

Campus Emergency Management Planning: Connecting The Dots

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Campus Emergency Management Planning

BMCC recently received one of only 13 Emergency Preparedness grant awards across the nation—and the only one in New York City—to be awarded a U.S. Department of Education grant to upgrade its level of emergency preparedness.

- The Federal Department of Education, FY 08 EMHE competition: 259 applications received. 13 grants awarded by DOE as of Sept. 1, 2008. Total amount awarded=approximately \$5 million.



U.S. Department of Education Awards 13 Grants to Higher Education Institutions to Plan and Prepare for Campus Emergencies

Arkansas Pulaski Technical College North Little Rock, AR Carol Langston \$218,965	Illinois Northern Illinois University Dekalb, IL Donald Grady \$465,059	New Jersey Salem Community College Carneys Point, NJ John Morrison \$58,288	Michigan Oakland University Rochester, MI Samuel Lucido \$423,999
Florida Daytona Beach Community College Daytona Beach, FL William Tillard \$501,060	Indiana Indiana University Indianapolis, IN Diane Mack \$448,890	New Mexico University of New Mexico Health Sciences Center Albuquerque, NM Laura Banks \$482,807	Mississippi The University of Southern Mississippi Hattiesburg, MS Lou Marciani \$476,486
Georgia Emory University Atlanta, GA Robert Nadolski \$499,788	Massachusetts Middlesex Community College Lowell, MA Patrick Cook \$189,504	New York CUNY Research Foundation/BMCC New York, NY Sunil Gupta \$500,000 Nassau Community College Garden City, NY Mary Mirabito \$470,703 Rochester Institute of Technology Rochester, NY Lynn Daley \$392,523	



Campus Emergency Management Planning

- Why is crisis management for higher education important?
 - Education is our primary mission
 - Protection of our students, staff and campuses is our primary responsibility

Colleges and Universities have similar characteristics:

- They are “open communities” with significant internal circulation of students, faculty, staff and visitors throughout the day and evening
- The instructional program is heavily dependent on technology such as secure IT networks, Voice over Internet with satellite, copper and fiber connectivity
- Densely populated campus social spaces such as classrooms, lecture halls, student lounges, theatres, gymnasiums, stadiums and dormitories

Colleges and Universities have similar characteristics:

- The institution is responsible for maintaining sensitive personal records of students and staff
- Colleges and universities invest heavily in maintaining and expanding significant library holdings
- Higher educational institutions must maintain sizeable capital investments in their infrastructure – brick, mortar and Cat 5



Virginia Tech –

On April 16, 2007, where 32 people were killed, including the gunman

Lessons for us:

- **Timely Burst Messaging is critical**
- **We must treat every physical assault on or near our campuses seriously**
- **Now it is important that we prepare our institutions for shelter-in-place responses**
- **There is a stronger case to improve internal communications and case sharing between faculty, counselors and public safety**
- **Staff need to become more conversant with the disclosure requirements of FERPA, HIPAA, etc.**



Texas A & M –

on November 18, 1999, 12 people were killed in a celebration bonfire collapse

Lesson for us:

- **The college settled one lawsuit for \$2.1 but they have not yet allowed the traditional annual bonfire celebration to take place on campus again. If it ever does, the institution knows that they now have the responsibility to provide engineering oversight for its construction.**



Seton Hall-

Early on the morning of Jan. 19, 2000, a fire killed three students and injured 58 others in one of its dormitories.

Lesson for us:

We were reminded that regular inspections must be performed on campus fire safety systems and alarms.



Dartmouth –

July 24th, 2004, an IT attacker gained access to eight servers and installed software.

Lesson for us:

This was another wake up call for all of us to establish protocols for the routine reimaging or patch installments for all IT equipment, especially for anti-virus and intrusion detection appliances.



Tulane University –

New Orleans was struck by Hurricane Katrina on August 29, 2005 and three weeks later by Hurricane Rita. 1,464 lives were lost.

Lesson for us:

- **Records, IT and telecom equipment should be located on floors above flood level.**
- **We learned that it is important that we have backup email addresses for critical staff and the location of the family members with whom they are most likely to seek shelter.**



Duke University –

on March 13, 2006 an incident occurred where an allegation of rape was made which became a prominent news story.

Lesson for us:

- **Institutions should not prejudge the guilt or innocence of individuals in public statements.**
- **Colleges should ensure that the institution's Public Relations Office receive Crisis Communications Training appropriate to higher education.**

Campus emergencies generally fall into two basic categories:

- **Natural – earthquakes, hurricanes, floods, pandemics, etc.**
- **Manmade – violent intruders, IT security breaches, celebration riots, etc.**

Other institutional threat types:

Crisis threats that can affect the educational program and institutional reputation

- **Pandemics – H1N1/Influenza Like Syndrome**
- **Emotionally Disturbed Persons (EDP) in the classroom**
- **Threat types that affect an institution's credibility or reputation**
 - Allegations of rape on campus
 - Student suicides
 - Allegations of official misconduct

The higher educational community recognizes the importance of campus emergency planning which incorporates these four primary activities:

1. Mitigation
2. Preparation/planning/drills
3. Response planning
4. Recovery planning

Mitigation

- **Provide the college community with contact information and encourage them to report campus health and safety concerns**
- **Schedule regular environmental, health and safety consciousness-raising activities**
- **Support the planning efforts of your campus incident response teams**
- **Risk managers should be adequately supported in their efforts**
- **Have a risk assessment performed on your campus**

Preparedness

- **Perform campus Table Top Exercises every semester**
- **Schedule evacuation and shelter-in-place drills once each semester**
- **Implement and adopt the National Incident Management System/Incident Command System (NIMS/ICS)**
 - FEMA's Community Emergency Response Training (CERT)
 - C-CERT is designed expressly for higher educational institutions

Preparedness

- **Ensure good working relationships with the Local First-Responder Community**
- **Know the emergency management principals (Commanders, Battalion Chiefs, commissioners, etc.) responsible for your area**
- **Hold regular meetings with the your Police and Fire Departments**
- **Develop simulation drills with the area First Responder community using your campus as a laboratory**

Response

- **Understand and use the NIMS/ICS model and protocols for emergency response**
 - Determine before a crisis, who does what
 - Ensure that the major players on campus are on the campus's crisis response team (see appendix Crisis response team)

- **Speak with one voice to the press**

Recovery

- **Determine what your Return Point Objective is (length of tolerable functional outage) by operational area: Environmental, Health and Safety-related**

- **Labor and Collective Bargaining concerns: absence policies, environmental threats, etc.**

- **Enrollment-related: unexpected increases/decreases**

- **IT-related: security breach, blaster worms, etc.**

- **Communications connectivity: telephone, Web, Internet**

- **Infrastructural or facility failures: collapses, mechanical systems, vertical transport, etc.**

Recovery

■ Risk management resources:

- Backup emergency procurement process or MOUs
- Plan for alternative payroll production and distribution protocol
- Get the 24/7 contact info for hot-site vendors and insurance agents
- Become familiar with FEMA's casualty reimbursement procedures

Communication:

Use everything and use them frequently (to inform/to advise/to warn)

- College Website
- College Email
- Electronic Burst Alerts
 - Phones – text and voice messaging
 - PCs – Emails –
 - Social Networks i.e. Face Book, Twitter, My Space, etc...
- Print media
- Local civil and first-responder communities
- MOU partners

SUMMARY

- **Campus staff are a vital emergency management resource in any risk management plan**
 - Their skills make them the college's First responders
 - Top down investment and support for emergency management training, drills and leadership development is critical
 - Emergency management and response planning should be horizontally organized (See appendix Response Planning)

SUMMARY

- **Communication**
 - During a crisis, use every medium and use them often
 - Find out how students are communicating with each other
 - Commission vulnerability or threat assessments of your campus
 - Sensitize organizational and campus culture to safety issues
 - Create campus venues and welcome community comments and suggestions about safety concerns

SUMMARY

■ Emergency Management Resources:

- Professional organizations: SCUP, NACUBO, URMIA, etc.
- The federal government
 - *Department of Education (DoE)*
 - *Department of Homeland Security (DHS) and FEMA*
- Local governments – offices of emergency management and Citizens Corps

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Thank You

Questions & Answers