



SHENANDOAH®
U N I V E R S I T Y

Emergency Operations Plan

(2023-24)

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CERTIFICATION

On behalf of the Board of Trustees of Shenandoah University, I hereby accept and authorize the Shenandoah University 2023-2024 Emergency Operations Plan. The director of the Department of Campus Safety shall update and publish the Plan annually.



Tracy Fitzsimmons
President, Shenandoah University

11-1-2023
Effective Date

RECORD OF REVISION

<u>Revision Description</u>	<u>Date of Revision</u>	<u>By (Signature)</u>
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DISTRIBUTION LIST

The Emergency Operations Plan will be distributed to the president and members of the University Cabinet and Members of the Emergency Preparedness Team (Appendix A) on no less than an annual basis. Members of the University Cabinet are listed on the Shenandoah University website at:

<https://www.su.edu/departments-offices/office-of-the-president/university-cabinet/>

Each member of the University Cabinet may, in their discretion, distribute copies of the EOP to employees under their supervision on an annual basis, and/or as changes to staff and/or the EOP occur.

A copy of the EOP may be viewed on the Shenandoah University website at [su.edu/eop](https://www.su.edu/eop).

INTRODUCTION

Emergencies and disasters can happen at any moment, and they usually occur without warning.

Definition of Emergency: a serious, unexpected, and often dangerous situation requiring immediate action. In the event of an emergency on campus, the following priorities will guide the actions of the university and its staff:

1. Protect the safety of students, faculty, staff, and visitors
2. Secure and protect university property, buildings, and grounds, while taking necessary measures to minimize property damage
3. Minimize the disruption to services provided to students, faculty, and staff

The **Purpose** of the Plan is to establish clear guidelines detailing the appropriate responses and communication disciplines regarding disaster and crisis situations. The Plan outlines university procedures for managing major emergencies that may threaten the health and safety of the campus community. The Plan identifies individuals and departments that are directly accountable for emergency response and critical support services. It also provides a structure for coordinating and deploying essential resources. Planning ahead for emergencies is part of normal business planning and campus life. All members of the campus community share a responsibility for preparedness. An emergency can strike anytime, anywhere and can affect everyone.

The **Goal** of this plan is to limit the loss of life and property and achieve a safe and effective resolution in the event of an emergency or crisis that affects the operations of the university. The proper use of available resources and personnel is critical to the successful management of the Plan, including, but not limited to:

- Provide maximum preparation to reduce the potential for injury or damage
- Provide a coordinated, interdisciplinary, understandable, and comprehensive response to a crisis situation
- Maximize the effectiveness and immediacy of response to victims
- Reduce the severity and duration of the trauma to the campus community
- Provide coordinated internal and external communications
- Facilitate coordination with external agencies
- Prepare for post-crisis support, evaluation, and condition
- Reassure the public and local community

In developing this Plan, the university recognizes that, from time to time, the potential threats may change, and new threats may appear. Therefore, it is anticipated that the Plan will be modified and adapted in the future as necessary.

The **Scope** of this Plan applies to all students, faculty, and staff, as well as all visitors and guests who may be on university campuses.

This Plan has been developed to manage emergencies in a realistic manner. A crisis may affect residents in the geographic vicinity of the university, and it is possible that city, county, state, or federal authorities may not be available for immediate support.

The Plan may also be utilized during major emergencies that occur adjacent to campus but that do not directly impact our physical facilities. In an event such as this, the university will coordinate emergency information and provide support services as requested by responsible authorities and responding

agencies.

EMERGENCY PREPAREDNESS TEAM (EPT)

The EPT formed out of a recognized need for the university to respond immediately to major emergencies or incidents on or near campus that enable rapid development of the critical decision making process and to provide liaison with first responding non-university emergency management partners.

EPT membership is generally designed to include those members of university management who possess the authority and ability to potentially become an incident commander within the National Incident Management System (NIMS), and whose professional area of responsibility and expertise within the university requires them to provide input during an emergency event. Ultimately, the make-up of the EPT is approved by the Senior Vice President and the University General Counsel. *See Appendix A.*

Training for all EPT members shall include at a minimum completion of:

- IS-100 Introduction to Incident Command System
- IS-700 National Incident Management Systems, An Introduction to NIMS concepts and Principles.

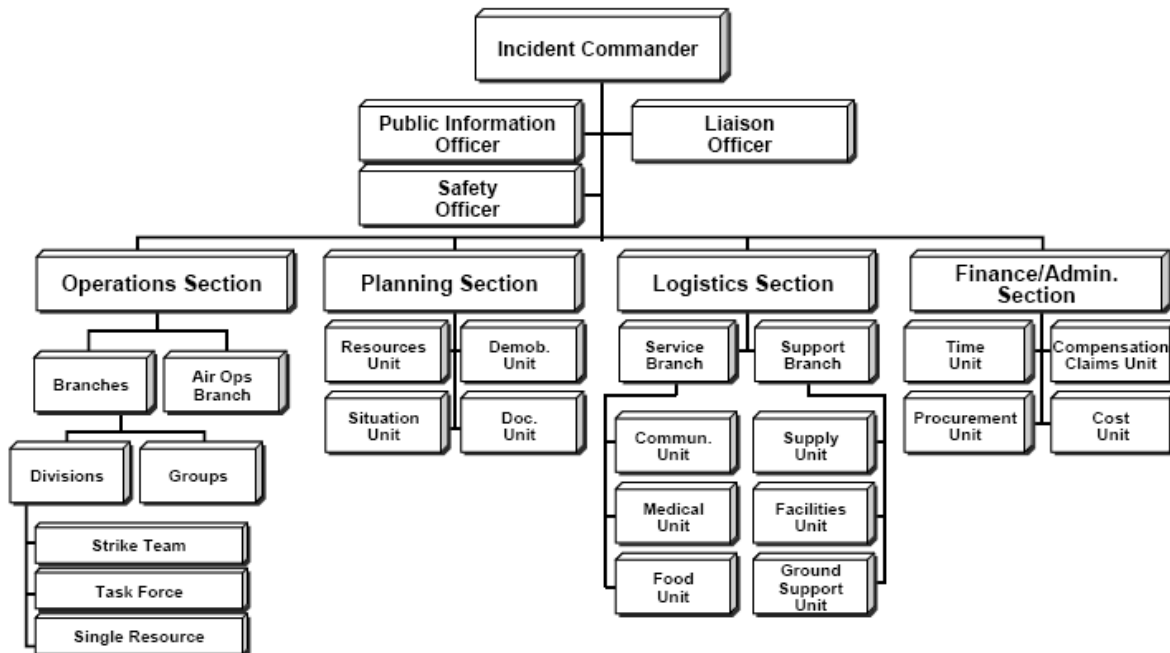
Those with Leadership responsibilities shall also complete:

- ICS-300 Intermediate ICS for Expanding Incidents
- ICS-400 Advanced ICS for Command and General Staff

<https://training.fema.gov/nims/>

COMMAND STRUCTURE

The Incident Command System (“ICS”) provides a consistent, easily managed and adaptable means of controlling and managing an emergency. The ICS model is used by local, state and federal law enforcement Fire / Emergency Medical Services agencies and can be upgraded to a Unified Command System (multi-agency) as needed.



INCIDENT COMMAND SYSTEM

In any given emergency, a response team may form according to [ICS and Unified Command guidelines](#) to provide temporary leadership during that emergency. As soon as reasonably possible, the university’s Vice President of Student Affairs shall assume the role of Incident Commander (“IC”). In the event the Vice President of Student Affairs is unable or unwilling to serve, the university’s Vice President for Administration and General Counsel shall serve in her place. Notwithstanding the foregoing, the university President may change the IC at any time at her discretion.

The Team will identify potential locations for an Emergency Operations Center (“EOC”), train in ICS, and conduct tabletop exercises and plans for emergency preparedness. The ICS is a component of the National Incident Management System (“NIMS”), which is a standardized approach to incident management and response. Developed and released in 2004 by the Department of Homeland Security, NIMS establishes a uniform set of processes and procedures that emergency responders at all levels of authority can use to conduct response operations.

The ICS consists of five sectors: Command, Operations, Logistics, Planning, and Finance and Administration. The ICS is designed to be flexible, with the most qualified university officials available fulfilling the given roles and responsibilities of the various positions to the extent the IC decides filling those positions is necessary.

The physical location at which the coordination of information and resources to support incident management activities is the EOC. An EOC may be a temporary facility depending on the location and type of emergency or may be in a location more permanently established.

Incident Commander

The IC operates in the EOC and is responsible for the implementation of university policy, utilization of emergency management skills, and best management practices to bring about a successful conclusion of the emergency incident. *The IC is the only position that is always staffed in ICS applications.* During small incidents, the IC may handle all management functions. The IC is responsible for all Incident Management Systems management functions until delegated, including; Command, Operations, Planning, Logistics and Finance & Administration. The IC is also responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site. The IC should have a level of training, experience and expertise to serve in this capacity. Qualifications to serve as an IC are not based on an individual's everyday job, position or role with the university.

When the IC is relieved, the relieving official shall be briefed regarding the current situations, plans, possible options, and other recommendations.

Authority: Full authority to make all final decisions connected with the incident including but not limited to communications, personnel assignments, decisions to evacuate and relocate to preserve life and property and emergency expenditures.

Immediate Actions:

- Activate an ICS by setting up and staffing an EOC utilizing a pre-planned location or a location, dictated by the emergency
- Liaison with any EOC established by first responders
- Manage internal and external communication
- Determine which campus leaders need to be notified and who needs to physically respond to the EOC
- Assess current situation and decide on priority actions
- Determine if assistance will be needed from outside agencies
- Assign a scribe to remain with IC at all times for note taking, scheduling and to generally assist the IC with organization

Ongoing Actions:

- Monitor and oversee situation
- Set new priorities as needed
- Authorize expenditures and personnel work schedules, as needed
- Responsible for fulfilling all roles and documentation within ICS until other positions are appointed

Command Staff

Depending on the emergency, the IC may appoint a Safety Officer, Liaison Officer, and/or Public Information Officer, all of whom will report directly to the IC. In the event that the PIO is unavailable, the Vice President of Recruitment and Marketing and Chief Creative Officer shall serve in her place.

Liaison Officer:

Communicates and coordinates with outside agencies, resources, and the university community. In addition, briefs the agency heads on the status of the incident.

Public Information Officer:

Manages media relations, helping to shape message strategy for relevant groups (i.e., external stakeholders, including the media, and internal stakeholders) to assure that timely and accurate information is released to the public, and that all information is accurate and verified; Public Information Officer briefs IC on all press releases.

Safety Officer:

Monitors incident or event operations and advises the IC on all matters relating to incident health and safety. The Safety Officer has emergency authority to stop and/or prevent unsafe acts during incident operations.

General Staff

Depending on the emergency, the IC may appoint an Operations Officer, Logistics Officer, Planning Officer and/or Finance and Administration Officer, all of whom will report directly to the IC.

Operations Officer:

Manages the **Operations Section** and is responsible for protecting the health and safety of the Shenandoah community by execution of the policies and course of actions as directed by the IC. The Operations Officer is responsible for all activities within the affected or impacted area(s) of the emergency.

Authority: Under supervision of the IC, directs actions taken by the Operations Section and supervises the staff.

Immediate Actions:

- Attend briefing with the IC on current situation
- Confirm correct emergency service providers have been notified
- Organize and deploy personnel and resources as needed

Ongoing Actions:

- Monitor situation
- Coordinate emergency services operations as needed
- Coordination of traffic control
- Coordination of crowd control
- Accountability of university community members

Logistics Officer:

Manages the **Logistics Section** and is responsible for obtaining personnel and amassing supplies, and equipment, determining the need for fuel, food, water, alternate light/power sources, ordering and arranging for distribution or pick up of needed items, and monitoring longer term needs as directed by the Incident Commander.

Authority: Under supervision of the Incident Commander, directs actions taken by the Logistics section,

supervises staff, and makes expenditures within authority granted by Incident Commander.

Immediate Actions:

- Attend briefing with the Incident Commander on current situation
- Organize supplies, contact vendors and contractors as needed
- Establish resource staging areas

Ongoing Actions:

- Monitor supply needs and coordinate with other responders
- Monitor personnel needs and coordinate canteen, medical, sanitation and family hotline if needed
- Track resources and personnel and communicate with Finance Section for billing and payroll purposes

Planning Officer:

Manages the **Planning Section** and is responsible for providing short-term and long-term planning and information to assist the IC in decision making. The Planning Officer will also track and document activities.

Authority: Under supervision of the Incident Commander, directs action taken by the Planning section and supervises section staff.

Immediate Actions:

- Attend briefing with the Incident Commander on current situation
- Formulate operational plan

Ongoing Actions:

- Ensure that financial commitments are consistent with university policy
- Maintain logs, worksheets, and journals documenting financial operations
- Maintain and document information from Operations and Logistics sections
- Generate periodic written Situation Reports and Resource Status Reports for the Incident Commander, Operations and Logistics sections

Finance and Administration Officer:

Manages the **Finance and Administration Section** and is responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit.

Authority: Under supervision of the Incident Commander, directs action taken by the Planning section and supervises section staff.

Immediate Actions:

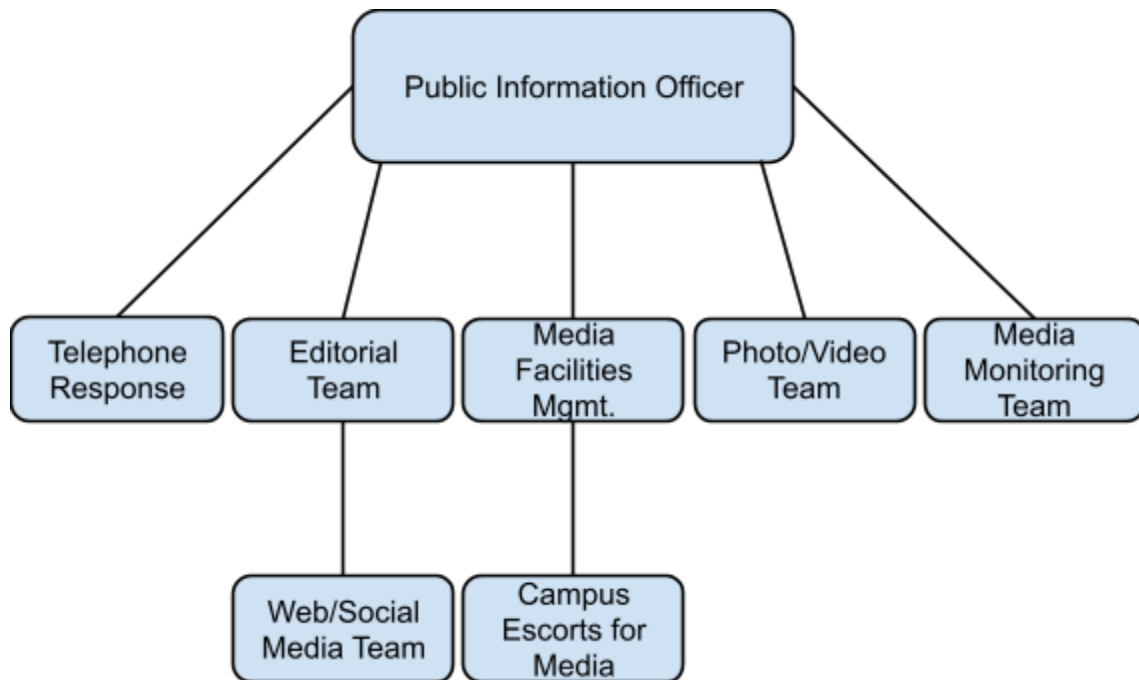
- Attend briefing with the Incident Commander on current situation
- Provide report on fund availability
- Review need to increase purchasing authorizations

Ongoing Actions:

- Negotiate and monitor contracts as needed
- Keep timekeeping records

- Maintain cost analysis
- Manage Workers Compensation claims and property destruction reports
- Maintain documentation for reimbursement (e.g., under mutual aid agreements and assistance agreements)

MANAGING COMMUNICATION IN AN EMERGENCY



The overall communication objective in a crisis is to quickly adjust the university's community position from one of response and reaction to one of relative control, and an ability to take proactive steps toward a return to normal business operations. Emergency management communication objectives generally need to sequentially address these important items:

- An initial alert to the affected community, and subsequent alerts as needed, that provide(s) information related to personal safety to attempt to minimize the impact of the incident.
- A clear and concise explanation of the nature and extent of the emergency.
- A statement of concern for those impacted by the emergency.
- A detailed account of current activities and potential future actions by the organization to address and ameliorate the incident.
- A concluding message, in which the organization takes responsibility, recaps what was done to address the incident and announces, if applicable, any changes in policy or procedure to minimize the possibility of a reoccurrence of the event.

During an emergency, the Public Information Officer will prepare or review all public and internally disseminated communications to ensure that they are up to date, complete, concise and factual, prior to such dissemination.

Consistent with existing communications policies, no individual should provide statements to members of the media during emergencies without first discussing them with the Public Information Officer. It is imperative for university leadership to speak with one voice during an emergency situation.

The university has several pre-established methods of communication within the university and with local communities in the event of an emergency. These include the use of an audible outdoor siren, an emergency alert system that utilizes text messaging and email, website announcements and social media postings, announcements on local radio stations, and written correspondence.

Information Dissemination Points

All dissemination of information must first be approved by the IC. The following communication technologies and campus resources are potential information distribution vehicles; not all these resources will necessarily be used to provide initial and updated information in every emergency situation:

- Emergency Alert System and/or the Shenandoah Connect app
- Email
- University website (alert header and su.edu/emergency) and social media
- Networked campus-based flat panel screens

TRAINING

It is critical for the safety of the Shenandoah community that all personnel on campus understand the Emergency Operations Plan and the Incident Command System. This shall be accomplished by holding several different types of training during the year. All training will be performed and documented by the Director of Campus Safety.

Orientation: Upon approval of the Plan, formal orientations will be scheduled for all employees to review a summary of the Plan and answer questions. After this initial orientation, all new employees will review a summary of the plan with Human Resources during the orientation phase.

Employee Training: General areas of training are to include:

- individual roles and responsibilities
- information about threats, hazards, and protective actions
- notification, warning, and communication procedures
- emergency response procedures
- evacuation, shelter, and accountability
- location and use of common emergency equipment

Exercises and Drills: The **Emergency Preparedness Team** will annually convene and discuss individual roles based on a scenario consistent with an emergency or crisis as described in the Plan. This exercise will identify areas that need improvement as well as areas that overlap. This exercise may be facilitated by the chief of Campus Safety or another trained emergency service provider.

The **Emergency Preparedness Team** and local emergency service providers will conduct annual walk-through drills. These drills will be designed to allow each member to learn what the others do during an emergency as well as identify what areas need improving. A formal evaluation will be conducted at the end of the drill.

<https://www.firstrespondertraining.gov/frts/npccatalog?catalog=EMI>

A real-life emergency is simulated as closely as possible as deemed necessary by the Director of Campus Safety. This exercise involves emergency services as needed. A formal evaluation will be conducted with all personnel involved.

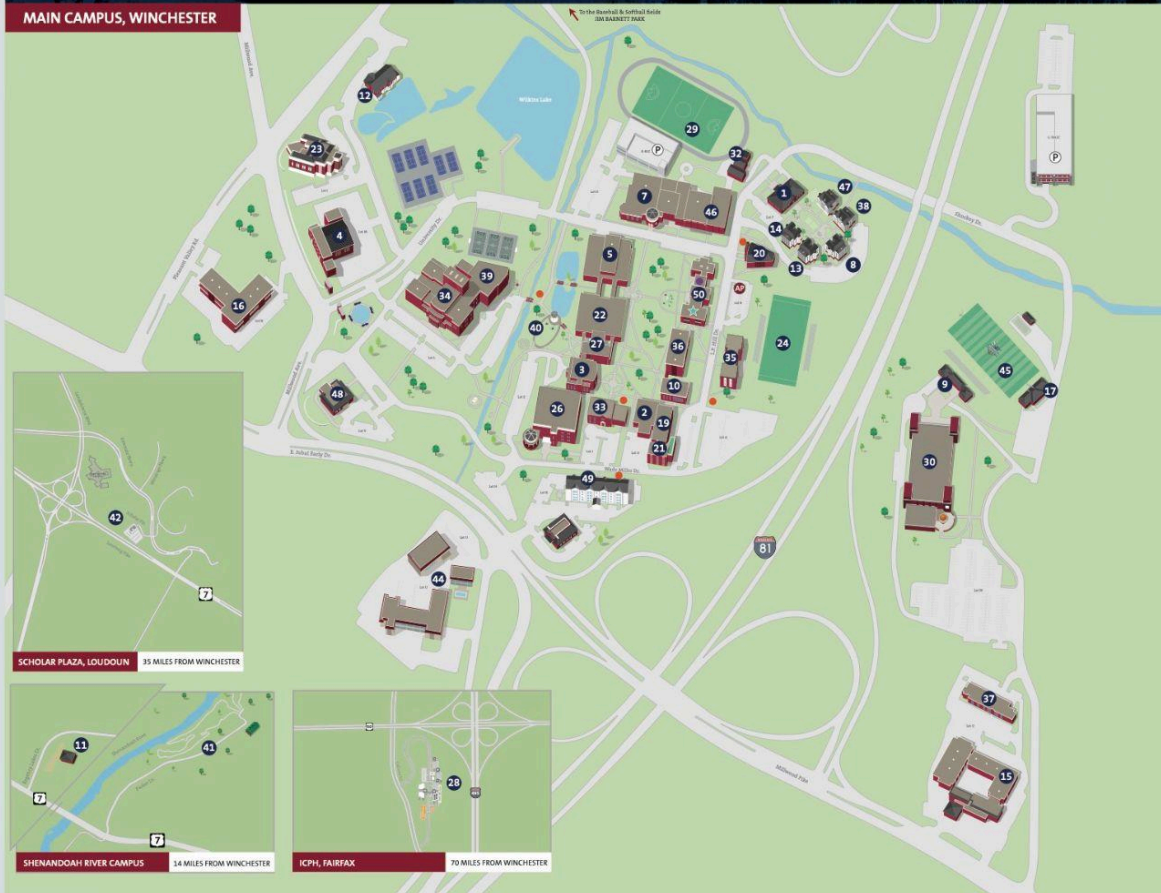
EMERGENCY TELEPHONE NUMBERS AND REQUESTS FOR EXTERNAL ASSISTANCE

EMERGENCY RESPONSE

SU Campus Safety Emergency Cell (24/7).....	540-678-4444
Office.....	540-665-4614
Winchester City Emergency Management Office.....	540-773-1360
Winchester City Police Emergency.....	911
Non-Emergency.....	540-662-4131
Frederick County Sheriff's Office Emergency.....	911
Non-Emergency.....	540-662-6168
Virginia State Police Area 13 Office.....	540-662-3313
Local Fire/Rescue/Police.....	911
Winchester Medical Center (Level II Trauma Center).....	540-536-8000
Fairfax INOVA Hospital.....	703-776-3116
(Level I Trauma Center)	
National Response Center (For chemical/oil spills).....	800-424-8802
National Poison Control.....	800-222-1222

COMMUNICATION & OPERATIONS

Comcast Cable.....	888-266-2278
Shenandoah Gas.....	540-869-1111
Shenandoah Valley Electric Coop.....	800-234-7832
Telephone/CenturyLink– long distance.....	800-524-5249
Customer service.....	800-860-1020, Ext. 2490
SPS (Local).....	888-777-7280
American Red Cross.....	800-733-2767
Winchester/Frederick Service Authority.....	540-722-3579
Winchester Utilities Maintenance HQ.....	540-662-5353










MAIN CAMPUS, WINCHESTER

DOWNTOWN CAMPUS

MEDICAL CAMPUS

BUILDINGS

1. **Aikens Athletic Center** - Athletic offices, Gladys Quarles Athletic Training Facilities, Toan Strength & Fitness Center
2. **Allen Dining Hall** - Clement Board Room, Huntsberry Room
3. **Alison H. Smith, Jr. Library** - ELU Archives, Institutional Computing, Center for Teaching, Learning & Technology, Academic Computing Technology
4. **Armory Building** - Esports arena
5. **Armstrong Hall** - Armstrong Concert Hall, conservatory faculty studios
6. **Bowman Building** (20 S. Cameron St., downtown) - Division of Education & Leadership, Purchasing & Accounts Payable, Accounting, Payroll
7. **Brandt Student Center** - Ferrari Room, food court, bookstore, McKown Plaza, campus mail, Student Life offices, Mosaic Center for Diversity, Center for Civic Engagement
8. **Caruthers House** - Student residence hall
9. **Charles A. Ricketts Press Box**
10. **Cooley Hall** - Residence Life, Counseling Center, Career Services, Center for International Programs, [Not Just] Women's Center, Shenandoah Greenworks
11. **Child Care Center**
12. **Davis Hall** - Classrooms, faculty offices, Winchester-Frederick County Visitors Center
13. **Dove's Nest** - Student residence hall
14. **Dove's Nest II** - Student residence hall
15. **East Campus Commons** - Student residence hall
16. **Edwards Residential Village** - Student residence hall
17. **Kathryn Perry-Werner End Zone Building**
18. **Feltner Building** (9 Court Square, downtown) - Advancement, Alumni Affairs
19. **Funkhouser Hall** - Student residence hall
20. **Goodson Chapel-Recital Hall** - Chapel, classrooms, Spiritual Life offices
21. **Gore Hall** - Student residence hall
22. **Gregory Hall** - College of Arts & Sciences, faculty offices, classrooms, labs
23. **Halpin-Harrison Hall** - Shenandoah University School of Business, faculty offices, classrooms, Stimpson Auditorium
24. **Harry F. Aikens Field** - Practice field
25. **Health Professions Building** (1775 N. Sector Ct., Winchester Medical Center) - Bernard J. Dunn School of Pharmacy, Physician Assistant Studies, Physical Therapy, Occupational Therapy
26. **Health & Life Sciences Building** - Athletic Training, Eleanor Wade Custer School of Nursing, science labs, Shenandoah Center for Immersive Learning (SCIL)
27. **Howe Hall** - College of Arts & Sciences classrooms, Academic Enrichment Center, Writing Center, Institutional Computing Help Desk
28. **Inova Center for Personalized Health (ICPH)** (3225 Gallows Rd., Fairfax) - Nursing, Public Health, Pharmacy, Pharmacogenomics & Personalized Medicine
29. **Intramural Field** - Track & Field practice field, Intramural Sports
30. **James R. Wilkins, Jr. Athletics & Events Center**
31. **John Kerr Building** (203 S. Cameron St. downtown) - Shenandoah Conservatory Arts Academy
32. **Maintenance Shop**
33. **Mary M. Henkel Hall** - College of Arts & Sciences classrooms, faculty offices, Hester Auditorium, board room
34. **Ohlstrom-Bryant Theatre** - Box Office
35. **Parker Hall** - Student residence hall
36. **Racey Hall** - Student residence hall, Mary M. Wilkins Wellness Center
37. **Romine Living Center** - Student residence hall, Bulk Copy Center
38. **Roni's Room** - Student residence hall
39. **Ruebush Hall** - Shenandoah Conservatory classrooms, faculty offices, practice rooms, scene shop, costume shop, recording studio, Mac lab, Glaze Studio Theatre
40. **Sarah's Glen** - Gardens, The Labyrinth
41. **Shenandoah River Campus at Cool Spring Battlefield**
42. **Scholar Plaza** (44160 Scholar Plaza, Ste.100, Leesburg, VA 20176) - Nursing, Education, Physical Therapy, Occupational Therapy, Master of Business Administration
43. **Solenberger Hall** - (141 N. Loudoun St., downtown) Student residence hall
44. **South Campus Commons** - Student residence hall, classrooms, Buzzins
45. **Sprint Field at Shentel Stadium**
46. **Shingleton Hall** - Athletics Department, gymnasium, classroom, fitness and weight training, Ewing Dance Studio, Shingleton Dance Space, Physical Plant office
47. **The Q** - Student residence hall
48. **Vickers Communication Center** - Office of Marketing & Communications, film/video studio, classroom
49. **University Inn** - Student residence hall
50. **Wilkins Administration Building** - President's Office, Academic Affairs/Provost's Office, Admissions, Honors Central (Registrar, Student Accounts, Financial Aid, Accounts Receivable), Department of Public Safety, Enrollment Management & Student Success, Student Affairs, Auxiliary Services, Human Resources, Institutional Research, Finance & Administration

KEY

-  Admissions Visitor Parking
-  Visitor Parking
-  Court Square Autopark (Paid Parking)
-  Preferred Visitor Parking Areas
-  University Building
-  Real street lengths have been shortened
-  Emergency Phone
-  Department of Public Safety
-  Admissions

ACTIVE ASSAILANT

Incident: Active Assailant on campus or person causing or attempting to cause deadly bodily harm.

1. **ANYONE** who becomes aware of someone discharging a weapon, causing deadly bodily harm or threatening to cause deadly bodily harm should immediately if possible move to a safe place and first call 911 and then the Shenandoah University's Department of Campus Safety (DCS) at 540-678-4444 in that order.

The 911 operator as well as DCS should be provided with the following information if possible:

- Caller's name
- Location of the assailant and last known direction of travel
- Number of assailants
- Identification or description of assailant
- Caller's location
- If anyone is injured, how many

2. Any member of DCS shall send an initial emergency notification to the campus community using the university's alert system. If the emergency is on a campus which does not include a DCS presence (e.g., HPB, SPL, ICPH), then an employee based on such a campus who has been trained to use the system shall send the initial notification. The person sending the message should send a notice that utilizes the pre-worded campus emergency notification template for an active assailant incident. This message is intended to provide guidance to the university community concerning the possible location of the assailant and how to seek safety.

- a. Time is important and rapid notification may save lives. If more than one DCS officer is available, the call to 911 and the alert should be completed simultaneously to save time.

3. An Active Assailant emergency alert notification automatically triggers activation of the university's ICS. Emergency responders of competent authority will upon arrival assume incident command, and the university will assume its role within unified command by assigning a Liaison Officer to be at the command post with direct communication with the IC. DCS personnel also will assist as needed.

- a. Unified Command is a team effort process, allowing all agencies with geographical or functional responsibility for an incident, to assign an incident commander to a unified command organization. The unified command then establishes a common set of incident objectives and strategies that all can subscribe to. This is accomplished without losing agency authority, responsibility or accountability. Unified Command for a campus active shooter incident may include law enforcement, medical first responders, campus authorities and local emergency management personnel.

4. The Public Information Officer may contact the media with a communication to the extent approved by the incident commander. No media communication shall take place during an active incident without the approval of law enforcement. This does not include university website updates or campus alerts.

5. Upon the declaration from law enforcement that the assailant is in custody or otherwise neutralized, the University Incident Commander shall dictate the location of an Incident Command Post

ACTIVE ASSAILANT (Cont.)

and convene the EPT or at his discretion may do so virtually. Actions to be managed include:

- a. Management of inquiries from media, family members, students, trustees and alumni.
- b. Coordinate media staging area.
- c. Coordinate with the Wilkins Wellness Center and Counseling Services to address physical and mental health services that may be needed by the university community and then to deploy those services.
- d. Notifications to families of injured or deceased victims.
- e. Possible mass relocation of housed students for crime scene preservation and criminal investigation. In this event the Wilkins Athletics & Events Center would be the relocation site.
- f. Possible temporary campus closure or partial closure.
- g. Conduct a complete debrief at the conclusion of all tasks related to the incident.

INDIVIDUAL RESPONSE DURING AN ACTIVE SHOOTER INCIDENT

If you are involved in a situation where someone has entered your area and started shooting, stabbing or otherwise wielding a deadly weapon, you need to take immediate action to preserve your safety. The following is a list of actions that are recommended as a guideline and are endorsed by the Department of Homeland Security. It should be noted that these types of incidents are unpredictable and change rapidly. The following guidelines are recommendations that are based on research into past active assailant incidents and are designed to save lives before the arrival and engagement of law enforcement. Law enforcement is trained to go directly toward the shooting and engage the suspect immediately upon arrival. You must act based on the circumstances to preserve your safety until that time that law enforcement arrives.

Upon receiving the alert message from DCS or the ERT, you will be guided to “secure in place” unless you observe the assailant in your building or area at which time you are recommended to use the Run, Hide, Fight protocol:

- If you can safely **RUN** away from the threat, then do so.
- If you can not safely run, then **HIDE** and secure in place. Lock all doors, turn off lights, silence cell phones, and barricade doors.
- If you are unable to deny entry to the active assailant, then as a last resort to preserve life, physically **FIGHT** the assailant using all means at your disposal by improvising weapons with anything available to you, and know that you have the right to defend your life and the lives of those around you.

1. When leaving the building, do not have anything in your hands. This includes cell phones, wallets or any other item that may be confused with being a weapon.

2. Direct anyone you may encounter to leave the building immediately.
3. If leaving the building is not possible, the following actions are recommended:
 - Go to the nearest room or office.
 - Do not attempt to rescue or render aid to others.
 - Close and lock or barricade the door.
 - Cover the door windows.
 - Turn the volume of your cell phone all the way down.
 - Turn out the lights.
 - Keep quiet and act as if no one is in the room.
 - DO NOT answer the door.
 - If possible, notify the 911 operator/dispatcher and Shenandoah University. Department of Campus Safety at 540-678-4444 from any campus phone.
 - Wait for law enforcement personnel to assist you out of the building.
4. Police are trained to respond to an active shooting incident by entering the building as soon as possible and proceeding to the area of the assailant. They will move quickly and directly. Early on in an incident, they may not be able to rescue people because their main objective is to neutralize the assailant.

If you are not directly involved, seek shelter where you are and remain until law enforcement or the university announces you may safely leave.

Incident: Aircraft crash on or near university property

The Winchester main campus is in the direct flight path for the Winchester Regional Airport. In the event of an aircraft crash on or near the university property, the following actions should be taken:

1. Call 911. Then, contact the Department of Campus Safety at 540-678-4444.
2. A determination will be made as to the activation of the Emergency Operations Center.
3. Priority in response will be given to rescuing injured and/or trapped individuals, triaging and treating injured persons, and securing property against further loss. This includes anyone who may be trapped in buildings or other campus facilities.
4. If the incident has resulted in the evacuation of part or all of a campus building(s), then those areas will remain closed until the university in conjunction with local authorities determine:
 - The area is safe to occupy.
 - All immediate fire, police and rescue activity has been completed.
 - Any and all investigations have been completed.
 - There is no longer a need to keep the area closed.
5. The Department of Physical Plant will perform a general inspection of the property and report status to the Emergency Operations Center for the following items:
 - Scene safety and hazardous conditions
 - Damaged live power lines
 - Broken sewer/water mains
 - Critical access roads with debris
 - Verify the structural integrity of buildings
 - Secure electrical power to any building deemed necessary for safety
 - Report abnormal power outages to physical plant
 - Board up broken windows
 - Inspect roofs and roof-mounted equipment (exhaust fans, HVAC equipment, lights, skylights, antennas), and cover holes in roof with waterproofing materials
 - Inspect parking lots, lighting poles, roads, signage, satellite dishes
 - Arrange for the restoration of utilities and communications

Instructions to the Campus Community

1. Explosion and fire as well as falling debris pose a serious risk to individuals on the ground. All members of the campus community are encouraged to move away from the crash site and seek shelter in a safe location. If it is not possible to immediately move away then — to protect yourself against blast damage — drop, cover and hold.
2. If you are inside, and the building is not damaged, remain inside. Stay away from windows. Faculty should try to keep their classes together as a unit.

AIRCRAFT CRASH

(cont.)

3. If an evacuation is ordered, follow the instructions of the Department of Campus Safety personnel and emergency communications. Relocation of occupants will be determined after the situation has been assessed.
4. Those members of the campus community who are trained in first aid are encouraged to provide care for the injured, provided it is safe to be in the area.
5. Untrained individuals should not enter the crash site. If you are aware of places where people may be trapped, inform the nearest emergency responder as fast as possible so that trained and properly equipped personnel can affect a rescue effort.
6. All debris is to be considered evidence and should not be tampered with.
7. Following the conclusion of the emergency, the ICS Team will conduct a debriefing.

BOMB THREAT

Including Unattended Packages & Suspicious Packages

Incident: A bomb threat is received affecting Shenandoah University property.

1. Upon receiving a bomb threat, contact 911 and then the Department of Campus Safety at 540-678-4444. [If you are a member of the Emergency Preparedness Team (EPT), launch the initial emergency alert and the EPT conference call via the university's Omnilert platform.]
2. DCS shall ensure that law enforcement has been notified and launch the emergency alert and conference call if those steps have not already been taken.
 - a. DCS shall initiate evacuations of the buildings and areas affected by the threat (see #5).
3. At the meeting of the EPT, the Incident Commander (IC), will be confirmed and will be established in hierarchy fashion depending on those in attendance. The IC will designate a physical location to establish an Emergency Operations Center (EOC), or elect to maintain the EOC in the conference call.
 - a. The IC shall designate responsibilities and roles to the EPT as they relate to functions of the EOC, e.g., Safety Officer, Law Enforcement Liaison Officer, Finance Officer, Operations Officer, Public Information Officer, etc.
4. Law Enforcement will use ICS to establish their own IC and EOC. The university's Law Enforcement Liaison shall immediately report to the law enforcement EOC and represent the university while maintaining constant communication with the university EOC. This communication facilitates the university EOC's integration into the law enforcement EOC. For purposes of managing the crime scene, the University EOC shall be subordinate to the Law Enforcement EOC until such time as the area in question is deemed safe and the Law Enforcement EOC relinquishes control.
5. Department of Campus Safety personnel will initiate the Bomb Threat Evacuation Procedures (see #6 below) and coordinate with the fire department.
6. Bomb Threat Evacuation Procedures
 - The fire alarm for the building should NOT be activated; however, the building involved may be evacuated.
 - The occupants of the building should move to another area at least 300 feet from the reported location of the bomb. Evacuation areas will be cleared prior to directing students to these locations.
 - Upon approval from local law enforcement and fire department authorities, buildings will be reoccupied.
6. The Public Information Officer may contact the media with a message coordinated with the IC and law enforcement.

BOMB THREAT

Including Unattended Packages & Suspicious Packages (Cont.)

7. Following the conclusion of the emergency, the ICS Team will conduct a debriefing.

Unattended Package

1. Anyone seeing or having knowledge of an unattended package should contact the Department of Campus Safety at 540-678-4444.
2. When responding to an unattended package, avoid any physical contact.
 - establish a perimeter of at least 500 feet
 - do not assume the package is safe to handle
 - do not allow anyone other than emergency personnel to approach the package
3. Upon the report of an unattended package, Department of Campus Safety personnel will immediately respond to the area and assess the situation.
4. No individual will disturb the package in any manner. Campus Safety will secure the area and keep all individuals at a safe distance from the package.
5. Campus Safety will make a determination and call 911, if deemed necessary.
6. The Incident Commander will be notified and will advise or convene the Emergency Preparedness Team depending on the severity of the incident.
7. The Public Information Officer may contact the media with a message that has been coordinated with law enforcement.

Suspicious Package

1. Anyone seeing or having knowledge of an unattended package should contact the Department of Campus Safety at 540-678-4444.
2. A suspicious package may have some of the following identifying characteristics:
 - a. No return address
 - b. Excessive postage
 - c. Stains
 - d. Odor
 - e. Sounds
 - f. Unexpected delivery
 - g. Poor handwriting
 - h. Misspelled words
 - i. Foreign postage
3. Upon the report of a suspicious package, the Department of Campus Safety will immediately respond to the area and assess the situation.
4. No individual will disturb the suspicious package in any manner. Campus Safety will secure the area and keep all individuals a safe distance from the package.

5. Campus Safety will make a determination and call 911, if deemed necessary. Campus Safety will assist local law enforcement as necessary to secure the area and attempt to determine the origin of the package.
6. The Incident Commander will be notified and will advise or convene the Emergency Preparedness Team depending on the severity of the incident.
7. When responding to a suspicious package, avoid any physical contact.
 - establish a perimeter of at least 300 feet
 - do not assume the suspicious package is safe to handle
 - do not allow anyone other than emergency personnel to approach the package

BUILDING EVACUATION

Incident: Fire alarm

During a building evacuation, all occupants of a building must leave the building. Events that might cause a building evacuation may include fire, chemical, electrical, sanitation, medical or gas.

1. Upon the sound of the fire alarm or a voice command of a faculty or staff member, all students, faculty and staff should leave the building in accordance with the plan already in place for fire drills. Once outside and at the designated meeting place, students, faculty and staff will be advised on where they need to relocate, if necessary.
2. Department of Campus Safety personnel shall notify the Incident Commander, or designee, who may activate the EOC and provide regular updates.
3. If building evacuation of more than one hour is necessary, people affected will be instructed to go to other location/buildings or leave campus as long as such action does not interfere with duties being performed by Emergency Services.
4. If building evacuation will extend overnight, sleeping arrangements, in other available residence halls or off-campus facilities, will be made for the students by the Division of Student Affairs.
5. If building evacuation is necessary overnight or into the next business day, then information will be sent to affected residents via campus email and/or posted on the Shenandoah University website.
6. Following the conclusion of the emergency, the ICS Team will conduct a debriefing.

EMERGENCY EVACUATION ASSEMBLY AREAS

1. *Aikens Athletic Center* – go to the compound in the center of the Village residential halls
2. *Allen Dining Hall* – go to G or J Lots, south parking lots at least 300 ft. from the building
3. *Armory* – go to I Lot, south parking lot
4. *Armstrong Concert Hall* – go to D Lot next to the Brandt Student Center
5. *Bowman Bldg.* – go to east parking lot at least 300 ft. from the building
6. *Brandt Student Center* – go to D Lot, parking lot in front of parking garage
7. *Child Care Center* – go to northeast staff parking lot
8. *Cooley Hall* – go to A Lot, parking lots in front of buildings or southeast side of Parker Hall
9. *Cork Street Facility* – go to north and east exterior and parking lots
10. *Davis Hall* – go to south parking area near Halpin-Harrison Hall
11. *East Campus Commons* – go to parking area north of building toward Romine
12. *Edwards Residential Village* – go to southwest parking lot towards Starbucks or northwest parking area in front of Resident Directors apartment
13. *Feltner Bldg.* – go to Truist Parking Lot at least 300 ft. from the building

BUILDING EVACUATION

(cont.)

14. *Funkhouser Hall* – go to A Lot, parking lots in front of buildings or southeast side of Parker Hall
15. *Goodson Chapel/Recital Hall* – go to F Lot, parking lot or Aikens practice field.
16. *Gore Hall* – go to A Lot, parking lots in front of buildings or southeast side of Parker Hall
17. *Gregory/Howe Halls* - go to E Lot, lower library lot toward south gate
18. *Halpin-Harrison Hall* – go to north parking area by Davis Hall
19. *Health Life Science Bldg.* – H lot across Wade Miller Drive or Library plaza (quad)
20. *Health Professions Bldg.* – go to northeast parking lot
21. *Henkel Hall* – go to H Lot at least 300 ft. from the building
22. *INOVA Center* – go to parking lot at least 300 ft. from the building
23. *John Kerr Bldg.* – go to west end of the main parking lot
24. *Ohrstrom-Bryant Theatre* – go to I Lot, south parking lot/grassy area in front of building or Armory
25. *Parker Hall* – go to A Lot, parking lots in front of buildings or southeast side of Parker Hall
26. *Parking Garage* – go to D Lot, parking lot in front of parking garage
27. *Physical Plant office* – go to track field
28. *Racey Hall* – go to A Lot, parking lots in front of buildings or southeast side of Parker Hall
29. *Romine Living Center* – go to parking area south of building towards East Campus Commons
30. *Ruebush Hall* – go to I Lot, south parking lot
31. *Scholar Plaza Campus* – go to west parking lot at least 300 ft. from the building
32. *Shentel Stadium* – go to east or south parking areas
33. *Shingleton Hall* – go to D Lot / Aikens field, north and east of building
34. *Smith Library* – go to H Lot
35. *South Campus Commons* - go to U Lot between the residence hall and Buzzins Dining Hall.
36. *Solenberger Hall* – go to Truist parking lot at least 300 ft. from the building
37. *University Inn* – go to H Lot, parking lot west of building
38. *Vickers Communication Center* – go to I Lot, grassy area in front of OBT
39. *Village Residential Halls* – go to the Aikens practice field directly south
40. *Werner End Zone Bldg.* – go to east parking lot or south parking field
41. *Wilkins Administration Bldg.* – go to B Lot, parking lot/Aikens practice field east of building
42. *Wilkins Athletics and Events Center* - go to top of handicap ramp to surface lot
43. *Wilkins Athletics and Events Center parking garage* - go to rear surface lot

EVACUATION of CAMPUS

Incident: Truck accident and hazardous material spill on the interstate upwind from the main campus.

Any number of public safety reasons could result in all or part of the Shenandoah University campus being evacuated. Some of the most common reasons include, but are not limited to fire, chemical spill, power failure, life threatening emergency or inclement weather.

The following steps should be taken:

1. Upon declaration of an emergency situation requiring evacuation, the Incident Commander convenes the Emergency Operations Center.
2. The decision to evacuate will be communicated via text message, app, email and/or website and social media. The communication will provide information on when students and employees may return to campus.
3. Department of Campus Safety personnel will seek the assistance of local law enforcement and emergency responders as needed to facilitate the orderly evacuation with special attention given to campus egresses, traffic flow and traffic signal management.
4. The Department of Campus Safety personnel should, with the help of Physical Plant personnel:
 - patrol areas inside and outside of buildings announcing to all personnel evacuation implementation and the proper evacuation route
 - post personnel at campus entrances to prohibit incoming traffic
 - post personnel at building entrances, as necessary, to prevent entry
 - coordinate response with local emergency services providers
5. While the campus remains closed, the university will provide status updates to the campus community via the university website and email.
6. Upon termination of evacuation, Shenandoah University will contact students, faculty and staff.
7. Following the conclusion of the emergency, the ICS Team will conduct a debriefing.

EXPLOSION

Incident: An explosion has occurred on campus.

1. Any person witnessing the explosion should contact 911 and The Department of Campus Safety at 540-678-4444.
2. Department of Campus Safety personnel will notify the Vice President for Student Affairs, or designee, who may convene the Emergency Operations Center.
3. Department of Campus Safety personnel will initiate any necessary evacuations.
4. The Fire Department will assume Incident Command upon arrival.
5. The Fire Department will notify the Bureau of Alcohol Tobacco and Firearms (ATF) as part of their protocol.
6. The Public Information Officer may contact the media with a message coordinated with the IC and law enforcement.
7. Grief counseling will be initiated as needed.
8. Re-entry into affected areas is only permitted by the authority of the Fire Department.
9. Following the conclusion of the emergency, the ICS Team will conduct a debriefing.

Incident: A fire is in a campus building.

1. Campus Safety personnel will respond to the location of the fire and assist with evacuations and setting up safety perimeters.
2. Upon the sound of the fire alarm or a voice command of a faculty or staff member, all students, faculty and staff should leave the building in accordance with the plan already in place for fire drills. Everyone should move outside and go to designated meeting places.
3. Prior to the arrival of the fire department, Residence Life staff and/or Department of Campus Safety personnel will evacuate and/or assist in the evacuation of the building. Under no circumstances shall anyone enter a building that is burning.
4. Once on the scene, the fire department assumes incident command.
5. Department of Campus Safety personnel will advise the Incident Commander or designee, who will determine whether to advise or convene the Emergency Operations Center, depending on the severity of the fire.
6. Department of Campus Safety and Physical Plant personnel will secure the perimeter of the affected building until the Fire Department gives the “all clear” to re-enter. They shall keep unauthorized persons from entering.
7. The Public Information Officer will communicate information and updates to the campus community, and will provide any information released to the media.
8. The director of Physical Plant shall be responsible for ensuring that the damages are documented and photographed. The vice president for Administration and Finance shall be provided with all documents and photographs of losses resulting from the fire.
9. If a residence hall is involved, the director of Residence Life will relocate students to a safe and secure area, shelter the students from severe weather or at night until it is safe to re-enter the building. The director of Residence Life will arrange to provide victims with all available services, transportation, alternate housing, clothing, toiletries, books and school supplies.
10. If the fire is in an academic or administrative building, Physical Plant personnel will work with the EOC to temporarily relocate faculty and staff.
11. Campus Safety personnel will ensure that the facility and any possessions belonging to the victims are secured. Physical Plant will initiate necessary facility cleanup and repair.
12. Grief counseling will be initiated as needed.
13. Following the conclusion of the emergency, the ICS Team will conduct a debriefing.

HAZARDOUS MATERIAL

Incident: A spill of hazardous materials has occurred on campus or on the nearby interstate highway.

1. Upon discovery of a HAZMAT spill, 911 shall be called immediately.
2. Department of Campus Safety personnel will notify the chair of the Chemistry Department (if spill is in the classroom), Director of the Health Services, Director of Physical Plant, Provost and Vice President for Student Affairs.
3. The Incident Commander may convene the Emergency Operations Center.
4. When responding to a chemical emergency, avoid contamination.
 - do not walk into or touch any spilled material
 - avoid inhalation of all gasses, fumes, and smoke; stay up wind
 - do not assume that gasses/vapors are harmless because they lack odor
 - establish a safety perimeter
5. Department of Campus Safety personnel will assist local emergency responders as needed, isolate the area and keep people away from the incident scene.
6. The Public Information Officer may contact the media with a message coordinated with the IC and law enforcement.
7. Grief counseling will be initiated as needed.
8. Following the conclusion of the emergency, the ICS Team will conduct a debriefing.

Incident: A member(s) of the campus community has been taken hostage.

1. Call 911 and notify the Department of Campus Safety at 540-678-4444.
2. Do not intervene in the hostage situation.
3. The campus community shall be notified of the emergency and advised to secure in place, remain quiet and away from windows and doors. The university will update the campus community as appropriate.
4. The Department of Campus Safety shall notify the Vice President for Student Affairs, or designee, who may convene the Emergency Operations Center. Law enforcement will assume Incident Command.
5. The president or designee will notify the parent(s) of the student(s) involved or family members of staff or faculty involved.
6. The Department of Campus Safety will work with law enforcement to keep incoming and outgoing travel lanes clear for emergency vehicles and to prevent unauthorized people from entering campus.
7. An information hotline may need to be established to field calls from concerned relatives and a safe area designated to stage those relatives arriving on campus due to the emergency.
8. The Public Information Officer may contact the media with a message coordinated with the IC and law enforcement.
9. Victim assistance services will be provided.
10. Grief counseling will be initiated as needed.
11. Following the conclusion of the emergency, the ICS Team will conduct a debriefing.

If taken hostage:

- Follow instructions of the hostage taker.
- Try to remain calm and do not panic. Reassure others present that everything will be OK.
- Treat the hostage taker with respect and act as normal as possible.
- Ask permission to speak and do not argue or make suggestions.
- Do not intervene and allow law enforcement to negotiate.

INFECTIOUS DISEASE

Incident: Outbreak of any disease that could cause an epidemic among students, staff or faculty.

1. The Executive Director of Wilkins Wellness and Counseling Center (“Executive Director”) should obtain as much information as possible regarding the type of problem, where, and how many people and determine the risk to the university community.
2. The Executive Director notifies the Incident Commander, who may convene the Emergency Operations Center.
3. The Executive Director contacts the local health department and coordinates with outside agencies for specimen collection, testing, immunization, and treatment, and will begin preventative measures to stop spread of the disease.
4. The Executive Director of the Wellness Center communicates the status of infection to the campus community, providing instructions and information and giving updates as appropriate.
5. The Executive Director determines if Quarantining and/or Isolating is necessary.
6. As appropriate, the Vice President for Student Affairs will notify family members of students involved.
7. The Public Information Officer may contact the media with a message coordinated with the IC and law enforcement.
8. Victim assistance services will be provided.
9. Grief counseling will be initiated as needed.
10. Following the conclusion of the emergency, the ICS Team will conduct a debriefing.

MISSING PERSON

Incident: Student is reported missing.

1. Inform the Department of Campus Safety at 540-678-4444 that a student may be missing.
2. Department of Campus Safety personnel shall notify the director of Campus Safety, who will then notify the Incident Commander that the missing persons protocol is being initiated.
3. Department of Campus Safety shall gather all pertinent information, including:
 - a description of the student
 - clothes last worn by the student
 - where the student might be
 - who the student may be with
 - relationship information
 - vehicle description and registration information
 - information about the physical and mental well-being of the student
 - up-to-date photograph of the student
 - student's class schedule
 - check missing student's room for evidence related to the disappearance
4. The Department of Campus Safety will check with local hospital admissions and jail intakes for possible information.
5. Efforts will be made to obtain useful information on the student whereabouts:
 - attempt contact of the student through cell phone, text and email
 - question known friends, professors and roommates
 - obtain student's class schedule and see if any classes have been missed and what was the time of the last class attended
 - obtain student's access card activity and meal data from auxiliary services
 - obtain student's computer log on times and locations from Institutional Computing
 - check student's social media
6. No later than 24 hours after determining a student is missing, the director of Campus Safety or Vice President for Student Affairs will notify the emergency contact (for students 18 and over) or the parent/guardian (for students under the age of 18) that the student is believed to be missing.
7. No later than 24 hours after determining that a student is missing, the director of Campus Safety will contact local law enforcement regarding the missing student. If there are strange and/or suspicious circumstances involved in the disappearance, then contact will be made upon receiving information regarding the strange/suspicious nature of the disappearance.
8. The Department of Campus Safety will complete notifications of all concerned parties once the student is located.

MISSING PERSON

(cont.)

If the disappearance is believed to be the result of criminal activity:

9. Department of Campus Safety personnel will advise the director of Campus Safety, who will then notify the Incident Commander, who may convene the ICS Team, and individual responsibilities will be discussed and assigned.
10. The director of Campus Safety will immediately notify local law enforcement, and the Vice President for Student Affairs will notify the emergency contact (for students 18 and over) or the parent/guardian (for students under the age of 18) that the student is believed to be missing.
11. The Public Information Officer may contact the media with a message that has been coordinated with law enforcement.
12. The head of Spiritual Life and university counselors will be notified as needed.
13. Following the conclusion of the emergency, the ICS Team will conduct a debriefing.

NATURAL DISASTER

Incident: Virginia is subject to floods, tornadoes, hurricanes, earthquakes and other natural disaster events.

1. As information of an impending natural disaster becomes available, the Incident Commander may convene the Emergency Operations Center, which will gather available information and discuss options. One initial consideration will be whether it will be safer for faculty, staff and students to remain on campus or to travel off campus.
2. The Department of Campus Safety and/or the Emergency Operations Center will monitor the National Weather Service for reports and updates.
3. The Emergency Operations Center will communicate with the campus community about the emergency, describing the condition and providing instructions and giving frequent updates.
4. As needed, the Department of Campus Safety will work with local law enforcement agencies to keep incoming and outgoing travel lanes clear for emergency vehicles and prevent unauthorized people from entering campus.
5. The Public Information Officer may contact the media with a message coordinated with the IC and law enforcement.
6. Following the conclusion of the emergency, the ICS Team will conduct a debriefing.

In case of tornado and/or hurricane:

- Take cover indoors. Proceed to the nearest safe area or shelter. Because of possible electrical failures, use stairs, not elevators. Stay away from windows and other glass. Avoid auditoriums and gymnasiums with large, open areas.
- In multi-story buildings, move to the basement or ground level. Inner hallways are usually safe areas.
- If you are in a frame or sheet metal building and weather conditions permit, move to a brick or stone building for more protection.
- Do not leave your room until you are instructed to do so by Campus Safety personnel, Residence Life staff or other university personnel.
- Report all accidents, injuries, broken windows or excessive water to Campus Safety or call 911.

In case of flood:

- Evacuate to higher ground.
- If you see any possibility of a flash flood occurring, immediately move to higher ground and do not wait for instructions to move.
- Do not walk or drive through flood waters.
- Stay away from dangerous areas, e.g., contaminated flood waters, unstable structures and electrical hazards.
- Remain in a safe location until told to move by campus authorities.

In case of earthquake:

If indoors

- *Drop* to the ground, take *cover* by getting under something sturdy, *hold on* until the shaking stops. If nothing sturdy is available, cover your face and head with your arms and crouch in an inside corner of the building.
- Stay away from glass, windows, outside doors and walls, and anything that could fall.
- If you are in bed, stay there. *Hold on* and protect your head with a pillow. If you are under a heavy light fixture, move to the nearest safe place.
- Do not use a doorway unless it is a load-bearing doorway and close to you.
- Stay inside until the shaking stops and it is safe to go outside.
- *Do not* use elevators.
- Be aware that electricity may go out or the sprinkler systems or fire alarms may deploy.

If outdoors

- Stay there, but move away from buildings, streetlights, and utility wires.
- Once in the open, stay there until the shaking stops. Most earthquake-related casualties result from collapsing walls, flying glass, and falling objects, not the earth movement.

If in a moving vehicle

- Stop as quickly as safety permits and stay in the vehicle. Avoid stopping near or under buildings, trees, overpasses, and utility wires.
- Proceed cautiously once the earthquake has stopped. Avoid roads, bridges, or ramps that might have been damaged by the earthquake.

If trapped under debris

- Do not light a match.
- Do not move about or kick up dust.
- Cover your mouth with a handkerchief or clothing.
- Tap on a pipe or wall so rescuers can locate you. Shout only as a last resort as it can cause you to inhale dangerous amounts of dust.

Incident: Outbreak of any disease that could cause a pandemic among students, staff or faculty.

Background

Viruses and biological agents periodically cause worldwide epidemics, or pandemics, with high rates of morbidity and mortality. Unlike other public health emergencies, a pandemic will affect multiple communities across Virginia and the nation simultaneously. Federal and state authorities are not capable of providing for all preparedness, response and recovery needs. All levels of government, governmental agencies, businesses, and individual citizens are urged to plan in advance. In the event of a pandemic, the university will take action to reduce the impact on students, faculty and staff.

Goals of the Pandemic Preparedness Plan

1. Protect the health and lives of our students, faculty and staff by stopping, slowing, or otherwise limiting the spread of the pandemic on campus, and educate the campus community on steps to avoid the pandemic (e.g., washing hands, covering cough/sneeze).
2. Participate in general pandemic containment to reduce the spread of viruses or biological agents to the surrounding community.
3. Sustain the university's infrastructure and mitigate the impact of the pandemic on the university as well as on the local economy and integrity of the community.
4. Sustain, as far as practical, the educational mission of the university.

Decision Points

The university's decisions will depend on the severity of the crisis and instructions from federal, state, and regional public health authorities, as follows:

1. When the World Health Organization (WHO) declares that it has increased the WHO warning level from Level 3 to Level 4, the Emergency Operations Center will begin meeting on a periodic basis to review updates about the public health crisis, and to discuss contingency plans based on possible impacts of the crisis to the university.
2. The university will monitor statewide activity by participating in the CICV Pandemic Advisory Task Force. The president may choose to follow the CICV Pandemic policy.
3. When a pandemic reaches the continental U.S., the EOC will monitor the situation and advise the president about whether to close school or cancel any of its scheduled activities. This decision will depend on the likelihood and severity of the spreading pandemic. The university will be guided in large part by the recommendations of the Centers for Disease Control and Prevention, the Virginia Department of Health, and the Lord Fairfax Health District.

Pandemic Monitoring and Reports

The university will file all reportable cases to the Lord Fairfax Health District, if requested. In order to comply with public health reporting obligations, Wilkins Wellness Center personnel will gather accurate and timely health information from students, staff and faculty and report required information to the proper authorities.

Infection Control

Wilkins Wellness Center personnel will work with the Emergency Operations Center to educate the campus community about the pandemic, monitor updates from Centers for Disease Control, WHO, ACHA, and the Lord Fairfax Health District, and disseminate this information to campus groups. The Wilkins Wellness Center will arrange for Centers for Disease Control recommended treatments for the campus community. Further, the Wilkins Wellness Center will provide triage/treatment services. It will use telephone triage and email communication to support social distancing.

Wellness Center personnel will be responsible for the dissemination of protective equipment for each pandemic incident. The list of equipment will be based on information from the ACHA and other health organizations.

The university will urge all students and their parents to have emergency plans for returning home in the event of a pandemic crisis. Students should identify another student with whom they can go home if they cannot return to their own homes.

The Wilkins Wellness Center will develop a protocol for monitoring student and employee illness in the event of a pandemic. This could be accomplished via voicemail, email and other online communications. Staff and faculty who are ill will report to a central telephone number or website that Human Resources will manage. The Wilkins Wellness Center will provide updates from these groups to the Health Department and to the university president.

Communications Plan

Internal Communications

Communication during a pandemic will be critical. The communication plan makes the assumption that, during a pandemic, the university will retain most of its essential utilities.

As a part of the registration process, students will be asked to identify a location (home of parent, relative or friend) where the student would go in the event of a closure of campus on short notice.

To communicate internally, students, faculty, and staff will communicate with the existing landline phone system, email, app, text message and hard-copy messages distributed via the campus mail system. In the unlikely event the campus loses electricity and phone service, the university will use cell phones, Very High Frequency Radio, and messengers as backup communication modes.

The Wilkins Wellness Center page on the university's website will be maintained by Wilkins Wellness Center personnel. It will provide general information about preventative measures, symptoms, and proper procedures if a student, faculty or staff member suspects he/she may be sick. This web page may also be used to provide general information about pandemic planning. The tone of the web page should be serious, but calm and helpful.

Announcements should be written by the person or persons most familiar with the need. However, the text of communications should be agreed upon by the Public Information Officer and distributed to those who will forward them.

External Communications

As long as the university retains utility service during a pandemic crisis, it will utilize the normal means of communication for most university activities (landline phone, cellphone, email, apps and U.S. Postal Service). However, the primary means by which the university will broadcast information to its outside constituents during a pandemic episode is through its website. When a new item is posted, it will be prominently displayed on the home page. In extreme cases, the university emergency alert system may be activated to provide instructions on safety procedures.

The Public Information Officer will coordinate all contacts with the media.

In the event of serious communication degradation during a pandemic crisis, the university may have to rely on the limited special communication assets possessed by the Department of Campus Safety.

Security of Campus

During a pandemic outbreak, the university will attempt to provide around-the-clock security for the institution and protect those sites where pandemic medical supplies are stored. Further, the Department of Campus Safety will provide one of the final links in communication, if normal communication modes collapse. Officers will immediately notify the Wilkins Wellness Center upon learning of any new infections related to the pandemic. Each DCS officer will receive training regarding the pandemic.

Continuity of Education

The university is committed to maintaining continuous delivery of an education to its students, even in the face of a major crisis such as a pandemic. It recognizes, however, that flexibility is needed in response to catastrophic circumstances and that conventional and traditional means of conducting our program of education may not be practical or possible. The university must be prepared to implement different methods of instruction to fit the circumstances in which it finds itself.

Health organizations have suggested that a pandemic may produce “rolling waves of absenteeism,” unlike other natural disasters that suddenly occur and are quickly over, though the damaging effects linger for some time. The onset of a pandemic may be sudden, but likely will continue to affect new people over an extended period of time. It also has been suggested that, if educational institutions should close, they should plan on being closed for eight to 12 weeks. Beyond that, however, knowledge of the extent to which a school would be affected by a pandemic is characterized by uncertainty. Depending on the infection rate and mortality rate, the university may be in a position where it can continue classes as usual, with a reduced faculty and staff, or may need to be closed entirely. Therefore, a set of options that can be implemented rather than a single set response must be available.

One possible scenario is that the rate of illness or infection, the rate of spread, and the mortality rate trigger the relevant health agencies (WHO, Centers for Disease Control, Virginia Department of Health, Lord Fairfax Health District) to recommend that all schools shut down operations, or the university’s own assessment of the circumstances may lead to that decision before such recommendations are made by the health agencies.

Under such circumstances, the university would expect to cease in-person operations, including instruction, and students would be sent home (if possible).

- If a decision to close one or more of the university campuses is made near the end of a semester (e.g., within the last two weeks), classes may be: (i) moved online; or (ii) terminated with credit and grades assigned for work completed, perhaps also as supplemented by additional work submitted after closure.
- If a decision to close one or more of the university campuses is made earlier in the semester (e.g., three to five weeks from the end of the semester), classes may be: (i) moved online; or (ii) suspended and resumed at the beginning of the next semester, or completed prior to the beginning of the next semester.
- If a decision to close one or more of the university campuses is made early in the semester (e.g., three to five weeks into the semester), classes may be moved online or the university may decide to terminate the semester, and to begin anew at the start of the next semester.

It is possible that the spread of a pandemic will not be as extensive, or (more importantly) the rate of severity will be sufficiently low that completely closing the university will not be necessary. Under these circumstances, the university may be able to remain open and maintain the educational program, but may need to take additional steps to accommodate students or faculty who become ill, or may need to take steps to prevent the spread of the infection (e.g., “social distancing”).

On the recommendation of health organizations and the CICV Pandemic Committee, the university may need to cancel large public gatherings such as lectures, concerts, theater productions, and athletic events. In cases when such events are integrally tied to the content of a course or are an essential element of the course (such as a theater performance or an art display), faculty members should be prepared for optional means of delivery or performance (e.g., videotaping lectures and performances, online art displays, etc.).

If there are indications that a pandemic is developing, faculty should prepare lessons or instructional modules ahead of time that could be delivered to individual students or entire classes online. Some of the instructional materials, lessons, and modules could be organized and developed by departments or programs.

University Business Operations

Decisions about furloughs, staggered or reduced work schedules, salary continuation, tuition refunds and other operational and financial issues will be determined on the basis of circumstances surrounding the pandemic and the university’s financial capability.

International Travel

The university will develop travel recommendations based on risk assessment of students exposed during a pandemic. The director of International Programs will coordinate with the director of Health Services, the vice president for Student Affairs, and the Admissions Office to prepare travel recommendations.

PANDEMIC OUTBREAK (cont.)

The university will monitor arriving international students and students who have traveled internationally, especially ones coming from countries currently under the World Health Organization's observance for a pandemic. In addition, the needs of international and study abroad students during a pandemic will be addressed according to the following plan:

- All international students, students who have studied abroad and students who have traveled abroad will be required to report to the Wilkins Wellness Center upon arrival if they are coming from, or traveled through, a region with a pandemic and have not been medically treated. Students who return from study or travel abroad in the summer but are not returning directly to campus are advised to see their family physician.
- All international students will fill out an emergency contact form upon arrival indicating the language spoken by the emergency contact and providing phone numbers and email addresses for contacting parents as well. The Center for International Programs, in coordination with the Division of Student Affairs, will keep parents advised of any situation on campus.
- The director of International Programs and the Study Abroad coordinator will monitor U.S. State Department travel warnings, and the university will discourage, and reserve the right to prohibit, travel to areas where there is a likelihood of infection.
- Prior to departure, all students studying abroad will be required to register their presence in a foreign country with the U.S. State Department at <https://step.state.gov> or www.travelregistration.state.gov/ibrs/ui. Through this registration, they should receive important bulletins regarding problematic areas and evacuations.
- The director of International Programs and the Study Abroad coordinator will stay in communication with all study abroad host institutions and third-party providers sharing contingency plans, safety bulletins, etc. The contingency plans for Pandemic Preparedness of these groups will be kept on file in the Center for International Programs.
- In the event of the closing of an overseas program, the university will coordinate with the host institution to ensure adequate evacuation plans or alternative living arrangements for Shenandoah University students.
- The university's policy regarding travel restrictions and re-entry will be provided to both students and parents as part of the pre-departure meetings and mailings.
- If the university closes, international students would have the choice of going somewhere else in the country or going home. Some are in the U.S. alone, but many have relatives and friends in other parts of the country.

There are visa implications for international students during a pandemic crisis. Contact the Center for International Programs for details on individual cases.

PANDEMIC OUTBREAK GLOSSARY

ACHA – American College Health Association

Biological agents – a cultivated microorganism that causes damage to biological materials, which create mass destruction to population groups.

CDC – Centers for Disease Control

CIVC – Council of Independent Colleges of Virginia.

Epidemic – affecting or tending to affect a disproportionately large number of individuals within a population, community, or region at the same time.

Pandemic – occurring over a wide geographic area and affecting an exceptionally high proportion of the population.

Incident: An event occurs in which a group of people threaten to disrupt university activities or cause personal damage.

Peaceful, Non-Obstructive Protest

1. Any organized protest must register with the university.
2. Department of Campus Safety personnel shall notify the Incident Commander who may convene the Emergency Operations Center and provide regular updates. Do not interrupt protesters, conduct business as usual.
3. At the close of the campus business day, protesters must leave. Any continuation after this time will be considered a disruptive protest.
4. Department of Campus Safety personnel will monitor the situation during the non-business hours.

Non-Violent, Disruptive Protest (Protesters block access to facilities or interfere with the operation of the university)

1. The Emergency Operations Center may convene.
2. Protesters will be asked to terminate the disruptive activity.
3. If students are the leaders of the protest, the Vice President for Student Affairs or Provost will attempt to persuade students to desist.
4. If protests persist in disruptive activity, they will be informed that failure to discontinue the specified action within a determined time will result in disciplinary action and/or intervention by law enforcement.
5. Efforts should be made to secure positive identification of protesters in violation.
6. Local law enforcement will be contacted to assist the campus Department of Campus Safety, if necessary.
7. Notify protesters of additional law enforcement contact.
8. The Public Information Officer may contact the media with a message that has been coordinated with law enforcement.

Violent, Disruptive Protests (Protest in which injury to persons or property occurs or appears imminent)

1. The Emergency Operations Center will convene.

PROTEST

(cont.)

2. Contact local, county and state law enforcement, providing as much information about protest as possible, including who, how many, reason for protest, violent actions.
3. Department of Campus Safety personnel will coordinate with and assist local law enforcement as needed.
4. The Public Information Officer may contact the media with messages coordinated with law enforcement.
5. Victim assistance services will be provided.
6. Grief counseling will be initiated as needed.
7. Following the conclusion of the emergency, the ICS Team will conduct a debriefing.

SUSPICIOUS SUBSTANCE

Incident: A suspicious substance has been introduced on campus.

1. Anyone seeing or having knowledge of a suspicious substance should contact the Department of Campus Safety at 540-678-4444.
2. The director of Campus Safety will immediately call 911 in the event a suspicious substance has been introduced to any Shenandoah University property.
3. Department of Campus Safety personnel will notify the chair of the Chemistry Department (if in the classroom), the Vice President for Student Affairs, Provost, and the director of Health Services.
4. The Incident Commander may convene the Emergency Operations Center.
5. When responding to a suspicious substance emergency, avoid contamination.
 - do not walk into or touch any suspicious materials
 - avoid inhalation of the suspicious substance and stay up wind
 - do not assume the substance is harmless because it lacks odor
 - establish a perimeter
6. Department of Campus Safety personnel will assist local emergency responders as needed; the area and individuals who may have come in contact with the substance will be isolated and other people kept away from the area.
7. The Public Information Officer may contact the media with a message that has been coordinated with law enforcement and emergency responders.
8. Grief counseling will be initiated as needed.
9. Following the conclusion of the emergency, the ICS Team will conduct a debriefing.

UTILITY FAILURE

INCIDENT: Utility services have been interrupted to campus or parts of campus, including water, electricity, gas and steam.

1. If a utility failure occurs on campus, the Department of Campus Safety shall be notified. They shall contact the director of Physical Plant and the Vice President for Student Affairs. If a natural gas leak is perceived by the officer, the officer will immediately contact the fire department and pull the fire alarm and evacuate the building.
2. The director of Physical Plant shall determine the cause, conditions, and anticipated reinstatement of the utility and notify the Department of Campus Safety of these findings.
3. The director of Institutional Computing shall be notified of the utility failure and evaluate the potential for damage to university computer systems and equipment.
4. If the building(s) affected has an elevator, the elevator should be checked for stranded people and assistance provided as needed.
5. The Department of Campus Safety shall advise the Incident Commander, who shall determine whether to advise the Emergency Operations Center.
6. Relocation of those affected will be determined after the situation has been assessed.
7. The Vice President for Student Affairs shall ensure that affected occupants are kept informed of the status of the situation and an estimated time for restoration of the utility.
8. The Department of Campus Safety shall keep the Emergency Operations Center informed.
9. Once the utility is restored, the director of Physical Plant shall ensure that all building mechanical devices that were shut down or affected are restarted, reset and are functioning properly.
10. After the utility is restored, the director of Institutional Computing shall ensure that all university computer systems and equipment are restarted, reset and functioning properly.
11. The director of the Physical Plant shall arrange emergency generation of electricity, if necessary.
12. Following the conclusion of the emergency, the Emergency Operations Center will conduct a debriefing.

WEAPON, POSSESSION OF

Incident: A person is observed to be in possession of a weapon on campus.

1. Anyone who becomes aware of someone in possession of a weapon should immediately contact the Department of Campus Safety at 540-678-444, who will immediately advise the Incident Commander. Possession of a fake or replica weapon is also prohibited on campus.
2. Department of Campus Safety personnel will conduct a preliminary investigation to determine the reliability of the sighting, take appropriate action to mitigate the threat, and request assistance from local law enforcement, as needed.
3. The Incident Commander may convene the EOC to assess the situation as to the location of the weapon, extent of existing and potential threat of injury and how the school will respond. Depending on the threat to the campus community, it may use:
 - a. Emergency Alert System
 - b. Email
 - c. University website (or media channels, i.e., social media)
 - d. University phone broadcast system
4. As appropriate, the Department of Campus Safety will work with law enforcement to keep incoming and outgoing travel lanes clear for emergency vehicles and prevent unauthorized people from entering campus.
5. The Public Information Officer may contact the media with a message that has been coordinated with law enforcement.
6. Victim assistance services will be provided.
7. Grief counseling will be initiated as needed.
8. Following the conclusion of the emergency, the ICS Team will conduct a debriefing.

RANSOMWARE ATTACK

Incident: A Shenandoah University employee unknowingly falls prey to a phishing attempt and clicks on a contaminated link containing Ransomware. The link provides a message to the faculty member claiming that all Admissions and Financial data are blocked pending the remittance of a large sum in Bitcoin as a ransom.

1. Anyone who becomes aware of a possible Ransomware attack or suspicious link shall immediately contact the Office of Institutional Computing (IC) or the IC Help Desk at 540-665-5555.
2. Upon receiving a report of a Ransomware attack and confirming that such an attack has occurred, the director of Institutional Computing will contact the director of Campus Safety or, in his/her absence, the assistant director of Campus Safety who will make the following notifications in this order.
 - a. Assistant Vice President of Administration and General Counsel, who shall immediately engage Network Security and Liability Process by contacting the appropriate Breach Counsel and providing written notice of a potential claim to EIIA.
 - b. Senior Vice President, who shall initiate the Incident Command System (ICS) process and notify the University President.
 - c. Vice President of Administration and Finance.
 - d. Vice President for Student Affairs.
 - e. Vice President for Recruitment & Chief Creative Officer.
3. IC will immediately begin to implement mitigation and system recovery operations guided by the Shenandoah University Ransomware Incident Response Playbook as well as direction from the Incident Commander.
4. The Director of Campus Safety will contact EIIA, specifically the Associate Director of Claims at 312-568-5544 and establish liaison.
5. The director of Campus Safety will notify the U.S. Department of Homeland Security and the FBI of the breach and establish liaison.
6. Incident Command shall include a member of the IC Department to be determined by the Director of Institutional Computing who can provide real time updates and timelines.
7. Following the conclusion of the emergency, the ICS Team and IC will conduct a debriefing.

Appendix A

EMERGENCY PREPAREDNESS TEAM

The Emergency Preparedness Team (EPT) shall consist of the following Shenandoah University employees in the following positions:

	<u>Cell Phone</u>
Tracy Fitzsimmons President.....	(540) 533-8788
Mitch Moore Senior Vice President/VP for Advancement.....	(540) 476-0485
Karen Abraham Provost.....	(540) 664-4686
Phil Evans Vice President for Administration and General Counsel.....	(864) 414-5674
Yolanda Gibson Vice President for Student Affairs.....	(571) 241-5733
Courtney Jarrett Vice President for Finance Chief Financial Officer.....	(443) 253-7372
Scott Spriggs Vice President for Recruitment & Marketing Chief Creative Officer.....	(540) 535-3577
Suzanne O'Driscoll Assistant VP and Dean of Students.....	(540) 545-7399
Barry Schnoor Director of Physical Plant.....	(540) 336-6687
David Obleas Interim Director of Campus Safety.....	(703) 927-4382
Brad Fauber Director of Media Relations.....	(540) 325-3299
Kim Keckley Executive Assistant to President (Meeting Secretary).....	(540) 327-1555

Appendix B

INCIDENT COMMAND SYSTEM (ICS) TERMS

Branch – The organizational level having functional or geographic responsibility for major parts of incident operations. There are usually three reasons to use Branches during an incident: Span of Control, Need for a functional Branch Structure, or Multi-jurisdictional response operations.

Chief – The Incident Command Systems title for the head of functional sections: Planning Operations, Logistics, and Finance/Administration.

Command Post – The physical location where the primary command functions are implemented. The Command Post may be identified by a command vehicle, green light, designating signage, personnel vests, or barrier tape. In some cases the first arriving fire apparatus is designated as the Command Post.

Command Staff – The Information Officer, Liaison Officer and Safety Officer comprise the Command Staff. These positions report directly to the Incident Commander.

Director – The position of Director is responsible for supervision of a Branch under the ICS organizational structure.

Division – A Division is created to divide an incident geographically. The characteristics and needs of the incident will dictate how the Division will be established. Divisions that apply to an area on the ground will typically be labeled with letters of the alphabet. Divisions within a building are often designated by floors.

Facilities Unit – The Facilities Unit is located within a Support Branch of the Logistics Section and it provides fixed facilities for the incident such as feeding areas, sanitary facilities, etc.

Function – Function refers to the five major activities in the ICS organization: Incident Command, Planning, Operations, Logistics, and Finance/Administration.

General Staff – Reporting directly to the Incident Commander, the General Staff consists of: Planning Section Chief, Operations Section Chief, Logistics Section Chief, and the Finance/Administration Chief.

Incident – An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property.

Incident Commander (IC) – The Incident Commander is the individual responsible for all incident activities including the development of strategies and tactics and the ordering and release of resources. The Incident Commander has overall authority and responsibility for conducting incident operations. The Incident Commander has the priorities of Life Safety, Incident Stabilization, and Property Conservation.

Incident Action Plan – An oral or written plan containing general objectives reflecting the overall

strategy for managing an incident. It may include attachments that provide important information related to the incident.

Incident Command System – A standardized on-scene emergency management concept specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

Liaison Officer – The Liaison Officer is the member of the Command Staff responsible coordinating with multiple responding agencies.

Logistics Section – The Logistics Section of the General Staff is responsible for managing services, facilities and materials for the incident.

National Incident Management System (NIMS) – A system mandated by Homeland Security Protection Directive 5 that provides a consistent nationwide approach for federal, state, local, and tribal governments, the private sector, and non-governmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

Operations Section – The Operations Section of the General Staff is responsible for all tactical operations under the Incident Command System.

Planning Section – The Planning Section of the General Staff is responsible for the collection, evaluation, and dissemination of information related to the incident.

Public Information Officer – The Public Information Officer is the member of the Command Staff responsible for interfacing with the public and the media.

Safety Officer – The Safety Officer is the member of the Command Staff responsible for the overall safety of the incident response. The Safety officer assures personnel safety and health and assesses or anticipates hazardous or unsafe conditions. The Safety Officer develops the Site Safety Plan and has authority to stop operations to prevent unsafe acts.

Section – The Section is the organizational level within the Incident Command System with responsibility for major functional areas of the incident (Planning, Operations, Logistics, Finance/Administration).

Span of Control – Span of Control is a concept that dictates a supervisory ratio of from three to seven individuals with five to one being optimum.

Staging Area – The Staging Area is the designated facility where resources are kept while awaiting assignment.

Strategy – A Strategy is the general plan established to accomplish incident objectives.

Tactics – Tactics are specific operational objectives employed by the Operations Section in accordance with the overall incident strategy.

Unified Command – Unified Command is a unified team effort that allows all agencies with responsibility for the incident to manage an incident by establishing a common set of incident objectives and strategies.

Unity of Command – Unity of Command is a concept by which each person within an organization reports to only one designated person.