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Last revised 11/2016
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STANFORD UNIVERSITY EMERGENCY PLAN

SECTION 1 - UNIVERSITY CONCEPT OF OPERATIONS

PURPOSE

This plan describes response to major emergencies that may impact the Stanford campus community or disrupt university programs, operations, teaching and research. This plan guides operations when daily operating procedures are insufficient to address the situation. The plan uses an all-hazards approach by applying consistent policies to address any emergency including, earthquake, fire or explosion, hazardous materials release, extended power outage, flooding, bio-terrorism, terrorist attack, active shooter incidents and/or mass casualty events.

SCOPE

This plan applies to the main Stanford campus located in Palo Alto, California covering property owned by Stanford University and the students, faculty, staff and visitors on campus. This plan applies to the range of natural and manmade hazards that could affect the Stanford campus. The plan includes procedures for responding to a range of emergencies regardless of size, cause or complexity.

This plan describes procedures for:

1. Response by the university (Section 1)
2. Response by schools, departments and business units (Section 2)
3. Business continuity (Section 3)
4. Department operations center set up and activation (Section 4)
5. Functional Annexes

PLANNING ASSUMPTIONS

Stanford University will operate under the following assumptions that are incorporated into this plan:

- Emergencies may be localized (such as a fire or explosion) affecting one mission critical facility or a far-reaching regional emergency, such as an earthquake or terrorist event.
- In a regional emergency, immediate resources may or may not be available. This could include emergency response by fire, medical, police, or vendors to assist in Stanford University’s recovery.
- Because of the far-reaching effects of a regional event, the Plan must include guidelines for sustained operations with limited assistance from others at the onset of the emergency. Communication, transportation, health services, and other critical lifelines may be unavailable for 72 hours or longer.
- In a worst-case scenario such as a major earthquake, critical lifeline utilities may be interrupted including water delivery, electrical power, natural gas, and telecommunications and IT systems.
- Buildings and other university structures may be damaged and unavailable for use.
- Unsafe conditions including structural and toxic environments may exist.
- Damage and shaking may cause injuries and displacement of people.
- Normal suppliers may not be able to deliver materials.
- Contact with family and homes may be interrupted.
- People may become stranded at the University – conditions may be unsafe to travel off campus.
- The University will need to conduct its own rapid damage assessment, situation analysis, and deployment of on-site resources and management of emergency operations on campus, from the Campus EOC while emergency conditions exist.
- Communication and exchange of information will be one of the highest priority operations at the Campus EOC.

Natural and manmade events are not the only potential emergency. This plan may be activated in response to the death of an executive or other key employee, a serious university reputation issue, a technology failure, cybersecurity or damaging press coverage of Stanford University.

HAZARD SUMMARY

The main facilities of Stanford University are located in the Silicon Valley between the 280 and 101 freeways. There are several known hazards that must be taken into account when planning. These events would likely cause plan activation and are ranked based on greatest probability of occurrence.

1. Earthquake
2. Fire (structure fire or wild land fire)
3. Hazardous material incident
4. Civil disturbance, violence or active shooter
5. Flooding

Other risks that may require activation, or partial activation, of the plan include:

- Building failures (such as indoor air quality).
- Loss of utilities – power, gas, water or sewer.
- Telecommunications failure.
- Death or sudden loss of an executive or key employee.
- Disease outbreak.
- Flooding in a building (pipe breakage, sprinkler head break).
- IT failure or compromise - hacking, virus, loss of data, or loss of connectivity.
- Plane crash
- Terrorism (directed at Stanford) – A terrorist event directed at Stanford would significantly impact Stanford University through the potential disruption of instruction and research and impact to students, faculty, staff and vendors.
- Terrorism (regional) – A regional terrorist event would significantly impact Stanford University through the disruption of lifelines (freeways, airports, etc.) and impact to students, faculty, staff and vendors.

EMERGENCY MISSION AND GOALS

In emergencies, Stanford’s response and recovery is guided by the following priorities:

6. Protect life safety.
7. Secure the critical infrastructure and facilities.
8. Resume teaching and research programs.
UNIVERSITY RESPONSE PRIORITIES

Priorities for damage assessment, damage control, safety, security and recovery actions are:

1. **Buildings used by dependent populations.** Residences, occupied classrooms and offices, childcare centers, occupied auditoriums, arenas and special event venues.
2. **Buildings critical to health and safety.** Medical facilities, emergency shelters, food supplies, sites containing potential hazards.
3. **Facilities that sustain emergency response.** Energy systems and utilities, communications services, computer installations, transportation systems.
4. **Research laboratories and classrooms.**
5. **Administrative buildings.**

UNIVERSITY RESPONSE LEVELS

An emergency may be designated as a Level 1, Level 2, or Level 3 emergency:

<table>
<thead>
<tr>
<th>RESPONSE LEVEL</th>
<th>DESCRIPTION</th>
<th>EXAMPLES</th>
<th>ACTIVATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1</td>
<td>A minor, localized department or building incident, quickly resolved with internal resources or limited outside help. Impacted personnel or departments coordinate directly with Public Safety, Environmental Health &amp; Safety, or Land, Buildings &amp; Real Estate or other units to resolve Level 1 conditions. In some incidents, University notification systems may be used to provide necessary bulletins. The University Emergency Plan is not activated.</td>
<td>Localized flooding, localized power disruption, laboratory or other building odor complaint, localized chemical spill, plumbing failure, water leak, personal injury.</td>
<td>Local: Yes STAT: No DOCs*: No EOC*: No</td>
</tr>
<tr>
<td>Level 2</td>
<td>A major emergency that disrupts sizable portions of the campus, and that may affect life safety or mission-critical functions. The Situation Triage &amp; Assessment Team (STAT) is activated to determine the magnitude of the emergency, allocate resources to address the incident and to coordinate resolution. Portions of the University Emergency Plan are activated and affected Department Operations Centers (DOCs) may be activated.</td>
<td>Bomb threat with building and area evacuations, gas leak, building fire or explosion, bioterrorism threat incident, major chemical spill, extensive power outage, severe flooding.</td>
<td>Local: Yes STAT: Yes DOCs: Maybe EOC: No</td>
</tr>
<tr>
<td>Level 3</td>
<td>A catastrophic disaster involving the entire campus and surrounding community. Normal university operations are suspended. Effects are wide-ranging and complex. University internal coordination and coordination with external jurisdictions is required. The EOC and all DOCs are activated. Field Command Posts may be set up in to support the distribution of resources, personnel, or information.</td>
<td>A large-magnitude earthquake or major active shooter event.</td>
<td>Local: Yes STAT: Yes EOC: Yes DOCs: Yes</td>
</tr>
</tbody>
</table>

*Department Operations Center (DOC)  * Emergency Operations Center (EOC)
UNIVERSITY STAT TEAM

The Situation Triage and Assessment Team (STAT) evaluates, manages, and resolves mid-level university emergencies. Members are ready to mobilize when necessary.

The STAT team:

1. Evaluates the scope of the incident.
2. Coordinates with Public Safety and University Communications to provide ongoing communications updates.
3. Determines activation of the University emergency management organization at the EOC and activation of DOCs.

STAT Team 1 members are designated from:

1. Department of Public Safety (DPS)
2. President’s Office
3. Provost’s Office
4. Environmental Health and Safety (EH&S)
5. Office of Emergency Management (OEM)
6. Land, Buildings and Real Estate (LBRE)
8. University Information Technology (UIT)
9. University Public Affairs
10. University Communications
11. Residential & Dining Enterprises (R&DE)
12. Student Affairs

STAT Team 2 members are designated from:

1. Stanford Health Care
2. Registrar’s Office
3. Vaden Health Center
4. Residential Education
5. Risk Management
6. School of Medicine

Other senior managers may be alerted, depending on the nature of the emergency. Most often, the STAT coordinates initially by cell phone or radio but can convene in person if needed. Technical or support staff may be alerted to provide essential information or team support. The STAT may request that particular DOCs be activated if they are or may be affected by the event, or if they can provide additional support.

Refer to the STAT/iSTAT Functional Annex/SOP for activation information.
UNIVERSITY iSTAT TEAM (INTERNATIONAL EMERGENCIES)

The iSTAT Team works with involved Schools and business units to evaluate the assistance required when international emergency incidents impact any Stanford traveler (students, faculty, and staff). The iSTAT team is activated when the incident is of sufficient scale or complexity that the involved School or business unit cannot address the situation locally.

The iSTAT team oversees the work of specific operational teams and is comprised of leaders from:

- Office of the Provost
- International Affairs
- Risk Management
- Vaden Health Center
- Student Affairs
- Environmental Health & Safety
- University Communications
- Public Safety
- General Counsel

The iSTAT operational team performs the following functions:

- Medical response
- Missing persons
- Returnees
- Health & Safety
- Infectious disease
- Traveler identification
- Evacuation
- Family management

While any iSTAT member may convene the group, the Office of International Affairs plays a coordinating role in most scenarios.

UNIVERSITY EMERGENCY OPERATIONS CENTER (EOC)

The primary university emergency operations center is located in the Faculty Club on Santa Teresa Drive at 439 Lagunita Dr. The alternate EOC location is the Department of Public Safety Police Compound on campus.

Refer to the EOC Functional Annex/SOP for information on EOC setup and operations.

UNIVERSITY EOC ACTIVATION CRITERIA

The University STAT team will determine the need for EOC activation. Suggested criteria for activating the EOC include:
● Significant number of people at risk
● Significant impact to core university missions of teaching and research
● Significant financial impact
● Significant impact to reputation
● Response coordination required because of
  ● Large or widespread event
  ● Multiple emergency sites
● Resource coordination required because of
  ● Limited local resources
  ● Significant need for outside resources
● Uncertain conditions
● Possibility of escalation of the event
● Unknown extent of damage

EMERGENCY OPERATIONS CENTER (EOC) COMMAND ORGANIZATION

When the EOC is activated, the university manages response and recovery using the Incident Command Structure (ICS), adapted to the needs of the Stanford community. The EOC organization chart is below.
DEPARTMENT OPERATIONS CENTERS (DOCs)

Department Operations Centers (DOCs) are located in the administrative headquarters of departments, schools and business units. DOCs coordinate response and recovery by the school, department or business unit and serve as the interface between the campus community and the EOC.

Within the EOC Operations Section, there are three branches for three distinct types of DOCs:

1. Operational DOCs
2. Academic DOCs (and Partner DOCs)
3. Care Branch DOCs

DOC ROLES AND RESPONSIBILITIES

When activated, each DOC manages mission critical response including:

1. Provide situational assessment information to the EOC.
2. Report damage and status of personnel to school or department leadership and the EOC.
3. Assist students, faculty, staff and visitors.
4. Coordinate response by the School, department or business unit.
5. Provide emergency instructions and information to constituents (faculty, staff, students, visitors).
6. Determine impact to teaching, research and operations and, with EOC support, manage response and recovery.
7. Use incident action planning to set priorities and strategize response and recovery.

EOC OPERATIONS SECTION – BRANCH ORGANIZATION

Operational DOCs

Operational DOCs coordinate response to the university campus and are activated by those university departments with the resources and expertise to manage university-wide response and recovery. Operational DOC activities are coordinated from the local DOC. Operational DOCs are:

<table>
<thead>
<tr>
<th>OPERATIONAL DOC</th>
<th>LEAD RESPONSIBILITY</th>
<th>EXAMPLES OF DOC ACTIVATION AS LEAD (WITHOUT EOC ACTIVATION)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of Public Safety (DPS) DOC</td>
<td>Public Safety</td>
<td>Campus public safety emergency, active shooter, riot.</td>
</tr>
<tr>
<td>Lands, Buildings &amp; Real Estate (LBRE) DOC</td>
<td>Infrastructure, facilities, utilities, transportation</td>
<td>Campus infrastructure emergency, gas line break, water main flooding, power outage.</td>
</tr>
<tr>
<td>University Information Technology (UIT) DOC</td>
<td>Networking, communications, IT Security</td>
<td>Cyber-emergency, cyber-attack, network outage or other IT failure.</td>
</tr>
<tr>
<td>Environmental Health &amp; Safety</td>
<td>Safety and hazardous materials</td>
<td>Hazardous materials spill.</td>
</tr>
</tbody>
</table>
In Level 2 emergencies, the Operational DOC serves as the single operations center and the EOC is not activated. The Operational DOC is the lead department to coordinate response.

In a Level 3 emergency, the Operational DOC is activated along with the EOC. The DOC sends a representative to staff the Response Branch of the EOC Operations Center, when that level of coordination is required.

### Care Branch DOCs

Care Branch DOCs manage tasks associated with the immediate response and longer term recovery for students, faculty and staff.

<table>
<thead>
<tr>
<th>CARE BRANCH DEPARTMENT OPERATIONS CENTERS (CARE DOCS)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Residential and Dining Enterprises (R&amp;DE) DOC</strong></td>
</tr>
<tr>
<td>Student care, shelter &amp; services</td>
</tr>
<tr>
<td>Generally would not serve as the lead DOC. Instead, supports the lead DOC or the EOC, when activated.</td>
</tr>
<tr>
<td><strong>Student Affairs DOC</strong></td>
</tr>
<tr>
<td>Student services</td>
</tr>
<tr>
<td>Generally would not serve as the lead DOC. Instead supports the lead DOC or the EOC when activated.</td>
</tr>
<tr>
<td><strong>Human Resources (Business Affairs) DOC</strong></td>
</tr>
<tr>
<td>Faculty and staff services and child care services</td>
</tr>
<tr>
<td>Generally would not serve as the lead DOC. Instead supports the lead DOC or the EOC when activated.</td>
</tr>
</tbody>
</table>

### Academic DOCs

Academic DOCs manage response and recovery for university schools and departments. In a Level 2 emergency, the affected DOC (or DOCS) may send representatives to the activated Operational DOC to coordinate response. In a Level 3 emergency, Academic DOCs send a representative to the EOC to staff the Operations Section, Academic Branch.
**ACADEMIC DEPARTMENT OPERATIONS CENTERS (ACADEMIC DOCS)**

| School of Engineering DOC |
| School of Medicine DOC |
| School of Humanities & Sciences DOC |
| School of Earth, Energy and Environmental Sciences DOC |
| Graduate School of Business and Stanford Management DOC |
| Graduate School of Education DOC |
| School of Law DOC |
| Dean of Research DOC |

**Partner DOCs**

The university coordinates with these partner DOCs during response and recovery operations:

| PARTNER DEPARTMENT EMERGENCY OPERATIONS CENTERS (PARTNER EOCS) |
| Stanford Linear Accelerator Center (SLAC) EOC |
| Stanford Health Care (Hospitals) EOCs |

**SCHOOL, DEPARTMENT AND BUSINESS UNIT PLANNING**

Leadership and personnel in each academic school/department, each operational/administrative department and each business unit prepare a response plan, which includes:

1. Mitigation, preparedness, response and business continuity planning and training.
2. **Immediate Site Response Planning** - building evacuation (life safety) planning and training for each building identified with activities of the school, department or business unit.
3. **PrepareSU** business continuity planning for critical functions, minimal staffing, alternate work locations and modes, data preservation.
4. Research continuity.

**FUNCTIONAL ANNEXES AND STANDARD OPERATING PROCEDURES (SOPS)**

Functional annexes are prepared by the School, Department or Business Unit responsible for response or recovery, usually as an Operational DOC. Functional annexes or SOPs “drill down” into specific resources, personnel and strategies needed.
<table>
<thead>
<tr>
<th>Functional Annexes or Standard Operating Procedures (SOPs)</th>
<th>Developed By:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Operations Center</td>
<td>OEM</td>
</tr>
<tr>
<td>Situation Triage and Assessment Team (STAT)</td>
<td>OEM</td>
</tr>
<tr>
<td>AlertSU – Alert and Notification</td>
<td>DPS</td>
</tr>
<tr>
<td>Public Safety</td>
<td>DPS</td>
</tr>
<tr>
<td>Damage Assessment – BAT Teams</td>
<td>LBRE</td>
</tr>
<tr>
<td>Building Inspection and Re-Start</td>
<td>LBRE</td>
</tr>
<tr>
<td>Debris Removal</td>
<td>LBRE</td>
</tr>
<tr>
<td>Transportation and Parking</td>
<td>LBRE</td>
</tr>
<tr>
<td>Infrastructure/Utility Repair &amp; Reconstruction</td>
<td>LBRE</td>
</tr>
<tr>
<td>Generator Refueling</td>
<td>LBRE</td>
</tr>
<tr>
<td>Hazmat and Health Physics Response</td>
<td>EH&amp;S</td>
</tr>
<tr>
<td>Communications/IT Systems and Applications</td>
<td>UIT</td>
</tr>
<tr>
<td>Communications/Public Affairs</td>
<td>Public Affairs</td>
</tr>
<tr>
<td>Emergency Student Management (Shelter and Food)</td>
<td>R&amp;DE</td>
</tr>
<tr>
<td>Medical/Health Plan (infection control, iSTAT, counseling)</td>
<td>Vaden</td>
</tr>
<tr>
<td>Business Systems (Payroll, Procurement, etc.)</td>
<td>Business Affairs</td>
</tr>
<tr>
<td>Volunteer Coordination</td>
<td>Alumni Affairs</td>
</tr>
<tr>
<td>Emergency Class Scheduling &amp; Student Services</td>
<td>Registrar &amp; Student Affairs</td>
</tr>
<tr>
<td>Human Resources and Child Care</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Academic Continuity (Student and Faculty)</td>
<td>All Academic DOCs</td>
</tr>
<tr>
<td>Research Continuity</td>
<td>All Academic DOCs</td>
</tr>
<tr>
<td>Campus Events - Visitors, Camps, Conferences</td>
<td>? To Be Determined</td>
</tr>
</tbody>
</table>

[1] Functional annex designations to be finalized in a workshop with DOC representatives
CONCEPT OF OPERATIONS

Purpose:

The Graduate School of Education Emergency Response Plan is used to respond to internal disasters, and/or disruption of services, earthquakes, or specific emergency situations.

This Plan gives guidance for the following emergency situations: earthquakes, fires or explosions, hazardous material releases, extended power or utility outages, floods, bomb threats, mass casualty events.

Scope:

This plan applies to the main GSE campus buildings – Cubberley, the Center for Educational Research (CERAS), and Barnum, and is a guiding document for additional GSE buildings in Littlefield, Wallenberg, Ventura, and 1705 El Camino Real. This plan applies to all staff, faculty, and students within the GSE.

Priorities:

1. Immediate response, building evacuation, and life safety.
2. Data preservation and recovery
3. Academic continuity and critical functions
4. Business continuity and recovery
5. Research continuity

Department Situational Triage & Assessment Team (STAT) Activation:

The GSE’s emergency Situational Triage & Assessment (STAT) Team will activate for level 2 and level 3 emergencies and report to the University Emergency Operations Center (EOC) to coordinate efforts. The STAT team will determine the needs of the school during an emergency and respond based on those needs. Each STAT team member is responsible for communicating with his/her departmental team in order to assess safety and the level of efforts needed.

Teams outside of the main campus group will develop their own plan and report to the GSE STAT Team, as needed.

*All team members are expected to work in accordance with the Stanford University emergency framework. Please refer to Stanford’s emergency website for University-wide emergency notifications and information: [http://emergency.stanford.edu/](http://emergency.stanford.edu/)
**GSE SITUATIONAL TRIAGE & ASSESSMENT (STAT) TEAM**

Role: The GSE STAT team is a small group of School, department, or business unit managers who convene briefly (by conference call or in person) to evaluate the scope of the incident and the scope of the response needed. They determine if the Department Operations Center (DOC) plan should be activated.

When activated, the mission of this team is to manage DOC critical response including:

1. Provide situational assessment information to the Emergency Operations Center (EOC).
2. Report damage and status of personnel to school or department leadership and the EOC.
3. Assist students, faculty, staff, and visitors.
4. Coordinate response by the School, department, or business unit.
5. Provide emergency instructions and information to constituents (faculty, staff, students, visitors).
6. Determine impact to teaching, research, and operations, and, with EOC support, manage response and recovery.
7. Use incident action planning to set priorities and strategize response and recovery.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Email</th>
<th>Office Phone</th>
</tr>
</thead>
<tbody>
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<td></td>
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<td>650-721-1402</td>
</tr>
</tbody>
</table>

*This representative will initiate contact with all STAT team members after the University’s Emergency Plan has been activated.*
Initial Actions by the Department Operations Center (DOC) STAT Team

<table>
<thead>
<tr>
<th>Confirm and report the emergency.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Assess the severity and potential duration of the emergency with response personnel:</td>
</tr>
<tr>
<td>o Minor/local incident (Level 1)</td>
</tr>
<tr>
<td>o Major emergency disrupting operations in a building (Level 2)</td>
</tr>
<tr>
<td>o Area-wide disaster (Level 3)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Alert personnel in your area to emergency conditions:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Disseminate university safety instructions and status reports, using internal emergency communication methods:</td>
</tr>
<tr>
<td>o Voicemail Notification Lists</td>
</tr>
<tr>
<td>o DOC Hotline for Department Heads</td>
</tr>
<tr>
<td>o Call-in message line</td>
</tr>
<tr>
<td>o Social media</td>
</tr>
<tr>
<td>o Email</td>
</tr>
<tr>
<td>o Phone</td>
</tr>
<tr>
<td>o Other:</td>
</tr>
</tbody>
</table>

If these systems are overloaded with emergency traffic, send runners to deliver emergency alerts and bulletins.

<table>
<thead>
<tr>
<th>Activate the DOC.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Assemble personnel.</td>
</tr>
<tr>
<td>• Gather information on emergency impacts from all of the units in your jurisdiction.</td>
</tr>
<tr>
<td>• Report the information to emergency services and the (EOC).</td>
</tr>
<tr>
<td>• Be sure to also note which departments have not been heard from.</td>
</tr>
<tr>
<td>• Evaluate incident effects on teaching, research, program continuity and business continuity.</td>
</tr>
<tr>
<td>• Convene appropriate business and program managers to plan the recovery of essential activities.</td>
</tr>
</tbody>
</table>
Coordination with the Emergency Operations Center (EOC)

Properly routing emergency communications greatly improves response and recovery. Information delivered to the wrong destination, or even the correct destination, but at the wrong time, can cause a significant delay in responding to an incident. The following table outlines appropriate routing of status information and resource requests during an emergency at Stanford University. This is not intended to be a finite list, however, it illustrates the types of issues that are that are routed to an Operational DOC or to the EOC.

Note: Whenever you are reporting an incident to more than one group, be sure to indicate who else has been notified of the situation. This will help to ensure that they issue correct degree of coordination at the EOC and DOC level.

<table>
<thead>
<tr>
<th>SITUATION</th>
<th>CONTACT POINT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Death or serious injury</td>
<td>Contact the EOC</td>
</tr>
<tr>
<td>Hazardous material release</td>
<td></td>
</tr>
<tr>
<td>- Biological</td>
<td></td>
</tr>
<tr>
<td>- Chemical</td>
<td></td>
</tr>
<tr>
<td>- Radiological</td>
<td></td>
</tr>
<tr>
<td>Contact the Environmental Health &amp; Safety DOC</td>
<td></td>
</tr>
<tr>
<td>Major campus safety issue</td>
<td>Contact the EOC</td>
</tr>
<tr>
<td>Major building damage reports including injuries</td>
<td>Contact the Land Buildings &amp; Real Estate DOC</td>
</tr>
<tr>
<td>Significant resource purchases, especially if the resource may be needed by more than one DOC (examples: research support materials, dry ice etc.)</td>
<td>Contact the EOC</td>
</tr>
<tr>
<td>Utility failures</td>
<td></td>
</tr>
<tr>
<td>- Power</td>
<td></td>
</tr>
<tr>
<td>- Water</td>
<td></td>
</tr>
<tr>
<td>- Gas</td>
<td></td>
</tr>
<tr>
<td>Contact the Land Buildings &amp; Real Estate DOC</td>
<td></td>
</tr>
<tr>
<td>Computing and network outages</td>
<td>Contact University IT (UIT) DOC</td>
</tr>
<tr>
<td>Emergency access to university central applications</td>
<td>Contact University IT (UIT) DOC</td>
</tr>
<tr>
<td>Individuals unable to evacuate a building</td>
<td>Contact Public Safety</td>
</tr>
<tr>
<td>Emergency payroll issues</td>
<td>Contact the Business Affairs DOC (or the Controller’s Office web page if available <a href="http://fingate.stanford.edu/staff/resources/forms_emergency.html">http://fingate.stanford.edu/staff/resources/forms_emergency.html</a>)</td>
</tr>
<tr>
<td>Emergency check request</td>
<td></td>
</tr>
<tr>
<td>Emergency cash request – P-card use</td>
<td></td>
</tr>
<tr>
<td>Emergency PTA</td>
<td></td>
</tr>
<tr>
<td>Information on availability of medical support or the location of medical triage stations</td>
<td>Contact the Vaden Health Center DOC</td>
</tr>
<tr>
<td>Unresolved DOC issues that require university assistance or coordination and are appropriate based on existing response objectives</td>
<td>Contact the EOC</td>
</tr>
<tr>
<td>BAT assessments</td>
<td>Contact the Land Building &amp; Real Estate DOC</td>
</tr>
<tr>
<td>Individuals or groups abroad in danger or in a hospital</td>
<td>Office of International Affairs, the I-STAT Team and Risk Management</td>
</tr>
</tbody>
</table>
GSE EMERGENCY RESPONSE TEAM

Role: The GSE Emergency Response Team is trained to help disseminate emergency instructions, assist evacuations and security, provide first aid (if necessary), and document immediate effects of the emergency.

<table>
<thead>
<tr>
<th>Personnel with First Aid/CPR/AED Training</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cubberley</strong></td>
</tr>
<tr>
<td>Susana Carranza</td>
</tr>
<tr>
<td>Shu-Ling Chen</td>
</tr>
<tr>
<td>Lacy Coquillard</td>
</tr>
<tr>
<td>Loida Feliz</td>
</tr>
<tr>
<td>Priscilla Fiden</td>
</tr>
<tr>
<td>Tommy Liu</td>
</tr>
<tr>
<td>Kate McKinney</td>
</tr>
<tr>
<td>Ellen Mueller</td>
</tr>
<tr>
<td>Nereyda Salinas</td>
</tr>
<tr>
<td>Caroline Stasulat</td>
</tr>
<tr>
<td>Jennifer Wang Yu</td>
</tr>
<tr>
<td>Elayne Weissler-Martello</td>
</tr>
<tr>
<td>Anita Young</td>
</tr>
</tbody>
</table>

Personnel with Building Assessment (BAT) Training

<table>
<thead>
<tr>
<th>Name</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
EMERGENCY COMMUNICATIONS SYSTEM

ALERTSU

AlertSU is Stanford University's emergency notification strategy used to communicate time-sensitive information during an emergency event affecting campus. The nature of the incident will determine which of the following methods will be employed to alert the campus community:

1. Mass Notification System that sends messages via SMS text message, email, and/or phone to members of the Stanford community.
2. Outdoor Warning System composed of seven sirens positioned throughout main campus that emit alert tones and verbal instruction intended to reach those who are outdoors.

Individuals authorized to initiate an AlertSU message include the University President and the Provost (or designee), the General Counsel, the Chief of Police (or on-scene SUDPS Incident Commander or designee), the Associate Vice-Provost for Environmental Health & Safety, the Vice President for Public Affairs, the University Emergency Manager, the Director of the Stanford News Service, the Associate Director of Stanford News Service, and the Executive Director of IT Services. The Chief of Police (or her designee) may authorize a Palo Alto Communications 911 dispatcher to issue an alert.

Authorized individuals will, without delay, utilize the AlertSU system to issue an immediate notification to the campus community upon first responder confirmation of any emergency or dangerous situation that poses an ongoing or continuing threat to the health or safety of the campus community. The notification will be sent to all students, faculty, and staff in the Stanford community (or an appropriate segment of the community if the event is limited to a defined area of the campus) unless issuance of the notification will, in the professional judgment of responsible authorities, compromise efforts to assist a victim or contain, respond to, or otherwise mitigate the emergency. The content of the message will vary depending on the situation, but will typically include the incident time, location, type, and recommended actions for safety.

The University also conducts a campus wide test of the AlertSU system at least once each academic year. During the campus wide test, a message is sent to each member of the campus community via SMS text message, email, and phone. The outdoor warning system may also be activated to test its functionality and evaluate audio clarity.

University Emergency Website

The Office of Emergency Management, Department of Public Safety and University Communications coordinate use of the Stanford emergency web site http://emergency.stanford.edu during emergency incidents. It is the single source of situation updates and important instructions for the university community.
GSE Emergency Communications Responsibilities and Resources

GSE communication responsibilities are determined by each departmental team in their individual emergency plans. Basic responsibilities are as follows:

| GSE STAT Team       | Coordinate with the university through the Emergency Operations Center (EOC) when it is activated.  
                      | IT – manage external communication to all staff |
|---------------------|--------------------------------------------------------------------------------------------------|
| Communications      | Manage media inquiries and press release response, in coordination with University Communications. |
| Academic Services   | Support communications with faculty, staff, and students.                                      |
| All Teams           | Manage external communication with vendors and contractors, etc.                               |

Resources

The following equipment and systems should be used for communication in an emergency. In all cases, staff members should wait for instructions and avoid tying up phone lines. Please wait for instructions from your leaders:

To communicate with the Emergency Operations Center (EOC) –

DOC radio, maintained by facilities team (Tom Woerz)  
STAT team members are responsible for communicating resource needs and requests to the EOC through this radio.

To communicate within the STAT Team –

Team members will communicate with each other via phone and email.  
Calling tree activated by Priscilla Fiden.

To communicate within departmental teams –

After the STAT team has determined initial actions, each leader is responsible for reaching out to the departmental team.  
Each team has developed its own communication plan in the documents that follow.

To communicate with GSE staff, faculty, students –

GSE IT will create a page similar to Stanford’s emergency site which will be updated and hosted on Amazon.  
GSE IT will send an SMS text using a paid service and emergency contact information.  
Other communications will be sent via email.
Coordination from Departments and Programs to the Department Operations Center (DOC)

<table>
<thead>
<tr>
<th>Damage reporting</th>
<th>Members of the Building Assessment Team (BAT) report to Zone Assembly Points where they will be assigned buildings to inspect. Reports go to LBRE and then to DOCs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status reporting</td>
<td>After the STAT Team has come together, each department is responsible for communicating with their own team. Communication plans are outlined in individual departmental emergency plans. Each STAT team leader is responsible for reporting the status of his or her own team to the rest of the group.</td>
</tr>
<tr>
<td>Resource requests</td>
<td>All programs, centers, and units should report to their respective STAT team leaders with resource requests. The STAT team will track requests and answer inquiries, using resources from the EOC or other DOCs, if needed.</td>
</tr>
</tbody>
</table>

BUILDING INFORMATION

Evacuation maps are posted near the entrances and exits to each building, near each stairwell, and in several hallways. Faculty, staff, and students should become familiar with the safest possible evacuation route.

Evacuation routes, EAP location maps, and AED locations are included below.

Emergency Infrastructure Information

<table>
<thead>
<tr>
<th>Building</th>
<th>AED Location</th>
<th>Area of Refuge Phone Location</th>
<th>Fire Panel Location</th>
<th>Fire Riser Location</th>
<th>Roof Access Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>CERAS</td>
<td>2ND FL. Exit</td>
<td>Grass in front of Law School</td>
<td>1st FL. Exit</td>
<td></td>
<td>5th Floor</td>
</tr>
<tr>
<td>Cubberley</td>
<td>1st FL. Stairway</td>
<td>Grass in front of Green Library</td>
<td>1st FL Exit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barnum</td>
<td>n/a</td>
<td>Grass outside behind Cubberley</td>
<td>1st FL Exit</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Building Security and Access Instructions

1. Describe daily building security and access.
2. Describe emergency door access procedures, e.g. automated door locks and card reader procedures.
## EMERGENCY RESPONSE ACTIONS

<table>
<thead>
<tr>
<th>FIRE</th>
<th>EARTHQUAKE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. REPORT THE FIRE</strong></td>
<td><strong>1. DUCK &amp; FIND SAFE COVER &amp; HOLD</strong></td>
</tr>
<tr>
<td>• Use fire alarm pull boxes &amp;</td>
<td>• Keep away from windows</td>
</tr>
<tr>
<td>• Call 9-911 on SU phones or</td>
<td>• Keep away from shelving</td>
</tr>
<tr>
<td>• Call 911 on public phones</td>
<td><strong>2. EVACUATE WHEN SHAKING STOPS</strong></td>
</tr>
<tr>
<td><strong>2. CONFINE THE FIRE, CLOSE DOORS</strong></td>
<td>• Use stairways – NEVER USE ELEVATORS!</td>
</tr>
<tr>
<td><strong>3. EVACUATE IF SAFE (YOUR JUDGEMENT)</strong></td>
<td><strong>3. GO TO YOUR EMERGENCY ASSEMBLY POINT (EAP)</strong></td>
</tr>
<tr>
<td>• Feel upper part of door, if it is hot do not open</td>
<td>• Take your personal belongings (purse, laptop, car keys)</td>
</tr>
<tr>
<td>• Open door slowly if it is not warm</td>
<td>• Report mission persons to the leader</td>
</tr>
<tr>
<td>• Use stairways – NEVER USE ELEVATORS!</td>
<td>• Wait for instructions</td>
</tr>
<tr>
<td><strong>4. GO TO YOUR EMERGENCY ASSEMBLY POINT (EAP)</strong></td>
<td><strong>EMERGENCY ASSEMBLY POINTS (EAP)</strong></td>
</tr>
<tr>
<td>• Take your personal belongings (purse, laptop, car keys)</td>
<td></td>
</tr>
</tbody>
</table>
EVACUATION ROUTES

Cubberley Basement
Barnum Second Floor
CERAS Second Floor

2nd floor

- FIRE EXTINGUISHER
- FIRE ALARM
- AED
- YOU ARE HERE
CERAS Third Floor

3rd floor
CERAS Fourth Floor

4th floor
CERAS Fifth Floor

5th floor

FIRE EXTINGUISHER

FIRE ALARM

AED

YOU ARE HERE

roof access
EMERGENCY SUPPLIES

Emergency supplies can be found in the break rooms of Cubberley, Barnum, and CERAS. Each kit is equipped with:

- First aid supplies
- Flashlights/batteries, approved power strips and extension cords
- Portable AM/FM radios/batteries
- Portable emergency water
- Employee rosters

Employees are encouraged to keep a personal emergency kit in their work area. These kits should contain the employee’s flashlight, back-up eyeglasses and medications, sturdy shoes, a sweater, a wrapped snack and water packet, and personal emergency contact numbers.

Emergency Supplies – Contents

<table>
<thead>
<tr>
<th>QUANTITY (per building)</th>
<th>ITEM DESCRIPTION</th>
<th>EXPIRATION DATE</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First Aid</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One kit</td>
<td>Emergency first aid kit</td>
<td></td>
<td>Each kit serves 50 people.</td>
</tr>
<tr>
<td></td>
<td>Contents:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Antiseptic towels</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Band-aids</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- CPR mouth barriers</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Gauze pads</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Gloves (all sizes)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Instant cold pack and hot pack</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- First aid handbook</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Non-adherent pads</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Medical scissors</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Moist sanitary cleansing towelettes</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Tweezers</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Hand sanitizer</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Saline rinse</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Antibacterial cream</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Aluminized thermal blanket</td>
<td></td>
<td></td>
</tr>
<tr>
<td>50 packs</td>
<td>Ibuprofen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>50 packs</td>
<td>Acetaminophen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 packs</td>
<td>Mini tissue packs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>50 masks</td>
<td>Face masks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>QUANTITY (per building)</td>
<td>ITEM DESCRIPTION</td>
<td>EXPIRATION DATE</td>
<td>NOTES</td>
</tr>
<tr>
<td>-------------------------</td>
<td>------------------</td>
<td>-----------------</td>
<td>-------</td>
</tr>
<tr>
<td>Food</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 complete meals</td>
<td>MREs (emergency meals)</td>
<td>3 meals in each emergency bag; extra at each front desk</td>
<td></td>
</tr>
<tr>
<td>40 pouches</td>
<td>Emergency drinking water pouches</td>
<td>24 pouches in each emergency bag; extra at each front desk</td>
<td></td>
</tr>
<tr>
<td>Supplies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One kit</td>
<td>Tool kit</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Contents:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Wrench</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Screwdriver</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Hammer</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Pliers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Utility knife</td>
<td></td>
<td></td>
</tr>
<tr>
<td>70 bags</td>
<td>Garbage bags and ties</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Power strip</td>
<td>6 outlets</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Extension cord</td>
<td>15’, 3 prong</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Scissors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Flashlights (hand-crank, non-battery)</td>
<td>No batteries needed.</td>
<td></td>
</tr>
<tr>
<td>1 roll</td>
<td>Duct tape</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Whistles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 pack</td>
<td>Rubber bands</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Notebook</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Pens</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 rolls</td>
<td>Toilet Paper</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Emergency blankets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Emergency radio (hand-crank, AM/FM)</td>
<td>Cubberley and CERAS only</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Emergency contact list</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Stanford map and directory</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Emergency plan binder</td>
<td></td>
<td></td>
</tr>
<tr>
<td>50 per pack</td>
<td>Safety pins</td>
<td>Assorted sizes.</td>
<td></td>
</tr>
<tr>
<td>3 bottles</td>
<td>Sunscreen</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION 3 – DEPARTMENTAL BUSINESS AND ACADEMIC CONTINUITY OVERVIEW

Academic Services

Critical Functions and programs – the following events must happen to ensure academic/business continuity:

2016-17 dates

- **August 2016:**
  - Axess opens for Autumn-quarter enrollment: Aug. 1
  - Dissertation submission deadline: Aug. 26
- **September 2016:**
  - GSE Orientation: Sept. 21-22
- **October 2016:**
  - Autumn-quarter Final Study List deadline: Oct. 14
  - Autumn quarter funding must be entered for PhD students: Oct 15
  - Axess opens for Winter-quarter enrollment: Oct. 30
- **December 2016:**
  - PhD Applications due Dec. 1
  - PhD Application processing: Dec 1 - 15
  - Dissertation submission deadline: Dec. 9
- **January 2017:**
  - MA Applications due Jan. 10
  - Winter quarter funding must be entered for PhD students: Jan 15
  - MA Application processing: 2nd and 3rd week in January
  - Winter-quarter Final Study List deadline: Jan. 27
  - PhD Admissions Mtgs: last two weeks in January
- **February 2017:**
  - Axess opens for Spring-quarter enrollment: Feb. 12
- **March 2017:**
  - PhD Admit Day: Mar. 16
  - Dissertation submission deadline: Mar. 17
- **April 2017:**
  - MA Admit Day: Apr. 3
  - Axess opens for Summer-quarter enrollment: Apr. 9
  - April 15 Admissions Resolution: deadline for admitted students to accept/decline: Apr. 15
  - Spring quarter funding must be entered for PhD students: Apr. 15
  - Spring-quarter Final Study List deadline: Apr. 21
- **June 2017:**
  - Dissertation submission deadline: Jun. 7
  - Grades due for graduating students: Jun. 15
  - Undergraduate Honor Cord Ceremony: Jun. 16
  - Commencement: Jun. 18
- **July 2017:**
  - Summer-quarter Final Study List deadline: Jul. 7
Academic Services

- Summer quarter funding must be entered for PhD students: Jul. 15
- **August 2016:**
  - Axess opens for Autumn-quarter enrollment: Aug. 1
- **September 2017:**
  - Dissertation submission deadline: Sep. 1

**Future dates: TBD**

**Minimal Staffing Level** – the following staff members are essential for maintaining function:

- **Shu-Ling Chen, Assistant Dean and Director of Academic Services:** to direct main functions of Academic Services
- **Tommy Liu, Enrollment and Data Reporting Officer:** course facilitation (BAT-trained)
- **Susana Carranza, Associate Director of Admissions and Financial Aid:** admissions facilitation
- **Viviana Alcazar, STEP Program Officer and Credential Analyst:** knowledgeable of teacher credentialing and STEP Program functions

**Communications Plan:**

The Assistant Dean and Director of Academic Services (Shu-Ling Chen) will contact all staff members via text message; in addition to text messages, voice calls may also be used. Should the Assistant Dean not be available, the Enrollment and Data Reporting Officer will be the designated back-up. In that communication, each staff member and his/her family’s safety are ascertained.

Each staff member should also send a text message to the Assistant Dean with a status update.

Both the Assistant Dean and the Enrollment and Data Reporting Officer should be kept abreast of the status of university/GSE servers, email functionality, and university systems.

**Key Resources, Vendors, Contractors, and Stakeholders** – the following entities may need to be contacted with updates and information:

**Course planning and scheduling:**
- Registrar’s Office: reg-courses@stanford.edu, 725-1892

**Admissions & Financial Aid:**
- Emma- Notification system for admission and funding letters: myemma.com
- Judith Haccou, Director, Graduate Admissions: haccou@stanford.edu
- Tiffany Ferguson, Associate Director, Graduate Admissions: tferguson@stanford.edu or 650.223.1076
- Karen Cooper, Director of Financial Aid: karen.cooper@stanford.edu

**Events:** For information on events, see task sheet in AcadServ Files:
- Z:\Acadserv\Commencement
- Z:\Acadserv\Orientation
- Z:\Acadserv\Admissions\Admissions 2017-2018\MA Admit Day
- Z:\Acadserv\Admissions\Admissions 2017-2018\PhD Admit Day
- Z:\Acadserv\Undergraduate Programs\Events
Steps to ensure business continuity

In the wake of an emergency, the first step would be for the Assistant Dean of Academic Services to follow the communications plan by contacting members of the Academic Services team via text message; in addition to text messages, voice calls may also be used. Should the Assistant Dean not be available, the Enrollment and Data Reporting Officer will be the designated back-up.

In that communication, each staff member and his/her family’s safety are ascertained.

Each staff member should also send a text message to the Assistant Dean with a status update.

Both the Assistant Dean and the Enrollment and Data Reporting Officer should be kept abreast of the status of university/GSE servers, email functionality, and university systems.

The next steps are based on the following assumptions:

- Safety is ascertained
- GSE servers and email communications are functional
- Transportation systems are functional
- GSE facilities are operational and safe for occupancy

The minimal staffing team should report to normal office locations and operate as normal, with direction from the Assistant Dean of Academic Services. Other staff members should report if possible.

If GSE facilities are not operational and/or are not safe for occupancy

The minimal staffing team should report to the university with university-issued laptops and meet at a shared public space as determined by the Assistant Dean of Academic Services (CERAS lobby would be a good option, if operational). Other staff members should report if possible.
Academic Services

If transportation systems are not functional

The minimal staffing team should perform duties from home/off-site using Virtual Private Network (VPN) with university-issued laptops. Other staff members should work from home/off-site if possible.

If GSE servers and email communications are not functional

The Academic Services team should await announcement of the reinstatement of GSE servers and email communications from the Assistant Dean. No Academic Services operations can take place while servers are down.
Administrative Operations

Critical Functions and programs – the following events must happen to ensure academic/business continuity:

- The critical function of the administrative team is to provide support to staff and faculty. In the event of an emergency, any staff/faculty conferences and events throughout the academic year will be affected. If a conference or event is scheduled to start immediately after an emergency, the administrative team will work together with their faculty members and with their supervisor, Joanna Carr, to determine if the conference should continue. If the conference is scheduled for a future time, the administrative team will touch base throughout the duration of recovery to determine what kind of support is needed.
- Conferences and events should be the only focus for immediate business continuity. Basic administrative items like PCard transactions, expense requests, and supply ordering are not essential.

Minimal Staffing Level – the following staff members are essential for maintaining function:

- Priscilla Fiden – Assistant Dean for Administrative Operations
- Joanna Carr – Manager of Faculty Administrative Associates

Communications Plan:

- As part of her duties on the STAT team, Priscilla will communicate via phone call, email, and GSE website during an emergency.
- If Priscilla and Joanna determine that administrative help is needed, they will reach out to the respective members of the faculty administrator team.
- Administrative associates should make note of important events after an emergency and communicate to Joanna if additional assistance will be needed immediately.

Key Resources, Vendors, Contractors, and Stakeholders – the following entities may need to be contacted with updates and information:

- Once business resumes, administrative associates should communicate with faculty to see if any assistance is needed for upcoming events.

Steps to ensure business continuity:

- Priscilla Fiden and Joanna Carr will determine what administrative needs are essential, and these will be communicated to staff.
- If any events or conferences are occurring around the time of the emergency, the faculty administrator will communicate to Priscilla and Joanna in order to develop the best strategies.
Communications

**Critical Functions and programs** – the following events must happen to ensure academic/business continuity:

- The critical function of communications is to deliver news about the school and its research, program and events to the Stanford community and beyond. Communications also is an essential partner for other units, and chiefly Dean Dan Schwartz, in coordinating responses to major happenings at the school and making sure the community is informed. GSE communications works in constant partnership with Stanford University Communications and in a disaster and its aftermath follows the lead of the university in what to distribute, when and how.

- Communications is ongoing -- there are no specific dates or calendar that drive operations.

**Minimal Staffing Level** – the following staff members are essential for maintaining function:

- Communications Director - Brooke Donald

**Communications Plan:**

- Text and phone calls, email if it's working.

**Key Resources, Vendors, Contractors, and Stakeholders** – the following entities may need to be contacted with updates and information:

- The communications office needs to be in constant contact with University Communications, IT, Academic Services and the Dean's office following an emergency.

**Steps to ensure business continuity**

- Contact senior leadership (Dan, Geoff, Priscilla, Shu-Ling) for status updates and to assign roles to essential needs depending on disaster: ie, parent or family coordination, executive communications, student communication, faculty
- Coordinate with IT on web presence. We would need to create a banner on our website that directs people to emergency.stanford.edu. (The length of time that would stay on the site would be determined in coordination with University Communications.)
- Direct all social media feeds to university feeds
- Consult with University Communications on needs of the university. (I am part of an communicators emergency response team and I may be diverted to help the University if the GSE is secure.)
- Executive communications: may be a need for the dean to contact all in the community
- Work with IT on an emergency resources page specific to GSE interests that would help navigate going forward .. ie if CERAS were damaged in a quake, our emergency page might say where classes would be.
EdCareers

Critical Functions and programs – the following events must happen to ensure academic/business continuity:

2016-17 events/deadlines

- **Every week throughout the year**
  - Ensure that by every Friday night all submitted EdCareers employer registrations and job postings from the current week have been approved or moved forward if concerns exist.
  - Create the weekly EdCareers Newsletter every Tuesday and send it out to our current students and the ~2,000 alumni recipients highlighting professional development resources and the past week’s job postings.
- **August 2016**:
  - Upload new student SUnet ID numbers onto EdCareers Database (Syplicity Platform)
  - Launch the Class of 2016 Career Survey for August Graduates
- **September 2016**:
  - EdCareers Presentation for MA and PhD students: Sept. 21-22
  - Final push for the Class of 2016 survey response rate (June graduates)
- **October 2016**:
  - EdCareers Internship Fair: October 3rd
  - POLS EdCareers Overview and Work on Purpose Workshop: October 7th
  - LDT EdCareers Overview and Work on Purpose Workshop: October 14th
  - EDUC 210: Internship Workshop: October 14th
  - Internship Agreements & Autumn-quarter Final Study List deadline: Oct. 14
  - Final push for the Class of 2016 knowledge rate (June graduates)
  - EDUC 210: Internship Workshop: October 28th
- **November 2016**:
  - ICE EdCareers Overview and Work on Purpose Workshop: November 4th
  - EDUC 210: Internship Workshop: November 4th
  - VPGE QuickBytes: Academic Job Negotiations facilitated by EdCareers: November 10th
  - Internship Survey to Participating Managers and Students: November 14th
  - Final push for the Class of 2016 survey response rate (July graduates)
- **December 2016**:
  - EDUC 210: Internship Workshop: December 2nd
  - Final push for the Class of 2016 knowledge rate (July graduates)
- **January 2017**:
  - ICE EdCareers Pitch Workshop: January 13th
  - POLS EdCareers Pitch Workshop: January 20th
  - LDT EdCareers Pitch Workshop: January 27th
  - EDUC 210: Internship Workshop: January 27th
  - Internship Agreements & Autumn-quarter Final Study List deadline: January 27th
- **February 2017**:
  - EDUC 210: Internship Workshop: February 17th
  - Internship Survey to Participating Managers and Students: February 27th
  - PhD Job Talk Feedback Session: TBD
  - Finalize Class of 2016 career placement analysis
- **March 2017**:
EdCareers

- EDUC 210: Internship Workshop: March 10th
- Draft the Class of 2016 EdCareers Report

**April 2017:**
- EdCareers presentation for MA Admit Day: April 3
- EDUC 210: Internship Workshop: April 21st
- Internship Agreements & Autumn-quarter Final Study List deadline: April 21st
- VPGE QuickBytes: Academic Job Negotiations facilitated by EdCareers: April 25th
- Release the Class of 2016 EdCareers Report

**May 2017:**
- EDUC 210: Internship Workshop: May 12th
- EdCareers Panel at the Alumni Orientation Lunch: May 19th
- Internship Survey to Participating Managers and Students: May 21st
- PhD Career Panel: TBD

**June 2017:**
- Launch the Class of 2017 Career Survey for June Graduates
- Call for Internships for the 2017-18 Academic Year
- Annual Planning for next year

**July 2017:**
- Communication with incoming and returning students
- Push for internship postings
- Annual Survey management

**August 2017:**
- Upload new student SUnet ID numbers onto EdCareers Database (Symplicity Platform)
- Launch the Class of 2017 Career Survey for August Graduates

**Minimal Staffing Level** – the following staff members are essential for maintaining function:

Our minimal staffing level to maintain all critical function would be a portion of the entire team’s time, depending on the time of year:

- **Nereyda Salinas, Director**
  - 617.290.4964 cell
  - nxsalinas@stanford.edu
  - n.salinas@yahoo.com

- **Loida Feliz, Associate Director**
  - 617.797.3930
  - loifeliz@stanford.edu
  - loifeliz@gmail.com

- **Joe Ignoffo, Administrative Associate**
  - 408.497.4214
  - jignoffo@stanford.edu
  - joey.ignoffo@gmail.com

- **Nadine Skinner, Research Assistant (PhD student)**
  - 510.219.9476
  - nas2@stanford.edu
  - nskinner67@gmail.com
The most pressing need would be to maintain the EdCareers Database and the EdCareers Weekly Newsletters. Secondly, any upcoming events and coaching appointments. Third, any survey response or analysis tasks.

**Communications Plan:**

First attempt for timely, critical communications will be texting. The entire team has each other’s cell phone numbers and we also have a text group set up that includes all the full-time staff. Once e-mail is dependably running, we will utilize that means, along with Slack.

The Director will reach out to everyone to make sure everyone is accounted for. If the Director is not available, the Associate Director will do so. The staff will confirm that they are safe. Once everyone is accounted for, the Director will assess priorities given the current situation and available resources and communicate them to staff. Again, if the Director is not available, the Associate Director will do the assessment and communication of the action plan.

**Key Resources, Vendors, Contractors, and Stakeholders** – the following entities may need to be contacted with updates and information:

There are no key vendors that need to be contacted, but we should notify our Symplicity (EdCareers Database Platform) representative:

Melissa Witte  703-351-0200 x8282  mwitte@symplicity.com

**Steps to ensure business continuity:**

After a serious emergency, once everyone is safely accounted for, the team will meet (ideally in person, if not, virtually or via a conference call). If the campus is safe and Stanford servers are working, we will come to campus and continue working on the designated priorities. However, if the campus is not safe, we can move forward key priorities remotely. All of our institutional memory in on our shared drive on Box, Qualtrics and our stanfordedcareers google drive, and can be accessed remotely.
External Relations

Critical Functions and programs – the following events must happen to ensure academic/business continuity:

2016-17 dates

- **August 2016:**
  - Fiscal year end appeal
- **September 2016:**
  - Initial outreach to GSE Fellowship Recipients from Stewardship Manager
  - GSE Advisory Council meeting: September 27th and 28th
  - Fall Appeal
  - Heavy volume gift acknowledgements
- **October 2016:**
  - SNS Board meeting: October 13
  - GSE Alumni Excellence in Education Award: October 20
  - GSE Alumni Tailgate: October 22
  - Reunion Homecoming: October 20-22
- **November 2016:**
  - Calendar year end appeal
  - Heavy volume gift acknowledgements
- **December 2016:**
  - Giving Tuesday: December 6
  - Heavy volume gift acknowledgements
- **January 2017:**
  - SNS Board meeting: TBD
  - Heavy volume gift acknowledgements
- **February 2017:**
  - Spring appeal
- **March 2017:**
  - GSE Advisory Council meeting: March 16
  - Judy Avery site visit
- **April 2017:**
  - SNS Board meeting: TBD
  - GSE Fellowship Reception TBD
  - Alumni Award nomination deadline
  - AERA: April 27 – May 1
  - SNS Scholarship Meeting TBD
- **May 2017:**
  - GSE Cubberley Lecture TBD
  - Heavy Alumni Award work: evaluations
- **June 2017:**
  - EPAA Graduation – hosted on Stanford campus
- **July 2017:**
  - SNS Board meeting: TBD
- **August 2017:**
External Relations

- Fiscal year end appeal
  - **September 2017:**
    - GSE Advisory Council meeting: September 26th and 27th

**Minimal Staffing Level** – the following staff members are essential for maintaining function:

- Heather Coleman Trippel, Associate Dean of External Relations: to direct main functions of External Relations
- Holly Materman, Associate Director of Alumni Relations and the Annual Fund: direct alumni outreach and maintain annual fund timelines
- Caroline Girgis, Manager of Donor Stewardship: To maintain stewardship, gift processing, and reporting activities

**Communications Plan:**

The Associate Dean of External Relations (Heather Trippel) will contact all staff members via text message; in addition to text messages, voice calls may also be used. Should the Associate Dean not be available, the Associate Director of Development (Christen Sottolano) will be the designated back-up. In that communication, each staff member and his/her family’s safety will be ascertained.

Each staff member should also send a text message to the Associate Dean with a status update.

Both the Associate Dean and the Associate Director of Development should be kept abreast of the status of university/GSE servers, email functionality, and university systems.

**Key Resources, Vendors, Contractors, and Stakeholders** – the following entities may need to be contacted with updates and information:

**Stanford Office of Development**
- Kathleen Quinn: Associate Vice President for Development, [Kathleen.quinn@stanford.edu](mailto:Kathleen.quinn@stanford.edu) or (650) 725-5468
- David Kennedy: Senior Associate Vice President for Development, [dkennedy@stanford.edu](mailto:dkennedy@stanford.edu) or (650) 723-3355
- Brandy Kahlig: Director of Development Services, [bkahlig@stanford.edu](mailto:bkahlig@stanford.edu) or 650-723-2574
- Amy Seirer: Senior Associate Director, Integrated Marketing Services, [aseirer@stanford.edu](mailto:aseirer@stanford.edu) or (650) 721-3231

**GSE Advisory Council**
- Angela Nomellini, Chair, [anko1@pacbell.net](mailto:anko1@pacbell.net) or 650-773-9480

**Events Services**
- Kerry Watkins, Senior Event Manager, Events Services, [kwatkins@stanford.edu](mailto:kwatkins@stanford.edu) or (650) 723-2285
Steps to ensure business continuity

In the wake of an emergency, the first step would be for the Associate Dean of External Relations to follow the communications plan by contacting members of the External Relations team via text message; in addition to text messages, voice calls may also be used. Should the Associate Dean not be available, the Associate Director of Development (Christen Sottolano) will be the designated back-up.

In that communication, each staff member and his/her family's safety will be ascertained.

Each staff member should also send a text message to the Associate Dean with a status update.

Both the Associate Dean and the Associate Director of Development should be kept abreast of the status of university/GSE servers, email functionality, and university systems.

The next steps are based on the following assumptions:

- Safety is ascertained
- GSE servers and email communications are functional
- Transportation systems are functional
- GSE facilities are operational and safe for occupancy

The minimal staffing team should report to normal office locations and operate as normal, with direction from the Associate Dean of External Relations. Other staff members should report if possible.

If GSE facilities are not operational and/or are not safe for occupancy

The minimal staffing team should report to the university with university-issued laptops and meet at a shared public space as determined by the Associate Dean of External Relations (Tressider or Arrillaga Alumni Center would be good options, if operational). Other staff members should report if possible.

If transportation systems are not functional

The minimal staffing team should perform duties from home/off-site using Virtual Private Network (VPN) with university-issued laptops. Other staff members who have university-issued laptops should work from home/off-site if possible. Other staff members who do not have university-issued laptops will work with their managers to make progress on work-related tasks that do not require access to GSE servers.

If GSE servers and email communications not are functional

The External Relations team should await announcement of the reinstatement of GSE servers and email communications from the Associate Dean, via email or text message. While there are some activities that can take place when the servers are down (phone calls, hand-written thank you notes, drafting reports, etc.), the activities of the ER team would be severely limited while servers and email communications are unavailable.
Facilities

Critical Functions and programs – the following events must happen to ensure academic/business continuity:

- The calendar of the facilities team is fluid and often unpredictable. However, our most critical time in terms of continuity would likely be August and September, as we are in the process of situating both incoming students, current students, and any new faculty who may be arriving to the GSE. This time frame often dictates the use of roughly 30 office spaces and is imperative to continuing the functions of the GSE.

Minimal Staffing Level – the following staff members are essential for maintaining function:

- Project Manager – Debbie Belanger
- Facilities Project Coordinator – Tom Woerz
- Facilities Project Coordinator – Laura McCarty

Communications Plan:

- Text and phone calls, email if it's working. Facebook is also a viable option should email servers be down.

Key Resources, Vendors, Contractors, and Stakeholders – the following entities may need to be contacted with updates and information:

- Critical points of contact are Zone Manager Kathleen Baldwin (kb1@stanford.edu) and Dave Rozakis (daver@stanford.edu). They manage the portion of campus including CERAS, Barnum, and Cubberley and will likely be all hands on deck in the event of an emergency.
- Vendors are often assigned to us on an as-needed basis, so this will need to be addressed in the moment.

Steps to ensure business continuity:

- Contact senior leadership (Dan, Geoff, Priscilla, Shu-Ling) for status updates and to assign roles to essential needs depending on disaster: Building safety inspections, contacting emergency services, water, gas, electrical shutdowns.
- Coordinate with IT on web presence. Indicate which areas are off limits, which are safe, and provide continuous facilities updates.
- Communicate with the Zone Manager and other university-wide facilities overseers to coordinate steps to get our essential functions online if need be.
- Reach out to staff and students school-wide to better their accommodations, prioritizing faculty and all research-focused personnel in order to continue the directive of the GSE.
- Ensure all potential deliveries are directed to an appropriate site to complete the delivery or are instructed to be held off-site until we are ready to receive.
Facilities

- In the event of key-reader shutdown, ensure appropriate members of the GSE have access to necessary keys. Similarly, coordinate with university emergency officials in ensuring the security of the GSE and all GSE properties.
**GSE IT**

**Critical Functions and programs** – the following events must happen to ensure academic/business continuity:

GSE IT’s calendar follows the Dean's office calendar.

**Minimal Staffing Level** – the following staff members are essential for maintaining function:

Three people for all functions. We can have a minimum of two people for most functions. We will use Slack gse-it.slack.com to communicate real-time messages within the GSE IT team critical members.

- **Infrastructure/Network/Core Services**
  - Stephen & PMD
- **Facilities**
  - Debbie

**Communications Plan:**

GSE IT will create a page similar to emergency.stanford.edu [http://emergency.stanford.edu](http://emergency.stanford.edu/)

For the GSE on the ed.stanford.edu which we will update and will be hosted on Amazon. The following order of operations is listed below.

- SMS text using paid service and emergency contact info (PMD purchase)
- Email—create templates with varying degrees of emergency information

**Key Resources, Vendors, Contractors, and Stakeholders** – the following entities may need to be contacted with updates and information:

**Network (UIT & GSE IT)**

- Cubberley
  - General network test.
  - [https://web.stanford.edu/group/networking/monitor/n2x/switches.html#netsw-03-300-01](https://web.stanford.edu/group/networking/monitor/n2x/switches.html#netsw-03-300-01)
- CERAS
  - General network test.
- Barnum
  - General network test.
- If there are issue, submit a HelpSU via helpsu.stanford.edu or call the UIT helpdesk at 650-725-4357 (5-HELP). Inform UIT the urgency of the issue.
- Find the ETA for the repair/fix and community it out to the GSE community.
E-mail (UIT & GSE IT)

- Test e-mail for both internal and external sources
  - Stanford <-> Stanford
  - Stanford -> External (gmail.com, hotmail.com)
  - External -> Stanford
- Check web access over https://webmail.stanford.edu
- Check via a mobile device such as a smart phone.
- If there are issues, submit a HelpSU via helpsu.stanford.edu or call the UIT helpdesk at 650-725-4357 (5-HELP). Inform UIT the urgency of the issue.
- Find the ETA for the repair/fix and communicate it out to the GSE community.

Websites

- ed.stanford.edu
  - Verify that the GSE emergency website is accessible
  - Test to see if you can log into https://ed.stanford.edu/staff/profiles which contains the contact information to GSE Staff. This site is dependent on Stanford authentication system. If the Stanford authentication system is offline, members of GSE will not be able to log into the site.
  - If there are issues contact the GSE IT team. Wilson Wang and Stephen Wong will need to be contacted.

File Services shared drives

- Check \su.win.stanford.edu\gse
- If there are issues contact the GSE IT team. Paul David and Stephen Wong will need to be contacted.

Access to Desktops remote login for critical work only (HR identify staff)

- Check Stanford VPN
- Go through the Network guide above
- Test remote desktop to at least one desktop per building.
- If there are issues contact the GSE IT team. Paul David and Stephen Wong will need to be contacted.

Collaboration Services (Google docs w/ emergency information)

- Check Stanford Box, Office 365 and Google Docs
- If there are issues, submit a HelpSU via helpsu.stanford.edu or call the UIT helpdesk at 650-725-4357 (5-HELP). Inform UIT the urgency of the issue.
- Find the ETA for the repair/fix and communicate it out to the GSE community.

Research Data

- There is no research data that is considered critical to the operation of GSE within the first 24 hours at this time.

Amazon (amazon.com)
UIT (5help)
Steps to ensure business continuity

- Network
  - Wired Connections
  - Wireless
  - Stanford VPN
  - Departmental Firewall
- E-mail
  - Testing Office 365
- Calibration Tools
  - Office 365
  - Google Docs
  - GSE File Server
- Remote Access to desktops
  - Test to see if desktops located within GSE accessible remotely

Describe IT application and server recovery strategies:

- Websites
  - ed.stanford.edu - Hosted on AWS. Recover data via AWS snapshots
  - Academic sites – Hosted with our virtual infrastructure. Recovery via Veeam
  - Research Centers – Hosted with our virtual infrastructure. Recovery via Veeam
- Services
  - E-mail – Hosted and recovery by UIT
  - File Server – Hosted with our virtual infrastructure. Recovery via Veeam
  - Crashplan – Hosted and recovery by UIT
  - Database – Hosted with our virtual infrastructure. Recovery via Veeam

Describe critical data backup:

- For source code we use bitbucket (www.bitbucket.com)
- For our virtualized servers we use Veeam which stores data in the Forsythe Data Center located within Stanford.
  - Remote into suse-backup.stanford.edu
  - suse-backup is a Windows virtual machine hosted in Forsythe U52
  - A su.win.stanford.edu domain account is required.
  - If there are issue contact the GSE IT team. Paul David and Stephen Wong will need to be contacted.
- For files we use Crashplan managed by UIT which stores data within the Internet2 cloud.
  - This is a self service
  - Clients can go to https://su-backup.stanford.edu/ to restore files.