Emergency Planning in a Time of Crisis
Outline

- Overview of planning process
- Remote services planning
- Work from home technology planning
- Lessons learned
Link to Presentation

libraries.clemson.edu/cni2020
Timeline

- **2/25**: First COVID-19 meeting
- **3/3**: Travel restrictions announced
- **3/4**: First Emergency Planning Group meeting
- **3/9**: Technology needs survey distributed
- **3/10**: Work from home pilot initiated
- **3/16**: Work from Home period begins
- **3/19**: Classes officially moved online for remainder of semester
- **3/20**: Deadline to distribute technology to employees
- **3/31**: Tech training series concludes
Planning Overview
Setting the stage for success
Communication & Business Continuity & Operations Plans

  - Identified critical functions and contacts, IT applications and server clusters, employee preparedness for work-from-home, key action items for follow-up

- Updated Communication Plan (3/3/2020)
  - Outlined decision tree for closure along with assignment of responsibilities (communication of decision to employees and campus)
Emergency Planning Group

- Formed COVID-19 Emergency Planning Group to develop the Libraries’ response to a potential campus closure and WFH scenario
  - Included Heads of Information and Research Services, Library IT, Circulation/Security and Facilities coordinators, Faculty Chair, Business Officer
  - Later expanded to include all department heads and HR
- Established Work from Home Guidelines
  - Included expectations related to signed employee/supervisor agreements, setting weekly goals, regular communication and weekly reports of accomplishments
- Created Remote Services Delivery Plan
- Developed Library IT Emergency Action Plan
Services
Deliver as many services as possible to our users from a distance
Service Inventory

- Conducted inventory of services to determine what could be offered online and what would require access to physical collections
  - Of 55 services identified, only 5 (physical access to collections, printing, and access to study spaces, public computers and makerspace technology) were unavailable electronically

<table>
<thead>
<tr>
<th>Library Services</th>
<th>Available Online</th>
<th>Available Online with Employee Access to Physical Collections</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Services</td>
<td>Yes - chat/text/email/FAQ</td>
<td></td>
</tr>
<tr>
<td>Library Services Desk</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Circulation/Checkout</td>
<td>No</td>
<td>Yes, depends on if a pickup location is available</td>
</tr>
<tr>
<td>Paging / Holds</td>
<td>No</td>
<td>Yes, depends on if a pickup location is available</td>
</tr>
<tr>
<td>Renewals</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Proxy pick up</td>
<td>No</td>
<td>Yes, depends on if a pickup location is available</td>
</tr>
<tr>
<td>Technology Lending</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Course Reserves - physical materials</td>
<td>No</td>
<td>Maybe - chapters can be scanned &amp; emailed</td>
</tr>
<tr>
<td>and textbooks</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Service Expansion

- When online instruction began, determined which services needed expansion to meet demand of online instruction
  - embedded librarians in CMS - 28% increase in instruction sessions
  - research guides - 14% increase in views
  - extended chat research hours - 88% increase in chat sessions
  - e-reserves - 95% increase
  - scan and deliver - peak 35 requests in one day
Collections

- Originally mailed items to patrons - discontinued after one week. Moved to scan and deliver

- Expanded availability of streaming media and ebooks through purchase-on-demand
  - 54 purchased

- Integrated HathiTrust and Internet Archive emergency collections into our discovery platform

- Additional Archives digitization to support instruction
Technology
Prepare our employees to successfully work from home
Objective 1

Ensure that emergency preparedness documents and contacts were updated and available to all library employees
Update Emergency Documentation

Updated the IT section of Business Continuity and Operations Plan with current contacts, server information, central and department applications, and recovery strategies.

<table>
<thead>
<tr>
<th>Department Applications</th>
<th>Name</th>
<th>Functional Owner</th>
<th>Technical Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Applications</td>
<td>Millennium</td>
<td>Chris Vinson</td>
<td>Sarah Greene</td>
</tr>
<tr>
<td></td>
<td>ILLiad</td>
<td>Renna Redd</td>
<td>Sarah Greene</td>
</tr>
<tr>
<td>Workstations</td>
<td>Intota ERM</td>
<td>Chris Vidas</td>
<td>Chris Vidas</td>
</tr>
</tbody>
</table>
Centralize Resources

Created a new section in our staff intranet to centralize all resources and information related to emergency procedures and working remotely.

COVID-19 Resources

Emergency Procedures
- Business Continuity and Operations Plan (Clemson Libraries)
- http://library.clemson.edu/depts/admin/facilities/library-emergency-procedures/

Emergency Action Plans
- Cooper Library
- Gunnin Architecture Library
- Library Depot
- Special Collections and Archives
- Education Media Center
- Clemson Design Center Library

Library Links to Support Online Learning

Working Remotely
- Libraries Work From Home Canvas Course
  https://clemson.instructure.com/enroll/XW79P
Created a contact list that defined functional areas of Library Technology

<table>
<thead>
<tr>
<th>Areas of Tech Support</th>
<th>Primary Contact</th>
<th>Backup Contact(s)</th>
<th>Associated Software/Applications/Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Web Services</td>
<td>Bhavin Tailor</td>
<td>Chris Vinson</td>
<td>Library website, StaffWeb, web forms, emergency notices</td>
</tr>
<tr>
<td>Library Services</td>
<td>Sarah Greene</td>
<td>Scott Hammel, Chris Vinson</td>
<td>Millennium, Alma, Primo</td>
</tr>
<tr>
<td>Platform/Discovery</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creative Technologies</td>
<td>Kelsey Sheaffer</td>
<td>Chris Vinson</td>
<td>Instruction and consultation for Adobe Creative Suite, podcasting</td>
</tr>
<tr>
<td>Open Educational</td>
<td>Yang Wu</td>
<td>Chris Vinson</td>
<td>OER instruction and consultation</td>
</tr>
<tr>
<td>Resources</td>
<td></td>
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</tbody>
</table>
Objective 2

Ensure that employees had the technology necessary to perform basic work functions at home, including a computer, network connection, and access to core software.
Reviewed inventory to determine which employees had laptops (hint: not enough)

- Employees: 82
- Laptops Issued: 36
- Extra Laptops Available: 10
- Laptop Deficit: 36
Surveyed library employees to:

- determine who had a computer, secure network, webcam, and/or headset available at home that could be used in the event of an emergency
- measure familiarity with core software applications
Survey Results

100% Response Rate

65 Employees with home computer or work laptop

5 Employees without home internet
Survey Results
Response to Technology Gap

- Procured additional laptops and repurposed older ones (complicated by supply issues due to COVID-19 and tornadoes in Nashville, TN)
- Purchased headsets for all employees
- Partnered with central IT department to issue wireless hotspots to employees with no internet or persistent internet issues
Core Software

Identified the standard software applications that would be used when working from home and supported by Library Technology and/or central IT

- Box
- Google Drive
- VPN/RDP/Duo
- Cisco Webex
- Zoom
- Microsoft Teams
Work From Home Pilot

Carried out a pilot exercise to test the ability of employees to work from home, who were given a list of specific tasks to complete in a Canvas course.
Objective 3

Ensure that employees were trained to successfully work from home, easily communicate with co-workers, and share documents.
Tech Training

Deliver training on use of software applications to facilitate working from home

- Six online sessions covering core software applications
- Require all employees to take the WFH Canvas course
- Regular “tech tips” sent out
Tech Training Engagement

133
Live Attendees

326
Recording Views

459
Total Interactions
Tech Training Efficacy

Tech trainings improved my understanding of and ability to use the software taught.

- Somewhat agree
- Strongly agree
- Neither agree nor disagree
Tech Liaisons

● Training employees across the libraries in how to support colleagues in their departments on how to use and navigate WFH tools at a peer-to-peer level

● No role in supporting personal or university-issued hardware or highly technical issues

● Provide input on the WFH Canvas course
Communicate & Share

Implemented Microsoft Teams as the primary communications tool for employees

- Created channels to encourage group discussion
- “Social” channels to provide stress release, including recipes and pets of the libraries
Lessons Learned
Lessons Learned

- Importance of keeping emergency plans up-to-date, emphasizing the need for disaster preparedness

- Always have your employees prepared to work-from-home with ready access to essential technology and software

- Be prepared to encounter unreliable internet challenges

- Communication technologies like Teams and Zoom go a long way in sustaining a sense of community
Lessons Learned

- You can live without your print collections
- Regular updates and communication from library dean are a valuable tool in maintaining staff morale and support
- Flexibility is key for both leadership and employees in uncertain times
- What we’ve implemented can be carried over to the “new normal” office environment
Associated Documents

libraries.clemson.edu/cnidocs