

Appendix 3 - UNC Pembroke University Departments Roles and Responsibilities

University Departments	Department Roles and Responsibilities
<p>Academic Affairs</p> <p><u>Emergency Support Functions</u> 10- Academic Support and Space Management</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Develop procedures to communicate with and account for teaching faculty in an emergency. <input type="checkbox"/> Develop a communication plan to communicate pertinent information about the emergency or disaster to faculty members in a timely manner. <input type="checkbox"/> Ensure faculty are made aware of situation and provided timely instructions pertaining to needs, tasks, and direction. <input type="checkbox"/> Collect information from faculty pertaining to facility damages and other pertinent emergency information. <input type="checkbox"/> Provide personnel where required for assistance with response and recovery operations. <input type="checkbox"/> Coordinate with summer camps and conferences to provide resources if the incident is during the summer months. <input type="checkbox"/> Develop a process to coordinate the temporary suspension of classes during an emergency or disaster. <input type="checkbox"/> Develop a process to cancel classes as the result of an emergency or disaster (including both on-site and distance education courses). <input type="checkbox"/> Develop a process to continue classes following an emergency or disaster (moving classes online, etc.). <input type="checkbox"/> Develop plans to identify alternate facilities where classes and other institution activities can be conducted in the event of the destruction, disablement, or denial or lack of access to existing facilities. <input type="checkbox"/> Establish a process to resume classes following an emergency or disaster. <input type="checkbox"/> Identify and prioritize critical support services and systems. <input type="checkbox"/> Identify and ensure recovery of critical assets.
<p>Athletics</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Activate, if incident occurs during an athletic event or the incident may affect athletic events. <input type="checkbox"/> Provide information to the Emergency Operations Center and coordinate all Athletic Department resources, including facilities.
<p>Finance and Administration</p> <p><u>Emergency Support Functions</u> 5- Business Services</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Provide system for resource tracking, procurement, and accountability of all items necessary to fulfill the response and recovery. <input type="checkbox"/> Consider all food service tasks a critical operation. <input type="checkbox"/> Establish feeding plan and provide food and water for all faculty, staff, and students, in addition to logistics feeding

	<p>for all responders.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Maintain staffing in the Brave Card Office to provide identification and card services. <input type="checkbox"/> Prepare to establish mobile stations for Brave Card readers. <input type="checkbox"/> Maintain an accurate account of all expenses, including personnel. <input type="checkbox"/> Provide regular situation reports to the chancellor’s cabinet and Emergency Operations Center. <input type="checkbox"/> Develop the processes and procedures for tracking employees’ time and issuing paychecks during disaster operations. <input type="checkbox"/> Develop the process for documenting the financial cost of emergency response and recovery operations. <input type="checkbox"/> Develop a Continuity of Operations Plan (COOP).
<p>Campus Safety and Emergency Operations</p> <p><u>Emergency Support Functions</u> 7-Emergency Management 1-Police and Public Safety 9-Hazardouse Materials 11-Recovery and Mitigation</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Notify the chancellor and, subsequently, the chancellor’s cabinet. <input type="checkbox"/> Set-up the Emergency Operations Center and identify initial staffing requirements until the chancellor’s cabinet activates the Emergency Operations Center Group. <input type="checkbox"/> Serve as the manager of the Emergency Operations Center. <input type="checkbox"/> Produce an Incident Action Plan and regular situation reports. <input type="checkbox"/> Coordinate with external emergency services agencies, including, but not limited to, local fire department, EMS, etc. <input type="checkbox"/> Coordinate with the Robeson County Emergency Operations Center, North Carolina Emergency Management, and the Federal Emergency Management Agency to provide timely response and effective recovery and reimbursement if applicable. <input type="checkbox"/> Serve as the custodian of the Emergency Operations Plan. <input type="checkbox"/> Develop procedures for reviewing and updating emergency management plan.
<p>Chancellor’s Office/Cabinet</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Provide resources and leadership support to drive the initiative. <input type="checkbox"/> Develop procedures for declaring a university state of emergency. <input type="checkbox"/> Cancellation of classes. <input type="checkbox"/> Cancellation of university sponsored events and activities. <input type="checkbox"/> Closing of all non-essential buildings and sending all non-essential personnel home. <input type="checkbox"/> Evacuation of the entire or part of the campus. <input type="checkbox"/> Closure of the university. <input type="checkbox"/> Communicate and coordinate with the University of North

	<p>Carolina System Office.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Maintain availability through redundant communication mediums. <input type="checkbox"/> Provide a representative for press conferences. <input type="checkbox"/> Develop procedures for increasing public information efforts. <input type="checkbox"/> Plan for university continuity and major operations to recover. <input type="checkbox"/> Develop a Continuity of Operations Plan (COOP). <input type="checkbox"/> Ensure that emergency financial resources are available. <input type="checkbox"/> Identify alternate administrative facilities. <input type="checkbox"/> Develop and coordinate procedures for recruiting volunteers and additional staff. <input type="checkbox"/> Develop procedures to manage donations during an emergency.
<p>Counseling and Psychological Services</p> <p><u>Emergency Support Functions</u> 2-Student Health Services/Counseling Center/Accessibility Resource Center 8-Mass Care, Shelter, and Family Support</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Establish inventory of additional mental health personnel, i.e., American Red Cross, Eastpointe Call Center, Mobile Crisis Team, etc. <input type="checkbox"/> Maintain log of all major actions and services relating to mental health. <input type="checkbox"/> Coordinate all mental health services for students. <input type="checkbox"/> Coordinate all mental health services for faculty and staff, partnering with Human Resources for services offered for faculty and staff (EAP, Headspace, providers under State Health Plan). <input type="checkbox"/> Identify and train appropriate staff to provide developmentally and culturally appropriate mental health services. <input type="checkbox"/> Train mental health staff on specific interventions. <input type="checkbox"/> Provide basic training on available resources and common reactions to trauma for all staff (including administrators). <input type="checkbox"/> In collaboration with Campus Police, offer faculty and staff training on the early warning signs of potentially dangerous individuals experiencing a mental health crisis. <input type="checkbox"/> Assemble and train crisis recovery teams. <input type="checkbox"/> Identify both internal and external partners (consider local mental health agencies who may be able to assist and develop a structure for support) and develop partnership agreements. <input type="checkbox"/> Partner with UCM to develop template letters (that can be tailored) for alerting students, parents, families, staff, and the community to emergencies. <input type="checkbox"/> Develop a Continuity of Operations Plan (COOP).

**Environmental Health
and Safety**

Emergency Support Functions

9-Hazardous Materials

- Serve as safety officer for the incident.
- Provide liaison service with the North Carolina Department of Insurance in regard to facility inspections necessary to inhabit damaged structures.
- Maintain log of all accidents to personnel incurred due to the emergency or disaster.
- Complete an incident investigation in compliance with OSHA and NC DOL policies and regulations.
- Provide information as required to UCM to assist in the publication of safety messaging throughout the incident.
- Advise campus personnel on proper personal protective equipment necessary to respond and recover.
- Participate in vulnerability and hazard assessments.
- Review and update office standard operating procedures to align with the campus emergency management plan.
- Develop procedures for pre-positioning resources and equipment.
- Review and update processes and procedures for state and federal disaster declaration requests.
- Develop, review, and update state and federally required environmental emergency response plans, including management procedures for the plans.
- Coordinate with public safety operations to develop procedures for increasing public information.
- Provide warning system information.
- Ensure that hazardous material procedures are consistent with the state and local environmental safety hazardous materials plans.

<p>Facilities Management and Operations</p> <p><u>Emergency Support Functions</u> 4-Facilities Management 9-Hazardous Materials 11-Recovery and Mitigation</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Assist with logistics and resource management. <input type="checkbox"/> Identify oil and hazardous materials. <input type="checkbox"/> Establish prioritized list to restore power. <input type="checkbox"/> Provide technical expertise and communication within the Emergency Operations Center in the event of a major power failure. <input type="checkbox"/> Provide regular situation reports to the Incident Commander or Emergency Operations Center. <input type="checkbox"/> Facilities Operations resources and personnel will be requested for numerous tasks and functions, provide resources as available, and notify the Emergency Operations Center of external needs. <input type="checkbox"/> Acquire external resources required to fulfill emergency operations. <input type="checkbox"/> Protect and restore critical infrastructure and prioritize services. <input type="checkbox"/> Assist with damage assessments. <input type="checkbox"/> Participate in vulnerability and hazard assessments. <input type="checkbox"/> Provide floor plans with room layout, electrical sources, and entrance and exit points for all campus buildings. <input type="checkbox"/> Develop procedures for pre-positioning resources and equipment. <input type="checkbox"/> Identify sources for mutual aid agreements and assistance. <input type="checkbox"/> Develop a Continuity of Operations Plan (COOP).
<p>Food Services</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Identify possible threats and mitigation strategies relating to food safety. <input type="checkbox"/> Develop procedures for providing food to students, staff, faculty, and community partners during a major emergency. <input type="checkbox"/> Develop mutual aid agreements for obtaining, preparing, and distributing food. <input type="checkbox"/> Develop a Continuity of Operations Plan (COOP).

<p>Human Resources</p> <p><u>Emergency Support Functions</u> 5-Finance and Administration</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Serve as the leader to track and account for all personnel involved in the response and recovery. <input type="checkbox"/> Provide documentation in regard to personnel. <input type="checkbox"/> Partner with DoIT to gather information from all departments in regard to personnel staffing and anticipated needs. <input type="checkbox"/> Partner with affected departments on staffing plan based on anticipated need and operational periods (typically 12 hours) for 24-hour operations. <input type="checkbox"/> Develop plans to maintain the continuity of payroll, together with the Controller's office (see above), during an emergency. <input type="checkbox"/> Develop plans to maintain employee benefit services during an emergency. <input type="checkbox"/> Develop plans to hire or replace staff with temporary employees, if needed. <input type="checkbox"/> Develop plans to serve as the liaison, or organizer, or both, of volunteer assistance in the event of an emergency. <input type="checkbox"/> Prepare to execute components of the COOP relating to staffing, including assessing faculty and staff availability, appropriation of personnel, and assisting employees with work-recovery needs (e.g., psychological help, time off for personal needs).
<p>Information Technology (DoIT)</p> <p><u>Emergency Support Functions</u> 3-Information Technology</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure the timely procurement of additional technology resources. <input type="checkbox"/> Provide redundant power and servers for all critical information, including the emergency website and university e-mail. <input type="checkbox"/> Provide backup telephone lines using AT&T Centrex Service. <input type="checkbox"/> Provide communication plans and provide redundant means for communications. <input type="checkbox"/> Identify IT resources needed to facilitate the emergency operations of all campus departments. <input type="checkbox"/> Identify need for and sources of emergency communication devices (e.g., hand radios, cell phones). <input type="checkbox"/> Develop plans to continue academic programs that significantly use technology for teaching purposes. <input type="checkbox"/> Maintain a Continuity of Operations Plan (COOP).
<p>General Counsel</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Provide general counsel on campus liability to key decision makers. <input type="checkbox"/> Collaborate with Campus Leaders (or departments) to coordinate investigations completed by community partners.

	<ul style="list-style-type: none"> <input type="checkbox"/> Review messages drafted by PIO. <input type="checkbox"/> Ensure that all campus and community actions are documented with a rationale for the action.
<p>Public Information Office (PIO) (University Communications and Marketing)</p> <p><u>Emergency Support Functions</u> 12-Emergency Public Information</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Gather information from the field or Emergency Operations Center and coordinate with the chancellor’s cabinet to release information. <input type="checkbox"/> Develop procedures and systems for checking critical information and alert systems to disseminate emergency information via website, cell phone, e-mail, and other mechanisms. <input type="checkbox"/> Establish Joint Information Center (JIC), if required, to facilitate media releases and conferences. <input type="checkbox"/> Provide information to the EOC or Incident Commander regarding community events scheduled on campus. <input type="checkbox"/> Establish a schedule for regular media releases and conferences. <input type="checkbox"/> Maintain personnel to update emergency website at the request of the Incident Commander or Emergency Operations Center. <input type="checkbox"/> Activate the Emergency Communications Plan. <input type="checkbox"/> Develop procedures for coordinating with all departments to provide unified and factual messages to students, staff, faculty, families, and the media using multiple modalities. <input type="checkbox"/> Develop pre-agreements with the media concerning debriefings and media holding areas during an emergency. <input type="checkbox"/> Designate a campus spokesperson. <input type="checkbox"/> Develop a Continuity of Operations Plan (COOP).
<p>Police and Public Safety</p> <p><u>Emergency Support Functions</u> 1-Police and Public Safety 7-Emergency Management 11-Recovery and Mitigation</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Provide initial notification alerts to the university. <input type="checkbox"/> Provide initial notification to the vice chancellor for Finance and Administration. <input type="checkbox"/> Notify Communications and Marketing to update emergency website. <input type="checkbox"/> Identify university police personnel that will work in the Emergency Operations Center. <input type="checkbox"/> Provide security for the Emergency Operations Center. <input type="checkbox"/> Provide security for chancellor’s cabinet. <input type="checkbox"/> Parking and traffic. <input type="checkbox"/> Plan for evacuation of the entire campus and provide suggested routes based on the specific incident. <input type="checkbox"/> Establish vehicle and resource staging areas and account for all arriving resources at the staging areas. <input type="checkbox"/> Coordinate with area officials and consult with state agencies to plan evacuation routes, if needed. <input type="checkbox"/> Maintain log of major actions. <input type="checkbox"/> Coordinate the radio communications plan and ensure continuity.

	<ul style="list-style-type: none"> <input type="checkbox"/> Develop procedures for facilities and equipment, including testing systems. <input type="checkbox"/> Develop procedures for mobilizing Department of Police and Public Safety personnel and pre-positioning resources and equipment. <input type="checkbox"/> Develop a process for managing incidents at the field level using the Incident Command System. <input type="checkbox"/> Develop a process for communicating with and directing the central dispatch center, including the activation of the emergency contact list. <input type="checkbox"/> Develop procedures for mobilizing campus wide transportation for an emergency and for maintaining control of traffic from private vehicles.
<p>Housing and Residence Life</p> <p><u>Emergency Support Functions</u> 8-Mass Care, Shelter and Family Support</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Inventory emergency supplies and ensure sufficient supplies are stocked. <input type="checkbox"/> Print a paper roster in the event the electronic system is not able to be accessed. <input type="checkbox"/> Determine the number of persons that will require sheltering and activate facilities as required. <input type="checkbox"/> Maintain an accurate roster of residents remaining on campus during the event. <input type="checkbox"/> Disseminate information through the housing and residence life staff. <input type="checkbox"/> Perform damage assessments of all residence halls in a timely manner. <input type="checkbox"/> Assist with the relocation of students to other residential facilities. <input type="checkbox"/> Develop procedures to coordinate the need for on-campus housing, temporary shelters, and temporary off-campus housing locations. <input type="checkbox"/> Develop procedures for mobilizing housing and residential life personnel and repositioning resources. <input type="checkbox"/> Develop an on-call staffing system to ensure staff is available at all times. <input type="checkbox"/> Develop procedures for identifying resident students in need of emergency evacuation assistance. <input type="checkbox"/> Develop procedures for the evacuation and temporary shelter accommodations for resident students. <input type="checkbox"/> Develop procedures for checking residential facilities and equipment.

	<ul style="list-style-type: none"> <input type="checkbox"/> Clearly communicate to each staff member his/her expectations and responsibilities before, during, and after the event. <input type="checkbox"/> Maintain an accurate roster of residents remaining on campus during the event. <input type="checkbox"/> Develop safety and security protocol to maintain security of buildings in the event of power outage.
<p>Registrar's Office</p> <p><u>Emergency Support Functions</u> 10-Academic Support and Space Management</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Provide personnel and student information as requested. <input type="checkbox"/> Develop a process to coordinate course information during an emergency or disaster. This may include, but is not limited to current courses, course rosters, course times and locations and other pertinent information. <input type="checkbox"/> Develop a Continuity of Operations Plan (COOP).
<p>Student Affairs</p> <p><u>Emergency Support Functions</u></p>	<ul style="list-style-type: none"> <input type="checkbox"/> Establish methods to provide information to parents and students such as hotlines, family reception centers, etc. <input type="checkbox"/> Coordinate with external agencies (i.e., American Red

<p>2-Student Health Services/Counseling Center/Accessibility Resource Center 6-Housing and Residence Life 8-Mass Care, Shelter, and Family Support</p>	<p>Cross) to support sheltering operations.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Develop parent or family notification procedures. <input type="checkbox"/> Ensure the timely notification of parents and relatives of a serious injury via such methods as a hotline or information kiosk. <input type="checkbox"/> Coordinate with Finance and Administration to provide facility support to increase sheltering or clinic needs. <input type="checkbox"/> Develop procedures for checking Student Affairs facilities and equipment, including those relating to on-campus recreation, student organizations, on-campus employment, community service, and volunteerism. <input type="checkbox"/> Develop procedures for addressing the needs of students living in off-campus facilities. <input type="checkbox"/> Develop procedures for pre-positioning resources to maintain functioning of such campus elements as career services and student government. <input type="checkbox"/> Develop mutual aid agreements and pre-negotiate services for goods and services in the event of an emergency. <input type="checkbox"/> Ensure that all items under the <i>Americans with Disabilities Act</i> are considered throughout the planning and implementation of the emergency management plan. <input type="checkbox"/> Ensure that the plan is accessible to students whose
<p>Student Health Services</p> <p><u>Emergency Support Functions</u></p> <p>2- Student Health Services/Counseling Center/Accessibility Resource Center 8-Mass Care, Shelter, and Family Support</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Serve as the shelter manager or provide clinic shelter manager. <input type="checkbox"/> Call-back personnel and set-up shelter or clinic in accordance with department plans at the request of the Emergency Operations Center or Incident Commander. <input type="checkbox"/> Notify the EOC of additional needs such as cots, food, showers, etc. <input type="checkbox"/> Maintain accountability of all expenses, including personnel. <input type="checkbox"/> Coordinate with outside facilities if the health services clinic will not handle increased patients. <input type="checkbox"/> Notify the Emergency Operations Center or Incident Commander of need for external resources or caches of pharmaceuticals, such as the Strategic National Stockpile (SNS). <input type="checkbox"/> Immediately notify the Emergency Operations Center or Incident Commander of any trends that may be indicative of a communicable disease or pandemic situation. <input type="checkbox"/> Serve as a technical specialist, if requested. <input type="checkbox"/> Develop a Continuity of Operations Plan (COOP).