



SHENANDOAH™
U N I V E R S I T Y

**Emergency
Operations Plan
(EOP)**

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CERTIFICATION

On behalf of the Board of Trustees of Shenandoah University, I hereby accept and authorize the Shenandoah University Emergency Operations Plan to become effective on the date specified below. The Plan shall be reviewed and updated annually by the director of the Department of Public Safety.



1-11-11

Tracy Fitzsimmons
President, Shenandoah University

KNOW IN ADVANCE THE MEANING OF THESE COMMANDS

Secure In Place –

- **lock the room you and occupants are in**
- **block the door/s, if possible**
- **turn off lights and remain quiet until given the all clear**
- **if communication is available, calmly and quietly call 911**

Evacuate the Building –

- **follow specific details as instructed**
- **generally, move to a location at least 300 ft. from building**
- **if an active shooter is on campus, run, hide and as a last resort fight if you can**

Shelter In Place –

- **go to a covered and concealed area in the lowest level of the building away from doors and windows**
- **be seated in a crouched position**

RECORD OF REVISION

Section Name	Date of Revision	By (signature)
Master Check List added	August 2012	R. Wayne Seabolt
Established Command Language added	August 2012	R. Wayne Seabolt
Associate VP for Marketing & Communications changed to Director of Media Relations throughout	August 2012	R. Wayne Seabolt
"Know in Advance the Meaning of These Commands" added	August 2012	R. Wayne Seabolt
Building Coordinators updated	August 2012	R. Wayne Seabolt
Evacuation Assembly Areas added	September 2012	R. Wayne Seabolt
Earthquake instructions added to Natural Disasters	September 2012	R. Wayne Seabolt
Senior Vice President & VP for Academic Affairs changed to Vice President for Student Life when referenced as leading EOP team	July 2013	R. Wayne Seabolt
Senior Vice President & VP for Academic Affairs changed to Vice President for Academic Affairs when referenced as academic VP only	July 2013	R. Wayne Seabolt
Utility Failure updated to include computer systems and equipment	September 2013	R. Wayne Seabolt
Bomb Threat expanded to include Unattended Package and Suspicious Package	September 2013	R. Wayne Seabolt
Suspicious Substance added	September 2013	R. Wayne Seabolt
"university phone broadcast system" added to Information Dissemination Points	September 2013	R. Wayne Seabolt
Frederick County Sheriff's Dept. added to Distribution List	September 2013	R. Wayne Seabolt
Updated using ICS language	April 2019	

DISTRIBUTION LIST

The Emergency Operations Plan will be distributed to the president and members of the University Cabinet. Each member of the University Cabinet may at their discretion distribute copies of the Plan to employees annually or as changes to staff and the EOP occur. The Emergency Operations Plan also will be distributed to local law enforcement agencies annually if changes occur. A summary of The Emergency Operations Plan may be viewed on the Shenandoah University web site at www.su.edu/eop.

University Cabinet

President

Senior Vice President and VP for Advancement

Provost

Vice President for Administration & Finance

Vice President for Enrollment Management &
Student Success

Vice President for Student Life

Director of Institutional Research

Executive Director of Recruitment & Admissions

Director of University Libraries

Director of Public Safety

Director of Office of Media Relations

Director of Auxiliary Services

Director of Physical Plant

Director of Human Resources

Director of Health Services

Deans:

College of Arts and Science

Health Professions

School of Business

Shenandoah Conservatory

School of Nursing

School of Pharmacy

Spiritual Life

University Representatives:

Faculty Senate President

Staff Council President

Student Government Association

President/Student Representative

Directors and others:

Associate Vice President for Administration and
Finance

Director of Intercollegiate Athletics

Community Emergency Services:

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

Fairfax County Sheriff's Department

INTRODUCTION

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

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

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

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

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

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

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

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

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

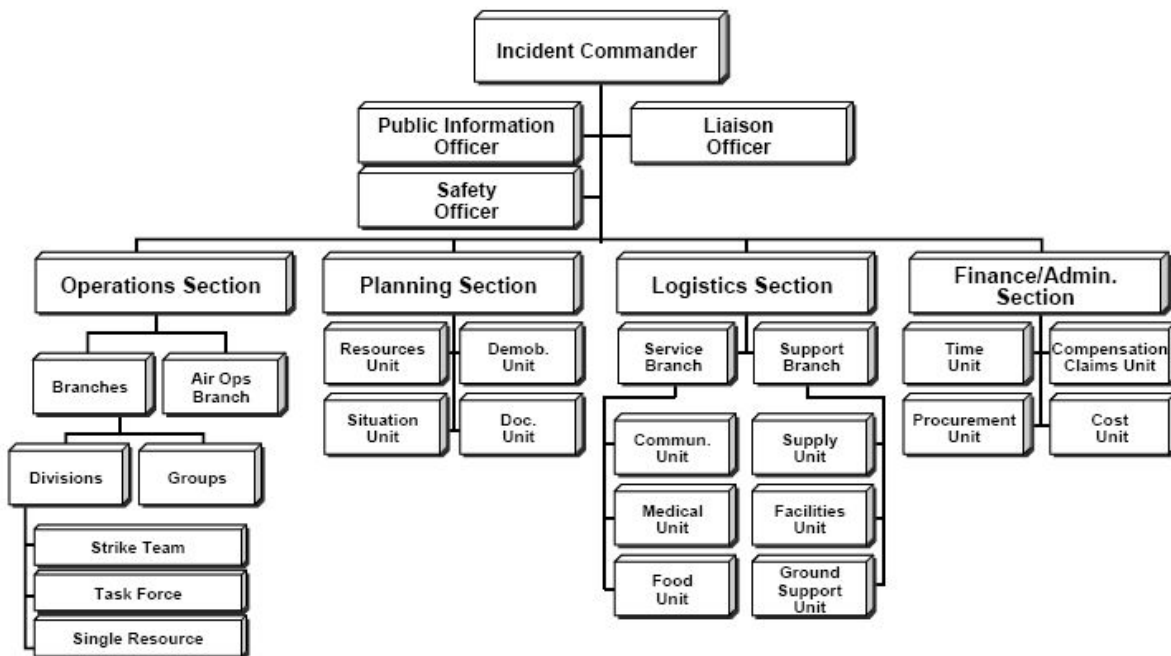
The Emergency Operations Plan may also be utilized during major emergencies that occur adjacent to campus but that do not directly impact our physical facilities. In an event such as this, the university will coordinate emergency information and provide support services as requested by responsible authorities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

STUDENT SAFETY AND WELL-BEING

The dean of students and the vice president for Enrollment Management & Student Success will work with the Incident Command System on all matters dealing with student services during a crisis. Areas that may fall under this role include Student Life, CARE Team, student conduct, residential staff, mental health, and student health.

COMMAND STRUCTURE

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



INCIDENT COMMAND SYSTEM

In any given emergency, a response team (the “Team”) will form according to ICS and Unified Command guidelines to provide leadership during that emergency. The Team will identify potential locations for the EOC, train in ICS, and conduct tabletop exercises and plans for emergency preparedness. The ICS is a component of the National Incident Management System (NIMS) which is a standardized approach to incident management and response. Developed and released in 2004 by the Department of Homeland Security, NIMS establishes a uniform set of processes and procedures that emergency responders at all levels of authority can use to conduct response operations.

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

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

Incident Commander (“IC”)

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

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

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

Immediate Actions:

- Activate an Incident Command System by setting up and staffing an Emergency Operations Center utilizing a pre-planned location or a location dictated by the emergency.
- Determine which campus leaders need to be notified and who needs to physically respond to the Emergency Operations Center.
- Assess current situation and decide on priority actions

- Determine if assistance will be needed from outside agencies
- Assign a scribe to remain with Incident Commander at all times for note taking, scheduling and to generally assist the Incident Commander with organization

Ongoing Actions:

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

Command Staff

The Safety Officer, Liaison Officer, and Public Information Officer will report directly to the Incident Commander.

Safety Officer:

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

Liaison Officer:

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

Public Information Officer:

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

General Staff

Operations Officer:

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

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

Immediate Actions:

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

Ongoing Actions:

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

Logistics Officer:

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

Authority: Under supervision of the Incident Commander, directs actions taken by the Logistics section, supervises staff, and makes expenditures within authority granted by Incident Commander.

Immediate Actions:

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

Ongoing Actions:

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

Planning Officer:

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

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

Immediate Actions:

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

Ongoing Actions:

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

Finance and Administration Officer:

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

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

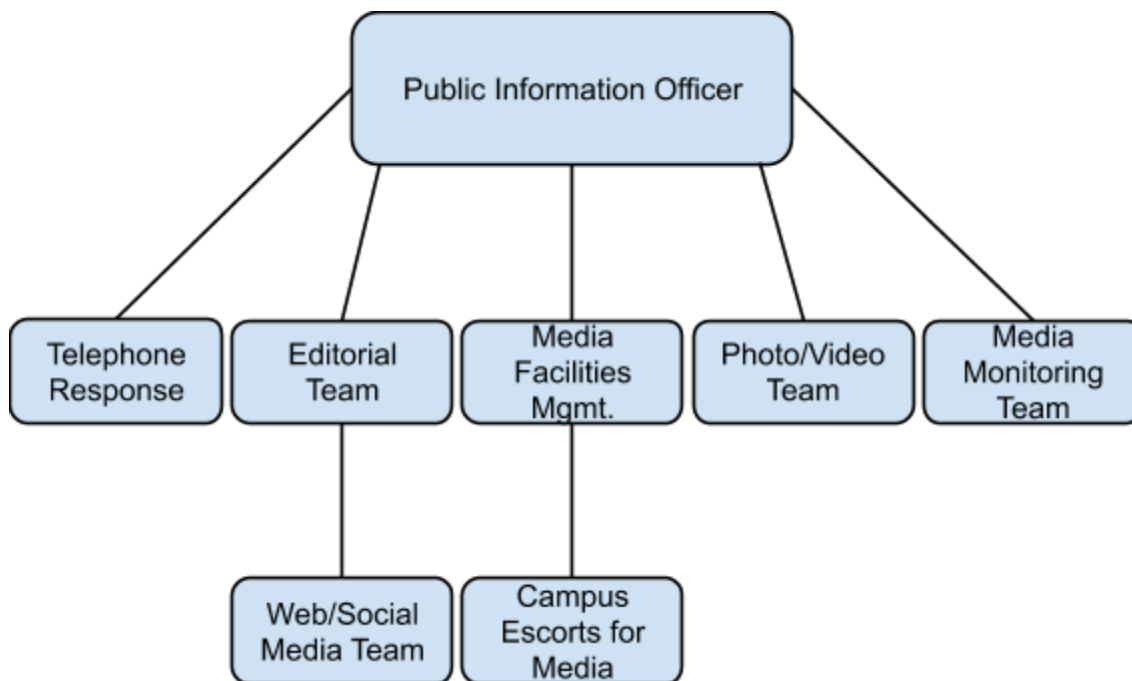
Immediate Actions:

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

Ongoing Actions:

- Negotiate and monitor contracts as needed
- Keep timekeeping records
- Maintain cost analysis
- Manage Workers Compensation claims and property destruction reports
- Maintain documentation for reimbursement (e.g., under mutual aid agreements and assistance agreements)

MANAGING COMMUNICATION IN AN EMERGENCY



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

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

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

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

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

Information Dissemination Points

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

- Emergency Alert System
- Email
- University website (or media channels, i.e., social media and Youtube)
- University phone broadcast system
- Networked campus-based flat panel screens

Emergency Alerts

The university utilizes the E2campus alert system to communicate with the campus community in the event of an emergency. The Emergency Alerts are sent out to members of the campus community through text message and email and are posted to the su.edu webpage.

Media Relations Plan

The university administration believes that it is important to inform members of the university community and the media, as appropriate, of the facts surrounding a crisis situation in an effort to promote fact-based decision-making and to prevent misinformation and rumors from creating a detrimental climate during and after the crisis.

Shenandoah University Office of Marketing & Communications manages the full Crisis Communication Plan.

The Public Information Officer or designee will gather pertinent facts from members of the Team and officials on the scene of the crisis to develop strategies for properly communicating this information and make recommendations to the [IC][relevant member of the Team] as appropriate.

The Public Information Officer will communicate with the IC upon notification of an emergency. After assessing the nature of the emergency, the Public Information Officer or designee will implement the following public relations plan:

Initial Stages of the Emergency:

1. Decide who will be the official spokesperson
2. Draft a brief initial statement for the media
3. Ensure that all non-university personnel (local law enforcement, first responders) understand the university's process for releasing information to the media
4. Plan news conferences if appropriate, throughout the duration of the emergency, and locate and secure a room to serve as a media briefing center. This location should be removed from the Emergency Operations Center. These campus locations may serve as appropriate media briefing centers:
 - Stimpson Auditorium in Halpin-Harrison Hall
 - The press box at Shentel Stadium
5. Assign photographer(s) as needed to document the emergency for the university
6. Assign personnel to accompany media through the campus, as appropriate
7. Arrange appropriate internal communication to the university community
8. Brief switchboard operator how to respond to telephone calls from outside the university
9. Call in members of the public relations staff for support, as needed
10. Monitor radio and TV coverage of the emergency
11. Establish a location for media vehicles

Follow-up Steps:

1. Set up a file on the emergency; save all newspaper clippings, tape television reports and make copies of internet information
2. Maintain a chronology of the events surrounding the emergency
3. When the emergency is over, conduct follow up assessment of all activities undertaken by the communications office

TRAINING

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

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

Employee Training: General areas of training are to include:

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

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

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

A real-life emergency is simulated as closely as possible once per year. This exercise involves emergency services as needed. A formal evaluation will be conducted with all personnel involved.

EMERGENCY TELEPHONE NUMBERS

EMERGENCY RESPONSE

SU Public Safety Emergency Cell (24/7).....	540-678-4444
Office.....	540-665-4614
Local Fire/Rescue/Police.....	911
Winchester Medical Center (Level II Trauma Center).....	540-536-8000
Fairfax INOVA Hospital.....	703-776-3116
(Level I Trauma Center)	
National Response Center (For chemical/oil spills).....	800-424-8802
National Poison Control.....	800-222-1222

COMMUNICATION & OPERATIONS

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

ESTABLISHED COMMAND LANGUAGE

The following commands shall be used to communicate to campus community actions they should be follow:

Secure In Place –

- lock the room you and occupants are in
- block door, if possible
- turn off lights and remain quiet until given the all clear
- If communication is available, calmly call 911

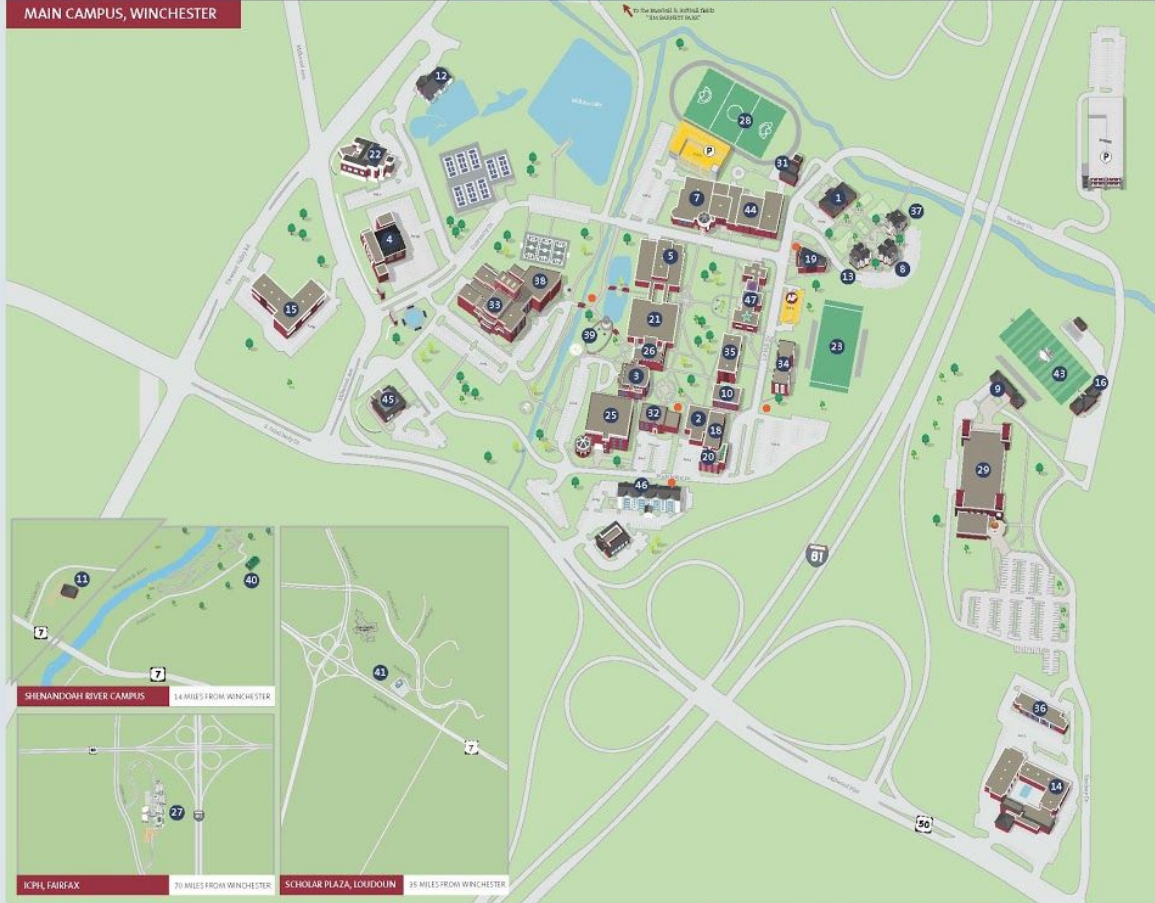
Evacuate the Building –

- follow specific details as instructed
- generally move to a location at least 300 ft. from building
- if active shooter, seek shelter or flee if you can

Shelter In Place –

- go to a covered and concealed area in the lowest level of the building away from doors and windows
- be seated in a crouched position

MAIN CAMPUS, WINCHESTER



DOWNTOWN CAMPUS



MEDICAL CAMPUS



BUILDINGS

1. **Aikens Athletic Center** - Athletic Offices, Gladys Quarles Athletic Training Facilities, Team Strength & Fitness Center
2. **Allen Dining Hall** - Clement Board Room, Huntsberry Room
3. **Alson H. Smith, Jr. Library** - EUB Archives, Institutional Computing Center for Teaching, Learning & Technology, Academic Computing Technology
4. **Armory Building** - Faculty Studios
5. **Armstrong Hall** - Armstrong Concert Hall, Conservatory
6. **Bowman Building** (20 S. Cameron St., downtown) - School of Education & Leadership, Purchasing & Accounts Payable, Accounting, Payroll
7. **Brandt Student Center** - Ferrari Room, Popcorn Court, Bookstore, McKown Plaza, Campus Mail, Student Life Offices, Mosaic Center for Diversity
8. **Caruthers House** - Student Residence Hall
9. **Charles A. Ricketts Press Box**
10. **Cooley Hall** - Residence Life, Counseling Center, Career Services, Center for International Programs, [Not Just] Women's Center, Shenandoah Greenworks
11. **Child Care Center**
12. **Davis Hall** - Classrooms, Faculty Offices, Winchester-Frederick County Visitors Center
13. **Dove's Nest** - Student Residence Hall
14. **East Campus Commons** - Student Residence Hall
15. **Edwards Residential Village** - Student Residence Hall
16. **Kathryn Perry-Werner End Zone Building**
17. **Feltner Building** (9 Court Square, downtown) - Advancement, Alumni Affairs
18. **Funkhouser Hall** - Student Residence Hall
19. **Goodson Chapel-Recital Hall** - Chapel, Classrooms, Spiritual Life Offices
20. **Core Hall** - Student Residence Hall
21. **Gregory Hall** - College of Arts & Sciences, Faculty Offices, Classrooms, Labs, Center for Public Service & Scholarship
22. **Halpin-Harrison Hall** - Harry F. Byrd, Jr. School of Business, Faculty Offices, Classrooms, Simpson Auditorium
23. **Harry F. Aikens Field** - Practice Field
24. **Health Professions Building** (1775 N. Sector Dr., Winchester Medical Center) - Bernard J. Dunn School of Pharmacy, Physician Assistant Studies, Physical Therapy, Occupational Therapy
25. **Health & Life Sciences Building** - Athletic Training, Eleanor Wade Custer School of Nursing, Respiratory Care, Science Labs
26. **Howe Hall** - College of Arts & Sciences, Classrooms, Academic Enrichment Center, Writing Center, Institutional Computing, Help Desk
27. **Inova Center for Personalized Health (ICPH)** (3225 Gallows Rd, Fairfax) - Nursing, Public Health, Pharmacy, Pharmacogenomics
28. **Intramural Building** - Track & Field Practice Field, Intramural Sports
29. **James R. Wilkins, Jr. Athletics & Events Center**
30. **John Kerr Building** (203 S. Cameron St. downtown) - Shenandoah Conservatory Arts Academy
31. **Maintenance Shop**
32. **Mary M. Henkel Hall** - College of Arts & Sciences, Classrooms, Faculty Offices, Hester Auditorium, Byrd Board Room
33. **Ohstrom-Bryant Theatre** - Box Office
34. **Parker Hall** - Student Residence Hall
35. **Racey Hall** - Student Residence Hall, Mary M. Wilkins Wellness Center
36. **Romine Living Center** - Student Residence Hall
37. **Roni's Roost** - Student Residence Hall
38. **Ruebush Hall** - Shenandoah Conservatory Classrooms, Faculty Offices, Practice Rooms, Scene Shop, Costume Shop, Recording Studio, Mac Lab, Glaze Studio Theatre
39. **Sarah's Glen** - Gardens, The Labyrinth
40. **Shenandoah River Campus at Cool Spring Battlefield**
41. **Scholar Plaza** (5th-100 Leesburg, VA 20176) - Nursing, Education, Physical Therapy, Occupational Therapy, Master of Business Administration
42. **Solenberger Hall** - (141 N. Loudoun St., downtown) Student Residence Hall
43. **Sprint Field at Shentel Stadium**
44. **Shingleton Hall** - Athletics Department, Gymnasium, Classroom, Fitness and Weight Training, Ewing Dance Studio, Shingleton Dance Space, Physical Plant Office
45. **Vickers Communication Center** - Office of Marketing Communications, TV Studio, Classroom
46. **University Inn** - Student Residence Hall
47. **Wilkins Administration Building** - President's Office, Academic Affairs, Admissions, Honors, Central Registrar, Student Accounts, Financial Aid, Accounts Receivable, Department of Public Safety, Enrollment Management & Student Success, Auxiliary Services, Human Resources, Institutional Research, Finance & Administration

KEY

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

Incident: Active assailant on campus or person causing deadly harm

ICS Unified Command Structure will be utilized in this event

1. Anyone who becomes aware of someone discharging a weapon or causing deadly bodily harm should immediately if possible move to a safe place and first call 911 and the Shenandoah University's Department of Public Safety at 540-678-4444.

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

- caller's name
- location of the assailant (as specific as possible)
- number of assailants
- identification or description of assailant
- caller's location
- if anyone is injured, how many

2. Authorized personnel will initiate emergency notifications to the campus community (see details in the Communication Plan). The Team will convene the Emergency Operations Center (EOC) to assess. This will be done in conjunction and cooperation with local, state, and/or federal authorities who may have assumed primary control of incident command.

3. Emergency responders of competent authority will upon arrival assume incident command. Department of Public Safety personnel will assist as needed. If the university has activated ICS, it will move into unified command.

4. The director of Media Relations may contact media with a message coordinated with the IC and law enforcement.

5. Victim assistance services will be provided.

6. Grief counseling will be initiated as needed.

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

If you are involved in a situation where someone has entered the area and started shooting, the following is a list of actions that are recommended. It should be noted that these types of incidents are unpredictable and change rapidly. The following guidelines are recommendations that are based on past experiences and are designed to save lives before the arrival and engagement of law enforcement.

ACTIVE ASSAILANT (cont.)

The following commands may be used to communicate direction to the campus community: The **Run, Hide, Fight** strategy is encouraged in an active assailant situation.

- If you can safely **run** away from the threat, then do so.
 - If you can not safely run, then **hide** and secure in place. Lock all doors, turn off 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.
1. When leaving the building, do not have anything in your hands. This includes cell phone, wallets or any other item that may be confused with being a weapon.
 2. Direct anyone you may encounter to leave the building immediately.
 3. If leaving the building is not possible, the following actions are recommended:
 - go to the nearest room or office
 - close and lock or barricade the door
 - cover the door windows
 - turn out the lights
 - keep quiet and act as if no one is in the room
 - DO NOT answer the door
 - if possible, notify the 911 operator/dispatcher and Shenandoah University Department of Public Safety at 540-678-4444 from any campus phone.
 - wait for law enforcement personnel to assist you out of the building
 4. Police are trained to respond to an active shooting incident by entering the building as soon as possible and proceeding to the area of the assailant. They will move quickly and directly. Early on in an incident, they may not be able to rescue people because their main objective is to neutralize the assailant.

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

Incident: Aircraft crash on or near university Property

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

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

Instructions to the Campus Community

1. Explosion and fire as well as falling debris pose a serious risk to individuals on the ground. All members of the campus community are encouraged to move away from the crash site and seek shelter in a safe location. If it is not possible to immediately move away then – to protect yourself against blast damage – drop, cover and hold.

AIRCRAFT CRASH

(cont.)

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

BOMB THREAT

Including Unattended Packages & Suspicious Packages

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

1. Upon receiving a bomb threat contact 911 and then the Department of Public Safety at 540-678-4444.
2. The local authorities will assume Incident Command at any bomb threat incident when a device is located.
3. The Department of Public Safety will initiate notifications to appropriate staff so that an emergency operation center may be initiated and establish staging areas for responders.
4. Department of Public Safety personnel will initiate the Bomb Threat Evacuation Procedures (see #5 below) and coordinate with the the fire department.
5. 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 ft. 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 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 will be reoccupied
6. The director of Media Relations may contact media with a message coordinated with the IC and law enforcement.
7. Following conclusion of the emergency, the ICS Team will conduct a debriefing.

Unattended Package

1. Anyone seeing or having knowledge of an unattended package should contact the Department of Public Safety at 540-678-4444.
2. Upon the report of an unattended package, Department of Public Safety personnel will immediately respond to the area and assess the situation.
3. No individual will disturb the package in any manner. Public Safety will secure the area and keep all individuals a safe distance from the package.

BOMB THREAT
Including Unattended Packages & Suspicious Packages
(Cont.)

4. Public Safety will make a determination and call 911 if deemed necessary.
5. The Vice President for Student Life, or designee will be notified and will advise or convene the Emergency Operations Center depending on the severity of the incident.
6. When responding to an unattended package, avoid any physical contact.
 - establish a perimeter
 - do not assume the package is safe to handle
 - do not allow anyone other than emergency personnel to approach the package
7. The director of Media Relations may contact media with a message that has been coordinated with law enforcement.

Suspicious Package

1. Anyone seeing or having knowledge of an unattended package should contact the Department of Public Safety at 540-678-4444.
2. A suspicious package may have some of the following identifying characteristics;
 - a. No return address
 - b. Excessive postage
 - c. Stains
 - d. Odor
 - e. Sounds
 - f. Unexpected Delivery
 - g. Poor handwriting
 - h. Misspelled words
 - i. Foreign postage
3. Upon the report of a suspicious package, Department of Public Safety will immediately respond to the area and assess the situation.
4. No individual will disturb the suspicious package in any manner. Public Safety will secure the area and keep all individuals a safe distance from the package.
5. Public Safety will make a determination and call 911 if deemed necessary. Public Safety will assist local law enforcement as necessary to secure the area and attempt to determine the origin of the package.
6. The vice president for Student Life, or designee will be notified and will advise or convene the Emergency Operations Center depending on the severity of the incident.
7. When responding to a suspicious package call, avoid any physical contact.
 - establish a perimeter of at least 300 ft.
 - do not assume the suspicious package is safe to handle
 - do not allow anyone other than emergency personnel to approach the package

EVACUATION of BUILDING

Incident: Fire alarm

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

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

EMERGENCY EVACUATION ASSEMBLY AREAS

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

EVACUATION of BUILDING

(cont.)

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

EVACUATION of CAMPUS

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

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

The following steps should be taken:

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

EXPLOSION

Incident: An explosion has occurred on campus

1. Any person witnessing explosion should contact 911 and The Department of Public Safety at 540-678-4444.
2. Department of Public Safety personnel will notify the Vice President for Student Life, or designee, who may convene the Emergency Operations Center.
3. Department of Public Safety personnel will initiate any necessary evacuations.

Fire Department will assume Incident Command upon arrival.

4. The Fire Department will notify the Bureau of Alcohol Tobacco and Firearms (ATF) as part of their protocol.
5. The director of Media Relations may contact media with a message coordinated with the IC and law enforcement.
6. Grief counseling will be initiated as needed.
7. Re-entry into affected areas is only permitted by the authority of the Fire Department.
8. Following conclusion of the emergency, the ICS Team will conduct a debriefing.

Incident: Fire is in a campus building

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

HAZARDOUS MATERIAL

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

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

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

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

If taken hostage:

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

INFECTIOUS DISEASE

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

1. The director of Health Services should obtain as much information as possible regarding the type of problem, where, and how many people and determine the risk to the university community.
2. The director of Health Services shall notify the vice president for Student Life, or designee who may convene the Emergency Operations Center.
3. The Director of Health Services will contact the local health department and coordinate with outside agencies for specimen collection, testing, immunization, and treatment, and will begin preventative measures to stop spread of the disease.
4. The Director of Health Services will communicate status of infection to campus community, providing instructions and information, and giving updates as appropriate.
5. Quarantining may be necessary.
6. As appropriate, the vice president for Student Life will notify family members of students involved.
7. The director of Media Relations may contact 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 conclusion of the emergency, the ICS Team will conduct a debriefing.

MISSING PERSON

Incident: Student is reported missing

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

MISSING PERSON

(cont.)

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

9. Department of Public Safety personnel will advise the chief of Public Safety, who will then notify the vice president for Student Life, who may convene the ICS Team and individual responsibilities will be discussed and assigned.
10. The chief of Public Safety will immediately notify local law enforcement and the vice president for Student Life 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 director of Media Relations may contact media with message that has been coordinated with law enforcement.
12. The dean of Spiritual Life and university counselors will be notified as needed.
13. Following conclusion of the emergency, the ICS Team will conduct a debriefing.

NATURAL DISASTER

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

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

In case of tornado and/or hurricane:

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

In case of flood:

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

In case of earthquake:

If indoors

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

If outdoors

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

If in a moving vehicle

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

If trapped under debris

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

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

Background

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

Goals of the Pandemic Preparedness Plan

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

Decision Points

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

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

Pandemic Monitoring and Reports

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

Infection Control

Wilkins Wellness Center personnel will work with the Emergency Operations Center to educate the campus community about the pandemic, monitor updates from Centers for Disease Control, WHO, ACHA, and the Lord Fairfax Health District, and disseminate this information to campus groups. The Wellness Center will arrange for Centers for Disease Control recommended treatments for the campus community. Further, the Wellness Center will provide triage/treatment services. It will use telephone triage and e-mail 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 self-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 voice mail or online communication. Staff and faculty who are ill will report to a central telephone number or website that Human Resources will manage. The Wilkins Wellness Center will provide updates from these groups to the Health Department and to the university president.

Communications Plan

Internal Communications

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

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

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

The Wilkins Wellness Center page on the university's website will be maintained by Wellness Center

personnel. It will provide general information about preventative measures, symptoms, and proper procedures if a student, faculty or staff member suspects he/she may be sick. This Web page may also be used to provide general information about pandemic planning. The tone of the Web page should be serious, but calm and helpful.

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

External Communications

As long as the university retains utility service during a pandemic crisis, it will utilize the normal means of communication for most university activities (landline phone, cell phone, email, 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 director of Media Relations will coordinate all contacts with the media. All media inquiries are to be referred immediately to the director of Media Relations.

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

Security of Campus

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

Continuity of Education

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

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

usual, with a reduced faculty and staff, or may need to be closed entirely. Therefore, a set of options that can be implemented rather than a single set response must be available.

One possible scenario is that the rate of illness or infection, the rate of spread, and the mortality rate trigger the relevant health agencies (WHO, Centers for Disease Control, Virginia Department of Health, Loud 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 normal operations, including instruction, and students would be sent home (if possible).

- If a decision to close the university is made near the end of a semester (e.g., within the last two weeks), courses could be terminated with credit and grades assigned for work completed, perhaps also as supplemented by additional work submitted after closure.
- If a decision to close the university is made earlier in the semester (e.g., three to five weeks from the end of the semester), classes could be 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 the university is made early in the semester (e.g., three to five weeks into the semester), it may be decided simply to terminate the semester, and to begin anew at the start of the next semester.

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

On the recommendation of health organizations and the CICV Pandemic Committee, the university may need to cancel large public gatherings such as lectures, concerts, theatre 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 theatre performance or an art display), faculty members should be prepared for optional means of delivery or performance (e.g., videotaping lectures and performances, online art displays, etc.).

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

University Business Operations

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

International Travel

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

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

PANDEMIC OUTBREAK GLOSSARY

ACHA – American College Health Association

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

CDC – Center for Disease Control

CIVC – Council of Independent Colleges of Virginia.

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

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

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

Peaceful, Non-Obstructive Protest

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

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

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

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

1. The Emergency Operations Center will convene.

PROTEST

(cont)

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

SUSPICIOUS SUBSTANCE

Problem: A suspicious substance has been introduced on campus

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

UTILITY FAILURE

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

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

WEAPON, POSSESSION OF

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

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

Glossary of Select Incident Command System (ICS) Terms

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

objectives and strategies.

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