



SHENANDOAH®
U N I V E R S I T Y

**Crisis and
Emergency
Management Plan**

January 2026

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PLAN MANAGEMENT

Certification

On behalf of the Board of Trustees of Shenandoah University, I hereby accept and authorize the Shenandoah University Crisis and Emergency Management Plan to become effective on the date specified below. The Director of Campus Safety shall review and update annually.

Tracy Fitzsimmons
President, Shenandoah University

Effective Date

Promulgation Statement

Shenandoah University’s Crisis and Emergency Management Plan is a multi-discipline, all-hazards plan that establishes a comprehensive framework for managing incidents, emergencies, and events at any Shenandoah University campus location and surrounding area. The plan is implemented when it becomes necessary to mobilize the resources of the identified departments and agencies to save lives, protect property and infrastructure, preserve mission continuity, and return to a state of normalcy. The plan assigns major roles and responsibilities to departments and agencies and requires planning, training, and exercising before a real-world event to respond effectively. This plan represents a commitment by Shenandoah University’s leadership to work together to prevent, mitigate against, prepare for, respond to, and recover from emergencies in our community.

University President

Date

Director of Campus Safety

Date

Disclaimer

The information contained in Shenandoah University’s Comprehensive Emergency Management Plan (CEMP) has been prepared for use by Shenandoah University. The information is guidance for managing an incident, recognizing that individual circumstances or events not anticipated by the CEMP may occur. The experience and judgment of those utilizing the CEMP is an essential consideration in how and when the CEMP is used. The content represents the best opinions on the subject in conjunction with current Federal Emergency Management Agency guidelines and state legislative mandates. No warranty, guarantee, or representation is made by Shenandoah

University of the sufficiency of the information contained herein, and Shenandoah University assumes no responsibility for its connection therewith. The CEMP is intended to provide guidelines for safe practices; therefore, it cannot be assumed that all plausible and non-plausible scenarios are contained in this document or that other or additional information or measures may not be required. Nothing in this plan shall be construed in a manner that limits the use of sound judgment and common sense in matters not foreseen or covered by the elements of the plan.

Confidentiality

Public disclosure of this document in its entirety would reasonably likely threaten campus safety by exposing vulnerabilities. It contains sensitive and confidential information that is not subject to the Freedom of Information Act (FOIA) under Virginia Code §2.2-3705.2. Accordingly, Shenandoah University is withholding elements of the CEMP from public disclosure. Refer any request for a copy of this document to Shenandoah University, Department of Campus Safety (DCS).

Record of Distribution

It is the intent, based on the sensitivity of the information contained within this document, that distribution is limited to those personnel, offices, departments, and agencies that have an operational “need to know.” The following list is not all-inclusive; additional copies may be distributed at the direction of the DCS Director. All recipients listed below will receive an electronic copy of the CEMP. Distribution beyond the recipients listed below may not be made without authorization from the University President or the DCS Director. Requests for additional distribution of electronic or hard copies will be submitted to the DCS Director.

The CEMP will be distributed to the University President and members of the University Cabinet 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, at their discretion, distribute copies of the Plan to employees under their supervision annually and/or as changes to staff and/or the CEMP occur. In addition, the Plan will be distributed to the following agencies on no less than an annual basis:

Community Emergency Services:
City of Winchester Emergency Management
City of Winchester Fire & Rescue
City of Winchester Police Department
Frederick County Fire & Rescue Department

Frederick County Sheriff's Department
 Loudoun County Sheriff's Department

A copy of the CEMP may be viewed on the Shenandoah University website at su.edu/cemp.

Record of Changes

The Record of Changes table reflects changes to the CEMP during the period between plan adoptions. The Record of Changes should contain, at a minimum, a change number, the section and/or page number of the change, a description of the change, the date of the change, and the initials of the person who made the change. Minor plan changes (such as grammatical or phone number changes) that do not affect the implementation of the plan do not need to be captured in the Record of Changes table. Submit recommended changes to this document to the DCS Director at mark.allen@su.edu.

Change Number	Section/Page #	Description of Change	Date of Change	Posted By
1	Incident Commanders/P. 53	Incident Commanders adjusted due to change in personnel	3/17/2026	T. Blumenschine
2	Addendum/P. 50	ICS Activation & Pre-Designated Command/EOC Initiation added	3/24/2026	B. Fauber
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INTRODUCTION

Emergencies and disasters can happen at any moment, and usually occur without warning. Identification of hazards to the University, as well as the development of the means to reduce vulnerability and respond to and recover from these adversities, is critical to achieving the vision, mission, and values of Shenandoah University. Shenandoah University uses an all-hazards approach to planning. This allows the University to address common activities for a consequence in a general plan instead of multiple times in multiple plans. For example, although the cause for evacuation may be different for different hazards, the need to evacuate and the process for evacuation are generally the same. The all-hazards approach is equally applicable to vulnerability reduction and recovery plans and procedures as to response plans and procedures. This approach is specific to a location and takes into account the type of hazards that are most likely to occur there. All-hazard planning also has the added benefit of being more cost-effective and, thus, more efficient. Employees do not need to remember multiple plans and procedures, so there is less chance of error, and it is easier to educate the affected population on their roles and responsibilities. The all-hazards approach acknowledges that hazards can come from many sources, including natural, technological, or societal, but they often challenge health systems in similar ways. As a result, the same model is used to implement risk reduction, emergency preparedness, response actions, and community recovery activities regardless of the cause.

The all-hazards approach provides several benefits, including:

- Flexibility: Prepares people and emergency resources to work through any hazard
- Scalability: Makes emergency preparedness more effective and scalable
- Standard Protocol: Ensures employees have a standard protocol to follow
- Simplicity: People only have to worry about one plan

Some hazards that could be considered in an all-hazards approach include natural disasters, cybersecurity incidents, power and information technology outages, security-related issues, and on-site fires.

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 life and 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.

PURPOSE, GOAL AND SCOPE

Purpose

The **Purpose** of the Plan is to provide the framework for an effective system of comprehensive emergency management, utilizing an all-hazards approach. The CEMP is designed to help University

employees respond appropriately when emergency conditions exist. Although these situations are unpredictable, this plan allows for an immediate response by University employees, thereby minimizing danger to our campus. The plan addresses the planning elements necessary to reduce vulnerabilities, respond adequately, and recover efficiently from a hazard or threat. Through the implementation of guidance in this foundational document, the University will have well-integrated plans that capitalize on the University community's knowledge, skills, and abilities. 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.

Every member of our University community should understand their role in emergency situations. We urge you to review this plan and support your colleagues in protecting our students, faculty, staff, and visitors in the event of an emergency on our campus. Planning ahead for emergencies is part of everyday business planning and campus life. An emergency can strike anytime, anywhere, and affect everyone.

Goal

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 University's operations. The proper use of available resources and personnel is critical to the successful management of the Plan, including, but not limited to:

- saving lives of the Shenandoah University community;
- ensuring the security of the Shenandoah University community;
- providing and analyzing information to support decision-making and action planning;
- managing Shenandoah University resources effectively in the emergency response;
- protecting and restoring critical infrastructure and key resources;
- ensuring Shenandoah University leadership and administration continue to function before, during, and after the disruption;
- managing communication regarding emergency response and recovery operations;
- protecting property and mitigating damages and impacts to individuals, Shenandoah University at-large, and the environment;
- tracking response resources immediately and throughout response and recovery, and
- facilitating the recovery process for members of the Shenandoah University community and the environment.

Scope

The CEMP outlines the roles, responsibilities, guidelines, and procedures necessary to implement the emergency management cycle of prevention, mitigation, preparedness, response, and recovery toward all-hazards incidents, emergencies, and events at all Shenandoah University locations. The plan applies to all Shenandoah University students, faculty, staff, visitors, departments, units, divisions, colleges/schools, contractors, all levels of governmental agencies, the private sector, volunteer organizations, and other external partners that may be requested to provide assistance whether in an actual incident or an imminent threat to the Shenandoah University community.

The CEMP is modeled according to best practices in the emergency management field, including incorporating the National Incident Management System (NIMS) to facilitate coordination and communication between all responding entities. Shenandoah University cooperates and collaborates with local, state, and federal emergency management agencies and other stakeholders in the development, implementation, and execution of emergency management plans. 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 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 such an event, the University will coordinate emergency information and provide support services as requested by responsible authorities and responding agencies.

SITUATION OVERVIEW

Shenandoah University is a private University and one of five United Methodist Church-affiliated institutions of higher education in the Commonwealth of Virginia. It was originally founded in 1875 and obtained University status on January 1, 1991. Shenandoah University now has over 4,400 students, 268 full-time and 203 part-time faculty, 438 full-time and 31 part-time staff. Headquartered in the small city of Winchester, Virginia, with locations in the Northern Shenandoah Valley and Northern Virginia, Shenandoah University is in close proximity to Washington, D.C., and Baltimore, Maryland.

The Loudoun location in Leesburg, Virginia, founded in 2001, is home to graduate programs in accelerated Second-Degree Nursing, Occupational Therapy, Physical Therapy, Communication Sciences and Disorders, and Physician Assistant Studies. This location is situated in the historic growing community of Loudoun County, Virginia, only 35 miles from Washington, D.C.

The Health Professions Building in Winchester, Virginia, founded in 1996, is located on the Winchester Medical Center-Valley Health campus. The building is home to the Bernard J. Dunn School of Pharmacy and the School of Health Professions' Physician Assistant Studies, Occupational Therapy, Counselor Education, Physical Therapy, Nutrition & Dietetics, and Public Health programs.

The James L. Bowman Building in Winchester, Virginia, founded in 1997, is home to the Division of Education & Leadership, and the accounting department.

The Feltner Building is located on the Winchester Walking Mall and houses administrative offices and alumni outreach.

The University acquired the John Kerr Building in Winchester, Virginia in 1982. It served as the home of the School of Health Professions and the Eleanor Wade Custer School of Nursing until 1996. The John Kerr Building now serves as the home of the Shenandoah Conservatory Arts Academy.

The Shenandoah River Campus at Cool Spring Battlefield, founded in 2013, is approximately 195 acres of preservation land along the Shenandoah River. The historic property was integral to the July 18, 1864 Battle of Cool Spring. This location serves as an outdoor classroom, a recreational space for the community, and a living laboratory for the History and Environmental Studies programs.

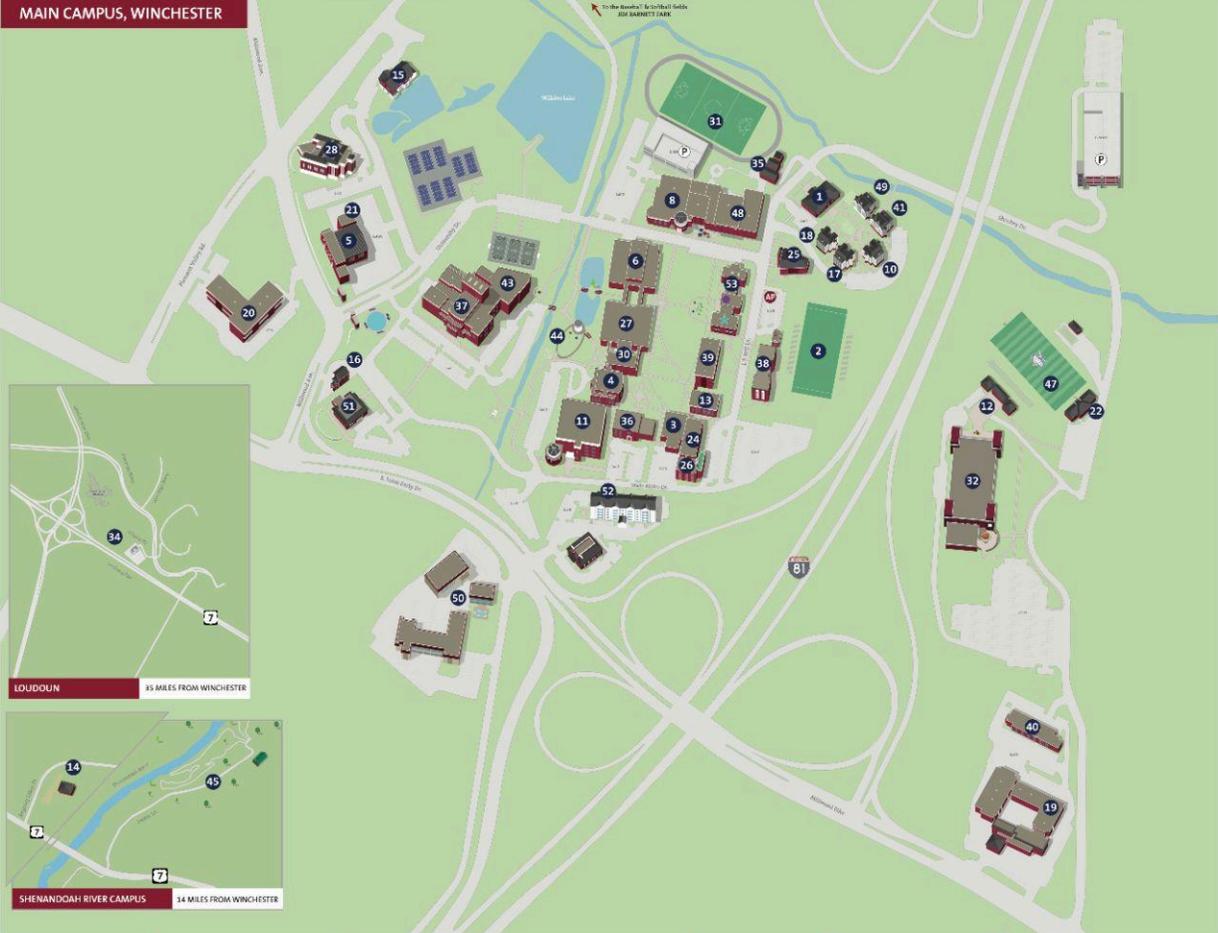
The University's economic and leadership impact extends far beyond its borders. The student body represents 58 foreign countries and 47 states, plus the District of Columbia. Its international programs and partnerships have continued to help broaden Shenandoah's footprint throughout the world.

Threat, Hazard, & Risk Assessment Summary shows Shenandoah University is vulnerable to a wide spectrum of threats and hazards, whether natural, technological, or human-caused, all of which have the potential to disrupt campus operations and cause damage.



Location in Winchester, [Virginia](#)
39.166°N 78.158°W

MAIN CAMPUS, WINCHESTER



Baseball/Softball Fields



Downtown Locations



Health Professions Building



BUILDINGS

1. **Aikens Athletic Center** - Athletic offices, Gladys Quarles Athletic Training Facilities, Toan Strength & Fitness Center
2. **Harry W. Aikens Stadium**
3. **Allen Dining Hall** - Clement Board Room, Huntsberry Room
4. **Alson H. Smith, Jr. Library** - EUB Archives; Information Technology; Center for Transformative Teaching & Learning; Student Support Services; Writing Center; Academic Advising, Transitions & Progression
5. **Armory Building** - Hub for Innovators, Veterans and Entrepreneurs (HIVE)
6. **Armstrong Hall** - Armstrong Concert Hall, conservatory faculty studios
7. **Bowman Building** (20 S. Cameron St., downtown) - Division of Education & Leadership, purchasing & accounts payable, accounting, payroll
8. **Brandt Student Center** - Ferrari Room, food court, bookstore, McKown Plaza, campus mail, Student Affairs offices, Mosaic Center for Diversity, (Not Just) Women's Center, Center for Civic Engagement
9. **Bridgforth Stadium** - Kevin Anderson Field, baseball
10. **Caruthers House** - Student residence hall
11. **Cecil Pruitt, Jr. Health & Life Sciences Building** - Athletic Training, Eleanor Wade Custer School of Nursing, science labs, Shenandoah Center for Immersive Learning (SCIL)
12. **Charles A. Ricketts Press Box**
13. **Cooley Hall** - Residence Life, Career & Professional Development, Office of the Associate Provost, Marching Band, Prayer Room, Human Resources, Auxiliary Services
14. **Child Care Center**
15. **Davis Hall** - Classrooms, faculty offices, Winchester-Frederick County Visitors Center
16. **Division of Applied Technology offices**
17. **Dove's Nest I** - Student residence hall
18. **Dove's Nest II** - Student residence hall
19. **East Campus Commons** - Student residence hall
20. **Edwards Residential Village** - Student residence hall
21. **Sports Arena**
22. **Kathryn Perry-Werner End Zone Building**
23. **Feltner Building** (9 Court Square, downtown) - Advancement, Alumni & Constituent Relations, Institutional Research
24. **Funkhouser Hall** - Student residence hall
25. **Goodson Chapel-Recital Hall** - Chapel, classrooms, Spiritual Life offices
26. **Gore Hall** - Student residence hall
27. **Gregory Hall** - College of Arts & Sciences; Office of Global Engagement; faculty offices; classrooms; labs
28. **Halpin-Harrison Hall** - Shenandoah University School of Business, faculty offices, classrooms, Stimpson Auditorium
29. **Health Professions Building** (1775 N. Sector Ct., Winchester Medical Center) - Bernard J. Dunn School of Pharmacy, Physician Assistant Studies, Physical Therapy, Occupational Therapy, Public Health, Counselor Education, Nutrition & Dietetics
30. **Howe Hall** - College of Arts & Sciences classrooms, Information Technology Help Desk
31. **Intramural Field** - Track & Field practice field, Intramural Sports
32. **James R. Wilkins, Jr. Athletics & Events Center**
33. **John Kerr Building** (203 S. Cameron St. downtown) - Shenandoah Conservatory Arts Academy
34. **Loudoun** - (44160 Scholar Plaza, Suite 100, Leesburg, VA 20176) - Nursing, Education, Physical Therapy, Occupational Therapy, Master of Business Administration, Communication Sciences & Disorders, Physician Assistant Studies
35. **Maintenance Shop**
36. **Mary M. Henkel Hall** - College of Arts & Sciences classrooms, faculty offices, Hester Auditorium, board room
37. **Ohrstrom-Bryant Theatre** - Box Office, Glaze Studio Theatre
38. **Parker Hall** - Student residence hall
39. **Racey Hall** - Student residence hall, Mary M. Wilkins Wellness Center, Counseling Center
40. **Rollins Living Center** - Student residence hall, Copy Center
41. **Roni's Roost** - Student residence hall
42. **Rotary Field** - Softball
43. **Ruebush Hall** - Shenandoah Conservatory classrooms, Hal Herman Lab Theatre, faculty offices, practice rooms, scene shop, costume shop, recording and immersive audio studios, Mac lab, Charlotte A. and Vernon E. Collins Music Learning Suite, Marian Sung Music Therapy Clinic
44. **Sarah's Glen** - Gardens, The Labyrinth
45. **Shenandoah River Campus at Cool Spring Battleground**
46. **Solenberger Hall** - (141 N. Loudoun St., downtown) Student residence hall
47. **Glo Fiber Field at Shental Stadium**
48. **Shingleton Hall** - Athletics Department, gymnasium, classroom, fitness and weight training, Ewing Dance Studio, Shingleton Dance Space, Physical Plant office
49. **The Q** - Student residence hall
50. **Vaden Campus Commons** - Student residence hall, classrooms, Buzzins, Shenandoah Outdoor Adventure and Recreation
51. **Vickers Communication Center** - Office of Marketing & Communications, film/video studio, classrooms
52. **University Inn** - Student residence hall
53. **Wilkins Administration Building** - President's Office, Academic Affairs/Provost's Office, Admissions, Home Central (Registrar, Student Accounts, Accounts Receivable), Department of Campus Safety, Student Affairs, Finance, Administration

KEY

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

CRISIS & EMERGENCY RESPONSE ORGANIZATION

A University is a unique environment with planning needs not generally found in local, state, or federal government settings. Shenandoah University addresses these unique planning and response needs by leveraging the use of subject matter experts in support function roles. It is important to note that not every department will have a function represented, and not every function will be active during an incident. A Crisis and Emergency Management Plan adapts to the evolving nature of emergencies and leverages real-time information to enhance decision-making and response actions.

Shenandoah University has designated an Executive Emergency Preparedness Team (EEPT) with ultimate decision-making authority to provide a clear chain of command for decision-making during an emergency. Although EEPT members reserve the right to make the decisions, as a practical matter, this group's time is very limited during a disaster. The authority to declare an emergency or disaster rests with the University President.

If the incident requires a widespread University response, an Emergency Operations Center (EOC) may be activated. The EOC is the centralized location of emergency response and recovery support operations during an incident. While on-scene operations are conducted from the Incident Command Post (ICP), the EOC supports and helps coordinate the ICP and any other operation.

For an activation of the EOC, the EEPT utilizes an Emergency Operations Center Director/Agency Coordinator as their point of contact with an Emergency Coordinating Team (ECT). For the purpose of this plan, the Emergency Operations Center Director/Agency Coordinator will be the DCS Director or Assistant Director.

Incident Command System

Shenandoah University utilizes the Incident Command System (ICS, a NIMS component) for incident, emergency, and event management. ICS is an emergency management system designed to enable effective and efficient management of incidents by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. ICS is widely applicable to organize both short-term and long-term field operations for the full spectrum of emergencies. Unified Command (UC) will be used when there is more than one agency or organization with incident jurisdiction or when incidents cross political jurisdictions. They all will work together through the designated members of the UC to establish common objectives and strategies under a single Event/Incident Action Plan (EAP/IAP) while retaining and preserving respective authorities.

Categories of Emergency Incidents

Shenandoah University will categorize emergencies and incidents as Type I, II, or III depending on their nature. The type of incident may be re-categorized as more information is obtained.

Type 1: A catastrophic or major emergency or incident that impacts the majority of or entire campus. Examples include, but are not limited to, bioterrorism, nuclear disaster, pandemic, active shooter, mass casualty, homicide or suicide, or serious bodily injury that takes place on or near

campus. (When working with outside agencies, these are considered Level 1 as defined by FEMA.)

Type II: An emergency or incident that affects a sizable portion or part of campus-owned or leased properties. Examples include, but are not limited to: major fire, extensive technology failure, heating plant failure, extended power outage, severe thunderstorms with significant damage, contagious disease outbreak, and domestic water contamination. (When working with outside agencies, these will be considered Levels 2 and 3 as defined by FEMA.)

Type III: An emergency or incident that affects a small portion or part of campus-owned or leased property. Examples include, but are not limited to: minor fire, accidents with minor injuries, storms with minor damage and minor hazardous spills. (When working with outside agencies, these will be considered Levels 4 and 5 as defined by FEMA.)

Establishment of Incident Command

Every event or incident will have a designated campus Incident Commander (IC), who will work with the local first responder ICs under a Unified Command structure when relevant. The initial campus IC will be the first responding Campus Safety Officer on the scene. If needed, this role will be reassigned as soon as a more qualified person who has received Incident Command training arrives on the scene. The IC transfer will depend on the nature of the event or incident type as to who will respond from the Emergency Preparedness Coordinating Team (defined below) to assume IC.

Incident Commander Duties:

- Provide overall management and coordination for incident response.
- Ensure incident and responder safety.
- If necessary, establish a Unified Command with other first responders' agency ICs or the use of a Liaison.
- Develop the appropriate organizational structure as needed.
- Set incident priorities and determine incident objectives and strategies.
- Provide regular updates to the EEPT and Emergency Communication Team.
- Request resource assistance as needed.
- Request financial resources from the EEPT.
- Monitor and evaluate response and effectiveness.
- Demobilize incident response when appropriate.
- Ensure after-action reports are completed.

More info about ICS activation is available in the [addendum](#). Qualified Incident Commanders, their contact information and relevant field of expertise are outlined in a password-protected addendum; contact the DCS Director at mark.allen@su.edu to request additional info or access.

Executive Emergency Preparedness Team

The EEPT will authorize strategies, resources, and overall response in the event of an emergency or critical incident. They are accountable for the incident. They have the authority to make policy

decisions, commit resources, and obtain the resources necessary to protect the students, faculty, staff, and facilities. The EEPT, based on the nature of the incident, designates an appropriate IC.

In situations where time is of the essence, or the majority of the EEPT is not available, the VP for Administration and General Counsel will serve as the EEPT Facilitator. In this capacity, the Facilitator may decide to activate the EOC and call upon all or part of the EEPT based on the incident type.

The facilitator works with the IC/EOC director to determine who is needed within the EOC from the Coordinating Team for a particular incident.

The Executive Team does not assume a command role over the on-scene incident operation. Rather, the EEPT provides the IC with overall direction, including policy guidance on priorities and objectives based on situational needs and the CEMP. They also oversee resource allocation, coordination, and support to the on-scene command from an EOC.

The EEPT shall consist of Shenandoah University employees in the following positions:

- President
- Senior Vice President
- Provost
- Vice President for Administration and General Counsel *(Team Facilitator)
- Vice President for Student Affairs, Enrollment Management, & Athletics
- Vice President for Finance and Chief Financial Officer
- Vice President of External Affairs and Chief Creative Officer
- Director of Physical Plant
- Director of Campus Safety (EOC Director)
- Assistant VP/Athletic Director
- Director of Media Relations-Marketing & Communications
- Associate VP and Chief Information Officer
- Executive Assistant to President (Meeting Secretary)

Roles and responsibilities of the EEPT:

- Identify critical incident priorities and objectives.
- Oversee resource allocation and provide coordination and support for on-scene and EOC operations.
- Provide policy guidance on priorities and objectives based on situational needs.
- Coordinate with the Incident Commander and/or EOC to requests for authorization of large expenditures.
- Provide legal counsel for all incident operations.
- In coordination with the Public Information Officer (PIO), ensure communications are accurate, clear, and prompt and prepare a spokesperson, if needed, for press conferences.
- Anticipate future resource needs and develop strategies and contingency plans, including plans to cancel or postpone classes, events, and/or business operations.
- If requested, provide membership to a regional Multi-agency Coordination group.
- Delegate authority to the IC to make on-scene management decisions.

The President receives recommendations from the Executive Team, Coordinating Team, and Incident Commander and has ultimate authority for decisions related to the overall response in an incident.

Emergency Operations Center and Emergency Coordinating Team

An incident may impact University operations for a prolonged period of time; the DCS Director or DCS Emergency Management Coordinator, in consultation with the VP for Administration and General Counsel (Executive Team Facilitator) or other designee, may establish a physical location for an EOC to centralize the command, control, and coordination necessary to manage the incident.

The Emergency Coordinating Team (ECT) consists of key University personnel who, if needed, are called upon to form the EOC to assist with a University-wide response to a critical incident or event. The ECT members are trained in advanced incident command and have working knowledge and the authority to make decisions as they pertain to their respective departments' roles and responsibilities. The ECT supports on-scene incident management personnel by performing the following primary functions:

- ❖ Implementing decisions made by the Executive Team.
- ❖ Assisting on-scene incident management with campus response efforts.
- ❖ Collecting, analyzing, and sharing incident information.
- ❖ Supporting resource needs and requests, including allocation and tracking.
- ❖ Coordinating and providing notification to local, state, and federal agencies.
- ❖ Coordinating plans and determining current and future needs (i.e., incident action plans for multi-operational period incidents).
- ❖ Identifying and addressing unique needs or challenges.
- ❖ Maintaining accurate and completing incident documentation and files.
- ❖ Implementing continuity of operations plans (COOPs).
- ❖ Staffing on-scene incident management positions.
- ❖ Staffing other regional EOCs or Joint Information Centers, as requested.
- ❖ Providing closeout documentation and coordinating and conducting After Action Reviews.

The ECT shall consist of Shenandoah University employees in the following positions:

- Director of Campus Safety
- DCS Emergency Management Coordinator
- Associate VP/Information Technology
- Director of Media Relations - Marketing & Communications
- Director of Residence Life
- Assistant Director of Physical Plant
- Assistant Dean of Campus Services
- Associate Athletic Director
- Associate Dean of Students
- Executive Director of Shenandoah Conservatory Arts Academy
- Executive Director of Wellness and Counseling Services
- Associate Provost of Academic Affairs

- Dean of Pharmacy
- Dean of Health Professions
- Dean of Nursing
- Administrative Assistant for Campus Safety (Documentation)

Designated campus EOC locations are identified in the password-protected addendum.

Notification of Executive and Coordinating Team

The IC will make the initial determination of whether a critical incident is Type I, II or III. The IC or designee will immediately inform the EEPT and ECT of all Type 1 and Type II events.

For Type I Incidents, the EEPT and ECT will be convened as soon as possible after notification from the IC.

For Type II Incidents, the IC, or any member of the EEPT, has the discretion to convene the EEPT or ECT, depending on the impact on the University community.

For Type III Incidents, the IC will handle the emergency and notify any necessary personnel to assist with response or provide situational updates.

As the Team Facilitator, the Vice President for Administration and General Counsel will coordinate the meeting for the EEPT. If the Vice President for Administration and General Counsel is not available, any member of EEPT may fulfill the role of Team Facilitator.

The Emergency Management Coordinator (EMC) will coordinate the meetings for the ECT. If the EMC is unavailable, then the DCS Director or the Assistant Director will perform this role. The Emergency Coordinating Team will set up the EOC. An EOC is a central command and control facility at which the Incident Commander will be responsible for carrying out emergency management and ensuring continuity of operations. Members of the EOC are responsible for the support of the incident response. Subject Matter Experts of the ECT will be invited to join as appropriate. Due to the nature of their roles and responsibilities the EEPT may be physically present at the EOC or connect remotely

Shenandoah University's DCS Emergency Management Coordinator will maintain an up-to-date list of contact information for the EEPT and ECT and ensure the email and text information is available to all potential ICs. See the password-protected addendum for team membership information.

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. The University strives to provide information and guidance about emergencies and critical incidents to the University community as quickly as possible and ensure communications are accurate, consistent, and accessible across all University

channels.

Emergency management communication objectives generally need to address these important items sequentially:

- To minimize the impact of the incident, an initial alert will be sent to the affected community, followed by subsequent alerts, as needed, that provide(s) information related to personal safety.
- 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 the organization's current activities and potential future actions 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 PIO, in cooperation with the EEPT, 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 PIO. It is imperative for University leadership to speak with one voice during an emergency situation.

Shenandoah 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 Omnilert, an emergency alert system that utilizes text messaging and email, website announcements, social media postings, and written correspondence.

University-affiliated social media channels and emails should refrain from posting information to prevent the release of inaccurate or premature information. All scheduled social media posts, emails, and other communications should be postponed until after the conclusion of the emergency.

Communication Content

Communication about employees and student support should follow these principles:

- When possible, communications should be differentiated by audience type (undergraduate student, graduate student, faculty, staff, main campus, online, etc.) so they are receiving information that is specific or pertinent to them.
- Communications should be thorough and consistent.
- Communications should include reminders about existing sources of information, such as the University's emergency webpage, Omnilert, and the Campus Safety website.
- Communications should be trauma-informed and respect individual privacy.
- Communications should encourage employees and students to familiarize themselves with support services, make use of available services as needed, and assist their colleagues and friends with getting the support they need.
- When specific details regarding an incident cannot be shared, communications should explain how the University is following the appropriate procedures.

- When appropriate, communications should address topics such as changes in class schedule or business function, which buildings are closed or have limited hours or access, alternative/temporary space options, alternative technology options for retrieving personal items, alternative options for mental health, and other support services if units have reached capacity.

Information Dissemination Points

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

- Emergency Alert System (Omnilert)
- Email
- University website (alert header and su.edu/emergency) and social media
- Networked campus-based flat-panel television screens

During an emergency, the most up-to-date, releasable information will be distributed via one or more of the aforementioned channels. Anyone seeking information about an emergency situation should visit Shenandoah University's emergency webpage (su.edu/emergency).

Omnilert

Omnilert is the emergency notification system the University utilizes for campus-wide emergency communications. When an immediate threat warrants, any member of the EEPT, ECT, and/or DCS who is trained to use the University's Omnilert system has the authority to issue emergency notifications via Omnilert.

Media Relations

Shenandoah University's Office of Marketing and Communications (OMC) will establish a PIO to liaison with the media. If there is a multi-jurisdictional incident, the University PIO should report to a designated location to work cooperatively with regional public relations personnel (a Joint Information Center, known as a JIC, and/or a local EOC). The PIO coordinates appropriate media messaging to include press releases and conferences. This would include approved scripts or talking points for the IC and/or members of the EEPT.

CAMPUS COMMUNITY RESPONSIBILITIES

This section outlines the roles and responsibilities of students, faculty, staff, building coordinators, and deans/department heads during day-to-day activities and incidents. It should be noted that during an emergency, DCS will focus on the event. Therefore, routine calls for service and response will be secondary to the emergency. All University students, faculty, staff, and concerned community members should follow the direction provided by Omnilert and University media. Any

inquiries to the University or DCS regarding the emergency situation will be redirected to those channels of communication.

Campus-wide Unified Actions: *Standard Response Protocol “I Love U Guys”*

Shenandoah University has officially adopted the [I Love You Guys Foundation](#) Standard Response Protocol (SRP) as part of its all-hazards emergency response framework. Developed in 2009, the SRP provides a simple, universally understood system for crisis response that includes clear, common-language actions – Hold, Secure, Lockdown, Evacuate, and Shelter – that organizations of all sizes can implement. The SRP is used nationwide and continues to evolve, strengthening preparedness and improving outcomes during emergencies. By providing concise and directive terminology, the SRP enhances situational awareness, supports quick decision-making, and fosters coordinated responses across students, faculty, staff, and emergency personnel.

Importantly, this same SRP framework is already in use by the City of Winchester, Frederick County, and Loudoun County Public Schools, creating a regionally unified emergency response model. This shared vocabulary between Shenandoah University, local K-12 schools, and area law enforcement promotes clarity, consistency, and interoperability during crisis situations. Whether responding to a campus lockdown, weather emergency, or evacuation event, police and fire personnel across jurisdictions can coordinate more effectively when all stakeholders are operating from the same playbook.

The SRP is reinforced at SU through training, signage, and integration into emergency communication tools. Faculty and staff, upon hire, and new students, at orientation, will review the SRP led by the Department of Campus Safety. Signage and posted protocols in classrooms, residence halls, and event spaces provide constant visual reinforcement. Emergency alerts sent via text, email, and university media will mirror SRP terminology. By aligning with nationally recognized best practices and regional partners, the university strengthens both its internal preparedness and its external coordination capabilities, ensuring a more effective and unified response in times of crisis.

Run, Hide, Fight: The Personal Survival Strategy is a nationally recognized framework developed by the U.S. Department of Homeland Security (DHS) to guide individual decision-making during an active assailant or active shooter incident. It is not a rigid protocol, but a prioritized set of response options intended to help people survive rapidly evolving, life-threatening situations. This is the personal decision-making tool taught to complement the SRP's “Lockdown”. It empowers individuals to choose the best option based on their proximity to the threat, location, and condition.

1. **RUN (Avoid):** If there is a clear and safe path of escape, leave your belongings and evacuate immediately. Your life is the priority.
2. **HIDE (Deny):** If you cannot run, secure your location using the **Lockdown** protocol – lock the door, barricade it, turn off lights, and maintain silence out of sight.

3. **FIGHT (Defend):** As an absolute last resort, if the attacker breaches your location, you must act aggressively, throw objects, and commit to disabling the threat to survive.

Run, Hide, Fight is integrated within the broader Standard Response Protocol emergency framework from the I Love U Guys Foundation. While SRP provides the common language for coordination (Evacuate, Lockdown, etc.), Run, Hide, Fight offers individual-level guidance specific to active violence scenarios. The framework reinforces that individuals may move between actions as conditions change and emphasizes situational awareness, personal safety, and adaptability.

IN AN EMERGENCY TAKE ACTION



HOLD! In your room or area. Clear the halls.

STUDENTS

Clear the hallways and remain in your area or room until the "All Clear" is announced
Do business as usual

INSTRUCTORS AND STAFF

Close and lock the door
Account for students, visitors and others
Do business as usual



SECURE! Get inside. Lock outside doors.

STUDENTS

Return to inside of building
Do business as usual

INSTRUCTORS AND STAFF

Bring everyone indoors
Lock outside doors
Increase situational awareness
Account for students, visitors and others
Do business as usual



LOCKDOWN! Locks, lights, out of sight.

STUDENTS

Move away from sight
Maintain silence
Do not open the door
Prepare to evade or defend

INSTRUCTORS AND STAFF

Recover people from hallway if possible
Close and lock the door
Turn out the lights
Move away from sight
Maintain silence
Do not open the door
Prepare to evade or defend



EVACUATE! (A location may be specified)

STUDENTS

Leave stuff behind if required to
If possible, bring your phone
Follow instructions

INSTRUCTORS AND STAFF

Lead evacuation to specified location
Account for students, visitors and others
Notify if missing, extra or injured people



SHELTER! Hazard and safety strategy.

STUDENTS

Use appropriate safety strategy for the hazard

Hazard	Safety Strategy
Tornado	Evacuate to shelter area
Hazmat	Seal the room
Earthquake	Drop, cover and hold
Tsunami	Get to high ground

INSTRUCTORS AND STAFF

Lead safety strategy
Account for students, visitors and others
Notify if missing, extra or injured people

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Students General Responsibilities

Students should be aware of their surroundings and familiar with building evacuation routes, exits, and assembly points. Students will be informed and need to follow all information relayed through the emergency messaging system, Omnilert. Additional information on emergency procedures is available on the DCS website: [Department of Campus Safety Homepage](#). During an incident, students involved should assess the situation quickly and thoroughly and employ common sense when determining how to respond.

If directly involved in an incident:

- Call 911 as soon as it is safe to do so, if needed, and then call DCS at 540-678-4444.
- Direct responders to where the incident occurred, if possible.
- Cooperate and follow commands of law enforcement and other first responders, including DCS.
- Follow the direction of the Omnilert or other emergency alert communication.

Faculty and Staff General Responsibilities

University faculty and staff are seen as leaders by students and should be prepared to provide leadership during an incident. Faculty and staff should have a good understanding of this document as well as their departmental and building emergency and evacuation procedures. Faculty and staff may likely be the first to arrive at an incident. They should familiarize themselves with the basic concepts for personal and departmental incident response as outlined in the CEMP and other outreach material.

Faculty and staff involved in an incident should assess a situation quickly and as thoroughly as possible and use common sense when determining how to respond. Emergencies should be reported by calling 911. If evacuation of a building is necessary, faculty and staff are expected to evacuate immediately.

Building Coordinators General Responsibilities

Building Coordinators (BCs) serve as their building safety officers and the point of contact for receiving and disseminating safety and emergency preparedness information. BCs coordinate the dissemination of building emergency procedures and act as an informational conduit between first responders, DCS, and the building occupants.

Basic Building Coordinator roles, responsibilities, and rosters are outlined in the password-protected addendum; contact the DCS Director at mark.allen@su.edu to request additional info or access..

Deans/Department Heads General Responsibilities

Deans and department heads serve as leaders and are responsible for providing overall guidance during an incident. They should be familiar with the University CEMP and the building procedures that they oversee.

During an incident, deans and department heads involved in an incident should assess a situation quickly and thoroughly and use common sense when determining how to respond. They should also report emergencies to DCS when safe to do so.

THREAT ASSESSMENT

Threat assessment is a systematic approach to proactively identify, evaluate and address potential hazards or threats through intervention with the goal of preventing violence.

Threat Assessment Team

The mission of the Shenandoah University Threat Assessment Team is to promote a safe, secure, and supportive campus environment through proactive, collaborative, and evidence-based strategies of Behavioral Threat Analysis Management (BTAM) for identifying, assessing, and managing subjects or situations that may pose a concern or threat to the safety or well-being of the university community. The team is committed to early intervention, respectful engagement, and coordinated response to individuals whose behavior may cause concern, ensuring appropriate support and mitigation efforts while upholding the rights and dignity of all involved. The emphasis on violence prevention, employing a comprehensive and systematic multi-disciplinary approach with continual evaluation and improvement will serve to enhance the overall health, safety, and well-being of the campus community.

The Shenandoah University Threat Assessment Team, led by the DCS Director, is composed of personnel from: Human Resources, Safety/Risk Management, Student Affairs, Disability Services, Legal, Provost, Counseling Services, and Information Technology Security. The multidisciplinary structure allows the team to bring together diverse perspectives and expertise to identify, assess, and manage threats effectively. This ensures a holistic approach with a comprehensive, coordinated response to potential threats by combining knowledge from several fields to incorporate tailored strategies that are legal, ethical and effective.

The purpose of the Threat Assessment Team is to recognize potential threats based on observed behavior, communication or other indicators that may be formerly reported through the Care Team, human resources, provost, or by other means. This could include direct or veiled threats, or behaviors that suggest a person is considering violence. The team conducts an evaluation to

understand the context and seriousness of the threat. This involves assessing the individual's intent, capability, and any other factors to determine the likelihood that the individual has the means to carry out the threat. If a threat is deemed credible, the Threat Assessment Team Leader will notify necessary parties to develop an intervention plan to properly respond to and manage the threat in coordination with the CEMP Facilitator may convene the EOC. The Threat Assessment Team will meet on a monthly basis for Shenandoah University affiliated members or as needed to include any law enforcement and community support.

The purpose of the University Threat Assessment Team:

- **Identify and evaluate** individuals or situations that may pose a threat to the safety, security, or well-being of the campus community.
- **Prevent incidents of violence or disruption** through a practiced and well-trained team, leveraging a comprehensive, systematic theory driven, multi-disciplinary method that is appropriately timed.
- **Ensure early intervention** by providing a structured framework for early detection and intervention when individuals exhibit concerning behavior.
- **Coordinate resources and support** for individuals of concern and their potential targets while maintaining a safe academic working and learning environment.
- **Foster a culture of awareness and reporting** by educating the university community on recognizing and reporting concerning behaviors in a timely manner.
- **Ensure compliance** by adhering to all applicable federal, state, and local laws and regulations concerning threat assessment and campus safety.
- **Enhance campus safety** through collaboration and transparent communication among university departments, law enforcement, mental health professionals, legal counsel as well as other university and community stakeholders.

To report a concern or threat you may go to the Campus Safety website or the bottom of the SU homepage under Emergency Information: [Campus Threat Reporting Form](#)

Student of Concern and CARE Team

The mission of the CARE team is to coordinate the support services of Shenandoah University in order to provide assistance to **STUDENTS** who may be experiencing some potentially harmful or disturbing behaviors and promote academic success and safety through an appropriate, timely, and caring response.

CARE team Goals

- Provide a safe physical environment for members of the University community
- Provide a safe emotional environment for the University community
- Promote peace of mind for friends and family of the University community

A student of concern is any student who is displaying behaviors that may interfere with their ability to be successful in the University environment. To report a student of concern, please complete the [Student of Concern Online Form](#), which will be directed to the University's CARE Team.

Fellow students, family members, faculty, and staff can play an invaluable role in helping students who are in distress. Your expression of interest, concern, and compassion is an important factor for a student seeking the assistance they need. If immediate assistance is needed because of a threat to themselves or someone's safety, call the police by dialing 911. For on-campus situations, contact the Department of Campus Safety at 540-678-4444 or dial extension 4444 from any campus phone.

CARE Team Members:

Holli Phillips
Associate Dean of Students

Mark Allen
Director of Campus Safety

Christine Cornwell
Executive Director for Wellness and Counseling Services

Elizabeth Athey
Access & Support Specialist

Karri Moser
Academic Advising Specialist

Joseph Cooper
Coordinator of Conduct & Community Standards

Caity Morgan
Case Manager

Rodney Bragdon
Faculty Representative

FAMILY ASSISTANCE CENTER

A Family Assistance Center (FAC) may be activated in a wide variety of emergency situations. These could include a hazardous material spill, major transportation accident, fire, natural gas leak, flooding, earthquake, school violence, bomb threat, terrorist attack, or other local hazard. An FAC provides family crisis services which are designed to meet the short-term needs of those directly impacted by a disaster. Services may include:

- Reunification, if the campus is evacuated or closed as a result of one of these events displacing students, visitors, staff, or faculty.
- Counseling and psychological services are often needed to provide mental health support to students, faculty, staff and even first responders as a result of one of these events.
- Providing human and technological resources to reconnect individuals by facilitating communication from inside the disaster-affected area to outside the affected area.
- Providing consistent and accurate information to those impacted.
- Financial assistance resources and services to victims and their respective families. Providing or arranging transportation of immediate family to the FAC, coordination of or assistance with funeral arrangements, etc.

In the event family crisis services are needed, the EEPT and ECT will coordinate the activation of a FAC.

CONTINUITY OF OPERATIONS (COOP)

Continuity of Operations (COOP) involves planning and implementing strategies so the University can ensure the continual performance of essential functions and services during and after disruptive events such as fires, natural disasters, pandemics, etc. Additionally, a COOP helps maintain communications, protect essential equipment, reduce disruption to operations, and minimize damage and losses in an emergency. The key elements of the COOP include risk assessment and planning, emergency response, remote operation readiness, communication protocols, resource management, training and testing, coordination with key University and community leadership, monitoring and evaluation. By addressing these components, the University can continue to fulfill its educational and operational mission even in challenging times of crisis.

EXTERNAL SUPPORT

Emergency incidents at Shenandoah University may also impact the surrounding community, and incidents off-campus may impact University operations. If this occurs, Shenandoah University will coordinate with local, state, and federal officials. This coordination will be led by the Emergency Management Coordinator (EMC). In the EMC's absence, the DCS Director will assume these coordination responsibilities.

Wilkins Athletics and Events Center (WAEC)

The Wilkins Athletics & Events Center (WAEC) is a designated emergency shelter for Frederick County. Discussions and planning are currently being conducted for the building to be also a designated Family Assistance Center (Reunification) for Frederick County Public Schools (FCPS) and Navy Federal Credit Union. If requested, the EEPT will make the determination if the facility is available. If available, the EMC, along with the appropriate members of the ECT, will coordinate with Frederick County officials to assist with the activation of their respective plans and operations.

Emergency/External Telephone Numbers

Emergency Response

SU Campus Safety Emergency Cell (24/7) Office	540-678-4444 540-665-4614
Local Fire/Rescue/Police	911
Winchester Non-Emergency	540-662-4131
Frederick County Non-Emergency	540-662-6168
Clark County Sheriff's Office	540-955-1234
Loudon County Sheriff's Office	703-777-0100
Virginia State Police Area 13 Office	540-662-3313
Winchester City Emergency Management Ethan Longenecker - Emergency Management Coordinator Joe Dame - Deputy Emergency Management Coordinator	540-773-1360
Frederick County Emergency Management Ben Coffman - Deputy Chief/Emergency Management Coordinator Amie Fuller - Deputy Emergency Management Coordinator	540-504-6457
Winchester Medical Center (Level II Trauma Center)	540-536-8000
Inova Fairfax Medical Campus (Level I Trauma Center)	703-776-3116
Varsity Travel (Carl - Buses - Emergency Evacuation)	301-573-1988
Inova Loudoun Hospital	703-858-6040
StoneSprings Hospital (Loudoun County/Sterling)	571-349-4000

National Response Center (For chemical/oil spills)	800-424-8802
National Poison Control	800-222-1222

Communications and Operations

Main Campus/Winchester/Frederick County

Cornet (Fire Alarm Systems)	540-667-5078
Glo Fiber	833-926-8456
Comcast Cable (Secondary Internet).	888-266-2278
Power Concepts	540-542-0667
Shenandoah Gas	540-869-1111
Shenandoah Valley Electric Coop	800-234-7832
Shentel (Telephones/VOIP, Primary Internet)	540-984-5531/800-768-5220
Verizon (Elevators/Call Boxes)	800-837-4966
Winchester/Frederick Service Authority	540-722-3579
Winchester Utilities Maintenance HQ	540-662-5353

Cool Springs (Clark County)

Rappahannock Electric	800-920-9288
Propane (Amerigas)	800-805-0659
Propane (Senior Plus/Quarles)	540-670-2258
Verizon	800-837-4966

External Services

American Red Cross	800-733-2767
Lord Fairfax Health District (Frederick Co./Winchester)	540-722-3470
Virginia Crisis Assistance and Response	804-840-4276
	https://www.dcjs.virginia.gov/victims-services/report-campus-local-emergency#overlay-content=victims-services/report-campus-local-emergency
Virginia Victim Witness Protection (Commonwealth's Attorney Office)	
City of Winchester	540-722-7940
Frederick County	540-665-6369
Clarke County	540-955-5111
Loudoun County	703-777-0417

TRAINING/DRILLS/EXERCISES

It is critical for the safety of the Shenandoah University community that all personnel have an understanding of their roles and responsibilities as it relates to the CEMP and the ICS. It is mission critical that faculty, staff and students know how to access the CEMP. The CEMP response teams will conduct drills/exercises on no less frequently than an annual basis. University personnel will be provided updates and training as needed. All training will be coordinated and documented by DCS.

New Employee Orientation: All new employees (faculty and staff) will be scheduled for a formal orientation (in person or via video) to include a review and summary of the Plan 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

Employee Training/Review: On an annual basis, all employees will receive an email from DCS updating changes in the plan and reviewing the information outlined in the new employee orientation above. DCS personnel will, if requested, attend any departmental meeting for in-person reviews.

The *Executive Emergency Preparedness Team (EEPT)* members will have completed training in basic incident command (ICS 100 and 200) within 3 months of membership and participate in annual exercises as outlined below.

The *Emergency Coordination Team (ECT)* members will be trained in basic incident command (ICS 100 and ICS 200) and basic EOC Operations (IS-2200) within 3 months of membership and will participate in an annual exercise as outlined below.

The *DCS Director, DCS Emergency Management Coordinator,* and campus-designated *Public Information Officer/s* will receive additional training, including advanced incident command (ICS 100, 200, 300, and 400). The PIO(s) will also receive additional training, including, at a minimum, Public Information Awareness (IS-29).

Any *Incident Commanders*, beyond the initial response, will have a minimum of basic incident command training (ICS 100 and 200).

All *Building Coordinators* will have specialized training from the DCS and Physical Plant in basic emergency response and building overview.

Exercises and Drills: The EEPT and the ECT will convene no less frequently than annually to discuss individual roles based on a scenario consistent with an emergency or crisis as described in

the Plan. These exercises will identify areas of improvement and redundancies. We will involve local emergency service providers as needed. Emergency exercises will be followed by a “hotwash” (immediate “after action” discussion) and improvement plans.

Building Coordinators will meet bi-annually with the DCS Director and DCS Emergency Management Coordinator and participate in campus-wide annual exercises as appropriate.

Members of the *Emergency Coordinating Team* and local emergency service providers will conduct annual walk-through surveys. These surveys will be designed to allow each member to learn what the others do during an emergency as well as identify what areas need improving.

The *DCS Emergency Management Coordinator* will maintain all meeting, training, and exercise records related to emergency preparedness and operations.

RESPONSE

Due to the University's locations throughout the Commonwealth, the educational environment, and services provided, SU is susceptible to a wide variety of emergencies. These emergencies may occur at the local level as well as regionally. The following pages provide general guidelines for handling various emergencies. More information on specific incidents can be found on the DCS webpage at <https://www.su.edu/departments-offices/campussafety/>.

ALL HAZARD RESPONSE

Incident: Any emergency situation in a building or on campus grounds, including fires, accidents, medical emergencies, gas leaks, natural disasters, hazardous material releases, etc.

- Contact 911, as appropriate, ASAP. Relay all applicable information as requested.
- Contact DCS (540-678-4444) when safe to do so.
- Evacuate the area as needed or directed. Maintain a safe distance within the assigned assembly area. Do not return to the area until directed by first responders, DCS, or the SU Emergency Alert system.
- Follow directions from first responders, DCS, Incident Command, Building Coordinators, or the Emergency Alert System.
- Do not leave the area if you are a witness to the incident or can provide vital information to investigators.
- Refrain from publicly sharing information about the situation via social media, email, phone or similar means to prevent the release of inaccurate information or premature details.
- Do not talk with media or other news outlets without the approval of the Public Information Officer (PIO) or the Office of Marketing and Communications (OMC). Anyone seeking information about an emergency situation should be directed to Shenandoah University's emergency webpage (su.edu/emergency) for the most up-to-date, releasable information.
- Information on victim assistance services will be provided, if requested.

Emergency Evacuation Protocol

The most critical goal during any fire alarm or emergency is to safely evacuate the building. As a faculty or staff member, you play an essential role in guiding others to safety. You should direct your class or nearby occupants to the nearest exit and ensure everyone moves quickly but calmly to the designated assembly point closest to that exit.

Below is the recommended evacuation protocol to help guide your actions and support a safe, orderly evacuation for all building occupants.

1. Primary Goal

Ensure the **safe, rapid, orderly, and complete evacuation** of all occupants using all available exits to prevent congestion, delay, or injury.

2. Exit Utilization and Flow Management

- Distribute egress evenly by assigning each floor or wing to a specific exit during drills and on posted evacuation maps.

- It is critical to emphasize secondary evacuation routes to reduce panic and support orderly evacuation if the primary route becomes blocked or otherwise unsafe.
- The main entrance may serve as the primary evacuation route for first-floor occupants, but upper floors should use secondary exits and stairwells to avoid bottlenecks.
- If some exits are lesser known or underused, ensure early communication and education, install signage, and/or directional arrows to promote awareness and confidence in alternative routes.
- Leverage training and practice alarm testing to educate and facilitate awareness of primary and alternative routes of egress for evacuation.

3. Evacuation Maps and Signage (In progress)

- Post updated evacuation diagrams on each level indicating:
 - The two nearest exits from each area.
 - Designated Areas of Refuge for mobility-impaired individuals.
 - Assembly area locations outside the building.

4. Faculty and Staff Roles

- **Please remind students that elevators must not be used during an emergency evacuation under any circumstances.**
- Faculty and staff should take time during non-emergency periods to review the **Standard Response Protocol (SRP)**, Crisis & Emergency Management Plan and emergency procedures, including evacuation plans, with their students and employees to ensure familiarity and preparedness.
- Ensure that any individual who may need assistance reaching an Area of Refuge is accompanied by a designated ‘Buddy’ or an appropriate faculty or staff member identified in advance. This individual should immediately notify emergency personnel of the person’s location.
- Faculty members should lead their classes to the appropriate exit and close doors behind them to slow the spread of smoke or fire.
- Once outside, guide students to the nearest designated assembly area and remain with them until an “**All Clear**” is given by Campus Safety or Fire Department personnel.

- To the best of your ability, conduct a headcount to confirm all occupants are accounted for and report any missing individuals to emergency responders.

5. Drills and Education

- DCS will conduct at least one drill per semester with a focus on using *all exits*, not just the main one, gathering in appropriate assembly areas, not using the elevator, and waiting for the proper “All Clear” from DCS or emergency personnel.
- Drills must include simulation to individuals who may require assistance.
- Following each drill, facilitate a short review to gather feedback, identify congestion areas, and refine evacuation routes or assignments accordingly. To minimize disruption to academic schedules, this review may be completed via email as soon as practical.

6. Accessibility and Communication

- Individuals who are unable to exit should immediately contact **Campus Safety or 911** and report their name, location, and condition.
 - This expectation also applies during non-emergency situations, such as power outages or times when elevators are out of service. The non-emergency number may be used instead of 911:
 - Winchester City (540) 662-4131
 - Frederick County (540) 662-6168
 - Clarke County (540) 955-1234
 - Loudoun County (703) 777-1021
- Confirm Areas of Refuge, if available, on upper levels for individuals with mobility impairments or who otherwise may need assistance.
 - In compliance with ADA Title II and Title III, NFPA 101 §7.2.12 & §7.2.13, and NFPA 1 §10.8.2.3: Wheelchair users should proceed to the nearest Area of Refuge or protected stairwell landing if located above or below the ground floor.
- Ensure education and training around the “Buddy System” and Areas of Refuge empowering individuals to communicate immediately with DCS and emergency responders the location of any individual in need of assistance.

Summary

To ensure the safe evacuation of all occupants, each facility, whether single or multi-level, should promote clear route awareness, distribute traffic evenly across available exits, and designate faculty and staff to lead floor- or area-specific coordination. In multi-level buildings, Areas of Refuge

should be clearly identified and incorporated into evacuation planning to support individuals who may require assistance.

Please direct any questions or concerns to safety@su.edu or call DCS at (540) 678-4444.

References

- NFPA 101 Life Safety Code (2024), §§ 7.2.12–7.2.13
- ADA Title II Regulations, 28 CFR § 35.130 and § 35.151
- U.S. Fire Administration, *Emergency Procedures for People with Disabilities in High-Rise Buildings* (2022)
- FEMA 508-8, *Emergency Operations Planning for Access and Functional Needs*

ACTIVE ASSAILANT

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

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 DCS at 540-678-4444, in that order.

Any member of DCS shall send an initial emergency notification to the campus community using the University's alert system. Time is of the essence; 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. Use the appropriate template in Omnilert.

An Active Attacker emergency alert notification automatically triggers the activation of the University's Incident Command Team. Upon arrival, emergency responders of competent authority will assume incident command as appropriate. DCS personnel will also assist as needed.

OMC or the Public Information Officer may contact the media. Any communication must meet the IC's approval to ensure the situation's integrity. No media communication shall take place during an active incident without the approval of law enforcement so as not to compromise the investigation or put those impacted in danger.

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 actions recommended below are guidelines endorsed by the Department of Homeland Security (DHS). These types of incidents are unpredictable and change rapidly. The following guidelines are DHS recommendations based on research into past active assailant incidents 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 should act based on the circumstances to preserve your safety until the time that law enforcement arrives.

Upon receiving the alert message from DCS or OMC, you will be instructed to "Lockdown" 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, do so.
- If you cannot safely run, then **HIDE** and secure in place. Lock all doors, turn off all 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 at your disposal, and know that you have the right to defend your life and the lives of those around you.

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 a weapon. Your hands should be open and raised above your head. **Listen to any commands from law enforcement.**

Direct anyone you may encounter to leave the building immediately.

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 then DCS at 540-678-4444 from any campus phone.
- Wait for law enforcement personnel to assist you out of the building.

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.

BOMB THREAT

Including Unattended Packages & Suspicious Packages

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

BOMB THREAT PROCEDURES

This quick reference checklist is designed to help employees and decision makers of commercial facilities, schools, etc. respond to a bomb threat in an orderly and controlled manner with the first responders and other stakeholders.

Most bomb threats are received by phone. Bomb threats are serious until proven otherwise. Act quickly, but remain calm and obtain information with the checklist on the reverse of this card.

If a bomb threat is received by phone:

- Remain calm & do not hang up, keep the caller on the line for as long as possible
- If possible, signal other staff members to listen & notify Site Decision Maker(s)
- If the phone has a display, copy the number and/or letters on the display
- Write down the exact wording of the threat
- Record the call, if possible
- Fill out the Bomb Threat Checklist immediately

If you receive a written threat:

- Handle the document as little as possible
- Note date, time, and location the document was found
- Secure the document and do not alter the item in any way
- Notify the organization Site Decision Maker(s)

If you receive a social media or email threat:

- Do not turn off or log out of the account
- Leave the message open on the device
- Take a screenshot, or copy the message and subject line
- Note the date and time
- Notify the organization Site Decision Maker(s)

***Refer to your local bomb threat management plan for evacuation criteria**

DO NOT:

- Use two-way radios or cellular phone in close proximity to a suspicious item
- Touch or move a suspicious item

IF A SUSPICIOUS ITEM IS FOUND, CALL 911

For more information about this form contact the
CISA Office for Bombing Prevention at: OBP@cisa.dhs.gov



V3

BOMB THREAT CHECKLIST

DATE: _____ **TIME:** _____
TIME CALLER HUNG UP: _____ **PHONE NUMBER WHERE CALL RECEIVED:** _____

Ask Caller:

- Where is the bomb located? (building, floor, room, etc.) _____
- When will it go off? _____
- What does it look like? _____
- What kind of bomb is it? _____
- What will make it explode? _____
- Did you place the bomb? Yes No _____
- Why? _____
- What is your name? _____

Exact Words of Threat:

Information About Caller:

- Where is the caller located? (background/level of noise) _____
- Estimated age: _____
- Is voice familiar? If so, who does it sound like? _____
- Other points: _____

Caller's Voice	Background Sounds	Threat Language
<input type="checkbox"/> Female <input type="checkbox"/> Male <input type="checkbox"/> Accent <input type="checkbox"/> Angry <input type="checkbox"/> Calm <input type="checkbox"/> Clearing throat <input type="checkbox"/> Coughing <input type="checkbox"/> Cracking Voice <input type="checkbox"/> Crying <input type="checkbox"/> Deep <input type="checkbox"/> Deep breathing <input type="checkbox"/> Disguised <input type="checkbox"/> Distinct <input type="checkbox"/> Excited <input type="checkbox"/> Laughter <input type="checkbox"/> Lisp <input type="checkbox"/> Loud <input type="checkbox"/> Nasal <input type="checkbox"/> Normal <input type="checkbox"/> Ragged <input type="checkbox"/> Rapid <input type="checkbox"/> Raspy <input type="checkbox"/> Slow <input type="checkbox"/> Slurred <input type="checkbox"/> Soft <input type="checkbox"/> Stutter	<input type="checkbox"/> Animal noises <input type="checkbox"/> House noises <input type="checkbox"/> Kitchen noises <input type="checkbox"/> Street noises <input type="checkbox"/> Booth <input type="checkbox"/> PA system <input type="checkbox"/> Conversation <input type="checkbox"/> Music <input type="checkbox"/> Motor <input type="checkbox"/> Clear <input type="checkbox"/> Static <input type="checkbox"/> Office machinery <input type="checkbox"/> Factory machinery <input type="checkbox"/> Local <input type="checkbox"/> Long distance	<input type="checkbox"/> Incoherent <input type="checkbox"/> Message read <input type="checkbox"/> Taped message <input type="checkbox"/> Irrational <input type="checkbox"/> Profane <input type="checkbox"/> Well-spoken
OTHER INFORMATION:		

1. 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 the completion of the evacuation, all doors and windows in the building in the question should be left open, if possible, in an attempt to minimize damage in the event of an explosion.
 - Upon approval from local law enforcement and fire department authorities, buildings may be reoccupied.
2. The Public Information Officer may contact the media with a message coordinated with the IC and law enforcement.
3. Following the conclusion of the emergency, the ICS Team will conduct a debriefing.

Unattended/Suspicious Package

1. Anyone seeing or having knowledge of an unattended or suspicious package should contact DCS 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 an unattended package, DCS personnel will immediately respond to the area and assess the situation.
4. No individual will disturb the package in any manner. DCS will secure the area and keep all individuals at a safe distance from the package.
5. DCS will make a determination and call 911 if deemed necessary. DCS will assist local law enforcement as necessary to secure the area and attempt to determine the origin of the package.
6. The DCS Director will partner with the EEPT and, depending on the severity of the incident, advise or convene the EOC.

7. When responding to an unattended package, avoid any physical contact.
 - Establish a perimeter of at least 300 feet.
 - Do not assume the package is safe to handle.
 - Do not allow anyone other than emergency personnel to approach the package.
 - Do not use mobile communication near the package.
8. The Emergency Alert system may be used to communicate an appropriate message to students, faculty, and staff to ensure they stay clear of the area until it is deemed safe.
9. The Public Information Officer may contact the media with a message that has been coordinated with law enforcement.

INFECTIOUS DISEASE

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

1. The Dean of Pharmacy 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 in collaboration with our Valley Health liaison.
2. The EOC may be established by the DCS Director, the DCS Emergency Management Coordinator, or any member of the Executive Emergency Preparedness Team.
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 the spread of the disease. This includes coordination with our liaison at Valley Health, Winchester Medical Center.
4. The Executive Director communicates the status of infection to the campus community, providing instructions, information, and updates as appropriate.
5. Based on the information provided by the Executive Director, the EEPT will determine if quarantining and/or isolation is necessary.
6. As appropriate, the Vice President for Student Affairs will notify the family members of the 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 EMC will coordinate an after-action review.

MISSING PERSONS

Incident: Missing Person

The purpose of this policy is to establish protocols for Shenandoah University's response to reports of missing students. This policy applies to students who reside in on-campus student housing facilities. In accordance with the Higher Education Opportunity Act of 2008, students will be notified annually of this policy and the procedures for designating missing person contact information.

Definition of a "Missing Person"

For purposes of this policy, a student may be considered to be a "missing person" if the student's absence is contrary to his or her usual behavior patterns, plans, or routines, and there is reason to believe that unusual circumstances may have caused the absence. Such circumstances may include, but are not limited to, a report or suspicion that the missing person may be the victim of foul play, has expressed suicidal thoughts, is drug dependent, is in a life-threatening situation, has been with persons who may endanger the student's welfare, or is overdue to return to campus and is unheard from after giving a return time to friends or family. For purposes of this policy, the determination that a student is a "missing person" shall be made by the DCS Director or designee.

Procedures for Designation of Missing Person Contact Information

Students residing in on-campus student housing facilities will be given the opportunity each academic year to designate an individual to be contacted by the University within 24 hours after the time that the student is determined to be missing in accordance with this policy. This missing person contact can be anyone. This option is provided to students residing in on-campus student housing facilities even if a student has already registered an individual as a general emergency contact. The student also has the option to identify the same individual for both their general emergency contact and missing person contact. A designation of a missing person contact will remain in effect until changed or revoked by the student.

Contact information provided by students will be registered confidentially, will be accessible only to authorized campus officials, and will not be disclosed, except to law enforcement personnel as part of a missing person investigation.

Students may register an individual as a missing person contact through the DCS form: [Missing Person Form](#)

Procedures for Responding to a Report of a Missing Person

1. Any individual, including, but not limited to University students and employees, who suspect that a student may be missing, or is made aware by a source that a student may be missing, must immediately notify the DCS at 540-678-4444 that a student may be missing.
2. Upon receiving a report that a student may be missing, DCS personnel shall notify the DCS Director, who will then notify the Vice President of Student Affairs and the Dean of Students or designee.

3. DCS shall initiate an investigation and 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. Efforts will be made to obtain useful information on the student whereabouts:
 - attempt contact of the student through cell phone, text and email
 - check social media for recent activity
 - partner with University information technology (IT)
5. DCS will check the buildings and grounds on campus as well as local hospital admissions and jail intakes for possible information. Appropriate University personnel may be solicited to assist in the search for the student. Every effort will be made to make direct contact with the student.
6. No later than 24 hours after determining a student is missing, the DCS Director 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 DCS Director 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 DCS will complete notifications of all concerned parties once the student is located.
9. If the disappearance is believed to be the result of criminal activity, the DCS Director may convene appropriate members of the ECT and establish an EOC.
10. The DCS Director will immediately notify local law enforcement, and the Vice President for Student Affairs or designee 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. Spiritual Life and University counselors will be notified as needed.
13. Following the conclusion of the emergency, the ICS Team will conduct a debriefing.

PANDEMIC OUTBREAK

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 simultaneously affect multiple communities across Virginia and the nation. Federal and state authorities cannot provide 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. Educate the campus community on steps to avoid the pandemic (e.g., wearing a mask, 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 pandemic's impact on the University, the local economy, and the 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, appropriate Emergency Operations Center personnel will begin meeting periodically to review updates about the public health crisis and discuss contingency plans based on possible impacts of the crisis on the University.
2. The University will monitor statewide activity by participating in the CICV Pandemic Advisory Task Force, and 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 largely be guided 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

If requested, the University will file all reportable cases with the Lord Fairfax Health District. 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 the required information to the proper authorities.

Infection Control

Emergency Operations Center will work with OMC to educate the campus community about the pandemic, monitor updates from the 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 the Centers for Disease Control's 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 part of the registration process, students will be asked to identify a location (home of a parent, relative, or friend) where they would go on short notice in the event of campus closure.

Wilkins Wellness Center personnel will maintain the Wilkins Wellness Center page on the University's website. This page will provide general information about preventative measures, symptoms, and proper procedures if a student, faculty, or staff member suspects he/she may be sick. It may also provide general information about pandemic planning.

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, cell phone, 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 DCS.

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 has also 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, (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 begin anew at the start of the next semester.

The spread of a pandemic may 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 based on the 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 executive director of global education will coordinate with the executive director of Wellness & Counseling, the vice president for Student Affairs, and the Admissions Office to prepare travel recommendations.

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 traveling 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 Global Education, in coordination with the Division of Student Affairs, will keep parents advised of any situation on campus.
- The executive director of Global Education 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.

- Before departure, all students studying abroad must 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 executive director of Global Education and the Study Abroad coordinator will communicate with all study abroad host institutions and third-party providers, sharing contingency plans, safety bulletins, etc. These groups' contingency plans for Pandemic Preparedness will be kept on file in the Center for Global Education.
- In the event of an overseas program closing, the University will coordinate with the host institution to ensure adequate evacuation plans or alternative living arrangements for Shenandoah University students.
- The University's travel restrictions and re-entry policy will be provided to both students and parents as part of the pre-departure meetings and mailings.
- If the University closes, international students will have the choice of leaving the country or returning home. Some will remain in the U.S. alone, but many will 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 Global Education for details on individual cases.

PANDEMIC OUTBREAK GLOSSARY

ACHA – American College Health Association

Biological Agents - Cultivated microorganisms that damage biological materials, causing mass destruction of 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.

GLOSSARY OF SELECT EMERGENCY OPERATIONAL TERMS

Campus Emergency Management Plan (CEMP) - Document outlining campus incident and emergency information, processes, and response protocols and procedures.

Command Post—The physical location where the primary command functions are implemented. It 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.

Emergency Coordinating Team (ECT) - University faculty or staff members responsible for staffing the Emergency Operations Center and supporting incident response and recovery.

Executive Emergency Preparedness Team (EEPT): Members of the University Staff responsible for policy and ultimate decision-making on campus. It is generally made up of the President, Vice Presidents, Provost, Assistant Vice Presidents, and other key staff.

Emergency Operations Center (EOC) - The centralized location of emergency response and recovery support operations during incidents.

Family Assistance Centers (FAC) - Facility that provides information about missing or unaccounted persons and casualties and serves as a private “one-stop shop” of services for affected populations. FACs may offer assistance with mental health, spiritual care, and a variety of other short—and longer-term needs.

Federal Emergency Management Agency (FEMA) - This federal agency is responsible for the federal response to a disaster and for assisting individuals and localities with preparation and training activities.

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

Incident Commander (IC) – The Incident Commander is the individual responsible for all incident activities, including developing strategies and tactics and ordering and releasing resources. The Incident Commander has overall authority and responsibility for conducting incident operations. The Incident Commander has priorities in life safety, incident stabilization, and property conservation.

Incident Action Plan (IAP) – An oral or written plan containing general objectives reflecting the overall incident management strategy. It may include attachments that provide important information related to the incident.

Incident Command System (ICS)– A standardized on-scene emergency management concept designed to provide for adopting an integrated organizational structure that reflects the complexity and

demands of single or multiple incidents without being hindered by jurisdictional boundaries.

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.

Public Information Officer (PIO) - The PIO is a member of the Command Staff responsible for interacting with the public and the media.

Unified Command (UC) - Unified Command is a unified team effort that allows all agencies with responsibility for an incident to manage it by establishing a common set of incident objectives and strategies.

ADDENDUM

ICS Activation & Pre-Designated Command

The formal activation of the **Incident Command System (ICS)** begins immediately upon the establishment of the **Incident Commander (IC)**. To ensure a seamless and specialized response, this CEMP clearly defines the IC based on the specific type of crisis or emergency (i.e. active shooter - Director of Campus Safety, water main break - Director of Physical Plant). The **IC** holds the authority to expand ICS. A key strength of this system is its modularity:

- **Scalability:** The IC determines if the structure remains a small, field-level operation or expands into a multi-agency response.
 - **Information Flow:** The **Incident Commander (IC)** serves as the primary link between field operations and university leadership. The IC is responsible for providing consistent updates to the **Executive Emergency Preparedness Team (EEPT)**, ensuring senior leadership maintains situational awareness without interfering with tactical, "boots-on-the-ground" operations.
- To ensure rapid and flexible information exchange, communication may be conducted through various real-time channels, including:
- **Direct Messaging:** Dedicated chat groups or SMS for immediate "flash" updates.
 - **Virtual Briefings:** Zoom for visual coordination and high-level strategy sessions.
 - **Internal Radio/Phone:** Direct lines for urgent priority notifications.
- This dual-track approach allows the IC to focus on the emergency while the EEPT prepares for the broader institutional impact, such as public relations, legal concerns, or long-term continuity.

Emergency Operations Center (EOC) Initiation

While the ICS manages the "boots on the ground," the **EOC** serves as the high-level support and coordination hub.

- **Recommendation:** The IC recommends EOC activation when the incident's scale (complexity) or duration (long-term resource needs) exceeds standard field capabilities.
- **Function:** Once established, the EOC focuses on resource acquisition and inter-agency coordination, allowing the IC to focus entirely on the tactical response.