CRITICAL INCIDENT PREPAREDNESS PLAN

Revised August 2025

Overview

This document provides a management framework for responding to critical incidents or disruptions that may threaten the health and safety of the university community or disrupt its programs and operations. This plan is based on the following outline, situation, and assumptions.

Situation

The University of the Ozarks is a residential Christian liberal arts university located within the City of Clarksville, Arkansas. It covers approximately forty (40) acres of land. The university operates year-round with its peak occupancy and usage following a traditional academic calendar from Mid-August to late May each year. During its peak occupancy time period, the university has approximately 850 active undergraduate students and 150 faculty and staff on campus. The University has approximately 650 residential students during this peak occupancy period.

The University of the Ozarks recognizes that any institution is exposed to many different hazards, all of which have the potential to threaten the health, safety, and welfare of our students, faculty, staff, and guests. Because of this wide variety of hazards this Critical Incident Preparedness Plan is designed to provide the framework for an institutional response to any incident that threatens the university as a whole. While many of the incidents outlined in this plan are commonly associated with large scale disasters or emergencies, this plan also facilitates the management of critical incidents that may be smaller in nature but, require a coordinated university response to meet the needs of our community while modeling or core values.

Assumptions

The university officials recognize that emergency response, rescue, and control duties are outside of their institutions expertise and resource base capabilities. The university also understands that as a residential higher education institution we have a significant responsibility to prepare for any threat to our community and prepare a response to complement the anticipated emergency services response to a campus emergency or critical incident.

With these assumptions in mind, this Critical Incident Preparedness Plan establishes a Critical Incident Response Team (CIRT) that ascertains the scope of an incident and advises the university President. The Critical Incident Response Team establishes response strategies and tactics, deploys resources and initiates the emergency recovery process. The designated Critical Incident Response Team leader also known as the “Incident Commander” is primarily the Director of Public Safety.

While the Incident Commander, is currently the Director of Public Safety it is understood others should be developed and trained to assume the duties of the Incident Commander.

These two to three volunteers should be selected by the President and undergo training as developed by the Director of Public Safety.

Once the training has been completed, the Public Safety Director will make a recommendation to the President to certify them as an Incident Commander. While it is always preferred to have a certified Incident Commander attached to an incident one may not always be available. If a certified Incident Commander is not available, then the highest-ranking University official will assume the role until one is designated by the President.

CIRT response actions are guided by the University of the Ozarks' overriding priorities:

1. Protect Life
2. Protect property and infrastructure
3. Resume operations
4. Meet community needs.

Emergency Plans provide specific and general guidance to provide emergency aid for the campus, such as safety assessments, search & rescue, repairs, sheltering, counseling, and other support.

CHAPTER 2

General Critical Incident Response Plan

This plan was designed with simplicity in mind. The basic structure can be easily incorporated by every member of the campus community and will provide a measure of confidence concerning quick and organized activation of limited resources during times of extraordinary events.

The implementation of the response plan incorporates the following priorities into its course of action:

1. Protect Lives

Required Actions—Manage building evacuations, fire suppression, hazardous materials release response, search and rescue, medical aid, communications, and utility stabilization.

2. Protect Property and Infrastructure

Required Actions—Perform building inspections, establish facility security, shelter, food, and water.

3. Restore Operations

Required Actions—Secure vital records, safeguard research, reoccupy buildings, or relocate space, and obtain emergency recovery supplies through mutual aid arrangements, with either other institutions or local businesses.

4. Meet Community Needs

Required Actions—Provide available space to external agencies (Red Cross, National Guard, media, etc.), assist adjacent campus organizations (local hospitals, city services, etc.), as well as neighboring residents.

The Emergency Operations Center (EOC)

Critical Incident Response Team members may report to a central Emergency Operations Center (EOC) to coordinate decisions and resources.

Primary EOC Location: Conference Room, Mabee Administration Building
Alternate EOC Site: Public Safety Office

EOC equipment and supplies are maintained and stored by the Department of Public Safety

The Department of Public Safety is responsible for the planning and general management of the EOC facility and its resources. They will assemble appropriate data, equipment and supplies. They will prepare an EOC Resources Directory, containing critical internal and external contact information and emergency action checklists.

Organizational Recovery

As the incident begins to stabilize, efforts towards beginning Organizational Recovery will become the focus of the CIRT. The team will be responsible for organizing the resumption of

normal business operations to quickly support the resumption of the academic mission. The team will also be responsible for thoroughly documenting the incurred institutional costs due to infrastructure damage and response/recovery expenses.

Recovery Documentation

- Lists of damaged and destroyed equipment
- Equipment usage records
- Vendor purchase orders, invoices, and payments
- Materials usage records
- Contractor contracts, invoices, and payments
- Overtime expense documentation
- Insurance information/settlements
- Police, Fire, EMS, and Public Safety response logs and reports
- University scribe/historian report

When emergency conditions are stabilized and normal University operations resume, the Critical Incident Response Team will be deactivated by the Incident Commander. If applicable, a formal announcement will be disseminated using all emergency information and notification systems.

If the nature of the incident requires an extension of some emergency services, special work groups may be appointed to coordinate those continuing activities.

Post Event Plan Evaluation

A written “After-Action Report” will be presented to the President by the Incident Commander. This report should be submitted within fourteen days after the Incident Commander has deactivated.

A follow-up survey of the CIRT members, departments, and the general campus community will be conducted to evaluate the effectiveness of the response effort. This review will be led by Vice President of Advancement and Marketing. This survey should be conducted within 2 weeks of the incident and the results of the survey and the After-Action Report will be shared with the entire CIRT for review to help determine whether areas of the Critical Incident Response Plan should be modified.

CHAPTER 3

Contacts and Notifications for Emergencies

Critical Incident Response Team (general)

- Director of Public Safety - INCIDENT COMMANDER
- Vice President of Academic Affairs
- Vice President for Finance and Administration/CFO
- Vice President for Marketing and Enrollment
- Vice President for Advancement and Alumni Engagement
- Dean of Student Life
- Manager, Maintenance & Grounds
- Assistant Director of Public Safety

Other University notifications:

- President
- Special Assistant to the President
- Chairperson, Board of Trustees
- University Legal Counsel

Other possible notifications

Government Officials:

- Police
- Fire
- Emergency Management Agency (EMA)
- Mayor
- State Agency Representatives

Media contacts:

- TV
- Radio
- Newspaper
- Utilities
- Emergency Medical Services
- Counseling
- Dining Service

NOTE: The Department of Public Safety maintains emergency contact information.

CHAPTER 4

Specific Critical Incidents Preparedness Plans

Building Emergency Procedures

All building response activities will be coordinated from a pre-determined location. Communications with the Emergency Operations Center (EOC) will be through building phones, cellular phones, or a runner. Additionally, Public Safety will be responsible for determining the building's evacuation areas, which are large, open areas designated as common assembly points safely away from buildings and other potential hazards. These are posted in each building.

When a critical incident or emergency occurs in or at a building site, staff or faculty should take control of the situation as deemed necessary. When possible, the incident will immediately be communicated to 911 or campus Public Safety at 479-979-2020. This will be done through the use of a building phone, cell phone, or runner.

When reporting the critical incident or emergency, the individual assigned to make the call should tell 911 or campus Public Safety, ***"This is an emergency!"***
The individual will then state:

1. Their name
2. The building (name and number) and room location of the emergency
3. The nature of the emergency—fire, chemical spill, etc.
4. Whether injuries have occurred
5. Whether outside assistance has been called
6. Hazards present that may affect responding personnel

A phone number at or adjacent to the scene where they can be reached

Building Evacuation

Depending on the circumstances, a building may be either partially or totally evacuated. Under partial evacuation, occupants may simply be asked to relocate to another portion of the building that is deemed safer. Complete evacuation will result in all persons leaving the building and moving to a designated assembly area outside or in another building.

The following general guidelines will be followed for managing an orderly and safe evacuation:

- Keep yourself and others calm.
- Announce the situation loudly and clearly.
- Give clear directions—direct persons to the nearest exits, stairwells.
- Remind personnel ***not*** to use elevators during an evacuation.

- Instruct evacuees to take their identification and personal belongings if time permits and to close (but not lock) their office doors.
- Keep existing groups together. In academic buildings, faculty should lead their students out of the building.
- Assist persons with disabilities. Use a pre-assigned “buddy system.”
- Assign trained volunteers to quickly check all rooms, corridors, and stairwells to ensure that all personnel have left the area.
- Account for all evacuees. Key personnel from each group should quickly ascertain that all individuals safely reached the assembly area.
- Do not re-enter the building until Public Safety or the person in charge announces that it is safe to do so*.*

Building “Lock Down”

Depending upon the circumstances, a building may need to be “locked down” to prevent a critical incident occurring outside from entering the building. The term “lock down” means that all individuals are prohibited from entering or exiting the structure. In extreme cases, individuals inside the building may be asked to gather in a central location.

The Incident Commander or Public Safety staff will make the decision to lock down the building when a threat has been identified.

The faculty and staff have the responsibility to assist in securing the building and classrooms when a lock down is ordered.

The following general guidelines will be followed for managing an orderly and safe building lock down:

1. Keep yourself and others calm.
2. Announce the situation clearly.
3. Give clear directions—direct persons to move away from doors and windows.
4. Keep existing groups together.
5. Assist persons with disabilities. Use a pre-assigned “buddy system.”

Do not exit the building until the Public Safety or the person in charge announces that it is safe to do so.

Medical Emergencies

In case of a medical emergency 911 and Public Safety at 479-979-2020 should be notified. Public Safety and other professional staff members have been trained in CPR and basic first aid and will render assistance as needed. Portable defibrillators are located throughout the campus and can be used be trained individuals. Public Safety also carries Narcan which can be administered if an

individual is experiencing an opioid overdose. A person should be designate to meet medical outside of the building and assist guiding them in.

Injured Students
Students with minor injuries should be directed to report to Public Safety or Student Life. In the event of a significant injury, Public Safety or Student Life staff will summon the local public emergency medical services. 911 may be called first and then Public Safety should be notified.

Injured Faculty and Staff
Special Note:

Employees who have a minor injury should report to their immediate supervisor. In the event of a significant injury, Public Safety will summon the local public emergency medical services. 911 may be called first and then Public Safety should be notified.

The injured person is responsible for reporting the injury directly to the Human Resource Director. The Human Resources Department will then notify the Workers' Compensation carrier. Injured faculty and staff are still required to advise their supervisor within 24 hours of their work-related injury and keep them apprised of their status.

Supervisors should follow the institution's guidelines regarding assistance to injured employees requiring medical attention. If the injured person is incapacitated by the injury, the supervisor is responsible for reporting the injury to the Director of Human Resources, who will arrange for assistance.

Fire Prevention and Response

Fire Prevention Measures
The most frequently violated fire rules on higher education campuses include:

1. Obstructed aisles, corridors, and evacuation routes. Keep such areas free from the storage of items.
2. Use of extension cords, ungrounded plugs, and multiple outlet adapters for small appliances.
3. Improper storage of equipment in halls, mechanical rooms, lavatories, and under stairways.
4. Improper storage or handling of chemicals and flammable liquids.
5. Propping fire doors open to stairwells—they must remain closed and latched at all times.
6. Obstruction of extinguishers, alarm pull-boxes and ceiling sprinklers.

Immediately report unsafe fire conditions to Public Safety.

Fire Response Procedures

Precautions

Even in the event of a small fire, the building should be evacuated, and the fire reported by calling 911 and giving the building name and number. Evacuation of all buildings should be

performed in accordance with the established evacuation procedures***. Fire extinguishers should be used only by trained personnel.*** Never enter a room that is smoke-filled. Never enter a room containing a fire without a backup person. Never open the door to a hallway or room if the top half of the door is warm to the touch.

1. Alert people in the immediate area to begin evacuation. Assist those with disabilities in evacuating the building. Close doors to confine the fire. Activate the nearest fire alarm pull station. The audible and/or visual alarms in the building will activate simultaneously.

2. Call the fire department for immediate response (911). Call Public Safety, 479-979-2020, to initiate campus response.

3. Move to the designated assembly area, away and upwind from the building. Have persons knowledgeable about the incident and location assist response personnel.

Emergency Alarm Systems

In order to facilitate a response to fire, campus buildings are equipped with alarm systems designed to notify occupants of a fire condition in the building. University buildings are provided with either automatic sprinkler protection or smoke/heat detectors covering all areas of the premises and designed to sound an alarm throughout the building.

Faculty, staff, and students are provided instruction on reporting emergencies and the evacuation procedures in the event the alarm sounds.

Hazardous Materials Incidents

The actions taken when a hazardous materials incident occurs is dependent upon the level of response decided during the planning process. The following are basic response guidelines. Public Safety and the Fire Department (or other public agency responsible for HAZMAT incidents) should be notified immediately to respond. The following information should be relayed to both:

1. The nature of the incident (leak, spill, derailment, fire, or explosion)
2. Location
3. Area affected (area of the building, the entire building or does it threaten surrounding properties)
4. Name of the material(s) released (Safety Data Sheet information, shipper, rail car 4-digit UN identification number, placard or label)
5. Quantity, type and hazards of the chemical
6. Injuries, property damage or threat to the environment

Local, state, and federal environmental authorities, and EIIA (the University's insurance provider), should also be notified if the quantity of material spilled meets or exceeds reportable threshold quantities.

Safety Data Sheets (SDSs) should be used to identify the chemical manufacturer, trade name and chemical type. The response instructions on the MSDS should be relayed to Public Safety and first responders.

Occupants in the immediate vicinity of the spill or leak should be notified immediately. If the spill or leak is serious, the emergency alarm system should be sounded for evacuation of building occupants.

The response team, typically Public Safety and maintenance, should be assigned the following tasks depending on the nature of the incident:

1. If there are any gases or vapors that could be spread by the system, the air handling systems should be shut down if safe to do so.
2. If there is a possibility of a fire or explosion, all energized electrical equipment should be shut down. Sump pumps or other electrical equipment located downstream or at a lower level than the spill or leak should not be overlooked when de-energizing electrical equipment.
3. If it can be done safely, the flow of the liquid should be controlled. First, stop the source, and then prevent the liquid from flowing into sumps, drains, stairwells, shafts, or other low points. Sand or other inert material can be used to prevent liquid flow.

The following precautions should be followed:

1. No one should enter an area where they could be exposed to toxic chemicals ***unless they have been trained in confined space rescue, are outfitted with appropriate personal protective equipment, and are paired with a trained "buddy" who can affect rescue. Note: Federal OSHA has specific requirements for confined spaces (1910.146). The OSHA regulations can be accessed at https://www.osha.gov/laws-regs/regulations/standardnumber/1910/1910.146 .***
2. If vapors or gases in an enclosed room or area overcome someone, rescuers should not enter the area unless protected with lifelines and self-contained breathing apparatus. ***Confined space entry procedures should always be followed.***
3. Manholes or other confined spaces should not be entered unless personnel are trained, properly equipped, and there is supervision. ***Confined space entry procedures should always be followed. It may be best to use* insured *and* licensed *outside contractors.***
4. If exposed to any chemical, either on clothing, skin, or by inhalation, decontamination and medical treatment should be provided immediately.
5. Chemicals should not be cleaned up unless personnel are trained in the proper methods, have been equipped with personal protective equipment and have the necessary cleanup and containment equipment. ***It may be best to use* insured *and* licensed *outside contractors.***

Natural Hazards

Earthquakes

Earthquakes occur without warning, so emergency preparedness efforts must consider the varying number of personnel available to respond to an event. This is especially important since off-duty personnel may not be able to travel to the campus after an earthquake has occurred. In addition, those persons on campus at the time of the earthquake will be concerned about family members and may attempt to return home.

Earthquakes and aftershocks may trigger secondary events such as fires, landslides, liquefaction, flooding, and release or spread of hazardous materials. Dam failures are also more likely to occur following major earthquakes.

Minor Earthquakes

When strong shaking is felt, get under a desk, table, door arch, or stairwell. If none are available, move against an interior wall and cover your head with your arms. Remain under cover until the ground movement subsides. Stay away from large windows, shelving systems, and tall room partitions. After the shaking has stopped, survey your immediate area for trapped or injured persons and inform Public Safety, 479-97-2020**.**

If minor damage has occurred in your area, inform Public Safety**.** Remain at your stations and await further instructions from key personnel. A damage assessment should be made, and a preliminary report prepared and made available to the insurance claims adjuster and EIIA.

The Administration should be informed as soon as possible after telephone service has been restored.

Major Earthquake

If severe building damage has been sustained, evacuate the building immediately. Use the stairs, not the elevators. Assist anyone having difficulty in quickly evacuating the building. Suitably trained individuals should provide CPR and first aid to seriously injured persons. Move to your designated regional assembly area and await instructions from response personnel. Status reports will be issued through the Emergency Operations Center (EOC).

If possible, and further injury will not occur, injured persons should be moved outside for triage. Minor injuries will be treated at regional first-aid stations set up after the incident.

Food, water, first-aid supplies, etc. will be distributed by response personnel as part of the campus-wide response program. Information on missing persons and/or ruptured utilities must be reported to Public Safety and the campus EOC if established**.**

A damage assessment should be made, and a preliminary report prepared and made available to the insurance claims adjuster and EIIA. The Administration should be informed as soon as possible after telephone service has been restored.

Tornadoes

In the event the National Weather Service issues a tornado warning, an emergency condition will be declared automatically through the Everbridge emergency notification systems. All individuals on campus should be moved to a basement area or rooms located within the interior of the building. Shelter location are also posted in each building.

As soon as the tornado passes, an immediate search and rescue operation should commence. A systematic search beginning in the area of greatest damage and bottom up or top down should be started. An accounting of faculty, staff, students, and other individuals on campus should be started to determine if anyone is missing.

Great care should be taken to avoid personal injury:

1. Be alert for energized electrical equipment, including wiring, fixtures, or other equipment.
2. Watch for open or unprotected floor openings, including shafts, holes, or missing windows.

3. Where there is a potential for further collapse of a ceiling, ceiling tiles, wall, or any other portion of the building, evacuate and stay clear of the potential collapse zone—*a minimum of twice the distance of the height of the wall.*

4. Watch for shards of glass that may be embedded in walls and furniture.

After the storm, an immediate damage assessment should be made, and a preliminary report prepared and made available to the insurance claims adjuster and EIIA. The Administration should be informed as soon as possible after telephone service has been restored.

Flooding

Flooding occurs when water overflows the natural or artificial confines of a stream or other body of water or accumulates by drainage over low-lying areas. Flooding may take place suddenly, as when a release of impounded water causes flash floods, or slowly, as bodies of water swell and spill over their banks.

The following precautions should be taken:

1. Equipment, supplies, and machinery should be moved to another facility outside the flood zone or a higher elevation.

2. Equipment that must be shut down should be identified and prioritized so there is no delay when the decision is made.

3. Electrical power should be disconnected to buildings and equipment in imminent danger of flooding.

4. Sandbags should be placed at vulnerable openings in the building and around critical yard equipment that cannot be moved.

5. Assemble supplies for the response team, including portable lights, lumber and nails, tape for windows, roofing paper, sandbags, tarpaulins, power and manual tools, chain saws, shovels, and axes.

6. Fill fuel tanks for emergency generators and fire pump diesel engine drivers.

7. Inspect all fire protection equipment to ensure it is in service.

8. Clean out street catch basins and drains to prevent street flooding.

9. Take measures to protect valuable fine art and research.

Extreme caution should be taken in the event that power lines are down. The area should be roped off to prevent unsuspecting people from contacting energized power lines. The local electric utility should be notified.

Care should be taken if there is a possibility of leaking natural gas from a pipeline or leaking propane gas or gasoline from storage tanks or vehicles. Potential ignition sources should be controlled if flammable or combustible liquids are present.

Bomb Threats

Many campuses have been the subjects of bomb threats, although explosive devices are rarely found. A primary fact to be realized is that the operating function or purpose of a facility does not materially affect whether it will be susceptible to bombs or bomb threats. Any person or group, with a real or imagined grievance, can take it upon themselves to right their grievance by the harassment or even destruction of your campus.

In the event a bomb threat is received, the chain of command must be established. The Director of Public Safety should be assigned as the person in charge. The police and fire departments should be notified. Based upon the available information, the credibility of the threat must be assessed, and the individual in charge must decide

1. Whether the building should or should not be evacuated;
2. The scope of any evacuation—full or partial; and
3. The duration of any evacuation.

The current policy of most law enforcement and fire protection agencies forbids police or fire officials from making any decision concerning evacuation or non-evacuation in bomb threat cases. In the event an explosive device is discovered, however, police and/or fire officials can order evacuation and other steps necessary to protect the public. Therefore, it is essential that the complete information on the bomb threat be obtained in order to make the necessary evacuation decision.

In the event a bomb threat is received by telephone, a bomb threat report should be filled out as soon as possible while the information is still fresh in mind. If the threat is received through the mail or by other means, steps should be taken to protect the letter, note, or other evidence.

A sample bomb threat checklist is provided in the following pages.

If the Director of Public Safety or the individual in charge determines that a search should be conducted, then it should be conducted by individuals professionally trained in bomb search, identification, disarmament, removal, and disposal. **Radios should not be used, as there is a remote potential for radio waves to cause the device to explode.**

Sample Bomb Threat Checklist—Person Receiving Threat

Time Reported: _____ (am/pm) **Date Reported:** _____

Exact Words of Caller:

_____

_____

_____

_____

_____

_____

Questions to Ask:

1) When is the bomb going to explode? _____

2) Where is the bomb? (Building, Floor, Room, and Location) _____

3) What kind of bomb is it? _____

4) What does it look like? _____

5) Why was the bomb placed? _____

6) Where are you calling from? _____

Description of Caller's Voice:

Male ? Female ? Young ? Middle Aged ? Old ?

Accent _____ Manner _____

Background Noise: _____

Did the voice sound familiar?

_____

If so, whom did it sound like?

_____

Did the caller sound familiar with the facility?

_____

In what way? _____

Other voice characteristics: _____

Time caller hung up: (am/pm) _____

Other remarks: _____

_____

Active Shooter

Purpose
This Active Shooter Response Plan provides instructions and guidance to effectively address the response of the University of the Ozarks to an Active Shooter incident. An Active Shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated place; in most cases, active shooters use firearms, and there is no pattern or method to their selection of victims. Active shooter situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement or campus security is required to stop the shooting and mitigate harm to victims. Because active shooter situations are often over within 10-15 minutes, before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an active shooter situation.

Overview
Violent incidents, including but not limited to: acts of terrorism, an active shooter, assaults, or other incidents of workplace violence, can occur on the campus or in close proximity with little or no warning. An “active shooter” is considered to be a suspect or assailant whose activity is immediately causing serious injury or death and has not been contained. Faculty, Staff, and Students should be informed and trained in the active shooter procedures.

Public Safety staff are responsible for immediately ensuring Clarksville Police are notified that we have an active shooter event on campus, locking down the campus, and notifying the campus community through Everbridge. Armed Public Safety employees may opt to engage the shooter depending on time, place, and staffing at the time of the event. Faculty and staff should assist students if practical to avoid the threat, deny the assailants entry into the building or room, or defend themselves from the threat. This concept is taught every semester at the Civilian Response to Active Shooter training provided by Public Safety.

Run

- Wherever you go, be aware of alternate exits.
- Quickly and cautiously evacuate in a direction away from the attacker.
- Don’t hesitate. Seconds matter.
- Remember windows and emergency exits.
- Leave belongings behind. Keep empty hands raised and clearly visible.
- Follow all instructions from the police.
- Don’t stop until you are sure you have reached a safe location.

Hide

- If there is no safe escape route, find a good hiding place.
- Lock and barricade the door.
- Silence cell phones.

Fight

- Fight only as a last resort.
- Use available objects as improvised weapons.
- Use teamwork and surprise. A coordinated ambush can incapacitate an attacker.
- You are fighting for your life. Don't fight fair!

SPECIFIC GUIDELINES FOR THE COMMUNITY: The following information is being shared with members of the campus community regarding law enforcement and personal responses to active shooter situations. This will enable you to take appropriate protective actions for yourself. Try to remain calm, as your actions will influence others. **The following instructions are intended for incidents that are of an emergent nature (i.e., imminent or in progress**).

Immediate Actions
Hearing gunfire may be the first indication that something is wrong. Assess the situation and take action.

In general, put as much distance as possible between yourself and the shooter(s) or violent actor(s). Do not go toward the sound of gunfire to investigate and/or try to help. Get away from the area. It is better to be a moving target than a stationary target.

If it is not possible to safely get out of the area, consider locking down. Secure the immediate area. Whether a classroom, residence hall room, office, or restroom:

- Lock or barricade the door, if able. Block the door using whatever is available desks, tables, file cabinets, other furniture, books, etc.
- After securing the door, stay behind solid objects away from the door as much as possible.

If the assailant enters your room and leaves, lock or barricade the door behind them. If safe to do so, allow others to seek refuge with you.

Protective Actions
Take appropriate steps to reduce your vulnerability:

- Close blinds. Turn off lights
- Block windows
- Turn off radios and computer monitors
- Silence cell phones

- Place signs in interior doors and windows, but remember the assailant can see these as well
- Place signs in exterior windows to identify your location and the location of injured persons
- Keep people calm and quiet
- After securing the room, people should be positioned out of sight and behind items that might offer additional protection – walls, desks, file cabinets, bookshelves, etc.
- Identify any objects that could be used as potential weapons against the assailant
- Take action, if you must
- If there is no opportunity for escape or hiding, as a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter

Unsecured Areas
If you find yourself in an open area, immediately seek protection:

- Put something between you and the assailant
- Consider trying to escape if you know where the assailant is and there appears to be an escape route immediately available to you
- If in doubt, find the safest area available and secure it the best way that you can

CALL 911.

Be prepared to provide the 911 operator with as much information as possible, such as the following:

- What is happening?
- Where you are located, including building name and room number?
- Number of people at your specific location?
- Injuries, if any, including the number of injured and types of injuries?
- Your name and other information as requested?
- Try to provide information in a calm, clear manner so that the 911 operator quickly can relay your information to responding law enforcement and emergency personnel.

What to Report

- Try to note as much as possible about the assailant, including:
- Specific location and direction of the assailant.
- Number of assailants.
- Gender, race, and age of the assailant.

- Language or commands used by the assailant.
- Clothing color and style.
- Physical features – e.g., height, weight, facial hair, glasses.
- Type of weapons – e.g., handgun, rifle, shotgun, explosives.
- Description of any backpack or bag.
- Do you recognize the assailant? Do you know their name?
- What exactly did you hear – e.g., explosions, gunshots, etc.

Treat the Injured
The 911 operator will notify law enforcement and other emergency service (EMS) agencies, fire, and rescue. EMS will respond to the site, but will not be able to enter the area until it is secured by law enforcement. You may have to treat the injured as best you can until the area is secure.

Remember basic first aid:
For bleeding, apply pressure and elevate. Many items can be used for this purpose – e.g., clothing, paper towels, feminine hygiene products, newspapers, etc. Reassure those in the area that help will arrive – try to stay quiet and calm.

Securing the Area
- The assailant may not stop until their objectives have been met or until engaged and neutralized by law enforcement.
- Before opening the door for any reason, always consider the risk of exposure.
- Attempts to rescue people should be made only if it can be done without further endangering the persons inside of a secured area.
- Be aware that the assailant may bang on the door, yell for help, or otherwise attempt to entice you to open the door of a secured area.
- If there is any doubt about the safety of the individuals inside the room, the area needs to remain secured.
- Do not set off the fire alarm in a lockdown. People may become targets leaving the buildings in masses and gathering outside. If a fire alarm goes off while you are in lockdown or sheltering in a safe room, assess the situation before leaving shelter. Consider the possibility that the alarm may have been set off by the shooter(s) or violent actor(s). If smoke or fire is present, exit the area.

Remain under cover until law enforcement advises it is safe to evacuate.

Positively verify the identity of law enforcement, as an unfamiliar voice may be the shooter attempting to lure victims from a safe place.

Law Enforcement Expected Actions:

- You may be instructed to keep your hands on your head
- You may be searched
- You may be escorted out of the building by law enforcement personnel - follow their directions
- After evacuation, you may be taken to a staging or holding area for medical care, interviewing, counseling, etc.
- Once you have been evacuated, you will not be permitted to retrieve items or access the area until law enforcement releases the crime scene

Emergency Communications with Students

The institution will utilize the emergency communications system, Everbridge, to transmit email, text, and voice messages to community members enrolled in the alert system. Depending on the scenario, law enforcement may also utilize the external public address system to notify community members on campus that an active shooter situation exists and that everyone should seek cover.

Coordination and Ongoing Communication with Outside Agencies
Communication Information

This section outlines the communication equipment, systems, and terminology used at the University of the Ozarks Public Safety for communication among all personnel (i.e., local law enforcement, fire department, Emergency Management Agency, media, facility security, etc.).

- University Public Safety has hand held radios in order to directly communicate with local police and firefighters.
- These radios are either on Public Safety personnel during patrols, or kept in the Public Safety Office.

Post Incident Review/After Action Review Process

This section provides an overview of the After Action Review (AAR) Process. An AAR should be conducted immediately following an exercise or event and should involve representatives from each participating agency. This should include information on the major events, all lessons learned, and review any new initiatives developed or identified during the exercise or event. The AAR should also include a discussion of all techniques, tactics, and procedures utilized during the exercise/event to include what went right and what went wrong. It should identify any issues and the consequences resulting from the potential outcomes of those issues. Following the AAR meetings and discussion, an After Action Report/Improvement Plan (AAR/IP) should be written, which identifies areas that require improvements, the actions required, the timelines for implementing those improvements, and the organization and party responsible for this action.

Program and Plan Maintenance

The Active Shooter Response Plan will be maintained, reviewed, and updated following the Emergency Plan's preparedness cycle that includes planning, training, exercising/responding, evaluating, and mitigating.

All stakeholders should participate in each phase of this cycle to ensure that the plan reflects the current operational strategies, organizational structures, and methodologies utilized by response personnel. Following each event, training, or incident, an evaluation of all response actions and in-place mitigation measures should be performed. This will allow for the identification of areas to be sustained, improved, or added to enhance the organization or facility's overall preparedness.

Training and Exercises
Active shooter incidents often begin and conclude quickly, leaving facility management and security officers little to no time to coordinate response procedures with law enforcement and employees. Facility readiness requires that managers develop and exercise response plans that apply general preparedness and response protocols to specific types of emergencies and facility capabilities (including security resources). Training and exercising the plan was a key finding of experts and facility managers who participated in active shooter exercises, allowing them to identify gaps, correct weaknesses, and validate their plan.

Considerations for People with Disabilities

Note: Individuals who have an unobservable disability may or may not self-identify before an emergency. Such disabilities may include arthritis, a cardiac condition, chronic back problems, asthma, a learning disability, etc. These persons may need additional help during emergency situations. Request that all persons who feel that they may need special assistance notify the appropriate key departmental persons so that arrangements can be made in advance to meet their needs.

General Guidelines

The safest areas during an emergency are those areas where exit corridors and smoke tower stairwells are protected by self-closing doors. Ambulatory disabled individuals are advised to proceed to them immediately. Campus rescue personnel are instructed to check all exit corridors and exit stairwells first for any stranded persons.

No one should attempt to use an elevator to evacuate during an emergency—use the stairs.

Specific Recommendations

Visually Impaired Persons
Tell the person the nature of the emergency and offer your arm for guidance. This is the preferred method when acting as a "sighted guide" and leading a visually impaired person from the building.

As you walk, tell the person where you are and where obstacles are located. When you reach safety, orient the person to the location and ask if further assistance is needed.

Hearing Impaired Persons
Campus buildings are equipped with audible fire alarms that should be activated during an emergency. However, persons with impaired hearing may not receive the audible signal. Use an alternative warning system. Several methods can be used, including writing a note to tell the

person the situation, the nearest evacuation route, and where to meet outside (sample script: "***Fire!*** Go out the rear door on your right. ***Now.*** Meet outside on the front lawn").

or

Turn the light switch on and off to gain their attention, and then indicate through gestures or in writing what is happening and what to do. ***Do not use this technique with the light switch if you smell natural gas or suspect an explosive condition in the area.***

Persons Using Crutches, Canes or Walkers
In evacuations, these individuals should be treated as if they were injured. Carrying options include using a two-person, lock-arm position or having the individual sit on a sturdy chair (preferably with arms), which is then lifted and carried.

Individuals Who Use Wheelchairs (Non-ambulatory)
Most non-ambulatory persons will be able to exit safely without assistance if they are on the ground floor.

If you are assisting a non-ambulatory person, be aware that some people have minimal ability to move and lifting them may be dangerous to their well-being. Some individuals have very little upper trunk and neck strength.

Frequently, non-ambulatory persons have respiratory complications. Remove them from smoke and vapors immediately. Some people who use wheelchairs may have electrical respirators. They should be given priority assistance, as their ability to breathe may be seriously in danger.

Note: Non-ambulatory persons' needs and preferences vary. Always consult with the person as to his/her preference regarding:

- Ways of being moved.
- The number of people necessary for assistance. If carrying a person more than three flights, a relay team will be needed.
- Whether to extend or move extremities when lifting because of pain, braces, etc.
- Whether a seat cushion or pad should be brought along.
- Being carried forward or backward on stairs.
- Aftercare, if removed from wheelchair.

Remember to check the intended route for obstructions before transporting the individual. Delegate others to bring the wheelchair. When the wheelchair is left behind, remove it from the stairwell and place it so it does not obstruct the egress of others. Reunite the person with their wheelchair as soon as it is safe to do so.

Utility Failure

Precautions

- ***Gas Leaks*—**Evacuate the area immediately. Do not use spark-producing devices. Close gas valves or notify the utility company.
- ***Ventilation*—**If smoke or a burning odor is present, evacuate the area.
- ***Elevators*—**Push the emergency button or use the telephone in the elevator to contact Campus Security or the Facilities Department. Do not attempt to evacuate the elevator unless instructed to do so by responders.
- ***Plumbing/Flooding*—**If personal safety allows, disconnect electrical devices and evacuate the area.
- ***Electrical*—**Call Facilities Department.

Major Utility Failure

- Notify your supervisor, and Public Safety at 479-979-2020. Public Safety will coordinate communication with maintenance.
- If you are responsible for an area that has a backup generator and it does not begin to operate, contact the Facilities Department.
- Remain calm.
- Follow the directions of Public Safety.
- Public Safety will remain in contact with the Facilities Department for information regarding the scope and expected duration of the outage.
-

Power Failure

- Power failure can disrupt work and study activities throughout individual buildings or large areas of the campus. In order to ensure employee, student, and visitor safety, the following procedures will be followed:

- Building managers, supervisors, professional staff, or resident assistants should check their building's elevators and, if necessary, initiate rescue efforts by notifying Public Safety. Only trained rescue personnel should assist persons stranded in elevators.

- Battery-powered flashlights should be kept at known locations, readily accessible during outages. Candles and other open flame devices must not be used. (Batteries in flashlights should be checked periodically to ensure freshness.)

- Surge protectors should be used on all computers. Computers should be turned off during the power outage. Routine manual and programmed backup should be performed.

Campus Evacuation – Full or Partial

The decision to evacuate part or all of the campus depends upon the nature of the critical incident or emergency and the area affected. Incidents such as wildfires, hazardous materials spills or releases, or even poor air quality can quickly escalate and threaten a large area. They may also cause the need to move students from campus.

The Incident Commander will be authorized to order an evacuation of whatever area is threatened. When a critical incident or emergency occurs in or at a building site, the assigned faculty or staff will take control of the situation as deemed necessary.

Students on campus with a vehicle may be notified to assist in the evacuation.

Campus vehicles and qualified drivers i.e. buses and vans, will be utilized.

The incident commander will designate a meeting and departure location on campus for bus and car loading.

The incident commander will identify the most suitable building on campus to shelter in place from an air quality issue.

Make arrangements with a nearby institution or know the destination (public shelter, church, school) for your mass evacuation.

The university will work in conjunction with the Johnson County Emergency Management Department, and local police and fire.

Nuclear Exposure

Arkansas Nuclear One is located in Russellville, Arkansas, which is approximately 18 miles away from the University of the Ozarks. If there is a radiation or other emergency at Nuclear One, the University will not be evacuated. Local Clarkesville High School will be utilized as a staging area for those evacuating from elsewhere.

Epidemic / Pandemic

Epidemic or pandemic events involve the widespread outbreak of disease and have the potential to create major social, economic, and political turmoil. Examples of epidemics include influenza, meningitis, measles, and pertussis. University of the Ozarks created this Epidemic Response Plan to help guide the university during such a crisis, no matter how large the scale or impact. The goal is to provide for the health and safety of the community (students, faculty, and staff).

The Epidemic Response Plan outlines objectives and actions that students, their families, faculty, and staff can expect the university to take, depending on the specifics of an epidemic scenario.

The following characteristics of an epidemic were taken into consideration in the creation of this plan:

- Rapid spread: The entire population is considered susceptible. Travel restrictions or bans may not be able to fully prevent spread
- Overload of health care systems: Soaring infection rates may strain available medical care facilities and staff
- Universal shortage of medical supplies: The need for vaccines and antiviral drugs may outstrip availability, especially early in an epidemic or pandemic

- Economic and social disruption: Travel bans, school and business closings, and cancellations of events could have a major impact on the campus, communities, and citizens. The need to care for sick family members and fear of exposure could result in significant faculty, staff, and student absenteeism and economic slowdown.

Academic Affairs
The University will implement all officially recommended public health measures to limit the spread of illness and remove obstacles to faculty, staff, and student compliance with recommendations wherever possible. The Vice President of Academic Affairs, in communication with the Critical Incident Response Team (CIRT) and local and state public health officials, will:

- Develop ways for instruction to continue during interruption in class attendance due to an epidemic emergency
- Suspend teaching activities when deemed necessary

In some instances, it may be necessary to close the University and evacuate students.

Closing & Evacuation
The primary responsibility of the University of the Ozarks during an epidemic is the safety and well-being of its faculty, staff, and students. The university recognizes that its healthcare resources will be inadequate to care for a large number of individuals during a severe epidemic and will make every effort to suspend operations and enable students to return home before widespread illness occurs.

Who Decides to Close the University?

The President will make the decision to suspend university activities, with advice from the Critical Incident Response Team (CIRT), and local, state, and national health authorities. An effort will be made to time the suspension of operations so as to maximize the success of a student evacuation.

The university's decision to suspend operations will be communicated to other area educational institutions, the County Department of Health, and other area organizations as required, but will be made independently of any decisions made by those organizations.

Evacuating the University

If students are required to vacate residence halls and campus apartments they will be asked to take only necessary belongings with them initially in order to maximize opportunities for students to share transportation. Arrangements for students to retrieve the remainder of their belongings will be made later.

Students whose departures are delayed for reasons beyond their control, such as health-related travel restrictions or actual illness, may be temporarily housed on campus at the university's discretion, in locations and under circumstances to be determined by the university according to the circumstances of the prevailing public health emergency.

The university will encourage dialogue amongst students and their families to identify ride-sharing and other options for emergency transportation before the need arises and may investigate and support various approaches to voluntary temporary housing within the community.

Communications
The university will provide information to members of the campus community about the serious nature of the epidemic threat, educate the campus community about the epidemic plan, and every member's potential role in responding to the crisis, inform campus community members about ongoing health mitigation measures (flu shots, use of hand sanitizers, e.g.), and provide timely and effective information during an epidemic with the goal to help reduce illness, save lives, and maintain essential operations.

Communication methods may include alerts and updates on the university's web sites, news stories and advisories on message boards, use of the Everbridge alerts and updates on University of the Ozarks-related social media sites, recorded messages on the university's Emergency Hotline news releases to the media, and the creation and distribution of printed and electronic materials as appropriate.

The communications plan for an epidemic will follow the principles and guidelines as established by the Critical Incident Response Team (CIRT) and published in the Emergency Response Plan. The Office of Marketing Communications will have primary responsibility for developing and disseminating information to internal and external audiences. Marketing Communications will work with other offices as necessary and appropriate to accomplish these tasks.

Counseling & Mental Health
University of the Ozarks will strive to meet the mental health needs of its students and employees in preparing for, coping with, and recovering from an epidemic emergency. The University of the Ozarks Center for Counseling and Psychological Services will:

- Provide direct mental health services to students -- within its capabilities
- Plan for and identify alternative means of delivering services when required
- Develop educational programming pertaining to epidemic health issues
- Provide post-crisis psychological support services to students and the campus community
- Collaborate with other departments to address the mental health needs of the campus community

Essential Personnel, Operations, and Services
The Critical Incident Response Team (CIRT) will establish a system to rapidly identify essential personnel, operations, and services relative to the university's mission and objectives during an epidemic. CIRT will:

- Determine the essential staffing needed based upon the details of the specific epidemic emergency
- Determine the hours in which essential personnel will be asked to work, taking into account the safety of the personnel and their families
- Ensure that the university implements a fair and equitable compensation system for essential personnel during the epidemic emergency period

Foreign Travel and Transportation
University of the Ozarks will implement travel recommendations based on its own assessment of risk to travelers and/or the Center for Disease Control (CDC) international travel guidelines. Public

Safety will be the clearinghouse for university travel policies and restrictions applying to students, faculty, or staff traveling for academic purposes connected with the University of the Ozarks

The Critical Incident Response Team (CIRT) will:

Establish emergency-specific guidelines and restrictions for students, faculty, and staff traveling on university business during an epidemic emergency. Enforcement and communication of travel restrictions to staff, students, and faculty will be the responsibility of the university.

Communicate specific travel restrictions -- when possible -- prior to any governmental action that may restrict travel (Note: There will be no reimbursement for travel to areas that have been restricted by governmental authority)

Develop policies in conjunction with health officials to handle the return of ill travelers or those who may have been exposed to contagion

If the United States government or its agencies order a return evacuation to the U.S., the university will identify individuals who need assistance, communicate with these individuals, and provide support as needed and requested.

However, the university will not be responsible for any individual who does not adhere to university travel restrictions after an epidemic emergency occurs. It is extremely unlikely that the university or its service providers will be able to provide any support to individuals traveling internationally at such a time.

Healthcare Needs
All available resources will be utilized to meet the outpatient health care needs of students and, as possible and appropriate, of the larger University of the Ozarks community (faculty and staff) during an epidemic. The Johnson Regional Medical Center will have the primary role of:

- Establishing protocols to provide medical care -- within its capabilities -- to students
- Ensuring adequate staffing to fulfill its responsibilities
- Providing outpatient care to ill students
- Establishing protocols to ensure on-campus infection control
- Distributing and administrating vaccines and chemoprophylaxis to students
- Coordinating student inpatient medical care with outside health care facilities
- Advising the Emergency Response Team (ERT) about the public health dimensions of the epidemic
- Being the liaison with governmental health authorities

As directed by CIRT with input from local and state officials, Johnson Regional Medical Center will also:

- Assume responsibility for the health care needs of university staff and/or the larger community when possible
- Stockpile emergency equipment and supplies, including vaccines and medications
- Administer other on-campus emergency-level medical care as may be deemed necessary
- Work with other departments or agencies to care for the remains of any deceased

Housing, Dining, and Facilities
The university will continue to provide safe and adequate housing and meals for students who are sick or unable to evacuate for reasons beyond their control and will strive to provide for essential staff and volunteer workers as capabilities allow. The leaders of Student Life, Facilities, and Dining Services will work with the Critical Incident Response Team (CIRT) to:

- House students to maximize their safety and the university's ability to provide necessary services. This may include either clustering or separating individuals for isolation, quarantine, or the provision of services.
- Stockpile an adequate quantity of food in case usual sources are interrupted
- Maintain regular communication with students who remain living on campus to ensure their safety
- Operate at least one central campus dining facility to serve students and staff
- Allow meals to be served as take-out or delivered to students, as deemed appropriate

Information Technology
Information Technology Services will maintain telephone systems, computing capability, and internet services to meet the needs of the campus community during an epidemic emergency. ITS department leaders will work with the Critical Incident Response Team (CIRT) to:

- Determine staffing requirements to meet the technology needs of students and staff on campus
- Activate its emergency plan for university web servers, as required

Note: During an epidemic emergency, user support services such as the Help Desk will be available only as resources allow.

Public Health
To the extent possible, University of the Ozarks will assist in local, state, and federal epidemic response efforts as appropriate and needed. The university will maintain essential contact and communication with local and regional health care facilities and public health authorities through the Critical Incident Response Team (CIRT).

Public Safety
The immediate safety of students and university personnel will be the first priority during a pandemic emergency. The university will continue to provide policing and environmental health and safety services within its capabilities. Public Safety will collaborate with the Critical Incident Response Team (CIRT) to:

- Keep students and essential personnel on campus safe
- Respond to emergencies
- Maintain public order
- Continue non-emergency patrol
- Conduct health and safety investigations
- Respond to environmental and hazardous material reports

During an epidemic emergency, routine policing and environmental health and safety services may be assigned low priority.

Risk Management

To the extent possible, the university's Risk Manager, as assigned, will maintain essential contact and communication with the Critical Incident Response Team (CIRT) and insurance companies. The Risk Manager will seek the insurance companies' guidance on epidemics to minimize liability.

Chapter 5

Emergency Communications Plan

Overview

Communication is a key factor in the university's response to a critical incident. Good communications policy and practice can assist in the actual management of the incident; provide direction to faculty, staff, and students; and disseminate information to the public at large while maintaining the institution's credibility and mitigating damage to its reputation.

It is the policy of the university to be forthright and timely in its communication. Decisions regarding communications will be guided by due concern for life, privacy, property, legal liability, and the public's legitimate right to be informed.

Emergency Communication Plan

During a critical incident, communications – both internal and external – will be under the direction of the President or the Incident Commander as prescribed by the Critical Incident Preparedness Plan.

Release of Information

All written or oral statements (including news conferences, news releases, open memoranda or letters, interviews, and switchboard messages) to campus groups, the media, and the public will require the authorization of the President or the Incident Commander.

The Emergency Communications Unit (as prescribed by the Critical Incident Preparedness Plan) will originate all written or oral statements.

All public and media inquiries will be directed without comment to the Emergency Communications Unit.

The Public Information Officer will articulate the university's position. Only in the most serious of circumstances should the President or the Chair of the Board of Trustees serve as spokesperson.

Before the Emergency

The Emergency Communications Unit will be responsible for establishing, updating, and distributing to members of the Critical Incident Response Team and senior administration, an Emergency Communications Manual to include:

- A copy of this policy: a general fact sheet on the university; ground rules for media behavior during emergency; principles to guide communications decisions by the Critical

Incident Response Team; legal guidelines; media tips for students, families, and affected employees; and checklists for news conferences.

- Contact lists for: members of the Critical Incident Response Team; senior supervisors, Marketing and Media Relations, and other university officials; the board of trustees; faculty and staff representatives and student leadership; news and advertising media; the alumni board; city, state, and federal politicians.
- Marketing and Media Relations will identify two sites on campus suitable for use as a media center, public inquiry center, telephone inquiry center, and/or an alternate site for its operations.

Emergency Communications Unit

The Emergency Communications Unit will be composed of the following:

- Vice President for Marketing and Enrollment
- Public Information Officer
- Any other member the VP of Marketing deems appropriate

The unit will be headed by the Vice President of Marketing and Enrollment. In their absence, the unit will be headed as listed above in descending order.

Specific Responsibilities

The Unit will be responsible for:

- Providing communications and media counsel to the President and the Critical Incident Response Team.
- Providing support to the official spokesperson and/or alternate spokesperson.
- Preparing and disseminating statements/information to the campus community, interested constituencies, the media, and other groups as identified.
- Handling public inquiries regarding the emergency.
- Responding to media inquiries regarding the emergency.
- Serving as a liaison with communications officials of other agencies or organizations responding to the emergency for the purpose of coordinating the preparation and dissemination of public statements/information.
- Managing the media's presence during the emergency.
- Monitoring media coverage and public response to the emergency.

Authority

During a critical incident the Incident Commander, will have the authority to limit media access to the affected area and any other areas of campus designated for use in responding to the emergency.

Media and Public Inquiry Centers

The Emergency Communications Unit will establish a media center and oversee a public and/or telephone inquiry center.

Guidelines for Emergency Communications Decisions

It is the university's Policy to be forthright and timely in its communications.

Recognize and address the information needs and/or demands of those who will converge on the campus: members of the media, concerned families and friends of employees and students, area residents, local politicians, and idle spectators.

Take control of the issues by initiating communications to present the facts of the emergency.

Be timely in the release of information to the media and the public; otherwise, rumors will multiply and the media will develop other sources. Provide regular updates.

Consider the interests of different constituencies; the communications may vary by group, but they must be consistent.

Try to communicate with internal audiences first, then external audiences. Or communicate with them simultaneously.

Try to accommodate the logistical needs of the media. In an emergency, the media can assist the institution, and an investment in goodwill can pay dividends.

Refer legal questions to the "Legal Guidelines for Emergency Communications" in the Emergency Communications Manual or to the university legal counsel.

Correct major errors, challenge rumors, and dispel misconceptions about the emergency.

Legal Guidelines for Emergency Communications

In the event of a death, the name of the deceased should not be released/confirmed until the University has ascertained that the next-of-kin have been notified. (In most cases the coroner will handle next-of-kin notification and will not release the name until that process is complete.)

The university should ensure we are following current FERPA standards before we release any information about student.

The university has the freedom to release/confirm a person's employment, year of employment, job title, and length of time in a specific job.

In most cases, the university should not release a student's or employee's home address or telephone number. Extreme caution should be used in the exception.

In an emergency, the university should use care not to prejudice its own position. The university should use extreme caution in accepting or attributing blame/responsibility. The university should release/confirm only obvious or skeletal facts.

Details of an incident can usually be obtained from police or other authorities; actual causes and responsibilities for the incident may be determined only after an investigation.

Transcripts, curriculum vitaes, resumes, and letters of reference are confidential and must not be released without the written consent of the individual.

The university is ***not*** subject to freedom of information legislation.

Guidelines for Official Spokesperson

The spokesperson will be responsible for articulating the university's position only upon the authorization of, and as directed by, the President or the Critical Incident Team Leader.

Never offer your personal opinions: you are representing the university's position.

Stay in contact with the Emergency Communications Unit. Keep that unit informed of your location and a telephone number or other means of reaching you.

Be well groomed. Keep a fresh change of clothes and other personal items (razor, toiletries, make-up) at the university.

In a news conference or interview:

- Identify the university's key messages and put them in point form.
- Rehearse your statement; go through a mock news conference or interview
- Keep statements brief, simple, and to the point
- Only answer the question asked – don't volunteer information beyond the specific point of the question
- Stay within the predetermined boundaries for the communication
- Don't be afraid of "dead air" when you've finished what you want to say
- Take time to think before answering questions
- Don't be tempted to relax during an interview
- Be politely assertive in communicating, not passive
- Remain calm and courteous in face of hostile questions; don't argue
- Avoid academic, institution and technical jargon
- Avoid speculation; don't answer hypothetical questions
- Don't accept or lay blame
- Challenge loaded questions
- Correct major errors, and challenge rumors but don't respond as if they were legitimate
- Avoid false assumptions and inflammatory statements

- void loaded word but don't hesitate to express compassion
- Avoid the words "no comment"
- Explain why you can't or won't answer a question: policy, legal matter in courts, confidential personnel matter, facts not available
- Say nothing off the record
- Answer questions considering the public interest

Media Guidelines for Students, Employees, and Their Families

Employees:

According to the University's Emergency Communications Plan, employees are to direct all media and public inquiries without comment to the Public Information Officer.

Ground Rules for Media during an Emergency

It is the university's policy to be forthright and timely in its communication.

We will serve as an advocate for meeting media needs and informing the public, while assuring that the rights of employees, students, and the institution are protected. The procedures stated below are designed to meet our mutual needs.

Information will be released according to the University's Critical Incident Preparness Plan and its Emergency Communications Unit Plan.

The university will release information only after it is confident of its accuracy.

In an emergency situation, Public Safety and the Emergency Communications Unit have the authority to limit access to the affected area and other specific areas on campus designated for use during the emergency.

With the consent of Public Safety and the Emergency Communications Unit, members of the media may be allowed access to the emergency site; it will only be by pre-arranged, escorted tours.

If a family gathering center has been established, media may not enter. However, anyone in the family gathering center is free to leave to talk to the media.

Members of the media may be required to present media identification and to wear media badges provided by the Emergency Communications Unit.

A media center will be established at: __TBD_____

The emergency telephone number is: __TBD_____

The University’s official spokesperson is: Larry Isch