The Four Phases of Emergency Management in Higher Education (Part 2)

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Emergency Planning & Critical Incident Response

1. Physical and procedural Threat and Risk Assessment*
2. MNS and Interoperable Communications (Timely, Accurate, and Useful)*
3. National Incident Management System (NIMS); emergency response plans*
4. Emergency Response Plans
5. Mutual aid plans and agreements, including for victim services
6. First Responder EMS/EMT training
Concept of Operations, Defined

- Provides an “All Hazards” campus wide operational plan
- Provides effective and efficient incident management, from pre-planning initial response through recovery
- Provides effective communications internal & external
- System for incident management while providing critical campus operations

Campus Concept of Operations

- Executive Policy Group
- Emergency Operations Center (EOC) (staffed by the Emergency Planning Group)
- Command Post Operations
- Initial Response
Campus Concept of Operations

- Initial response
  - Scene isolation & stabilization

- Command post operations
  - Scene management & resolution

Concept of Operations, Defined

- Emergency Operations Center (EOC)
  - Focus on impact of the incident on the operation of the institution
  - Provide coordination and networking with scene(s)
  - Major logistics, maintenance of routine operations
The EOC

- Operations Section
- Logistics Section
- Planning Section
- Intelligence Section
- Finance Section

The Role of Auxiliary Services…

- Bookstore
- Card Systems
- Child Care
- Communications
- Concessions
- Conferences
- Facility Management
- Housing

- Parking
- Physical Plant
- Printing Services
- Purchasing
- Security
- Transportation
- Mail Services
Campus Concept of Operations

- Executive Policy Group (provides overall guidance)
  - Focus on impact to the institution
  - Organize and direct policy decisions
  - Insulate
  - Inform and update VIPs
  - Politics
  - Message to the campus & public

Recommendations for colleges and universities in each phase of the emergency management cycle

![Diagram of emergency management cycle]

- Mitigation & Prevention
- Preparedness
- Recovery
- Response
PREVENTION and MITIGATION

- Campus safety, county emergency management and first responders to identify local hazards and assess vulnerabilities.
- Collect data on the safety perceptions of campus faculty, staff and students.
- Target hardening and Crime Prevention Through Environmental Design.
- Collect, report and analyze incident report data (Clery Act).
- Review Student Conduct Code specific to threat assessment and notification.
  - train multi-disciplinary Crisis Response Teams.
- Implement high profile prevention programs: substance abuse, suicide, sexual assault & anonymous reporting systems.
- Enhance efficiency of data sharing among agencies.

PREPAREDNESS

- Develop and deliver emergency exercises across campus departments through a multi-year, multi-agency exercise continuum.
  - Drills
  - Exercises (table top, functional and full scale).
- Plan for continuity of operations including thresholds for shutting down campus, resuming classes online as feasible, student support services, and campus personnel.
- Create campus awareness of, and training on:
  - Communication channels from university, to college, to departmental level (incl. satellite campuses)
  - Response procedures
  - Incident Command System
- Update Mutual Aid Agreements as necessary.
- Test emergency notification systems.
**RESPONSE**

- Provide immediate, **coordinated notification** depending on nature of event.
- Staff, faculty and students **follow directives** for evacuation, shelter in place or lockdown.
- **Activate the Incident Command System** and operate in a multi-agency “unified command” structure as necessary.
- **Maintain official communication** with students, staff, parents, local and state agencies, the general public and satellite campuses.
- Secure **critical records** offsite as feasible.
- Ensure faculty, staff, parents, community and students do not alter the crime scene.
- Delegate **contingency planning** and mobilize mental health recovery assets.

**Recovery**

- Strive to return to teaching and learning as quickly as possible – with recognition that learning and teaching may need to “look different” in the short term.
- **Implement Damage Assessment Teams**.
- Maintain official communication with the public, satellite campuses, media and students/faculty/staff and legal counsel.
- Conduct “after action reviews” with students, staff and first responders.
- Document lessons learned and implement accountability plans to ensure lessons learned are not lessons lost.
- Support mental health recovery teams
- Begin planning for issues surrounding donations, memorials, anniversaries

Manage the crisis, don’t let the crisis manage you

Restore the learning environment, help the healing
Next Steps

- **STEP 1:** Get organized
- **STEP 2:** Identify hazards and conduct a risk assessment
- **STEP 3:** Develop or update emergency management plan
- **STEP 4:** Adopt and implement the plan

Conclusion: what we should be doing

- **Collaborating:** Within our institutions
- **Cooperating:** With our local first responders
- **Creating:** Innovation approaches to enhancing campus safety

What is the next “Big Thing?”
"Safety and security don't just happen, they are the result of collective consensus and public investment. We owe our children, the most vulnerable citizens in our society, a life free of violence and fear."

Nelson Mandela, former president of South Africa

Thank you

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