



Pine Technical College

# **Pandemic Strategic Plan**

**2006-7**

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## Executive Summary

### **The Situation:**

Considerable press has been given to the potential for an imminent influenza epidemic worldwide along the lines of the flu epidemic of 1918, which was so pervasive and damaging that it killed millions and actually caused a temporary cessation of hostilities during World War I. The current concern centers around the possible cross-species mutation of an avian flu virus into a virus that would affect humans. This virus, termed the H5N1 flu virus, could create illness rates of 25-30% of the population over the course of up to three waves of outbreaks, particularly in high-transmission-rate populations, such as occur in schools and colleges. The infection rate would be compounded by some undeterminable factor, as relatives of the infected stay home to care for the sick, as parents remove their children to avoid contagion and as others succumb to the fear of infection and stay home themselves.

Such pervasiveness and such a high potential impact have driven a need for planning on the part of public agencies, and a careful assessment of the risks and impacts should inform these plans.

This plan by Pine Technical College represents the institution's response to this need for prior thought and deliberation to position the college to cope with the varying effects of such a pandemic on its operations and clientele.

### **The Institution:**

Pine Technical College (PTC) is the smallest of the stand-alone institutions within the Minnesota State College and Universities and the ninth smallest location in terms of student enrollment and the numbers of faculty and staff.

The College serves a student headcount of approximately 800 per semester in credit and non-credit offerings. Through its Employment and Training Center, PTC also provides welfare-to-work job services and support to over 1800 clients through a four-county region. The College employs as many as 100 individuals at any given time, including full-time, part-time, adjunct and over 20 off-site employees located in a four-county region.

PTC also houses portions of the regional Minnesota Extension Service, along with the Pine Area Chamber of Commerce. A contract vendor operates an on-campus child care center, while another operates college food service.

The College also serves as a regional telecommunications hub, providing 12 school districts and many local governments and agencies and several businesses with data and Internet connectivity.

### **The Plan:**

PTC's pandemic planning committee consists of its management group, led by the campus president. The group met several times over the course of late spring and early summer 2006 to study information and templates for pandemic planning, examine the College's own existing policies for emergency situations, and discuss the impact of different levels of infection upon the services that the group deemed to be essential to the operation of the institution, the education of its students and the support it provides to its other clients. The group also examined several 'best practices' plans submitted by other agencies in developing a local plan that:

- Establishes the essential services the College will attempt to maintain;
- Assesses PTC's ability to deliver those services given different epidemic scenarios;
- Accounts for the effects of the epidemic on an institution the size of PTC;
- Sets responsibilities and a chain of command for dealing with the ramifications of those effects; and
- Allows for continuation of services and provides a response structure to support that continuation.

## Planning Scenarios

Minnesota State Colleges and Universities (MnSCU) has developed a Pandemic Planning Template containing six scenarios pertaining to a pandemic outbreak. The scenarios are as follow:

**Scenario 1:** The Avian flu has reached the US transmitted from wild bird to wild bird and from wild bird to human. Transmission is made by making direct contact with the wild bird itself, its blood or body fluids, bird droppings or by eating undercooked bird. Review essential services and determine how this scenario will impact on campus activities and what, if any, countermeasures would be done to minimize the impact. (Campus goal is to remain open.)

**Scenario 2:** An outbreak of Avian flu has occurred on campus, possibly caused by multiple direct contact with an infected bird(s). There is a 30% reduction in workforce and a large portion of the student body is sick. Review essential services and determine how this scenario will impact on campus activities and what, if any, countermeasures would be taken to minimize the impact. (Campus goal is to stay open.)

**Scenario 3:** The Avian flu has changed and there is significant human to human transmission. As part of the local pandemic plan or by Governor's Executive Order, the campus has become an inoculation site for the region. Review essential services and determine how this scenario would impact on campus activities and what, if any, countermeasures should be taken to minimize the impact. (Campus goal is to remain open.)

**Scenario 4:** By Governor's Executive Order the institution is directed to become a quarantine site for the campus community. No one is allowed to leave campus including faculty and staff who are currently on campus. Students, faculty and essential staff not currently on campus are not allowed to come on to campus. Review essential services and determine how this scenario would impact on campus activities and what, if any, countermeasures could be taken to minimize the impact. (The goal is to still provide education, if possible.)

**Scenario 5:** By Governor's Executive Order the institution is required to become a quarantine/isolation site for the region. This will mean that the Governor has closed the campus and students who could get home are sent home. Individuals from outside your campus community are being brought to your facilities. Review essential services and determine how this scenario would impact on campus activities and what, if any, countermeasures would be taken to minimize the impact.

**Scenario 6:** By Governor's Executive Order the institution has been directed to close. This is a precautionary measure to help minimize the spread of Avian flu. Students are sent home. Review essential services and determine how this scenario would impact on campus activities and what, if any, countermeasures would be taken to minimize the impact.

## The Plan

The following represents the pandemic planning committee's structure and process for dealing with College operations in the event of an influenza pandemic.

- I. Responsibilities:
  - a. The pandemic coordinator for Pine Technical College will be the college president. In the case that that individual is not available, the duties will fall to the next office in the Pine Technical College chain of command as contained in PTC Policy 107 (attached).
- II. Committee Structure for Planning and Response: Two committees will be formed to oversee PTC's actions in response to an influenza outbreak.
  - a. Coordination, Academic Affairs, and Operations Committee:
    - i. This committee will consist of the pandemic coordinator, the vice president of academic affairs, the chief information officer, the employment and training center director, the human resources director and the dean of students.
  - b. Facilities and Communications Committee:
    - i. This committee will consist of the chief plant manager, the chief information officer, the assistant director of employment and training center, and the dean of customized training/continuing education.
- III. Essential Services:
  - a. The college has identified the following essential services in terms of planning for continuity of operations in response to pandemic situations:
    - Academic Affairs - - the delivery of and support for colleges courses
    - Student Affairs (admissions, financial aid, counseling) - - support functions that enable students to attend
    - Welfare-to-Work Employment and Job Support Services - - financial support for families in transition from welfare to jobs
    - Human Resources - - payroll and essential benefits (such as major medical insurance) for personnel performing essential functions
    - Physical Plant and Facilities
    - Business Office - - accounts receivable and payable; payroll accounting; other business services in support of essential functions
    - Telecommunications - - network operations, data and Internet connectivity for College functions and for partners; phone services
  - b. Selection criteria: These services represent core operations for the College. Other services often listed in college pandemic plans are either not now

provided by the College (food service, housing, campus security, healthcare services, international and foreign student services) or are subsumed under one of the above functions (environmental services under physical plant and facilities).

IV. The Dynamics of Size

- a. PTC’s response to a pandemic emergency is constrained by the College’s size. Several of the essential functions listed above are carried out by small offices, as the following table indicates:

Essential Function	PTC Office Responsible	Number of Staff
Human Resources	Human Resources Dept.	1.3
Physical Plant & Facilities	Physical Plant Dept.	3
Business Office	Business Office	4.5
Telecommunications	IT Department	3

Further, the numbers of faculty available in some programs is extremely limited. Of the College’s major programs, only nursing has more than two faculty members. Some others, such as Public Welfare Financial Worker and Accounting, are one-person departments. The impact of a pandemic would therefore be aggravated at PTC as a result of this faculty staffing pattern.

- b. The effect of the pandemic will be felt earlier at PTC as a result of this staffing level, which also leaves the College with fewer options for continuity of operations planning. This plan, then, must address this characteristic of the College and is based on the assumption that, in the event of a pandemic emergency, the College will be unable to fall back upon resources ordinarily available to it when staffing shortages arise (e.g., Office of the Chancellor staff or staff from other colleges seconded to PTC).

V. Campus Closure:

- a. Decision makers: The Coordination, Academic Affairs and Operations Committee will decide whether or not to keep the college open for classes or social services or to shut down altogether for a specified period of time depending on the circumstances and severity of the pandemic.
- b. Criteria: criteria to be used in making such a decision will include:
  - i. Severity and extent of the pandemic as determined by percentage of students and staff affected. As noted above, a reduction in the staffing of certain essential functions would cause a shut-down at PTC sooner than at other institutions.

- ii. Recommendations of the Office of the Chancellor, Office of the Governor, or federal authorities.
  - iii. Recommendations of local health care officials and/or city/county government.
  
- VI. Response to planning scenarios: Briefly, the College will respond appropriately as follows to the different scenarios posed by the MnSCU template. A more detailed grid listing alternatives follows this narrative.
  - a. Scenario 1: Essential services will remain open. Countermeasures would include those recommended by the Centers for Disease Control (filtration masks up to N-95 level, limitations on public events within the college auditorium and limitations on travel).
  - b. Scenario 2: Essential services will remain open. Classes would be conducted. The College would adopt appropriate countermeasures as recommended by the CDC and other federal or state health officials. In addition, further plans for particular essential services:
    - i. Academic Affairs: Assuming 30% of college workforce is infected, every effort would be made to conduct classes with substitute instructors, where available from outside the College. If substitute instructors are not available, classes in some subjects will be cancelled. Single-instructor programs would be suspended if that instructor becomes ill and no qualified substitute is available.
    - ii. Student Affairs: Student services would remain open. Personnel are cross-trained to cover several functions, particularly those in student accounting (such as registration, admissions, and financial aid). A 30% reduction in personnel could be addressed through cross-functional use of those personnel.
    - iii. Welfare-to-Work and Social Services: Main campus operations would continue due to the cross-training of personnel within the division. Some remote sites would be closed down if the staff member is ill or absent. The processing of claims and support payments for those sites would be brought to the main campus. Managers would supplant case workers to insure that claims and support checks are processed.
    - iv. Physical Plant and Facilities: The physical plant would remain open. Major public events sometimes held in the auditorium would be cancelled by the college.
    - v. Business and Finance: Cross-trained personnel will enable the business office to stay open, despite a reduction in workforce. Segregation of duties would suffer due to absence of some personnel.
    - vi. Telecommunications: The Chief Information Officer would serve as a back-up technician to ensure that the telecommunications hub remains open and functional. The CIO and un-infected IT staff would monitor the status of the MnSCU system and State of Minnesota IT infrastructure.

Priority would be given to internal network operations for PTC. Second priority would be given to delivery of coursework over ITV and the Internet. Third priority would be given to maintenance of telecommunications services to outside entities and partners.

- vii. Notification of Students: The College would utilize its emergency closure policy and system to send out notifications to students and disseminate information regarding the status of the campus and programs.
  - viii. Administration: Administration and the pandemic response team will also continually monitor the internal situation with regard to the ability or feasibility of continuing College course delivery given multiple variables. If the campus reaches a point where the pandemic has affected a significant number of students and programs over the course of several waves, PTC may find itself in a position where there are an unmanageable number of record-keeping issues with students in a multiplicity of situations: students in the same program off for different parts of a term, instructors in a program off for parts of a term with no substitute available, programs closed for parts or all of a term, and various combinations of those scenarios, etc. The College cannot feasibly continue operations to the point where a significant number of its students are on the equivalent of an individual education plan all of which are different. At some point, the administration may have to reach a decision to close because it cannot sustain the type of support necessary to insure the integrity of its programming due to this chaos.
- c. Scenario 3: The campus would be closed.
  - d. Scenario 4: Were the campus to become a quarantine site and staff not on campus prohibited from returning to campus, the only essential services the campus would provide would include limited welfare-to-work services (principally financial support), physical plant and internal network telecommunications (if staff were available on campus for those functions). All other essential services, including instruction, would cease.
  - e. Scenario 5: response identical to scenario 4.
  - f. Scenario 6: response identical to scenario 4.

VII. Additional Planning Responsibilities: Related to the scenario responses listed above, the response structure would perform as follows. Due to the complexity of the Academic Affairs function, it is treated in a following section.

- a. Coordination, Academic Affairs and Operations Committee: The Committee will oversee the following planning responsibilities and responses:
  - i. Ongoing Academic Services: In the event of a reduction in workforce, academic affairs would staff classes with appropriate substitute personnel where available. If they are not available, classes will be cancelled.

- ii. Student Concerns: Academic concerns of students resulting from prolonged absences will be addressed flexibly and in the best interests of the student. This would include tuition refunds, free enrollment in the same class in subsequent terms, and/or issuance of grades indicating withdrawal or incomplete.
- iii. Online Courses: The College has a limited number of completely online courses. Because of the many courses with significant lab content, conversion to online instruction is not feasible. However, class lectures and exams may be placed on D2L for students in isolation. Tutoring to students in isolation or quarantine through D2L and via telephone-based contact will be continued where at all possible. That said, the continued performance of the D2L infrastructure in a pandemic situation is highly suspect, as is general connectivity in the event of a scenario two or higher emergency.
- iv. Student Affairs: Students inconvenienced because of prolonged absences or temporary closure of the institution would be granted free enrollment in courses in subsequent terms and will be issued grades of withdrawal or incomplete. The business office and the coordinating committee will handle contingencies created by decreased tuition and receivables.
- v. Admissions: Admissions processes will continue as before in scenarios 1, 2, and 3, but will cease completely when the situation approaches scenario 4. The College financial aid officer will work with state and federal financial aid programs to stop financial aid in appropriate situations.
- vi. Counseling: The campus is extremely limited in its counseling capability (one trained counselor). Illness of that counselor would eliminate all services completely. If that individual is available, routine counseling services may be rendered to faculty, staff and students.
- vii. Welfare-to-Work and Other Social Services: Staffing responsibilities will be adjusted within the division to insure that support payments reach welfare families.
- viii. Recovery plan: The committee will develop a recovery plan to deal with consequences of the pandemic for the institution.
- ix. Business and Finance: This office will work with the information services department to provide workers access to the functions from their home where allowable by the security policy and access regulations.
- x. Funding: Funds for business continuation will be drawn from the campus reserve. The campus has established a relationship with Pine City State Bank/Horizon Bank for the potential of temporary or bridge loans to cover any shortfalls caused by major breakdowns at the state level.
- xi. Human Resources: Use of human resources will follow the contingency plan specified by the earlier scenarios 1, 2, and 3. Cross training has already occurred in student affairs and business office to ensure functionality in the event of reduced staffing. HR will follow the guidance

of system human resources and the Department of Employee Relations in terms of authorized leave for employees in a pandemic situation.

- xii. Daycare Center: The Pine Technical College day care center is operated by a contract vendor. The same responses as described earlier for scenarios 1, 2, and 3 will apply to the daycare center.
- xiii. Technology: Pine Technical College employs three staff members in its Information Technology Division. As the College provides data services to a large number of outside entities, resources will be directed at the maintenance and operations of the telecommunications hub. Continued operation of campus network services will be the primary objective in the event of a pandemic.
- xiv. Travel: The committee will monitor CDC directives and adopt CDC recommendations for travel restrictions.

b. Communications and Facilities Committee:

- i. Physical Plant: Should the campus be designated an inoculation site or for more extreme uses, the auto lab, machining lab, and nursing lab have been identified as the best areas for these functions. The campus has no student housing, and food service is not an essential service.
- ii. Continuity of Operations: The Physical Plant Department will give priority to the maintenance of the boiler system and other core building systems. As mentioned in Section IV, the Pine Technical College physical plant staff consists of three individuals. They are cross-trained so that some functionality can be maintained in the event of loss of some of the staff to illness.
- iii. Recovery Plan: In the event of a campus closure, staff will reduce boiler pressure and arrange for regular checks of the building to insure the integrity of core systems and internal temperatures.
- iv. Communications: The committee will:
  - 1. Interface with Pine County Public Health in Hinckley for coordination and communications.
  - 2. Implement the communications plan, to include:
    - a. Internal communications through email and posted bulletins to students and through email and phone-tree telephone contacts to faculty and staff.
    - b. Insure that the internal stakeholders have access to CDC and other federal information through the same media.
    - c. External releases to the local newspaper and radio on preparedness and College responses to the pandemic.
    - d. Work through the President and the Marketing Director as lead spokespeople for the College and to operate the emergency communications system to send notices to students and off-campus personnel as in existing policy.

VIII. Interface with Public Health:

- a. The Coordinating, Academics and Operations Committee will maintain its interface with Pine County Public Health Services (PCPHS) to coordinate its response with that of the local authority.
- b. PCPHS has no plans to utilize the College facilities for any purpose in the event of a pandemic.
- c. As the PCPHS operations center will be located in Hinckley, the College will use phone contact, Internet contact and, in the event these are inoperative, travel to the site to coordinate with PCPHS should such be necessary.

IX. Daycare Operations:

- a. As the daycare center located on the campus is operated by a private vendor, the College will coordinate with that vendor in order to produce a uniform response (including provisions for informing the center in advance of campus closure decisions).

X. Academic Affairs Pandemic Planning

- a. Responsibilities of the Chief Academic Officer:
  - i. Ensure on going classroom instruction to the extent possible.
  - ii. Establish priorities that will determine which classes will be continued should there be a reduction in the number of faculty available.
  - iii. Verify faculty on leave and those in attendance. If governor has NOT declared an emergency, normal contract provisions for sick and personal leave will apply.
  - iv. Determine if and when an academic semester should be suspended or its length adjusted.
  - v. Make policy decisions regarding grading and all other academic integrity issues.
- a. Pre – Planning:
  - i. Meet with AASC and FSGC members about expectations of faculty to use communication and instructional technology.
  - ii. Provide training and or refreshers for faculty using D2L and other technologies for instructions, including e-mail, telephone.
  - iii. Encourage faculty to plan for pandemic or other emergencies by:
    - 1. Providing contact information to division chair, HR and CAO
    - 2. Develop individual contingency plans
    - 3. Include statements in syllabi regarding emergencies
    - 4. Monitor student attendance in order to track spread of disease and keep records for financial aid

5. Determine the extent to which their courses lend themselves to distance delivery by D2L, e – mail, regular mail, and telephone
  6. Determine personal capacity for distance delivery of instruction, including
    - a. Access to a telephone
    - b. Access to and capability of a computer
    - c. Access to the internet
    - d. Access to high speed internet connection
    - e. Computer skills
    - f. Comfort and willingness to provide distance delivery
  7. Determine how much class work could be assigned as if it were independent study in the event of an emergency.
- iv. Develop a phone tree
  - v. Revise academic policy to allow for the following in the event of a pandemic or other emergency:
    - vi. Extend withdrawal deadline from classes
    - vii. Extend withdrawal deadline from college
    - viii. Suspend class attendance policies
    - ix. Extend deadline for grade appeals
    - x. Allow flexibility on student academic performance/probation to account for or to accommodate difference in student access and ability to use technology (avoid adverse affects on students with deficiencies in access or ability)

## Detailed Response Grid by Function

### Scenario 1

Essential Service	Action
Administration	Monitor transmission.
Academic Affairs	No action
Admissions/Registrar	No action
Human Resources	No action
Facilities	No direct contact with wild birds. Insure that grounds are kept as free as possible of wild birds
Information Technology	No action
Counseling	No action
Business/Finance	No action
Welfare/Job Services	No action
Public Relations	No action

### Scenario 2

Essential Service	Action
Administration	Determine contamination source. Monitor status of Academic Affairs, absence levels, status of Student Affairs functioning to determine viability of continuing operations.
Academic Affairs	Adjust academic calendar to accommodate sick students and faculty.
Admissions/Registrar	Admissions processes in person and visits to campus suspended.
Human Resources	Monitor employee sick leaves and absences.
Facilities	No contact with dead or live wild birds. Adhere to N-95 mask, robe and glove procedures. Decontamination procedures begin.
Information Technology	Essential personnel on site or on call. Priority given to campus net. Monitoring status of system IT infrastructure.
Counseling	Available by phone upon request.
Business/Finance	Accounts payable plan enacted. Available staff working from home if telecom infrastructure endures. Emergency payroll procedures enacted, if required. Front window closed for person-to-person contact.
Welfare/Job Services	Cross-function plan enacted. Some staff may work from home depending on status of IT infrastructure. If remote site staff are infected, support functions for recipients will be moved to main building.
Public Relations	Follow Emergency Plan. Message to students and employees "No Contact with Dead or Live Wild Birds". All scripts developed by President with input from Vice President and Pandemic Influenza Coordinator.

### Scenario 3

Essential Service	Action
Administration	Campus is closed! Essential Staff Action Plan enacted. Mass Immunization Plan is enacted.
Academic Affairs	Adjust academic calendar for the period of closed campus and to accommodate for sick students and faculty.
Admissions/Registrar	No action
Human Resources	Enact Pandemic Plan Human Resources policies and procedures.
Facilities	Essential personnel on site or on call. Adhere to N-95 mask, robe and glove procedures. Decontamination procedures are used to enter buildings. All buildings are locked down except for the Main Building.
Information Technology	Essential personnel on site or on call. On site personnel adhere to N-95 mask, robe and glove procedures. If all 3 tech staff are infected, this service would be impossible to continue.
Counseling	Available by phone upon request unless this staff member is infected.
Business/Finance	Accounts payable plan enacted. Available staff working from home. Emergency payroll procedures enacted. Failure of IT infrastructure would also terminate this service.
Welfare/Job Services	Cross-function plan enacted. Available staff may work from home depending on status of IT infrastructure. If remote site staff are infected, support functions for recipients will be moved to main building
Public Relations	Follow Emergency Plan and Mass Immunization Site Plan. All scripts developed and delivered by President according to plan with input from Vice President and Pandemic Influenza Coordinator.

### Scenario 4

Essential Service	Action
Administration	Campus is closed! Essential Staff Action Plan enacted. Mass Immunization Plan is enacted, if applicable.
Academic Affairs	Adjust academic calendar for period of closed campus and to accommodate sick students and faculty.
Admissions/Registrar	No action
Human Resources	Enact Pandemic Plan Human Resources policies and procedures.
Facilities	Essential personnel on site or on call. Adhere to N-95 mask, robe and glove procedures. Decontamination procedures are used to enter buildings.
Information Technology	Non-infected essential personnel on site or on call. On site personnel adhere to N-95 mask, robe and glove procedures. If all 3 tech staff are infected, this service would be impossible to continue.
Counseling	Available by phone upon request unless this staff member is infected.
Business/Finance	Accounts payable plan enacted. Available staff working from home. Emergency payroll procedures enacted unless IT infrastructure fails.

Welfare/Job Services	Cross-function plan enacted. Available staff may work from home depending on status of IT infrastructure. If remote site staff are infected, support functions for recipients will be moved to main building or assigned to other staff.
Public Relations	Follow Emergency Plan and Mass Immunization Site Plan. All scripts developed and delivered by President according to plan with input from Vice President and Pandemic Influenza Coordinator.

### **Scenario 5**

#### **Essential Service      Action**

Administration	Not applicable. We are a specialized site dedicated to other services that would conflict with being a quarantine site.
Academic Affairs	NA
Admissions/Registrar	NA
Human Resources	NA
Facilities	NA
Information Technology	NA
Counseling	NA
Business/Finance	NA
Welfare/Job Services	NA
Public Relations	NA

### **Scenario 6**

#### **Essential Service      Action**

Administration	Campus is closed! Essential Staff Action Plan enacted. Mass Immunization Plan is enacted, if applicable.
Academic Affairs	Adjust academic calendar for closed campus and to accommodate sick students and faculty.
Admissions/Registrar	No action
Human Resources	Enact Pandemic Plan Human Resources policies and procedures.
Facilities	Non-infected essential personnel on site or on call. Adhere to N-95 mask, robe and glove procedures for any on site work required.
Information Technology	Essential personnel on call. On site personnel adhere to N-95 mask, robe and glove procedures. If all 3 tech staff are infected, this service would be impossible
Counseling	Available by phone upon request unless this staff member is infected.
Business/Finance	Accounts payable plan enacted. Available staff working from home. Emergency payroll procedures enacted. Failure of IT infrastructure would terminate this service.
Welfare/Job Services	Cross-function plan enacted. Available staff may work from home depending on status of IT infrastructure. If remote site staff are infected, support functions for recipients will be moved to main building or assigned
Public Relations	Follow Emergency Plan and Mass Immunization Site Plan, if applicable. All scripts developed and delivered by President according to plan with input from Vice President and Pandemic Influenza Coordinator.

## Resumption of Operations

Should operations be significantly affected or even halted by a pandemic, the College will need to pursue several courses of action to resume classes at a subsequent time:

- I. Confer with MnSCU, Federal and state officials and MnSCU Leadership Council to:
  - a. Determine federal financial options for returning students;
  - b. Assess how to address possible college debt or negative cash balances;
  - c. Determine responses to HR issues on absences, beneficiaries, sick leave policies, etc;
  - d. Finalize College academic recovery plan.
- II. Develop a list of solutions for academic issues created, including but not limited to:
  - a. Solutions for students missing parts of a term due to infection or due to caring for family members in a program where instruction continued;
  - b. Solutions for students unable to complete a term due to flu-related closure or suspension of the program;
  - c. Solutions for students missing all of a term due to a combination of the above circumstances;
  - d. Other pandemic-induced deficiencies.
- III. Structure an approach to addressing the human issues created by the pandemic, to include:
  - a. Work with Public Mental Health Services on grief counseling for staff or students losing family members, peers, or friends to the pandemic;
  - b. Work with bargaining units through MnSCU Labor Relations to address personnel issues induced by the pandemic;
- IV. Develop solutions for problems in other areas related to the pandemic, including but not limited to:
  - a. An physical plant damage or issues created as a result of loss of maintenance or utilities during the pandemic;
  - b. Any telecommunications infrastructure damage created by the same;
  - c. Any job service or welfare-to-work issues created by same (working with the Mn Department of Human Services and area counties).

This document will be made available in an alternative format upon request.

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