require notification, the Vice President for Student Affairs and Dean of Students (or designee) will make this call.

- Additional specificity regarding when the *Communication Protocol* should be activated:
    Death or serious injury (including serious alcohol overdose) to a student
    Suicide or serious suicide attempt
    Serious criminal incident (i.e. physical assault)
    Fires

Floods
Major destruction to university property.

- A general rule of thumb is that calls are made for those incidents involving the color red (excessive anger, excessive blood, fire).

- At times, events of a serious incident will dictate variation from existing emergency notification protocol. For instance; Counseling or Health Center staff receive direct information of a suicide attempt or sexual assault, and notify the Vice President for Student Affairs and Dean of Students or Dean on-call directly, as required. In these cases, it would then be the responsibility of that Dean to begin the normal notification processes of other staff members as required in existing protocol.

Who activates the Communication Protocol?
Any members of the Student Affairs staff can activate the *Standard Communication Protocol* (including student residential staff). In all cases, treatment to an individual should be the first response followed by communication. The staff members who are most likely to activate the *Standard Communication Protocol* or the *Weekend Dean-On-Cal Protocol* are in Public Safety, or Student Health and Counseling Services. Professional staff in these areas who are assisting with response should be consulted if unsure whether to activate the Student Affairs Communication Protocol.

Reporting Structures
It is the responsibility of those notified to make information available to the necessary personnel in their respective reporting lines. For instance, the Director of Student Health and Counseling Services would notify Counseling staff members as needed and Student Health Center staff as needed for assistance. As soon as reasonably possible, a meeting of the Student Affairs Leadership Team, will be called by the Vice President for Student Affairs and Dean of Students. The Student Affairs Leadership team will serve as the *Emergency Management Team* (EMT) for the Student Affairs area chaired by the VP for Student Affairs or the Dean of Student Life in the Dean's absence.

In the case of a threat or an attempted suicide by a student, the same basic protocol is to be followed with changes to the notification order as needed. It is imperative that the student exhibiting suicidal behavior not be left alone and health services personnel do a preliminary evaluation as soon as possible. If an evaluation finds that a student needs a level of supervision or treatment that cannot be provided by the University, then the parents of the student must make arrangements to provide such care and remove the student from the University within 24 hours. The Vice President for Student Affairs and Dean of Students and the Director of Student Health and Counseling Services or their designees are responsible for contacting the parents of the student in this event. The Director of Student Health and Counseling Services is responsible for establishing a plan for ongoing observation of the student to ensure the safety of that student until parents arrive and assume such responsibility. Other offices within Student Affairs may be asked to help provide staff to observe a student during this time period.

In the event of an emergency, and the Vice President for Student Affairs and Dean of Students, the Dean of Student Life and the Associate Deans of Students are absent, a representative of the Student Affairs staff, as selected by the Vice President for Student Affairs and Dean of Students, will be the senior student affairs officer and will assume all duties as required.

In the event of an off-campus tragedy affecting families and/or homes of current students, a similar protocol should be followed to appropriately alert those who "need to know" from above list.

In any student emergency, the following people should be considered as support contact people to notify by the appropriate dean. Discretion must be used regarding appropriateness of notification:
- Faculty Adviser
- Counseling Services
- Academic Deans
- If Greek: House Director and President of House
- Instructors
- Campus Ministry
- Residence Life student staff
- Student Affairs staff (all)
- CAIR Head

When dealing with *student emergencies* which overlap with physical structure emergencies (for example, fire in a residence hall) the Director of Public Safety serves as the primary conduit to Facilities Management staff. The Associate Dean of Students (residential life) should also be contacted for any student emergency when the Director of Public Safety is asked to respond.

When dealing with *student emergencies* which overlap with a life-threatening health situation emergencies (for example, suicide) the Director of Student Health and Counseling Services serves as the primary conduit to Stonewall Jackson Hospital or other area hospitals. The Vice President for Student Affairs and Dean of Students should also be contacted for any life-threatening student emergency when the Director of Student Health and Counseling Services is asked to respond.

Appendix 2

Washington and Lee University Pandemic Flu Preparedness and Response Plan Supplement to Campus EmergencyManagement Plan

Background

Influenza pandemics are a part of human history. There have been three pandemics in the last century, occurring in 1918, 1957, and 1968. The most deadly of these was the pandemic of 1918, which killed approximately 50 million people worldwide. A pandemic will occur again, although it is not known when. Currently, there is heightened concern about the H5N1 flu strain, an avian flu that first appeared in Hong Kong in 1997. There are striking similarities between the H1N1, the virus responsible for the 1918 pandemic, and H5N1. Despite the fact that millions of

birds, domestic and wild, have been culled, the infection has been persistent in the bird population and is spreading along the flight paths of migratory birds. In addition to the persistence of infection in the bird population, the virus has crossed species and infected humans and other animals. There have been a few cases in which human-to-human transmission is believed to have occurred, though spread has been limited. Three conditions must be met for a flu pandemic to occur: a new influenza virus subtype emerges; the virus infects humans; and the virus gains efficiency and sustainable transmission from human to human. Two of these three conditions have been met in regard to H5N1. If this flu virus strain were to gain sustainable, efficient transmissibility from person to person, a world-wide pandemic would be very likely.

Seasonal influenza occurs annually, and generally peaks between December and March in North America. It causes approximately 36,000 deaths a year and 200,000 hospitalizations a year in the United States. A pandemic flu outbreak can occur at any time of the year, and recurring waves of illness can last from 18 months to two years. The 1918 pandemic had four such waves; the most lethal was the second wave that swept through the United States between August and December. The normal influenza attack rate is 5-10%. In a pandemic, an attack rate of 25% is appropriate for planning purposes; and some organizations are using rates as high as 50%. Approximately 4-12% of the work force could be ill at any point in time, and absent from work for 1-14 days. In addition, workers may be absent to care for ill family members. In the event of an outbreak in the Lexington-Rockbridge area, this will strain the ability of the University to continue essential operations, and of the health care community to care for those who are ill.

University Response to Pandemic Influenza

Social distancing, protective sequestration, quarantine, isolation, and public health education (that include practices employed to reduce individual risk of contracting the disease such as hand washing and respiratory etiquette) may be employed in a pandemic flu situation to try to slow the spread of illness. Social distancing refers to actions taken to discourage close social contact between individuals, including cancellation of classes, sporting events, social events and all other gatherings of people. This intervention would be most effective when instituted early in the pandemic and before infection takes hold in a community. Given that the 1918 pandemic swept across the country in 3-4 weeks at a time when fewer people traveled and modes of transportation were more limited and slower, the window for taking action may be limited to a few days in today's highly mobile society and with the prominence of international air travel. For this reason a decision will need to be made very early in a flu pandemic situation as to whether to suspend University operations and send students home for the duration of the event. Plans for access to distance learning should be considered if the goal is to continue academic operations during an outbreak of illness or even if students are asked to leave campus.

Protective sequestration involves efforts taken to protect a healthy population from infection by isolating the community from the outside world. Restricting entry of outsiders into the community and restricting reentry of those community members who choose to leave during the period of time when protective sequestration is in place are measures utilized in this intervention. It requires the community to stockpile resources and become self-sufficient for some period of time — in the case of a pandemic, a minimum of 8-12 weeks. Protective sequestration has high costs associated with it and would be extremely difficult to implement at Washington and Lee University. A decision should be made early in a pandemic, however, to

limit travel by University members as per U.S. State Department and CDC travel recommendations to reduce the risk of a local outbreak.

Quarantine is the separation and restriction of movement of those who are not ill but believed to have been exposed. The duration of quarantine will be dependent upon the length of the incubation period and period of contagion prior to onset of symptoms. Both the incubation period and period of viral shedding are difficult to know prior to the actual emergence of a pandemic virus. Currently, it appears that the incubation period for H5N1 is between 2-8 days. Persons are contagious for 1-3 days prior to onset of symptoms, and can shed H5N1 for up to 16 days. Those who become ill while in quarantine would then be moved to an isolation location. Enforcement of quarantine vs. education and voluntary compliance is an issue that must be considered, as is the location for such quarantine. If students are asked to self-quarantine in their current residence location then provisions would need to be made to provide them with meals and other essential services.

Isolation refers to separating individuals with illness from the general population, and restricting their movement until they are no longer contagious. Plans for isolating ill students and providing care for them will be necessary, in that some students will not be able to go home even if the University closes operations. Hospital resources will be strained and decisions for admission will be made based on assessment of those most in need. Provisions will need to be made to care for students who are not ill enough to require hospital care, but are too ill to take care of themselves. The W&L Student Health Center infirmary has a 10 bed capacity, which would quickly become full in a flu pandemic. Consideration should be given to designating the floors of Gilliam located immediately above the infirmary as an extension to the Student Health Center, to provide infirmary care for those students. This would require relocation of all students living in that location, and provisions for additional health care staffing to meet the needs of those who are ill. If students are asked to isolate themselves in their current residence location then provisions would need to be made to provide them with health care, meals and other essential services. Employees who are ill should not remain on campus, should not return to campus until symptoms resolve and they are no longer contagious, and until they are physically ready to return to work. Enforcement of isolation vs. education and voluntary compliance is an issue that must be considered.

Public health education that communicates accurate, clear information regarding personal and family preparedness, reducing personal risk, the role of quarantine, transmission, symptoms, treatment, when to seek care, and community efforts to assist those in need, is critical to our community response to a flu pandemic. These messages should be consistent with those being issued by other public health authorities, crafted in advance to meet the needs/concerns of various campus audiences, including students, staff, faculty, parents, and members of the surrounding community, and should be communicated early and often. Given the anticipated increase in communication needs in the event of a flu pandemic, all available means of communicating with these groups should be assessed and tested in advance.

Vaccination and/or antiviral medication may play a role in limiting a pandemic flu event, as well as in treating affected individuals. Because a vaccine needs to closely match an influenza virus, it is unlikely that a vaccine would be available early in a pandemic and, due to current production techniques, quantities would be limited once the vaccine was developed. An effective vaccine may be available to more adequately address second or third waves but, even then, there may not be enough to vaccinate everyone. Oseltamivir (Tamiflu) and zanavir (Relenza) are effective in reducing the severity and duration of illness in seasonal influenza, and are believed

to be effective against H5N1. These drugs are expensive and production capacity is limited. If vaccine and/or antiviral medications become available, it is unlikely there will be sufficient quantities to cover the entire population. Therefore, decisions will need to be made to determine who will receive immunization/prophylaxis first. In the event of a pandemic flu event the University will work with local and state health authorities, who will manage the distribution of national stockpiles of antiviral medications and vaccine.

Key Triggers for Moving Plans to Action

As stated earlier, there will likely be a very short window for critical decision making in the event of a pandemic, especially in regard to social distancing measures. Using the 1918 pandemic as a basis for prediction, it appears that implementing social distancing measures early and reducing the number of students remaining on campus before infection enters the community, will likely be the best strategy for educational institutions given the limited resources that may be available to support those who remain. For example, if a decision to close the University is delayed to the point that many students fall ill, the University would be expected to care for those students throughout the pandemic, which might be an unreasonable expectation given available resources. If the decision is made to close the University, then the decision as to when to reopen must then be addressed. It appears that to avoid a resurgence of infection, an institution would need to close for a minimum of 8-12 weeks, with 12 weeks being optimal. The decision to reopen will need to be made in accordance with CDC and other public health agency guidelines at the time, based on the unique characteristics of the flu pandemic.

Triggers for taking actions based on certain key events are important to identify in advance. One aspect of these discussions should include what is meant by closing the University, and/or conversely what is meant by staying open. There may be gradations or stages to closing. Does closing mean cancellation of classes and all social gatherings, while research continues and students who cannot go home continue to receive dining, housing, and health services? Does closing mean a lockdown of all buildings? How will the University respond to international students and others who cannot go home due to travel restrictions or quarantines? Which essential functions are necessary to maintain in each of these situations? Who are the essential personnel needed to carry out these functions? Who will support or replace these personnel so that essential functions continue. What supplies or resources will be needed to carry out these functions?

The following five level plan and key responses to triggers are suggested, to provide a framework for such decisions. For this purpose pandemic flu is defined as an influenza outbreak identified as pandemic flu by WHO, CDC and/or state health agencies, or a local outbreak of severe flu illness with an attack rate of greater than 10%, and/or mortality rate of greater than 1% (that would produce 2 or more flu-related deaths in the University community).

Level 1: Planning, Communication, Surveillance for pandemic flu
> -Develop Pandemic Flu Preparedness and Response Plan
> -Communicate planning and general public health information to University community
> -Monitor WHO, CDC, state health agencies for information regarding influenza activity

Level 2: Pandemic flu identified
> -Monitor WHO, CDC, state health agencies for information regarding influenza activity
> -Implement travel restrictions recommended by CDC and US Dep't of State

          -Communicate specific University and public health information to University community
          -Increase stocks of supplies needed to provide care in the event of a local outbreak

Level 3: Pandemic flu present in Virginia
          -Monitor WHO, CDC, state and local health agencies for information regarding influenza activity
          -Increase stocks of supplies needed to provide care in the event of a local outbreak
          -Monitor for flu activity and severity in the University community
          -Participate in state and local health agency efforts to distribute national stockpiles of influenza vaccine and antiviral medication for prophylaxis and treatment
          -Consider limitation and/or suspension of University operations
          -Communicate disease recognition and management, personal protection, social distancing, quarantine and isolation information to University community

Level 4: Pandemic flu present at W&L or in the local community
          -Monitor WHO, CDC, state and local health agencies for information regarding influenza activity
          -Monitor for flu activity and severity in the University community
          -Participate in state and local health agency efforts to distribute national stockpiles of influenza vaccine and antiviral medication for prophylaxis and treatment
          -Communicate disease recognition and management, personal protection, social distancing, quarantine and isolation information to University community
          -Limit or suspend University operations and communicate same
          -Implement quarantine and isolation measures for those exposed/ill with influenza
          -Provide health care and essential services for those who remain on campus

Level 5: Recovery
          -Monitor WHO, CDC, state and local health agencies for information regarding influenza activity
          -Prepare for possible further waves of pandemic flu activity, and return to Level 2
          -Decide to (partially or fully) resume University operations at Level 2
          -Communicate specific University and public health information to University community

Department-Specific Planning Guidelines
Each area listed below should review this University Pandemic Flu Preparedness and Response Plan and develop additional department-specific plans that address the issues of concern listed herein.

A. Student Health and Counseling Services
Student Health Services staff education and preparedness
1. Engage staff in pandemic planning and provide exercises and drills to rehearse the plan and revise as necessary.
2. Provide regular updates for staff regarding pandemic influenza, recommendations for treatment protocols, appropriate infection control procedures, and status of antiviral and vaccine

development. Encourage participation in continuing education programs as they become available.

3. Monitor CDC, WHO, state health department and ACHA websites for the latest developments and updates on planning recommendations.

4. Encourage staff to make personal emergency preparedness plans with their families.

5. Engage staff in discussions regarding their psychological and emotional support needs in preparation for dealing with a pandemic event.

6. Vaccinate all staff against seasonal influenza.

7. Fit test staff with direct patient care responsibilities with N95 respiratory protection annually and provide training on proper use of personal protective equipment.

8. Identify resources for on-campus meals and lodging for health service staff in the event staff cannot or do not wish to commute home.

Supplies/Equipment/Services

Once a pandemic starts, it will be difficult, if not impossible, to obtain medical supplies. Purchasing ahead and storing nonperishable goods is a prudent strategy. Quantities should be based on a best estimate of the number of students who may not be able to leave campus and the attack rate listed above.

1. Compile a list of supplies that would be needed, such as respiratory protection equipment, gloves, gowns, protective eyewear, medications (antibiotics), disinfectants, and IV fluids.

2. Identify supply sources and a storage area.

3. Provide administration with a cost estimate for securing supplies.

4. Maintain a stock supply of necessary medications and equipment; inventory and rotate supplies as appropriate.

Clinical Issues

Expect that hospital systems and 911 will be overwhelmed. Only persons in acute respiratory distress will be considered for admission, leaving the majority of ill students to be cared for by other students and University staff.

1. Consult with Human Resources regarding the recruitment of volunteers campus-wide willing to be trained to assist in providing care for the ill. Risk management and university legal counsel should be included in these discussions as well.

    a. Develop a list of duties that volunteers could assist with, including answering phones, moving supplies, and providing bedside assistance to the ill.

    b. Develop a training plan that includes use of personal protective equipment.

    c. Develop telephone triage protocols.

    d. Plan for continued 24/7 operations to determine staffing needs.

2. Develop a protocol for transport of students to the hospital if 911 is not available.

3. Develop a plan for expanding infirmary space, including identification of alternate locations and equipment and supply and staffing needs.

    a. Develop a contingency plan for managing health care needs in the event that human resources and supplies are exhausted.

4. Develop a triage and treatment protocol that can be easily adapted once a case definition is established.

5. Develop clinic signage and voice messages that would give ill students directions on how to access services.

6. Develop a protocol for monitoring cases residing in on- and off-campus apartments/ residences.

7. Develop a protocol for care of the deceased that addresses storage until transfer and notification of the family.

8. Develop a plan for conducting mass immunization clinics.

Counseling Services

1. Develop a plan for providing 24/7 counseling services for students, staff, and faculty.

    a. Include protocols for providing services via telephone and Internet.

Health Promotion

1. Develop materials and messages to educate the University community prior to an outbreak about seasonal influenza vaccination, pandemic flu, disease recognition and management, hand hygiene and respiratory etiquette, personal protection, and other protective measures such as travel restrictions, social distancing, quarantine and isolation.

B. Public Affairs and Communications

Determine which department has primary responsibility for each of the areas listed below and the types of interdepartmental collaboration required to effectively carry out the required activities.

1. Identify who will be in charge of communications, as well as one or two persons in backup positions in case the key person(s) falls ill.

2. Establish a central reporting plan for daily monitoring of the prevalence of illness on campus, including: employee absences, number of students in isolation and quarantine, number of lab confirmed cases, and number of student transports to the hospital.

3. Establish a contact tree and plan for rapid communication of notification/alerts to essential personnel.

4. Identify all possible means of communicating with students, staff, faculty, parents, and outside consistencies (recruiters, vendors, community business owners) including Internet, landline and cell phones, posters, and hand radios.

5. Discuss communication capabilities, maintenance, limitations and systems testing.

6. Provide information to the campus community on the status of disease on campus; travel advice; self-care; personal preparedness planning; proper hand washing techniques and cough etiquette; federal, state, and local public health resources; and how/when to access services in case of illness.

    a. Establish and maintain a web page with current information regarding University initiatives on pandemic flu preparedness and response. Communicate early and often with appropriate University community members.

    b. Craft messages in advance that can be easily revised if necessary, and plan for disseminating them to on-campus and off-campus constituencies.

    c. Ensure materials are easy to understand and culturally appropriate.

7. Establish and maintain communications with the local public health authorities, emergency preparedness groups, and hospital system(s) regarding surveillance, case identification and reporting, control measures, and health care provision.

    a. Identify key contacts within each system and revise regularly.

    b. Participate in community drills/plans.

8. Benchmark the activities/planning of other colleges and universities.

C. Telecommunications

1. Identify all possible means of communicating with students, staff, faculty, parents, and outside consistencies (recruiters, vendors, community business owners) including Internet, landline and cell phones, posters, and hand radios.
2. Discuss communication capabilities, maintenance, limitations and systems testing.
3. Maintain communication infrastructure throughout pandemic event.

D. Student Affairs, Residence Life and Housing Services
1. Identify rooms and buildings that could be used for quarantine, isolation, and residence for students who cannot go home.
2. Establish communication protocols between Dean of Students office, Student Health Services and residence life staff for surveillance and reporting illness in the residence halls.
3. Establish protocols to assist with the relocation of students, and in closure and evacuation of residence halls and houses not in use. Develop procedures for notifying and relocating students. Consider transportation needs of students if the University closes operations and students are asked to go home.
4. Formulate and rehearse plans to address anticipated needs of students remaining on campus, ranging from delivery of food and medication to providing emotional support.
5. Coordinate plans with Facilities Management for continuation of housekeeping services and stockpiling items such as cleaning and disinfecting supplies, facial tissues and toilet paper, disposable towels.
6. Coordinate plans with Dining Services for continuation of services to students and employees remaining on campus, even if University academic operations are reduced or suspended.

E. Dining Services
1. Compile a list of non-perishable foodstuffs and drinks, including water, that can be stockpiled and stored.
     a. Quantities can be estimated by determining the percentage of students who may not be able to go home and will be dependent on campus dining services for food for a 5-8 week period.
     b. Include the need to provide food for health care staff, facilities staff, or other key personnel   who may need to be provided with shelter-in-place.
     c. Menus and supply lists should be developed that minimize storage, preparation and clean up needs.
2. Develop a procedure for delivery of foodstuffs or meals to residential areas, quarantined students, and the Student Health Center infirmary.
3. Enlist Human Resources assistance to identify and train volunteers to supplement food services staff.

F. Public Safety
1. Develop procedures for securing building, protecting stored supplies, and restricting access to campus.
2. Establish ongoing communication with local police, fire, and emergency response personnel in order to coordinate efforts for managing safety issues.
3. Develop triage protocols for responding to students in distress either due to illness or illness of others or requesting transport for medical care.
4. Establish a communication plan with Student Health and Counseling Services, residence life, and student affairs for reporting calls and transports.

5. Participate in training regarding influenza.

6. If public safety will be involved in student transport because other emergency transport is not available:

      a. Train in use of personal protective equipment and fit for N95 face masks.

b. Equip Public Safety vehicles with disinfectants, face masks for persons being transported, gloves, and hazard waste bags.

G. International Education

1. Develop procedures for monitoring student travelers entering the campus from affected regions and providing information to Health Services.

2. Develop a plan for communicating with international students and their families regarding travel restrictions and re-entry.

3. Develop a plan for communicating with students who are studying abroad or plan to study abroad.

4. Develop guidelines for temporary closure of study abroad programs.

5. Communicate with study abroad program leaders about planning procedures for shelter-in-place, closure decisions, and resources for assisting students who cannot get home.

H. Facilities Management

1. Identify and maintain storage site for stockpiles of emergency food, water and other supplies.

2. Discuss contingency plans in case of fuel, water, and energy shortages, or employee absenteeism due to illness. Develop plans for continuation of essential Facilities Management services.

3. Develop plans for continuation of housekeeping services in residence halls and infirmary, and stockpiling items such as cleaning and disinfecting supplies, facial tissues, toilet paper, disposable towels.

4. Ensure that housekeeping personnel receive training regarding personal protection and proper cleaning procedures.

I. Auxiliary Services

1. Develop procedures for rapid procurement, storage and dispersal of emergency supplies, equipment, and services.

J. Human Resources

1. Coordinate the identification of essential personnel and ensure that departments are depth charted.

2. Encourage staff and faculty to update emergency contact information. Encourage staff to make personal emergency preparedness plans with their families.

3. Prepare call-off guidelines and review vacation/ sick leave guidelines for applicability in a pandemic event.

      a. Employees who have been exposed or are suspected of having the illness should not come to work. Therefore, liberal, non-punitive policies should be established in order to ensure compliance with public health recommendations.

4. Establish return-to-work guidelines consistent with the case definition.

5. Prepare communications for supervisors and employees addressing guidelines related to reporting of illness, business travel procedures, persons returning from affected areas, and access to health resources.
6. Prepare work-at-home guidelines that address telecommuting issues.
7. Assist in the recruitment of a volunteer work force and identification of cross-training needs.

K. Academic Affairs/University Registrar
1. Develop a policy or guidelines to address academic concerns of students absent from classes due to illness or quarantine.
2. Develop a procedure for students who are in isolation or quarantine to obtain class notes.
3. Develop and disseminate alternative procedures for completing course work (i.e., web-based instruction, lessons and assignments delivered via electronic or regular mail) in the case of illness or reduction of academic operations.
4. Discuss contingency plans in the case of students withdrawing from school due to illness or family demands.
5. Discuss contingency and recovery plans if University academic operations are suspended.

L. University Computing
1. Develop contingency plans and cross train personnel to ensure that the W&L network, Internet connectivity, Blackboard, e-mail and other communication structures remain functional throughout a pandemic event.
2. Collaborate with academic affairs on alternative procedures to provide academic course content without convening classes.

M. Research
Some researchers may be able to continue working during a pandemic. The ability to continue research will to some extent be dependent upon safety issues and the availability of other support services.
1. Determine campus buildings that may remain open for research.
2. Establish a plan for maintaining security in laboratory spaces.
3. Establish a plan for care of laboratory animals if research ceases due to safety issues or high absenteeism among the animal handlers.
4. Establish a plan for specimen storage and managing experiments in process.

N. Treasurer and Business Offices
1. Discuss the potential financial ramifications of a pandemic and estimate the impact and identify emergency funding to cover purchases and business continuation.
    a. Collect information from departments (i.e., student health, dining, Facilities Management) related to costs for stockpiling supplies.
2. Develop a plan for ensuring the continuation of payroll and accounting operations in the face of high employee absenteeism.
3. Discuss contingency plans for issues dealing with tuition and financial aid in the case of withdrawal from school due to illness, or if University operations are reduced or suspended.

O. Admissions/Financial Aid

1. Develop a plan for reviewing applications and recruiting in the absence of face-to-face interviewing or campus visits.
2. Discuss contingency plans for issues dealing with financial aid in the event of withdrawal from school due to illness, or suspension of University academic operations.
3. Discuss contingency plans for admissions procedures if University operations are reduced or suspended.

P. Law School
1. Develop plans specific to Law School functions and operations that are not otherwise covered by this University-wide plan.

Recovery From a Pandemic Flu Event
The following steps will need to be followed for full recovery from a pandemic flu event that disrupts University operations. Further waves of pandemic flu activity may result in a prolonged period before return to full University functions.
1. Establish the criteria for calling an end to the pandemic event and resuming campus business and activities.
2. Develop a communication plan for advising employees, students, and other partners and constituencies of the resumption of business.
3. Develop the sequence and timeline for restoration of operations and essential services/activities.
4. Develop a plan to debrief faculty, staff, and students post-event, and provide resources for assisting those in need of psychological, financial, and social support.
5. Establish a structure for recording and reporting key activities, events, and decisions made during the emergency and a method for evaluating the effectiveness of the execution of the emergency response once in recovery.

References and Resources
American College Health Association Guidelines for Pandemic Planning
www.acha.org/info_resources/06_Pandemic_Guidelines.pdf
This document served as the main source for the Washington and Lee University Pandemic Flu Preparedness and Response Plan. Much of the text in this plan was adapted from the ACHA Guidelines.

Colleges and Universities Pandemic Influenza Planning Checklist
www.pandemicflu.gov/plan/pdf/colleges_universities.pdf

U.S. Department of Health and Human Services site for pandemic and avian flu information
www.pandemicflu.gov/

U.S. Department of Health and Human Services Pandemic Influenza Plan
www.hhs.gov/pandemicflu/plan

U.S. Centers for Disease Control and Prevention
www.cdc.gov/

CDC Traveler's Health
www.cdc.gov/travel/

CDC Emergency Preparedness & Response Site
www.bt.cdc.gov/

U.S. Department of State Travel Site
www.travel.state.gov

Virginia Department of Health
www.vdh.state.va.us/

World Health Organization
www.who.int/en/

Submitted by
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September 23, 2006

Bias Incident Protocol

Washington and Lee University values being a diverse and inclusive community, strengthened intellectually and socially by the range of knowledge, opinion, belief, political perspective, and background of its members, whether of age, ancestry or ethnicity, color, creed, disability, gender, immigration or citizenship status, marital status, national origin, race, religion, religious practice, or sexual orientation.

Because bias activity can adversely affect the members of the University community and undermine the climate of civility and respect necessary to achieve and maintain a diverse and inclusive community, the University has developed a protocol to supplement existing University policies and procedures and to coordinate University resources in response to complaints of bias activity.

While other mechanisms exist for investigation and discipline, the Washington and Lee University Committee for Inclusiveness and Campus Climate (UCICC) considers the *community* dimensions of bias incidents. When a bias incident occurs, the UCICC asks a series of questions about given incidents, and then responds accordingly:

- Is the targeted group or individual being cared for and affirmed by the institution?
- Are the appropriate individuals and offices informed and involved?
- Are there adequate educational opportunities available related to the given issue?
- Does the incident or patterns of incidents suggest the need for policy changes?
- Do the community effects of the incident warrant some sort of communication to the University community?

Definitions

As used in this protocol, the term "bias activity" includes the following:

- **Bias/Hate Offenses**: defined as any offense or attempted offense that one could reasonably conclude is motivated, in whole or in part, by the alleged offender's bias against an individual's actual or perceived age, ancestry or ethnicity, color, creed, disability, gender, immigration or citizenship status, marital status, national origin, race, religion, religious practice, or sexual orientation.
- **Discrimination/Harassment**: defined as a violation of the University's Policy on Prohibited Discrimination, Harassment, Sexual Misconduct and Retaliation, other applicable University policies and procedures and/or applicable anti-discrimination laws.
- **Bias Incident**: defined as acts that do not appear to constitute a crime or actionable discrimination, but which may intimidate, mock, degrade, or threaten, individuals or groups and which one could reasonably conclude targets a member or group within the University community because of that individual or group's actual or perceived age, ancestry or ethnicity, color, creed, disability, gender, gender identity or expression, immigration or citizenship status, marital status, national origin, race, religion, religious practice, or sexual orientation.

Academic Freedom

This protocol shall be interpreted and implemented in a manner consistent with the University's commitment to academic freedom.

How Do Free Speech Requirements Impact Bias-Related Incidents / Hate Crimes?
Free Speech laws may protect many forms of "hateful" and intolerant speech and expressive conduct, including that which occurs during such common University activities as debates, speeches, arguments, conversations, classroom discussions, lectures, distribution of flyers and displaying of posters. In certain contexts, courts have found speech and expressive conduct to be protected that many in our community would find repugnant, including such things as display of the confederate flag, Nazi symbols, cross burning, and flag burning. Such speech and expressive conduct, however, may be inconsistent with the University's community values and it may present an opportunity for open dialogue, debate and better understanding of the scope of protected speech and the role of tolerance in a community.

Reporting Bias/Hate Crimes
Students, faculty, and staff who are victims of or who witness activity that is or could reasonably be considered a bias/hate crime by another W&L community member, including but not limited to assaults, attempted assaults, destruction or damage to property, or defacement of property should report such activity immediately to Public Safety by calling x8999, or anonymously using Silent Witness. Where appropriate, Public Safety will notify the Bias Resource Team of reports of bias/hate crimes occurring within the WL&L community.

Reporting Discrimination
Students, faculty, and staff who are subjected to or believe they may be the subject of discrimination prohibited by University policies or applicable laws or who witness potential discrimination should seek information and/or file a complaint in accordance with the University's Prohibited Discrimination, Harassment, Sexual Misconduct and Retaliation Policy As noted in the policy, complaints may also be addressed to any member of the Bias Resource Team (BRT), the Designated Policy Advisor or CAIRS member.to pursue informal conduct resolution or to understand how to file a formal complaint

Reporting Bias Incidents
Students, faculty, and staff who are the subject of or who witness a Bias Incident may report such incidents to any member of the Bias Resource Team (BRT). The Coordinator of the BRT will assist individuals making reports in identifying applicable University policies (if they exist) and appropriate University resources for support and guidance, and will notify the members of the Bias Resource Team of such reports.

Bias Resource Team
The role of the Bias Resource Team is to coordinate the University's response to bias activity that is likely to affect the University community and to see that individuals or groups who are adversely affected by bias activity receive appropriate support and guidance.
The Bias Resource Team supplements, but does not supersede existing University policies and procedures, and it supports the efforts of University offices and departments that address bias activity.
The specific responses of the Bias Resource Team will be tailored to the nature of the bias activity it seeks to address but may include:
- Coordinating prompt, clear communication among relevant constituencies, units, and the University community as a whole

- Coordinating support for affected individuals and communities
- Promoting learning opportunities for the broader University community
- Recommending policy changes
- Ensuring that the response to bias activity is appropriate and, to the extent possible, transparent

Positions represented on the BRT are listed below, although other individuals may be added as circumstances require. Those with an asterisk will serve as the executive committee of the BRT and will convene the full group when it is deemed necessary.

> *Senior Assistant to the President, Chair (Cushman)
> *Associate Provost (Knapp)
> *Vice President for Student Affairs and Dean of Students (Evans)
> Dean of Student Life (Leonard)
> Associate Dean of students and Head CAIR (Futrell)
> Associate Dean for Residence Life and Conduct (Dotson)
> Director of Public Safety (Young)
> Director of Student Health and Counseling Services (Horton)
> General Counsel (Shank)
> Executive Director of Human Resources (Barnes)
> *Executive Director of Public Affairs and Communications (Hanna)
> Executive Committee of the Student Body President (McCllintock)
> Director of the Center for International Education (Boetsch)
> President (Ruscio)
> Provost (Strong)
> Two representatives from the UCICC (appointed by the UCICC Chair at the time of the incident)

Bias Resource Team Guiding Principles
The Bias Resource Team's coordination of the University's official response to bias-related crises should model and facilitate practices that are consistent with the University's values related to difference and inclusion. Following are the principles guiding the BRT's response to individual incidents:
- The safety of our campus and all of its members and guests is paramount. Safety has both physical and emotional dimensions.
- Members of marginalized groups targeted by bias incidents should have input in determining the institutional response to those incidents.
- Meaningful, productive dialogue should prevail over impulses for revenge or retribution.
- Dialogue is productive and meaningful when it leads to self-reflection and positive change.
- Crises and the institutional resources they demand should not be allowed to derail positive change initiatives already underway.

Communications Protocol for Bias/Hate/Discrimination Incidents

Objectives
1. Determine whether the bias-related incident requires invoking this communications protocol.
2. Implement immediate actions to:
   a. Identify key constituencies who need to be informed
   b. Denounce behavior as contrary to our community values and potentially unlawful
   c. Communicate facts about the situation
   d. Convey a sense of confidence, calm, and order

Procedures
1. If appropriate and deemed necessary, a message will be created by the Director of Communications (based on a previously approved template with input and approval by necessary offices depending on incident) and sent via email to the entire University community. The author of this message will depend upon the incident but will almost certainly be from a vice president or the president. The timing of the message will also depend upon the type of incident, but the more quickly it can be distributed once all facts are known, the better.
   This message may also include details of the event as well actions taken to date and additional actions planned.
2. If appropriate and deemed necessary, messages to other key constituencies will be created and sent, In order to ensure consistent messaging/language, these will not be new messages, but a tailored opening paragraph specific to the constituency.
3. Coordination of messages to other important constituencies should be managed by the following offices/persons in coordination with the Director of Communications and Public Affairs.
   a. Trustees: President's Office
   b. Alumni & Alumni Leadership: Director of Alumni Affairs
   c. Parents: Dean of Students
4. The Director of Communications and Public Affairs will also develop internal talking points to be distributed to members of the Bias Resources Team as well as any statement(s) for distribution to media, if deemed necessary, and will serve as the spokesperson for media queries that result from the incident.
5. Any calls that individuals receive from media should be directed to the Director of Communications and Public Affairs.
6. In the event that media request to speak with any individuals involved in the incident, the Director of Communications and Public Affairs will coordinate such a conversation and will provide media training in advance of such a conversation.