# Table of Contents

**SECTION I - OVERVIEW**  

**SECTION II – EMERGENCY RESPONSE TEAMS**  

**SECTION III – EMERGENCY SITUATIONS**  
- Demonstrations  
- Scandal  
- Disturbances  
- Hazing  
- Hate crimes  
- Missing Student  
- Injury, accidental  
- Threat of Suicide or personal injury  
- Armed intruder  
- Death on campus  
  - Student  
  - Employee  
- Drug- or alcohol-related incidents  
  - Student  
  - Employee  
- Criminal activity  
  - Involving persons  
  - Involving property  
- Threats against infrastructure  
- Infrastructure Failure  
  - Technology, Telecommunications, & Information systems  
  - Physical Plant  
- Fire  
- Hazardous materials  
- Medical and Community Health Issues  
- Severe Weather/Natural Disaster  
- Tornado/Micro-burst  
- Bomb Threat/Explosion  
- Terrorism Threat or Actual Event  
- Lockdown  
- Animal Care & Use at Midwestern University Emergency Plans  

**SECTION IV – EMERGENCY TELEPHONE NUMBERS**  
- Local, State, and Federal Numbers  
- Campus Building Contacts  

**APPENDIX I – CRISIS COMMUNICATION PLAN**
EMERGENCY RESPONSE PLAN

POLICY STATEMENT

Midwestern University is committed to providing a safe and secure environment for its students, faculty, staff, and animals. The Emergency Response Plan has been developed to provide clearly outlined procedures in the event of an occurrence that threatens the well-being of the University community or the surrounding public community. The Emergency Response Plan has been designed to apply to any of the varied and diverse situations that could arise. Each response is divided into an immediate phase, in which the crisis is managed and controlled, and post-crisis phase in which consequences of the crisis are brought to a resolution. Each specific emergency response procedure involves appropriate personnel at the University. The nature of the crisis will dictate the personnel involved, which may include members of the Administrative Team, University Safety and Security officers, Human Resource staff members, Campus Facilities personnel, Student Services staff members, Communication office staff members and Bio-safety officers. When appropriate, interfaces with outside agencies are mandated.

IMMEDIATE RESPONSES

1. NOTIFY LOCAL AUTHORITIES
2. INITIATE CAMPUS LOCKDOWN (WHEN/IF APPROPRIATE)
3. ACTIVATE EMERGENCY NOTIFICATION SYSTEM INCLUDING SIREN, NETWORK ALERT, BUILDING PAGING SYSTEM, E-MAIL ALERTS
4. EMERGENCY BUILDING CONTACTS WILL ENSURE COMMUNICATIONS HAVE BEEN RECEIVED AND THEN GO INTO LOCKDOWN MODE
5. REMAIN IN LOCKDOWN UNTIL LOCAL AUTHORITIES GRANT AN “ALL CLEAR”

Utilize these steps for armed intruder, terrorist act on campus, environmental emergency, or any emergency needing immediate attention.
SECTION I

OVERVIEW

This Emergency Response Plan is designed to be a guide for dealing with a variety of events that could adversely affect the normal operations of Midwestern University. No plan is capable of fully addressing every emergency. However, this plan is intended to address some of the most likely emergencies and establish a protocol to effectively deal with unforeseen potentially disastrous events.

The Federal Emergency Management Agency (FEMA) describes an emergency as “any unplanned event that can cause deaths or significant injuries to employees, customers or the public; or that can shut down business, disrupt operations, cause physical or environmental damage, or threaten the facility’s financial standing or public image.”

It is important to recognize that there are multiple elements to any crisis.

Essentially, there are two critical considerations: deal with the crisis itself and plan a controlled response to the crisis. Dealing with the crisis will be the initial concern. The response, when carefully and accurately crafted and properly disseminated will preserve Midwestern University’s reputation and positive public perception. The response will follow guidelines/procedures outlined in the MWU Crisis Communication Response Plan (see appendix A).

It is Midwestern University policy that all emergencies be reported to the Department of University Safety and Security using the emergency telephone number. The University Safety and Security Officer on duty at the main gate has the responsibility for requesting off campus assistance, calling on campus offices for assistance (when appropriate) and notifying other appropriate campus officials. For serious incidents, it may be appropriate to activate MWU Emergency Response Teams as delineated in the following section.
SECTION II

EMERGENCY RESPONSE TEAMS

Two specific groups on each campus are established to deal with emergencies, potential crises and disastrous occurrences. These groups, described below, are the Emergency Response Team (ERT) and the Crisis Communication Team (CCT).

The ERT is responsible for formulating plans, initiating/directing immediate response to the emergency, advising the University President and keeping the CCT informed.

The Midwestern University **Downers Grove Campus Emergency Response Team** consists of the following individuals:

- Vice President of Human Resources and Administration (Chair)
- Dean of Students
- Director of Communications
- Assistant Director/Assistant Director University Safety and Security
- Director of Media Resources
- Dean of Basic Science
- Director of Campus Facilities
- Lead Data Security Specialist
- Clinical Faculty-Dental Institute
- Student Counselor (when required)
- Director of Risk Management (when required)
- Legal Counsel (when required)
- President and Chief Executive Officer (ex-officio)
- Executive Vice President and Chief Operating Officer (ex-officio)

*Others as determined by circumstances*

The Midwestern University **Downers Grove Campus Crisis Communication Team** consists of the following individuals:

- President and Chief Executive Officer
- Executive Vice President and Chief Operating Officer
- Senior Vice President and Chief Financial Officer
- Vice President of Human Resources and Administration
- Vice President for University Relations
- Director of Campus Facilities
- Assistant Director/Assistant Director University Safety and Security
- Dean of Students
- Director of Communications
- Director of Human Resources
- Director of Media Resources
- Director of Information Technology Services

*Others as determined by circumstances*
SECTION II

EMERGENCY RESPONSE TEAMS (continued)

The Midwestern University Glendale Campus Emergency Response Team consists of the following individuals:

Assistant Director of Human Resources (Co-Chair)
Dean of Students (Co-Chair)
Assistant Dean of Students
Assistant Director of Communications
Director/Assistant Director University Safety and Security
Director of Media Resources
Director of Campus Facilities
Chief Engineer of Campus Facilities
Director of Information Technology Services
LPN Supervisor-Multi-specialty Clinic
Director of Risk Management
Assistant Dean-Dental Clinic
Assistant Professor-Eye Institute
Student Counselor (when required)
Legal Counsel (when required)
President and Chief Executive Officer (ex-officio)
Executive Vice President and Chief Operating Officer (ex-officio)
Practice Manager-CVM
Others as determined by circumstances

The Midwestern University Glendale Campus Crisis Communication Team consists of the following individuals:

President and Chief Executive Officer
Executive Vice President and Chief Operating Officer
Senior Vice President and Chief Financial Officer
Vice President of Human Resources and Administration
Vice President for University Relations
Director of Campus Facilities
Director/Assistant Director University Safety and Security
Dean of Students
Director of Communications
Director of Human Resources
Director of Media Resources
Director of Information Technology Services
Practice Manager-CVM
Others as determined by circumstances
SECTION III – EMERGENCY SITUATIONS

DEMONSTRATIONS

Definition: Protests/demonstrations/labor strikes/occupation of buildings that interfere with normal University operations, prevent access to offices, buildings or other University facilities, or pose a threat of physical harm to persons or damage to University facilities; also defined as any protests/demonstrations against the University by individuals/groups outside the University community that have a similar adverse effect on the University.

Lead Person: President/CEO or Executive Vice President/COO
Alternate: Vice President, University Relations or Director of Communications

Crisis Response Team:
Vice President/Dean of impacted area
Vice President of Human Resources and Administration
Director/Assistant Director University Safety and Security
Director of Campus Facilities
Director of Communications (IL) or Assistant Director of Communications (AZ)
Director of Media Resources

As Needed:
ERT Committee Members

Action Steps:
Director of Communications (IL) or Assistant Director of Communications (AZ) and Emergency Response Team will need to determine and coordinate the following:

1. Determine nature of protest or action and consult with the President/CEO
2. Determine if activity is in violation of University policies and/or a violation of state or federal law
3. Identify and secure a perimeter to isolate area of dispute and to maintain crowd/media control
4. Determine appropriateness of securing or evacuating all buildings in immediate area of protest or occupied in the protest
5. Determine appropriateness of cancellation of on campus classes or events
6. Open communications with individuals or representative of group to determine nature of demands and cause for demonstration
   o Identify appropriate campus leaders to address protesters and attempt to:
     ▪ Ask group to identify a leader to serve as a spokesperson for negotiations
     ▪ Persuade them to discontinue disruptive action
     ▪ Advise protesters of their rights and possibility of disciplinary action
7. Determine if external Safety and Security assistance is needed
8. Advise protesters of their rights and possibility of disciplinary action
9. Videotape and/or photograph protesters for possible use in future proceedings
10. Update Emergency Page of Web site with most current media, student, faculty, staff, & family information.
11. Develop a communication plan for each University audience as needed: Faculty/staff, students, alumni, neighbors, etc.
12. Consider posting press release and other clarifying details to the MWU web site or intranet
SCANDAL

Definition: Any action by students, staff, administrators or others that could cause embarrassment to the University such as cheating, a sexual/racial incident, gambling, underage drinking, embezzlement, etc.

Lead Person: President/CEO, Executive Vice President/COO, Dean of Students (students), Director (IL) or Assistant Director (AZ) of Human Resources (faculty/staff)

Alternate: Assistant Dean of Students (students), Director of Communications (IL) or Assistant Director of Communications (AZ) (faculty/staff)

Crisis Response Team:
- Executive Vice President/COO
- Vice President, University Relations
- Vice President of Human Resources and Administration
- Director of Communications (IL) or Assistant Director of Communications (AZ)
- Academic Dean, Program Director or Director of impacted area

As needed:
- Director/Assistant Director University Safety and Security
- Senior Human Resources Specialist
- Registrar
- ERT Committee Members

Action Steps:
In the event that the scandal is a criminal act, all information will be developed in conjunction with local or state authorities and all statements should come from them.

Dean or Director will:
1. Discuss situation with appropriate Vice President, Academic Dean, Program Director or Director to determine scope of scandal and to gather all immediately available pertinent facts.
2. Discuss scandal with President/CEO.

Vice President, University Relations will:
1. Prepare official University statement, review with President before release and arrange all press conferences & update emergency web site pages as outlined in the MWU Crisis Communication Response Plan (see appendix A).
2. Develop a communication plan for each University audience as needed: Faculty/staff, students, alumni, neighbors, etc.
3. Consider posting press release and other clarifying details to the MWU web site or intranet

Registrar will:
1. Secure all appropriate academic records or other documents as required

Director/Assistant Director University Safety and Security will:
1. Notify local and state agencies as needed
2. Assist in the internal investigation as needed

Dean of Students/Director of Human Resources will:
1. Initiate disciplinary and/or legal process as appropriate
DISTURBANCES

**Definition:** The disruption of regular University services and business. This may include egress and/or access to buildings or facilities, and/or a physical threat to individuals, or may cause damage to University property.

**Lead Person:** Director/Assistant Director University Safety and Security  
**Alternate:** Security Shift Supervisor

**Crisis Response Team:**  
Executive Vice President/COO  
Dean of Students  
Director of Campus Facilities  
Director of Communications (IL), Assistant Director of Communications (AZ), or alternate spokesperson from Communications

**As Needed:**  
Vice President, University Relations  
Vice President of Human Resources and Administration  
Director of Human Resources (IL) or Assistant Director of Human Resources (AZ)  
Director of Risk Management  
Director of Media Resources  
Members of the ERT Committee

**Action Steps:**  
Director/Assistant Director University Safety and Security or Shift Supervisor will:

1. Proceed to area or building for a review and evaluation of the situation  
2. Arrange for area to be secured as needed  
3. Secure witnesses and statements  
4. Notify local authorities, as need dictates  
5. Identify participants and leaders, if possible
HAZING

**Definition:** Physical or mental abuse administered under the guise of an initiation rite

**Lead Person:** Dean of Students  
**Alternate:** Assistant Dean of Students

**Crisis Response Team:**
- Executive Vice President/COO  
- Vice President/CAO of Pharmacy and Health Science Education  
- Vice President/CAO of Medical and Dental Education  
- Director/Assistant Director University Safety and Security  
- Director of Campus Facilities  
- Director of Communications (IL) or Assistant Director of Communications (AZ)  
- Counselor  
- Academic Dean

**As needed:**
- Local Authorities  
- Director of Human Resources  
- Vice President/CAO of Pharmacy and Health Science Education  
- Vice President/CAO of Medical and Dental Education  
- Assistant/Associate Dean or Program Director  
- ERT Committee Members

**Action Steps: (If act is in progress)**
- Director/Assistant Director University Safety and Security will:
  1. Proceed to the area for a evaluation of the situation  
  2. Call Emergency Medical Services if needed  
  3. Notify and assist all local authorities needed  
  4. Arrange for area to be secured as needed  
  5. Secure witnesses and statements  
  6. Evacuate area if needed

**Action Steps: (If act is reported)**
- 1. Dean of Students will initiate an investigation
HATE CRIMES

Definition: A crime motivated by prejudice against a social group or person

Hate crimes

Lead Person: Director/Assistant Director University Safety and Security
Alternate: Security Shift Supervisor

Crisis Response Team:

Executive Vice President/COO
Vice President of Human Resources and Administration
Dean of Students (students)
Director (IL) or Assistant Director (AZ) of Human Resources (faculty or staff)
Director of Campus Facilities
Counselor
Director of Communications (IL) or Assistant Director of Communications (AZ)
Director of Risk Management
Director of Media Resources

As needed:
Local Authorities
Vice President, University Relations
Vice President/CAO of Pharmacy and Health Science Education
Vice President/CAO of Medical and Dental Education
Diversity Committee
Legal Counselor
ERT Committee Members

Action Steps:
Director/Assistant Director University Safety and Security will:

1. Proceed to the area for a evaluation of the situation
2. Notify and assist all local authorities
3. Arrange for area to be secured as needed
4. Secure witnesses and statements
5. Evacuate area if needed
6. Manage by-standers
MISSING STUDENT

Definition: Unexplained absence of a student from college/program-related activities

Lead Person: Dean of Students
Alternate: Assistant Dean of Students

Crisis Response Team:
Vice President, University Relations
Dean or Assistant Dean of Students
Director/Assistant Director University Safety and Security
Director of Campus Facilities
Associate/Assistant Academic Dean
Director of Communications (IL) or Assistant Director of Communications (AZ)
Director of Risk Management

As needed:
Vice President/CAO of Pharmacy and Health Science Education
Vice President/CAO of Medical and Dental Education
Counselor
Manager of Housing
Resident Advisor
ERT Committee Members
Local Authorities

Action Steps:
1. Faculty/staff/students who become aware of the student’s absence should first attempt to contact the student directly. If the student cannot be contacted, the Office of Student Services should be contacted immediately.

2. Student Services will attempt to contact the student. If they are not able to contact the student, the Dean or Assistant Dean of Students will try to directly contact the student at their residence (either on or off-campus). If the student resides on campus and fails to answer his/her door, the Dean or Assistant Dean of Students will access the room/apartment with Security escort.

3. If the student cannot be contacted at their residence, the Dean or Assistant Dean of Students will call the emergency number kept on file in the Student Services office.

4. If still missing after 24 hours, local authorities and family members will be contacted.

5. A communication plan will then be developed to keep necessary individuals informed.
INJURY, ACCIDENTAL

Definition: Bodily harm to a student, employee, contracted worker, or guest while on campus

Lead Person: Director/Assistant Director University Safety and Security
Alternate: Director of Campus Facilities

Crisis Response Team:
- Vice President of Human Resources and Administration
- Dean of Students (Student)
- Director (IL) or Assistant Director (AZ) of Human Resources (Employee)

As needed:
- Executive Vice President/COO
- Dean of Students (if student related)
- Senior Human Resources Specialist (if employee related)
- Director of Risk Management
- Director of Media Resources (for scene documentation)
- Director of Communications (IL) or Assistant Director of Communications (AZ)
- Vice President, University Relations
- Dean of the appropriate college (if student related)
- Supervisor (if employee)
- ERT Committee Members

Action Steps:
1. Assess seriousness of injury.
2. Contact appropriate emergency medical personnel.
3. Contact local enforcement authorities (if necessary).
4. Assist victim with basic life saving measures until authorities arrive when appropriate.
5. Identify and contact AED trained or CPR Certified individual(s) to perform life saving measures until authorities arrive when necessary.
6. Identify injury cause when possible.
7. Secure accident scene from further injury threats.
8. Record all pertinent information related to victim(s) (name, ID number, etc.) in a Security incident report.
9. Record all pertinent information related to witnesses (name, contact information, etc.), emergency medical personnel, and local enforcement authorities (badge number, report number, etc.)
10. Record pertinent information regarding events leading up to injury in a Security Incident Report
11. Photograph or contact Media Resources to photograph and/or videotape the scene for documentation to be included in the Security Incident Report
12. Identify appropriate University official to accompany victim(s) to hospital for further medical treatment if necessary.
13. Contact individual’s Emergency Contacts as listed in the Department of Human Resources or the Department of Student Services
14. Contact appropriate “as needed” members of the Crisis Response Team
15. Consider preparing University communication response to University community.
THREAT OF SUICIDE OR PERSONAL INJURY

Definition: The immediate possibility that a student/staff/faculty would do harm to themselves or others.

Lead Person:
Dean of Students (Students)
Director (IL) or Assistant Director (AZ) of Human Resources (Faculty and Staff)

Alternate Person:
Assistant Dean of Students (Students)
Senior Human Resources Specialist (Faculty and Staff)

Crisis Response Team:
President/CEO
Executive Vice President/COO
Vice President of Human Resources and Administration
Vice President, University Relations
Vice President/CAO of Pharmacy and Health Science Education
Vice President/CAO of Medical and Dental Education
Academic Dean (Students)
Supervisor (Staff)
Director of Campus Facilities
Director/Assistant Director University Safety and Security
Security Shift Supervisor
Director of Communications (IL) or Assistant Director of Communications (AZ)
Counselor

As needed:
Faculty in Behavioral Medicine Program
Associate/Assistant Academic Dean or Program Director (Students)
Engineering Supervisor or Engineer on Duty
Local Authorities
ERT Committee Members

Action Steps:
1. Faculty/staff/students who perceive that a person is an immediate threat to themselves or others should contact the Security office immediately.
2. Security will go directly to the incident site to assess the situation. If it is deemed necessary, the local authorities should be contacted.
3. Security should also immediately contact the Dean of Students/Director of Human Resources, who should proceed directly to the incident site. The Offices of Student Services/Human Resources should contact the President/CEO and Executive Vice President/COO to apprise them of the situation.
4. Secure building or area as required and keep by-standers and press away from the area.

The different individuals present at the incident site will work together to determine the appropriate course of action. The course of action will be developed in response to the specific threat posed by the individual in question. The goal of any action will be to eliminate the threat of personal injury.
ARMED INTRUDER

IMMEDIATE RESPONSES

1. NOTIFY LOCAL AUTHORITIES
2. INITIATE CAMPUS LOCKDOWN
3. ACTIVATE EMERGENCY NOTIFICATION SYSTEM INCLUDING SIREN, NETWORK ALERT, PHONE ACTIVATION
4. EMERGENCY BUILDING CONTACTS WILL ENSURE COMMUNICATIONS HAVE BEEN RECEIVED AND THEN GO INTO LOCKDOWN MODE
5. REMAIN IN LOCKDOWN UNTIL LOCAL AUTHORITIES GRANT AN “ALL CLEAR”

1. Convene meetings of the Emergency Response Teams on each campus to determine level of campus response.

2. As needed notify various departments of need to implement appropriate portions of their Emergency Response Plan.

- Office of the President/CEO
  1. Consider cancellation of classes and release of employees not involved with response to the situation.
  2. Consider cancellation of scheduled events involving large attendance.
  3. Consider cancellation of all outside contracted work including deliveries.

- Campus Security and Safety:
  1. Electronically lock gates and buildings.
  2. Register and verify all necessary University guests (vendors, visitors, etc.).
  3. Increase officers and building rounds.
  4. Implement positive identification checks throughout campus.

- Campus Facilities:
  1. Set up SITUATION ROOM in the President’s Conference Room with telecommunications (phone, radio, cable TV, internet, and network).
  2. Increase building maintenance rounds.
  3. Identify and reserve alternate power resource.
  4. Assess telecommunication functionality (IL only) and identify alternate communication source as necessary.
  5. Prepare Student Centers or appropriate centralized emergency facility for disaster recovery.

- Information Technology Services
  1. Verify all data and back up as appropriate.
  2. Verify telecommunication functionality (AZ only) and identify alternate communication as necessary.

- Media Resources
  1. Identify location(s) for broadcast of local and national coverage of threat.

- Human Resources
  1. Identify attendance of all University employees via department directors/chairs.

- Student Services
  1. Identify and verify location of students.
  2. Implement positive identification checks in conjunction with Security.
DEATH ON CAMPUS - STUDENT

Definition: The untimely death of a student on campus

Death of Student
   Lead Person: Dean of Students
   Alternate: Assistant Dean of Students

Crisis Response Team:
   Local Authorities
   President/ CEO
   Executive Vice President/COO
   Vice President/CAO of Pharmacy and Health Science Education
   Vice President/CAO of Medical and Dental Education
   Dean of College
   Vice President, University Relations
   Director of Campus Facilities
   Student Counselor
   Director of Communications (IL) or Assistant Director of Communications (AZ)
   Director of Risk Management
   Engineering Supervisor or Engineer on duty
   Director/Assistant Director University Safety and Security

As needed:
   Security Shift Supervisor
   Vice President of Human Resources and Administration
   Director of Media Resources
   ERT Committee Members

Action Steps:
   Safety and Security will notify:
   1. Local Authorities
   2. Dean of Students
   3. Executive Vice President/COO

   Dean of Students will notify:
   1. President/CEO
   2. Roommate
   3. Vice-President for University Relations
   4. Dean of appropriate college

   President/COO will notify:
   1. Immediate Family

   Director of Communications (IL) or Assistant Director of Communications (AZ) will:
   1. Notify University community as determined by the President/CEO and Vice
      President, University Relations
   2. Notify University community of available services
   3. Respond to media
DEATH ON CAMPUS – EMPLOYEE

Definition: The untimely death of a member of the University community on campus.

Death of Faculty or Staff member
Lead Person: Executive Vice President/COO
Alternate: Vice President of Human Resources and Administration

Crisis Response Team:
President & CEO
Director (IL) or Assistant Director (AZ) of Human Resources
Director/Assistant Director University Safety and Security
Vice President, University Relations
Director of Communications (IL) or Assistant Director of Communications (AZ)
Director of Campus Facilities
Director of Risk Management

As needed:
Vice President/CAO of Pharmacy and Health Science Education
Vice President/CAO of Medical and Dental Education
Security Shift Supervisor
Director of Media Resources
Department Head
ERT Committee Members

Action Steps:
Safety and Security will notify:
1. Local authorities
2. Executive VP/COO
3. Director of Human Resources
4. Department Head

President/CEO will notify:
1. Immediate Family

Department Head in conjunction with local authorities will notify:
1. Department personnel

Director of Communications (IL) or Assistant Director of Communications (AZ) will:
1. Notify the University community as determined by the President/CEO and Vice President, University Relations
2. Notify the University community of available services
3. Respond to media inquiries

Director (IL) or Assistant Director (AZ) of Human Resources will:
1. Contact Employee Assistance Program provider for grief counseling
DRUG OR ALCOHOL RELATED INCIDENT (Student)

Definition: Incident on campus involving drug or alcohol use by a student

Lead Person: Director/Assistant Director University Safety and Security/Dean of Students
Alternate: Security Shift Supervisor/Assistant Dean of Students

Crisis Response Team:
- Dean of College
- Program Director (if appropriate)

As needed:
- Vice President/CAO of Pharmacy & Health Sciences Education
- Vice President/CAO of Dental & Medical Education
- Executive Vice President/COO (will notify President/CEO)
- Vice President of Human Resources and Administration
- Student Counselor
- ERT Committee Members

Action Steps:
1. Contact Director of Security and Student Services if there is suspicion of any student appearing under the influence of alcohol or illegal drugs
2. Contact local law enforcement authorities (if necessary).
3. The individual shall be immediately escorted by security to the specified medical facility for prompt evaluation and testing.
4. Notification is given to the student’s Program Director and Dean.
5. Appropriate disciplinary action is taken
**DRUG OR ALCOHOL RELATED INCIDENT (Employee)**

**Definition:** Incident on campus involving drug or alcohol use by an employee or contracted worker

**Lead Person:** Director/Assistant Director University Safety and Security/Director of Human Resources  
**Alternate:** Security Shift Supervisor

**Crisis Response Team:**  
Director of Risk Management

**As needed:**  
Executive Vice President/COO  
Vice President of Human Resources and Administration  
Vice President/CAO of Pharmacy and Health Science Education  
Vice President/CAO of Medical and Dental Education  
Supervisor  
Senior Human Resources Specialist  
ERT Committee Members

**Action Steps:**
1. Contact Human Resources if there is suspicion of any employee appearing under the influence of alcohol or illegal drugs
2. Contact local law enforcement authorities (if necessary).
3. If the Human Resources representative concurs with the suspicion, the individual shall be immediately escorted by security to the specified medical facility for prompt evaluation and testing.
4. Notification is given to the employee’s supervisor
5. Appropriate disciplinary action is taken
CRIMINAL ACTIVITY INVOLVING PERSONS

ROBBERY, EXTORTION, MURDER, NON-SEXUAL ASSAULT, SEXUAL ASSAULT, DATE RAPE, DRUG OR ALCOHOL-RELATED INCIDENTS INVOLVING INJURY TO PERSON(S)

**Definition:** Unlawful activity, an act committed or omitted in violation of a law forbidding or commanding it and for which punishment is imposed upon conviction

Criminal activity involving persons:

*Lead Person:* Director/Assistant Director University Safety and Security
*Alternate:* Security Shift Supervisor

Crisis Response Team:

Local Authorities
Executive Vice President/COO
Vice President of Human Resources and Administration
Dean of Students (students)
Dean of College (students)
Director (IL) or Assistant Director (AZ) of Human Resources (faculty/staff)
Director of Communications (IL) or Assistant Director of Communications (AZ)
Director of Campus Facilities

_As needed:*
President/CEO
Vice President/CAO of Pharmacy & Health Sciences Education
Vice President/CAO of Dental & Medical Education
Program Director (students)
Director of Media Resources
Student Counselor
Director of Risk Management
Supervisor (employees)
ERT Committee Members

**Action Steps:**
The Director/Assistant Director University Safety and Security will:

1. Proceed to the area for an evaluation of the situation
2. Call Emergency Medical Services if needed
3. Notify Executive Vice President/COO
4. Notify and assist all local authorities
5. Arrange for area to be secured
6. Secure witnesses and statements
7. Evacuate area if needed
CRIMINAL ACTIVITY INVOLVING PROPERTY

GAMBLING, BURGLARY & VANDALISM, DRUG OR ALCOHOL-RELATED INCIDENTS THAT DO NOT INVOLVE INJURY TO PERSON(S).

**Definition:** Unlawful activity, an act committed or omitted in violation of a law forbidding or commanding it and for which punishment is imposed upon conviction

**Criminal activity involving property**

**Lead Person:** Director/Assistant Director University Safety and Security

**Alternate:** Security Shift Supervisor

**Crisis Response Team:**

Executive Vice President/COO
Vice President of Human Resources and Administration
Director of Risk Management
Director of Campus Facilities
Dean of Students
Director (IL) or Assistant Director (AZ) of Human Resources

**As needed:**

Vice President/CAO of Pharmacy and Health Science Education
Vice President/CAO of Medical and Dental Education
Director of Communications (IL) or Assistant Director of Communications (AZ)
Assistant Dean of Students
Director of Media Resources
Building Contact
ERT Committee Members

**Action Steps:**

The Director/Assistant Director University Safety and Security will:

1. Proceed to area or building for an evaluation of the situation
2. Arrange for the area to be secured
3. Secure witnesses and statements
4. Notify Executive Vice President/COO
5. Notify local authorities, as need dictates
6. Notify appropriate Emergency Response Team members
THREATS AGAINST INFRASTRUCTURE

**Definition:** The threat against the facilities, any persons on the grounds of Midwestern University, or infrastructure (telecommunications, wiring, servers, etc.)

**Threats against infrastructure**
- **Lead Person:** Director of Campus Facilities
- **Alternate:** Director of Information Technology Services

**Crisis Response Team:**
- Executive Vice President/COO
- Director (AZ) or Assistant Director of Information Technology Services (IL)
- Director/Assistant Director University Safety and Security
- Vice President of Human Resources and Administration
- Telecommunications Technician

- **As needed:**
  - Chief Engineer of Campus Facilities
  - Director of Risk Management
  - Director of Communications (IL) or Assistant Director of Communications (AZ)
  - ERT Committee Members

**Action Steps:**

1. Faculty/staff/students who perceive that a person is an immediate threat to the infrastructure should contact Security who will contact the Department of Information Technology Services (AZ) or Department of Campus Facilities (IL) as appropriate.
2. ITS (AZ) or Campus Facilities (IL) will assess the situation. If it is deemed necessary, the local authorities should be contacted.
3. ITS (AZ) or Campus Facilities (IL) should contact the President and Executive Vice President/COO to apprise them of the situation.

The different individuals present will work together to determine the appropriate course of action. The course of action will be developed in response to the specific threat posed by the individual or situation in question. The goal of any action will be to eliminate the threat.
INFRASTRUCTURE FAILURE

TECHNOLOGY, TELECOMMUNICATIONS AND INFORMATION SERVICES

Definition: Any major interruption of telecommunications.

Lead Person:
    Director of Campus Facilities
    Director of Information Technology Services

1st Alternate: Head Electrician (IL), Assistant Director of Information Technology Services (AZ)
2nd Alternate: Associate Director of Information Technology Services (IL)

Crisis Response Team:
    Executive Vice President/COO
    Assistant Director of Information Technology Services
    Director/Assistant Director University Safety and Security
    Head Electrician (IL)
    Director/Assistant Director University Safety and Security
    Telecommunications Technician

As needed:
    Lead Engineer (IL) or Chief Engineer of Campus Facilities (AZ)
    Director of Risk Management
    Director of Communications (IL) or Assistant Director of Communications (AZ)
    ERT Committee Members

Action Steps:
    The Director of Campus Facilities and Director of Information Technology Services will:
    1. Assess the extent of outage/shutdown and the approximate length of the outage/shutdown
    2. Notify the campus community by the best method(s) available (postings, announcements, radio broadcasts).
    3. Address the technical aspects of outage with in-house personnel and if needed seek assistance from outside sources/contractors.
    4. Determine and implement the corrective measures required in order to minimize or eliminate the possibility of re-occurrence of the problem/issue which caused the outage.
    5. Inform the campus community of incident as deemed appropriate.
INFRASTRUCTURE FAILURE

PHYSICAL PLANT

Definition: Any interruption of service from units, systems or piping that provide heat, cooling, lighting, water or sewer to the infrastructure of the Campus.

Lead Person: Director of Campus Facilities
Alternate: Engineer on Duty (IL) or Chief Engineer (AZ)

Crisis Response Team:
 - Director/Assistant Director University Safety and Security
 - Lead Engineer (IL) or Engineer (AZ)
 - Executive Vice President/COO
 - Facilities Coordinator

As needed:
 - Dean of Students
 - Vice President of Human Resources and Administration
 - Vice President/CAO of Pharmacy and Health Science Education
 - Vice President/CAO of Medical and Dental Education
 - Director of Information Technology Services
 - Director or Dean of area affected
 - ERT Committee Members

Action Steps:
The Director of Campus Facilities will:
1. Assess the situation so that the appropriate decision can be made on the operation of the University or area affected.
2. Isolate affected area
3. Advise the Director/Assistant Director University Safety and Security
4. Make notification to outside agencies as required
5. Determine temporary needs to maintain campus functionality

The Director/Assistant Director University Safety and Security will:
1. Assist in isolating area affected
2. Notify the Director of Information Technology

The Director of Communications (IL) or Assistant Director of Communications (AZ) will:
1. Handle all media inquiries and/or cancellations

The Facilities Coordinator will:
1. Procure replacement/temporary equipment as needed
2. Reschedule or relocation events in spaces affected to other areas on campus when possible to maintain functionality
FIRE

**Definition:** An actual fire in a University owned building or on University property

**Lead Person:** Director/Assistant Director University Safety and Security and Security and Engineer on Duty (IL) or Chief Engineer (AZ)

**Alternate:** Director of Campus Facilities (IL) or Security Shift Supervisor (AZ)

**Crisis Response Team:**
- Lead Engineer
- Security Shift Supervisor
- Campus Facilities staff

**As Needed:**
- Dean of Students
- President/CEO
- Executive Vice President/COO
- Vice President of Human Resources and Administration
- Vice President, University Relations
- Vice President/CAO of Pharmacy and Health Science Education
- Vice President/CAO of Medical and Dental Education
- Dean or Director of effected area
- Director of Risk Management
- Information Technology Services Department staff
- Media Resources staff
- ERT Committee members

**Action Steps:**

The Director/Assistant Director University Safety and Security will:
1. Confirm that local authorities have been notified and are responding

Then notify
1. Executive Vice President/COO (who will notify President/CEO)
2. Dean of Students
3. Vice President, University Relations

The Director of Campus Facilities will:
1. Assess situation and severity
2. Evacuate as required to secure facility systems and critical equipment with Campus Facilities staff
3. Secure area and building until investigation is concluded then secure area and building as needed.
4. Ensure that animals are protected in place or moved when possible without risk to human life to unaffected areas, in accordance with representatives from the Animal Resources department &/or College of Veterinary Medicine.

The ERT Committee will:
1. Help with crowd control outside evacuated building as instructed by the Director of Campus Facilities and/or Director/Assistant Director University Safety and Security
2. Observe response and review as necessary
The Vice President, University Relations will:

1. Prepare official University statement, review with President before release and arrange all press conferences & update emergency web site pages as outlined in the MWU Crisis Communication Response Plan (see appendix A).
2. Develop a communication plan for each University audience as needed: Faculty/staff, students, alumni, neighbors, etc.
3. Consider posting press release and other clarifying details to the MWU web site or intranet

**When immediate crisis is over, the Emergency Response Team will:**

1. Discuss need to cancel classes, close building, relocate staff, etc., present a recommendation to the Executive Vice President/COO and the President/CEO
2. Executive Vice President/COO and the President/CEO determine whether or not to cancel classes
3. Address media questions and inquiries through the Director of Communications
4. Notify Director of Risk Management of loss
HAZARDOUS MATERIALS

Definition: Any substantial release of toxic chemical, fuel oil, gasoline or any liquid or solid that could harm the environment, air quality or health of any person &/or animal.

Lead Person: Director of Campus Facilities
Alternate: Lead Engineer (IL) or Chief Engineer (AZ)

Crisis Response Team:
- Director/Assistant Director University Safety and Security or Shift Supervisor
- Executive Vice President/COO
- Vice President, University Relations
- Chair of Bio-safety Committee as needed
- Director or Dean of affected building or area
- Campus Facilities Staff as needed

As Needed:
- Dean of Students
- Dean of College
- ERT Committee Members

Action Steps:
The Director of Campus Facilities:
1. Assess situation
2. Contain spill and/or stop flow of hazardous material
3. Proceed with shutting down building systems as required
4. Contact Emergency Response Company for clean-up
5. Coordinate insurance claim with Director of Risk Management

The Director/Assistant Director University Safety will:
1. Secure area and /or building
2. Notify local emergency agencies as needed
3. Establish safe routes for students and staff
4. Complete full report to Executive Vice President/COO

The Director or Dean of affected area will:
1. Notify parents of any exposed students
2. Notify affected employees not on scene at time of incident
3. Investigate in conjunction with Campus Safety Officer

The Chair of the Bio-Safety Committee will:
1. Contact appropriate State and Federal Agencies as required by law/regulations

The Vice President, University Relations will:
1. Prepare official University statement, review with President before release and arrange all press conferences & update emergency web site pages as outlined in the MWU Crisis Communication Response Plan (see appendix A).
2. Develop a communication plan for each University audience as needed: Faculty/staff, students, alumni, neighbors, etc.
3. Consider posting press release and other clarifying details to the MWU web site or intranet
MEDICAL AND COMMUNITY HEALTH ISSUES

Definition: The potential or actual development on campus of a communicable, infectious, or zoonotic disease.

Lead Person: Executive Vice President/COO
Alternate: Director of Campus Facilities

Crisis Response Team:
Director of Wellness Center (IL) or Medical Director of Family Practice Clinic (AZ)
Dean of Students
Vice President, University Relations
Vice President of Human Resources and Administration
Vice President/CAO of Pharmacy & Health Sciences Education
Vice President/CAO of Dental & Medical Education
Vice President for Clinic Operations and Dean of Basic Sciences
Director/Assistant Director University Safety and Security
Medical Clinic Manager

As Needed:
County Health Department
Director (IL) or Assistant Director (AZ) of Human Resources
Director of Communications (IL) or Assistant Director of Communications (AZ)
Chair of Microbiology Department (IL)
ERT Committee Members

Action Steps:
The Executive Vice President/COO will:
1. Advise the President/CEO
2. Determine strategy to inform community and families
3. Determine need to cancel classes

The Director of the Wellness Center (IL) or Director of the Family Practice Clinic (AZ) will:
1. Notify the County Health Department for appropriate procedures and protocols
2. Prepare information packets
3. Refer questions about communicable/infectious diseases to appropriate 800-number and/or web site

The Vice President, University Relations will:
1. Prepare, as needed, a statement for the media
2. Handle all inquiries from the media
3. Update Emergency Webpage
SEVERE WEATHER/NATURAL DISASTER- Tornado, Monsoon, Snow Storm, Earthquake, Dust Storm

Definition: Potential of severe weather conditions or in the actual track of severe weather and/or a natural disaster.

Lead Person: Director of Campus Facilities
Alternate: Director/Assistant Director University Safety and Security

Crisis Response Team:
- Executive Vice President/COO
- Vice President of Human Resources and Administration
- Lead Engineer (IL) or Chief Engineer (AZ)
- Head Electrician (IL)
- Dean of Students
- Director/Assistant Director University Safety and Security
- Director of Human Resources
- Director of Housing
- Radiation Safety Officer

As needed:
- Director of Communications (IL) or Assistant Director of Communications (AZ)
- Director of Wellness Center (IL) or Medical Clinic Manager (AZ)
- Safety and Security Staff
- Vice President/CAO of Pharmacy & Health Sciences Education
- Vice President/CAO of Dental & Medical Education
- Vice President of Clinic Operations and Dean of Basic Sciences
- Director of Media Resources
- Chartwell’s Dining Service
- Director (AZ) or Associate Director (IL) of Information Technology Services
- Senior Human Resources Specialist
- ERT Committee Members
SEVERE WEATHER

It will also be necessary to monitor the situation and advise the President/CEO of conditions that warrant the cancellation of classes or the closing of the University. Director of Campus Facilities and Director/Assistant Director University Safety and Security will need to continually monitor the campus to ensure a safe environment.

TORNADO/MICROBURST

Definition: A storm of such intensity that the normal operation of the University is disrupted, i.e.: classes canceled or the University closed.

Lead Person: Director of Campus Facilities
Alternate: Director/Assistant Director University Safety and Security

Crisis Response Team:
Executive Vice President/COO
Dean of Students
Lead Engineer (IL) or Chief Engineer (AZ)
Head Electrician (IL)
Director (IL) or Assistant Director (AZ) of Human Resources
Director (AZ) or Associate Director (IL) of Information Technology Services

As needed:
Vice President of Human Resources and Administration
Vice President/CAO of Pharmacy & Health Sciences Education
Vice President/CAO of Dental & Medical Education
Director of Communications (IL) or Assistant Director of Communications (AZ)
Director of Wellness Center (IL) or Medical Clinic Director (AZ)
Safety and Security Staff
Director of Media Resources
Chartwell’s Dining Service
ERT Committee Members
Building Contacts

Action Steps:
1. In the event that the Emergency Broadcast System located throughout campus buildings sends a Tornado warning, the campus community will be directed to get to the lowest part of the building away from windows and doors by building contacts. Any large animals that are housed outside will be moved into indoor shelter (i.e. stall or pen.)
2. Security will then alert the community via e-mail instructing people to stay as low as possible, to stay inside, and to stay away from windows and doors.
3. Security will finally alert ERT members with an emergency text message.

Should a tornado occur, crisis team will assemble, set up temporary infrastructure (if necessary), and assess damage. Priority steps will include:
1. Protection of life
2. Securing of damaged area
3. Assessment and documentation of damage  
4. Set up temporary housing/facilities as necessary  
5. Plan recovery  
6. Alert media of damage and of the University’s plan for recovery

EARTHQUAKE; although it is unlikely, should an earthquake occur it will be necessary to implement the same team and procedures as a Tornado.

**DUST STORM**

In the event of a dust storm any large animals that are housed outside will be moved into indoor housing. Any loose items that could cause damage to facilities or animals will be secured. Personnel will seek indoor shelter.
BOMB THREAT/EXPLOSION

**Definition:** A bomb threat or an explosive device threatened or detonated in any area of the University campus or in any University building.

**Lead Person:** Director/Assistant Director University Safety and Security  
**Alternate:** Director of Campus Facilities

**Crisis Response Team:**  
- Executive Vice President/COO  
- Lead Engineer (IL) or Chief Engineer (AZ)  
- Head Electrician (IL)

**As needed:**  
- President/CEO  
- Dean of Students  
- Vice President of Human Resources and Administration  
- Vice President/CAO of Pharmacy & Health Sciences Education  
- Vice President/CAO of Dental & Medical Education  
- Director of Housing  
- Director of Wellness Center (IL) or Medical Clinic Manager (AZ)  
- Director of Communications (IL) or Assistant Director of Communications (AZ)  
- Director or Dean in area affected  
- ERT Committee Members

**BOMB THREAT**

**Action Steps:**
1. Safety and Security will notify:
   - Local authorities as needed  
   - Director of Campus Facilities  
   - Executive Vice President/COO
2. Safety and Security will secure building or area as needed
3. Safety and Security will assist local authorities with identifying and interviewing person/s receiving call or threat
4. Safety and Security will move by-standers away from area to empty lots not occupied by vehicles
5. Safety and Security will maintain order as requested by local authorities  
   **Note:** Do not use cell phones, radios, or building fire alarm systems

**EXPLOSION ON CAMPUS**

**Action Steps:**
1. Safety and Security will notify:
   - Local authorities as needed  
   - Director of Campus Facilities  
   - Executive Vice President/COO
   - Executive Vice President/COO
   - Vice President of Human Resources and Administration
2. Safety and Security will secure building or area as required
3. Safety and Security will keep by-standers and press away from area and parked vehicles
4. Safety and Security will assist local authorities in maintaining order
TERRORISM THREAT OR ACTUAL EVENT

Definition: An act of terrorism as defined by the Office of Homeland Security of the federal government and based on the criteria and protocols established by that office.

Lead Person: President/CEO
Alternate: Executive Vice President/COO

Crisis Response Team:
  Senior Vice President/CFO
  Vice President/CAO of Pharmacy & Health Sciences Education
  Vice President/CAO of Dental & Medical Education
  Vice President, University Relations
  Vice President, Business Services
  Vice President of Human Resources and Administration
  Director (IL) or Assistant Director (AZ) of Human Resources
  Director of Campus Safety and Security (IL & AZ)
  Dean of Students (IL & AZ)
  Director of Campus Facilities (IL & AZ)

As needed:
  Dean of College
  All Program Directors
  Director of Wellness Center (IL)
  Manager of the Clinic (AZ)
  Director of Information Technology Services
  Associate Director of Information Technology Services
  Director of Media Resources
  Payroll Manager
  Purchasing (IL)
  Purchasing (AZ)
  Director of Risk Management
  ERT Committee Members

Action steps will correspond directly with the United States Safety Advisory threat levels as seen on the following pages.
TERRORISM THREAT OR ACTUAL EVENT (continued)

Action Steps:

Yellow Advisory

1. Review of emergency plans, contingency, and evacuation plans including Facilities, Safety and Security, University Information Technology Services, Student Services, Wellness Center and Dining by response team

Orange Advisory

1. Communicate heightened alert via text message to Emergency Response Team and Crisis Communication Response Team.

2. Enact Crisis Communication plan for notification of all members of the University community including parents regarding increased threat and University response.

3. Identify all planned events with large attendance anticipated. Consult with event organizers concerning security, site accessibility and control. Consider recommendation to cancel event if warranted by the current situation.

4. Review and replenish all emergency medical and facility supplies.

5. Close main entrance gate and implement positive identification checks at the Visitor’s Center.

6. Notify various departments to prepare for action if advisory moves to RED

Red Advisory

IMMEDIATE RESPONSES

- NOTIFY LOCAL AUTHORITIES
- INITIATE CAMPUS LOCKDOWN (WHEN/IF APPROPRIATE)
- ACTIVATE EMERGENCY NOTIFICATION SYSTEM INCLUDING SIREN, NETWORK ALERT, BUILDING PAGING SYSTEM, E-MAIL ALERTS
- EMERGENCY BUILDING CONTACTS WILL ENSURE COMMUNICATIONS HAVE BEEN RECEIVED AND THEN GO INTO LOCKDOWN MODE
- REMAIN IN LOCKDOWN UNTIL LOCAL AUTHORITIES GRANT AN “ALL CLEAR”

1. Convene meetings of the campus Emergency Response Teams to determine level of campus response.

2. As needed notify various departments of need to implement appropriate portions of their Emergency Response Plan.

   - Office of the President/CEO
     1. Consider cancellation of classes and release of employees not involved with response to the situation.
     2. Consider cancellation of scheduled events involving large attendance.
     3. Consider cancellation of all outside contracted work including deliveries.
Campus Security and Safety:
1. Electronically lock gates and buildings.
2. Register and verify all necessary University guests (vendors, visitors, etc.).
3. Increase officers and building rounds.
4. Implement positive identification checks throughout campus.

Mailroom:
1. Employ heightened safety measures for mail sorting.
2. Report any unusual mail or delivery activity to Campus Security.

Campus Facilities:
1. Set up SITUATION ROOM in the President’s Board Room with telecommunications (phone, radio, cable TV, internet, and network).
2. Increase building maintenance rounds.
3. Identify and reserve alternate power resource.
4. Assess telecommunication functionality (IL only) and identify alternate communication source as necessary.
5. Prepare Student Centers or appropriate centralized emergency facility for disaster recovery.
6. Set up temporary shelter in conjunction with Student Housing as required. Make appropriate notifications to all person left on campus concerning availability of shelter.

Information Technology Services:
1. Verify all data and back up as appropriate.
2. Verify telecommunication functionality (AZ only) and identify alternate communication as necessary.

Media Resources:
1. Identify location(s) for broadcast of local and national coverage of threat.

Wellness Center (IL) or Medical Clinic (AZ):
1. Verify and restock medical supplies available as necessary.
2. Contact Red Cross for information and supplies if appropriate.

Human Resources:
1. Identify attendance of all University employees via department directors/chairs.
2. Implement appropriate staffing plans.

Veterinary Medicine:
1. Ensure safety and well-being of all animals in the Animal Health Institute.
2. Implement staffing pleas to provide animal care for the event duration.
3. Initiate contact with State Animal Response Team (SART) if and when appropriate.

Student Services
1. Identify and verify location of students living on campus.
2. Implement positive identification checks in conjunction with Security.
3. Notify commuter students unable to leave campus of temporary shelter availability.
4. Verify food supplies for temporary shelter in conjunction with the cafeteria vendors as necessary.
LOCKDOWN

**Definition:** The confining of faculty, staff, and students to a secure location following the public announcement due to a violent disturbance or threat of imminent danger.

*PRIOR TO AN EMERGENCY, IDENTIFY LOCKABLE AREAS WITH MINIMAL WINDOWS IN YOUR BUILDING.*

**IMMEDIATE RESPONSES**

6. **CHECK THE COORIDORS FOR ANY RECOGNIZABLE PERSON AND PULL THEM INTO THE ROOM WITH YOU**
7. **PRESS THE THUMBOLT LOCK INTO THE LOCKED POSITION**
8. **SHUT OFF THE LIGHTS TO THE ROOM**
9. **GO TO THE FURTHEST CORNER OF THE ROOM AWAY FROM DOOR AND WINDOWS**
10. **DO NOT OPEN THE DOOR FOR ANY REASON UNTIL LOCAL AUTHORITIES GRANT AN “ALL CLEAR” OR UNLOCK THE DOOR WITH A KEY**
11. **REMAIN IN LOCKDOWN UNTIL LOCAL AUTHORITIES GRANT AN “ALL CLEAR”**

If you are unable to make it quickly enough to a lockable room, find cover in shelter such as the bathroom, woods, under/in your car, etc.

**PROCEDURE TO CALL A LOCKDOWN**

**Precipitating event:** Security is notified by local authorities that a 911 call was placed for a possible shooter on campus or other qualifying event.

**QUALIFYING LOCKDOWN EVENT EXAMPLES:**
- Armed assailant threatening or actively violent on campus
- Devastating event requiring immobilization for safety reasons such as a hazardous spill
- Actual threat within surrounding community (neighborhoods or nearby businesses)
- Devastating event within surrounding community such as natural or unnatural disasters

3. Security notifies the **Supervising Security Officer** of the qualifying event

4. The **Supervising Security Officer** immediately calls for a campus wide lockdown by dialing the Emergency Response Public Address System at x6111 or (630) 515-6111.

5. Once secured in locked rooms, the following actions need to occur simultaneously. It is assumed that all individuals will have access to campus radios, cell phones, or house phones:

- The **Security Officer in Welcome Center** will engage the electronic door access system to campus lockdown mode. Once completed, he will repeat the Supervising Security Officer’s announcement over the Emergency Public Address system but including the telephone system this time.
- The **Supervising Security Officer** will contact the **Chief Operating Officer** and apprise him of the situation details to the best of abilities at that point.
- The **Security officer in the Welcome Center** will open the web portal for the appropriate camera in preparation for the local authorities and grant total access to local authorities once on campus.
• The **Security officer in the Welcome Center** will close the Welcome Center Gate in order to stop all incoming traffic besides local authorities.
• The **Security officer assigned to “Patrol”** (or the appropriate officer in the MWU Security Vehicle) will drive to the campus entrance and assist to stop all incoming traffic besides local authorities.

6. Once on campus, local authorities manage all emergency response actions. The following documents and equipment should be located initially at the Welcome Center:

   • Classroom and Surveillance Web Portals for access to cameras in the crisis location
   • Hard copies of Building drawings including infrastructure (door readers, cameras, telephones, fire panels, PA zone listing)
   • A complete telephone listing with the phone numbers for the appropriate crisis location
   • Access to the online telephone directory
   • Access to the Emergency Response Plan with Key Employee pagers and cell phone numbers
   • Access to campus radios
   • Access to campus telephone system
   • Access to electronic door system
   • Access to public address system via the campus telephone system

Additionally, the following locations will be recommended for Command Centers to the local authorities for further response actions. These locations will have access to all the documents and equipment listed above:

   • Campus Facilities Conference Room (Southwest Campus Command Center)
   • The Commons Faculty Dining Room (Northeast Campus Command Center)

7. Once crisis is over, local authorities will call an “All Clear” over the Emergency PA System indicating that it is safe to open doors followed by further instructions.

ANIMAL RESOURCES DEPARTMENT & COLLEGE OF VETERINARY MEDICINE

The Midwestern University Animal Resources Department and the College of Veterinary Medicine (CVM) provide animal procurement, husbandry, health care and scientific support for several programs using animals in teaching and research. These entities are responsible for emergency planning and implementation with regard to all animals on campus.

The basic description of animal care and support for each emergency includes the following:

- Animal Observation and Health Maintenance
- Food and Water
- Personnel to Care for Animals
- Transportation/evacuation and Communications
- Environmental Support & Contamination Control
- Security and Research Support
- Bomb Threat/Bombing
- Break Down of Air Handling System
- Break-in
- Fire
- Flooding
- Interruption of Chilled Water Supply
- Interruption of Steam Supply
- Power Outage
- Protests by Animal Activists/Threats of Terrorism
- Severe weather/Tornado
- Phones

**FACILITIES:** Animal housing areas under management of the MWU Animal Resources Department and CVM include the following:

- Science Hall (5th Floor, Downers Grove campus) – Animal Resources Department
- Foothills Science Center (Glendale campus) – Animal Resources Department
- Animal Health Institute (Glendale campus) - CVM

**ANIMAL OBSERVATION AND HEALTH MAINTENANCE**

The health and welfare of all animals on campus are the primary goal of the Animal Resources Department and CVM. All other elements listed are necessary for adequate maintenance of the animals. The animal technicians observe the animals under their care on a daily basis and report abnormalities to the Manager of Animal Resources and/or the attending veterinarian. Failure to observe the animals may result in conditions being left untreated. Personnel are needed to observe the animals in a timely manner and adequate lighting and power is needed for proper observation to occur.
Food - Animals must be ensured a continuous supply of food which maintains a constant nutrition formula. Several research projects utilize specialized diets which have been specifically altered or vary in only one ingredient.

Water - Animals must have a continuous supply of potable water. The water supply to all animals on campus is obtained from the City of Downers Grove or City of Glendale chlorinated/fluorinated water supplies.

Water is also essential for washing caging and equipment and other sanitation purposes.

Inadequate water pressure and temperatures adversely affects the level of sanitation by allowing bacteria and viruses to remain on the equipment and multiply. This will cause serious health problems for the animals and the technicians caring for them. Water is also needed for purposes such as flushing toilets and washing hands after working with the animals.

Lack of adequate water supplies can cause life-threatening situations in the animal populations. Most mammals can survive without food for days to weeks but cannot live beyond 2-3 days without water.

Personnel to Care for Animals - Currently the animal care section includes a part time consulting veterinarian, a full time Manager and 3 full time Animal Resources Technicians. Personnel in the Animal Health Institute include Clinical Faculty, Veterinary Technicians, Practice Manager, and animal caretakers.

Failure to maintain this staff due to lack of transportation to work, the need to remain with and care for their families and homes, and a lack of personal food and water supply could result in difficulty in maintaining proper standards of animal care. We will do our best to maintain all aspects of proper standards of animal care according to this document during any given disaster.

Transportation/Evacuation - In the event of an emergency the Animal Resources Department will utilize maintenance vehicles for transportation of research animals to appropriate facilities where arrangements will be made.

For the Animal Health Institute, no attempt will be made to evacuate animals until the safety of all affected humans has been ensured and the emergency has been reported as outlined in this plan. Evacuation of animals will not be attempted if it presents an unreasonable risk to the health of personnel, whether MWU personnel or emergency responders. Animal evacuation will not be attempted if there is a risk to the public from release of frightened animals or if it will block personnel leaving the campus.

If evacuation of animals from the Animal Health Institute is necessary and practical, animals will be moved to other unaffected areas of campus. The veterinarians in charge will decide when and where to relocate the animals.

Communications - Veterinarians are able to be reached during the normal workday & in case of an emergency. Phone numbers are listed outside manager’s office for weekend and holiday emergencies.

Environmental Support - Environmental support is dependent upon continuous electric power and a correctly functioning HVAC system. For emergency power outages there is a back-up generator for the Animal Health Institute and Science Hall including the Animal Facility that includes emergency lights, back-up air conditioning, air handling and exhaust.
For research animal housing, it is extremely important to maintain the temperature and humidity of the animal rooms within targeted thermoneutral zones. This is the environment at which the animals are best adapted physiologically, causing the least affect on animal metabolism and behavior. Currently the animal rooms are maintained at temperatures that range from 68 to 79 degrees F. and a humidity level between 30 and 70 percent. Complete air exchanges occur at least 10 times per hour. Light cycles vary depending on the project requirements. Failure in any one component of the environmental support can have adverse impact ranging from minor annoyance to death of animals. Extreme fluctuations/alterations in temperature and humidity will alter the physiologic parameters of the animal which can result in death. Alterations in light cycles may result in loss of or invalidation of important research data. HVAC system disruption may cause health problems (respiratory disease) in animals and employees as well as an accumulation of annoying odors and/or harmful fumes.

**Contamination Control** - Control of contamination is maintained by established sanitation procedures and the supply of 100% fresh air exchange. Equally important is proper storage of food supplies, refrigeration of carcasses, and adequate clean water supply and sewer support.

Failure of contamination control could result in significant health problems in the animals and employees. Control is dependent upon personnel to follow established sanitation procedures. Power and water is needed to operate sanitizing equipment.

**Security** - Access to all animal housing areas is controlled via an ID scan keypad. Faculty members and staff requiring access may request access through Security. All visitors to research animal facilities must follow appropriate SOP’s and be risk assessed to obtain approval for entrance. All personnel that enter research animal facilities are first risk assessed before access is granted. All visitors to teaching or clinical animal facilities must be accompanied by a faculty or staff member.

**Research Support** - Research investigators are contacted when a problem arises with the condition of their animals such as health problems, power outages, and temperature changes. In the event of emergency situations, researchers are contacted as soon as possible. If contact with the investigator is not possible it may result in not having input from them as to necessary changes that may be needed to maintain proper animal care. This could result in loss of important data for research projects.

**BOMB THREAT/BOMBING**

If a bomb threat is received, the call should be immediately reported to the University Security Office. A written statement should be completed during or, as soon as possible, after the call. Security will determine what action should be taken in the event of a bomb threat (evacuation of the building, etc).

**Animal Observation and Health Maintenance** – All animals will be checked as soon as access to the facility is permitted by the fire and police safety personnel. Animals suffering from injuries or smoke inhalation will be examined as quickly as possible and treated or euthanized as necessary. Dead animals will be removed from housing areas and placed in the freezer. If the freezer is damaged by the bomb, the carcasses will be taken to a freezer in another area and stored until arrangements for disposal can be made. If a bomb (or subsequent fire) has destroyed proper housing ability in the facility, any remaining animals will be transported to another facility. Undamaged equipment and supplies will be moved to appropriate storage areas.

**Food** - Should a bomb or subsequent fire or water damage and/or destroy any or all of the feed supply, a local feed vendor will be contacted for immediate replacements. Any feed that cannot be obtained from a local vendor will be ordered for overnight delivery from the distributor. Spoiled or contaminated feed will be immediately discarded.
Water - In a case where a bomb destroys the water supply, water will be brought in from other areas.

**Personnel to Care for Animals** - If a bombing or a bomb threat occurs during normal working hours, all employees must vacate the facilities immediately and report to a predetermined place and wait for further instructions. If a bombing occurs after regular operating hours an attempt will be made to notify all employees to report to work. The facility manager (or designee) and veterinarian will be notified of any bombing and report to assess any resulting damage.

**Environmental Support** - Maintenance is responsible for the operation of the ventilation systems and electrical power. Should power be lost the emergency generator will be activated, for emergency lights, air conditioning, air handling and exhaust.

**Contamination Control** - Contamination control will be handled by cleaning up of any bomb, smoke and/or water damage. All dead carcasses will be placed in the freezer. If the air handling system is functioning, all air filters in the affected areas will be changed.

**Research Support** - Research investigators will be notified of the status of their animals as soon as possible and any alterations in routine plans of proper care for them (room or building relocation, etc.).

**BREAKDOWN OF AIR HANDLING SYSTEM**

**Animal Observation and Health Maintenance** - Depending on the estimated time for repair, animals may be relocated to a more suitable area. Animals which cannot be readily relocated (e.g., in isolation) will be monitored frequently.

**Food** - A breakdown of the air handling system for extended periods of time may result in higher levels of humidity and temperature. These excessive levels could affect the quality of feed. All feed will be closely monitored for spoilage. Spoiled or contaminated feed will be discarded and replaced immediately.

**Water** - not anticipated to be a problem.

**Personnel to Care for Animals** - Animal facility staff will be notified by Security and they will assess any possible problems.

**Transportation** - Not anticipated to be a problem

**Environmental Support** - Request will be made to Maintenance for large fans and cooling units if needed.

**Research Support** - Attempts will be made to contact all research investigators to inform them of the status of their animals as soon as possible.

**BREAK IN**

**Animal Observation and Health Maintenance** - Any animals that may be loose in the facility will be captured, identified and returned to their housing or euthanized depending on their condition. Any animals killed as a result of vandalism will be disposed of. If the freezer is damaged by vandalism, the dead animals will be taken to a freezer in another location.
Food - If the feed is destroyed by an act of vandalism, an order will be placed immediately with a local vendor for replacement. Feed will be shipped in by overnight delivery if needed.

Water - If vandalism disrupts the water supply, fresh water will be brought in from other areas until repairs are made.

Environmental Support - Maintenance is responsible for the operation of the ventilation and heating/cooling systems. If vandalism disrupts any of these services, maintenance will be contacted.

Contamination Control - Security will be notified of any contamination that may be the result of vandalism (e.g., chemicals being spilled). Spills will be cleaned up in a matter consistent to directions by Bio-Safety Committee Chair. Other possible sources of contamination such as standing water or spoiled feed will be cleaned up and disposed of.

Research Support - Attempts will be made to contact all research investigators to inform them of the status of their animals as soon as possible.

FIRE

Animal Observation and Health Maintenance - All animals will be checked as soon as access to the facility is permitted by the fire safety personnel. Dead animals will be removed from their housing areas and put in the freezer. If the freezer is damaged by the fire the animal carcasses will be taken to a freezer in another area and stored until arrangements can be made for disposal.

Animals that need to be relocated due to fire damage to the facility will be removed as soon as possible to another suitable housing facility.

Animals suffering from smoke inhalation will be examined as quickly as possible and treated or euthanized as necessary.

In the event of a barn fire, human safety will be considered paramount. An orderly evacuation of personnel and large animals will be coordinated by staff on-hand. Personnel, and if possible, animals will be safely evacuated from affected areas and moved to an appropriate unaffected area. An accurate head count of personnel and animals will be completed after evacuation. The Equine & Bovine Center is equipped with an emergency sprinkler system to help mitigate the damage from a potential barn fire.

Food - Should a fire or subsequent damage destroy any or all of the feed supply we will have a local vendor deliver feed immediately. Feed may need to be overnight shipped to our facility to replace some of the damaged supply.

Water - In a case where a fire disrupts the regular water supply, water will be brought in from other areas until the main supply is determined to be safe again.

Personnel to Care for Animals - If a fire occurs during working hours all employees must vacate the facilities immediately and report to a predetermined place and wait for further instructions. If a fire occurs after regular operating hours an attempt will be made to notify all employees to report to work. The facility manager (or designee) and veterinarian will be notified of any fire and report to assess any resulting damage.
**Transportation** - If a fire destroys proper housing ability in an animal facility, any remaining animals will be transported to another facility. Undamaged equipment and supplies will also be relocated to another appropriate area on campus for storage.

**Environmental Support** - Maintenance is responsible for the operation of the ventilation and heating/cooling systems. If fire disrupts any of these services, maintenance will be contacted.

**Contamination Control** - Contamination control will be handled by cleaning up any smoke and/or water damage and putting any dead animals in the freezer. All air filters in the affected area will be changed.

**Research Support** - Research investigators will be notified of the status of their animals as soon as possible and any alterations in routine plans of proper care for them (room or building relocation, etc.).

**FLOOD**

**Animal Observation and Health Maintenance** - If potential flooding is expected animals will be relocated if possible. If relocation is not possible, animals will be moved to the highest ground and monitored frequently. All animals will be checked as soon as access has been granted to a flooded building. Dead animals will be removed from their housing and placed in the freezer. If the freezer is damaged by flooding the carcasses will be taken to another freezer on campus and stored until disposal. Animals suffering from exposure will be examined and treated as soon as possible.

**Food** - If a flood should damage the feed supply, a local vendor will be contacted for delivery of new food immediately. Should we experience a prolonged power outage due to the flood, all feed will be closely monitored for spoilage and discarded and replaced as necessary.

**Water** - Water will undergo quality testing if widespread flooding occurs. Bottled water may need to be purchased until the City of Downers Grove or Glendale has tested and proven that the water supply is once again safe for consumption.

**Transportation** - A truck that is used for transportation of supplies and equipment is high enough to travel through deep water if the roads are flooded.

**Environmental Support** - Sand bags will be provided by Maintenance to aid in keeping water from coming in under the doors, Maintenance will monitor the air handlers and HVAC systems.

**Contamination Control** - Any standing water will be cleaned up immediately.

**Research Support** - Attempts will be made to contact all research investigators to inform them of the status of their animals as soon as possible.

**INTERRUPTION OF CHILLED WATER SUPPLY**

**Animal Observation and Health Maintenance** - Depending upon the estimated time for repair and time of year, portable cooling units may be provided by Maintenance. Animals will be monitored frequently to ensure their comfort.

**Personnel to Care for Animals** - Staff will be notified by Maintenance when an unplanned chilled water interruption occurs.
**Environmental Support** - The main reason for a chilled water outage may be a major power failure. If the chilled water is totally shut down, a request will be made for portable cooling units. Should maintenance not have the quantity needed an outside vendor will be contacted for additional units.

**Contamination Control** - The freezers will not be affected by a short interruption of chilled water supply.

**Research Support** - Attempts will be made to contact all research investigators to inform them of the status of their animals as soon as possible.

**INTERRUPTION OF STEAM SUPPLY**

**Environmental Support** - If there is an interruption of the steam supply during the warmer months, it will not create a problem. If a steam outage occurs during the cooler months, portable space heaters will be requested from Maintenance if needed.

**Research Support** - Attempts will be made to contact all research investigators to inform them of the status of their animals as soon as possible.

**POWER OUTAGE**

**Animal Observations and Health Maintenance** - Should a campus wide power outage effect the chilled water supply, the animal room temperatures will be monitored.

**Environmental Support** - Emergency generators will supply power to all animal housing areas. **Contamination Control** - The freezer for animal carcasses is plugged into a red outlet which has emergency power in case of a power outage.

**Research Support** - In the event of an extended power outage (12 hours or more) or a back-up power failure, attempts will be made to contact all research investigators to inform them of the status of their animals as soon as possible.

**PROTESTS AGAINST ANIMAL RESEARCH/ANIMAL ACTIVIST THREAT**

If an unscheduled protest, notice of an unscheduled protest, or animal activist threat occurs, Security and the members of the Emergency Response Team should be notified immediately. They will determine what action should be taken in the event of a protest/animal activist threat.

**TORNADO**

**Animal Observations and Health Maintenance** - All animals will be checked as soon as access to the facilities is permitted by the safety personnel. Dead animals will be removed and put into a freezer. If the freezer is damaged by the tornado the dead animals may be taken to a freezer in another area and stored until arrangements for pick-up and disposal can be made. Animals that need to be relocated due to tornado damage to the facility will be moved as soon as possible to another suitable facility. Animals suffering from injury will be examined as quickly as possible and treated or euthanized as necessary.
Food - Should a tornado or subsequent water damage destroy any or all of the feed supply, a local vendor will be contacted for replacements. If needed, feed will be shipped by overnight delivery. Spoiled or contaminated feed will be discarded and replaced as soon as possible.

Water - In a case where a tornado disrupts the water supply to a facility, water will be transported in from other areas on campus.

Personnel to Care for Animals - If a tornado occurs during working hours all employees must vacate to a safe area immediately. Animals that are housed outdoors will be moved to indoor housing. If a tornado occurs after regular working hours, the facility manager (or designee) and veterinarian will be notified and report to assess any resulting damage.

Transportation - If a tornado has destroyed proper housing ability, any remaining animals will be transported to another area on campus. Undamaged equipment and supplies will be taken to storage areas within undamaged buildings.

Environmental Support - If needed, emergency generators will be requested from Maintenance.

Contamination Control - Any dead animals will be removed and put into a freezer. If the freezer is damaged, the animal carcasses will be taken to a freezer in another location and stored until arrangements can be made for pick-up and disposal.

Research Support - Research investigators will be notified of the status of their animals as soon as possible and any alterations in routine plans of proper care for them (room or building relocation, etc.).

SECTION IV
EMERGENCY PHONE NUMBERS

FIRE OR AMBULANCE (FROM A CAMPUS PHONE) 8-911
ALWAYS CALL UNIVERSITY SECURITY AT EXT. 7111 AFTER CALLING TO REPORT A FIRE OR REQUESTING AN AMBULANCE.

VETERINARIAN FOR WEEKENDS AND HOLIDAYS (SEE POSTING OUTSIDE MANAGER’S OFFICE)

TO REPORT MAINTENANCE PROBLEMS (24 HOURS A DAY) CALL SECURITY OFFICE EXT. 7111
## LOCAL AND STATE CONTACTS (Arizona)

<table>
<thead>
<tr>
<th>Contact</th>
<th>Phone Number</th>
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<tbody>
<tr>
<td>GENERAL EMERGENCY</td>
<td>911</td>
</tr>
<tr>
<td>GLENDALE POLICE DEPARTMENT</td>
<td>623-930-3000</td>
</tr>
<tr>
<td>MARICOPA COUNTY SHERIFF</td>
<td>602-876-1000</td>
</tr>
<tr>
<td>ARIZONA STATE POLICE</td>
<td>602-223-2000</td>
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<td>GLENDALE FIRE DEPARTMENT</td>
<td>623-930-3401</td>
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<td>MARICOPA COUNTY HEALTH DEPARTMENT</td>
<td>602-506-6900</td>
</tr>
<tr>
<td>POISON CONTROL CENTER</td>
<td>800-362-0101</td>
</tr>
<tr>
<td>RED CROSS</td>
<td>602-336-6660</td>
</tr>
<tr>
<td>AZ 24 HOUR EMERGENCY CHEMICAL HOTLINE</td>
<td>888-ALL MSDS</td>
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## LOCAL AND STATE CONTACTS (Illinois)

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<tbody>
<tr>
<td>GENERAL EMERGENCY</td>
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<tr>
<td>DOWNERS GROVE POLICE DEPARTMENT</td>
<td>630-434-5600</td>
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<tr>
<td>DUPAGE COUNTY SHERIFF</td>
<td>630-407-2400</td>
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<td>ILLINOIS STATE POLICE</td>
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<td>DOWNERS GROVE FIRE DEPARTMENT</td>
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<tr>
<td>DUPAGE COUNTY HEALTH DEPARTMENT</td>
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<td>POISON CONTROL CENTER</td>
<td>800-362-0101</td>
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<tr>
<td>RED CROSS</td>
<td>312-729-6100</td>
</tr>
<tr>
<td>IL 24 HOUR EMERGENCY CHEMICAL HOTLINE</td>
<td>888-ALL MSDS</td>
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## FEDERAL AND OTHER CONTACTS

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<th>Phone Number</th>
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<tbody>
<tr>
<td>EPA-REGION 1-NATIONAL RESPONSE CENTER</td>
<td>(800) 424-8802</td>
</tr>
<tr>
<td>OSHA-IL OFFICE</td>
<td>(312) 353-2220</td>
</tr>
<tr>
<td>OSHA-AZ OFFICE</td>
<td>(602) 542-4411</td>
</tr>
<tr>
<td>FEMA-THROUGH RI EMERGENCY MANAGEMENT</td>
<td>(401) 964-9996</td>
</tr>
<tr>
<td>U. S. POSTAL INSPECTION SERVICE-RI OFFICE</td>
<td>(617) 556-4400</td>
</tr>
</tbody>
</table>
APPENDIX I

Midwestern University
Crisis Communication Response Plan

***The ERT Committee will convene in The Commons (Faculty Dining Room) (IL), Atrium of Sahuaro Hall (AZ) or the Welcome Centers if the above areas are not available.
The Crisis Communication Response Plan is meant to provide a roadmap for communication when emergencies occur. The following pages discuss the Communication Plan to deal with all interested and affected parties during an emergency.

- **Students**
- **Student families (Spouses / Significant Others)**
- **Faculty and Staff**
- **Board of Trustees**
- **Local Emergency Personnel**
- **Media**
- **Alumni**
- **Business Partners**
- **Neighbors**

A point person or persons will be assigned to deal with each of the above groups. Each point person will handle communication to their group, coordinating their efforts with the Office of the President. At the time of the emergency it is critical that efforts be made to communicate with ALL parties who have a stake in Midwestern University.

Our overall goal is to be sure that a line of communication is established at the time of the crisis and continues throughout; including follow-up efforts that outline what is being done to solve problems and make sure that they do not occur again.

The overall point person for this plan on the Downers Grove Campus will be Kevin McCormick and he can be contacted at 630-515-6053 (Office). The overall point person for this plan on the Glendale Campus will be Ross Kosinski and he can be contacted at 623-572-3329 (Office).
Student Communication:

IL Point Person: Dr. Teresa Dombrowski at (630) 515-6479 (Office) or (630) 327-8459 (Cell)
AZ Point Person: Dr. Ross Kosinski at 623-572-3329 (Office) or (623-764-0511 (Cell)

The Crisis Communication plan for students will be handled through the Student Services office. The purpose of the effort is to be sure students have a contact location during a University of personal crisis. Whether it is through e-mail, fliers, newsletters or meetings, the Student Services office will coordinate student communication. The focus of the communication should be direct, caring and action-based and should begin within 24 hours of any crisis situation.

An e-mail example – an arrest made on criminal activity:

You may have heard reports concerning an arrest made on our campus earlier today. We want to make sure you are fully informed about what has occurred. Here is what we know right now. At (time/date) local police arrested (or detained) (title but perhaps not name of person) for alleged involvement in (crime).

As (Dean of Students or President of the University) I am very concerned about these allegations. I also want to let you know of my concern for the (victim/victim’s family if appropriate). We are working in complete cooperation with the police on this matter, but I also want to remind everyone that these are allegations at this point and everyone should keep an open mind until we know more. Please also know that I will keep you informed throughout the process and our concern about your well being and the good name of this University are some of our highest priorities.
Faculty and Staff:

IL Point Person: Amy Gibson at (630) 515-7198 (office) or (630) 917-5463 (cell)
AZ Point Person: Christina Taylor at (623) 572-3772 (Office) or (602) 763-4939 (Cell)

The Crisis Communication plan for Faculty and Staff will be handled through Human Resources. The purpose of this communication is to establish a clear line of information for these key members of the University community. It may be necessary to have meetings, e-mail messages or even letters sent to their home addresses to correctly communicate the importance of a particular situation. The bottom line result should be an informed and knowledgeable group who can then handle questions that come to them with accurate and creditable information.

Portion of a letter – natural disaster:

After all that has happened over the last few days I wanted to send a note to all of you to say how much we appreciate your efforts as we recover from (storm/damage, etc.). At this point here is what we know about efforts to return to normal. ---Update---

It is important that you know we value your role in helping what has happened. There may be times in the coming weeks when you are called upon to change some of your schedules or to help in recovery efforts. Let me say, in advance, how much we appreciate these efforts! We will keep you informed over the coming weeks as we repair the damage that has been done and our highest priority is getting you back to doing what you do best as soon as possible. Thanks again for your concern and consideration.
Board of Trustees:

IL and AZ Point Person: Dr. Art Dobbelaere (630) 515-7305 (IL Office), (623) 572-3405 (IL Office) or (630) 327-8330 (Cell)

The Crisis Communication plan for the Board of Trustees will be handled through the Office of the President. Obviously the Board carries fiduciary responsibility for the University and they may be called upon to speak, officially and unofficially, about events at Midwestern. The amount of information that needs to be communicated to the Board of trustees will probably be beyond most of the previous groups, so the President, CEO will have a key role. Some of the same rules should apply, however, including timeliness, thorough follow-ups and a full discussion on what is being done to address the situation.
Media:

IL Point Person: Dana Fay at (630) 515-7166 (Office) or (630) 885-2863 (Cell)
AZ Point Person: Karen Mattox at (623) 572-3310 (Office) or (623) 203-4973 (Cell)

The Crisis Communication plan for Media will be handled through the Communications office. The focus of this effort will be coordinating all communication between the University and the media. Included in this effort will be establishing at least one primary spokesperson and perhaps as many as two others to act as spokespersons. Media briefings, interviews and, if necessary, news conferences will be coordinated through Communications. In addition, establishing a separate online resource for media and other interested parties will help ease the crush of questions that often follow a crisis.

General Media Guidelines:

- Be prompt and be honest. Provide accurate information as soon as possible to help fill the vacuum that often is quickly filled with misinformation.
- Practice, Practice, Practice. Plan at least once a year to drill on the art of the interview so no one is winging it in a crisis.
- Establish a relationship with local media before a crisis.
- Prepare for every interview.
- Treat the media equally. Never give breaking news as an exclusive and maintain a business relationship with the media.
- Identify locations for new conferences and major media interaction. Make sure the locations provide an appropriate backdrop for your spokespersons. Locations we suggest: Centennial Hall East or West Lecture halls in the event of a Press Conference & the Administration Building for all other purposes.
Alumni:

IL Point Person: Barb Wysocki at (630) 515-6123 (Office).
AZ Point Person: Karen Mattox at (623) 572-3276 (Office) or (480) 748-5347 (Cell)

The Crisis Communication plan for Alumni will be handled through the Communications office. While the importance of Alumni communication may not register as urgently as, for example, students and staff, Alumni are often called upon as unofficial spokespersons for the University in a high profile crisis. Making sure they are quickly informed is very important. E-mail is the most likely route to get to Alumni, but direct mail and even the use of phone trees can be considered as options. The lists of key alumni and supporters should be looked upon not only for general support, but as an extension of the communication process in a crisis.

Portion of an e-mail – creditability question:

We at the University wanted to be sure you are fully informed about a situation that has come to our attention this week. Questions in the media have been raised dealing with -----.
While this is a matter that we were unaware of prior to this week, I want to assure you that we are acting quickly to learn if the charges that have been raised are correct. The University’s reputation and the trust you have placed in us over the years are a very precious commodity. Please know that we are working to maintain that respect. During the coming weeks we will promptly update you, and please check our web site for the latest information as well.
Business Partners:

IL Point Person: Dean Malone (630) 515-7145 (Office) or (630) 327 - 8333 (Cell).
AZ Point Person: Dr. Ross Kosinski at 623-572-3329 (Office) or (623)-764-0511 (Cell)

The Crisis Communication plan for Business Partners will be handled by the Management Team. The goal for this effort is to keep those who do business with Midwestern fully aware of any crisis situation at the University that may affect them. Business Partners are often looked upon as opinion leaders within the world outside of the University and can be effective ambassadors on the University’s behalf, but only if they have solid information. Through phone calls, e-mail or direct mail, business partners should be informed within days of any emergency situation and at least one follow-up should help reassure them of actions the University has taken.

Example – Portion of a Follow-up Letter:

First, thanks very much for bearing with us during a difficult time at Midwestern University. The good news is we are nearly finished with the repairs after ----. We appreciate the role you play as a business partner of the University. While this time has provided some challenges, we want you to know we look forward to continuing our relationship with you as we move forward to an even brighter future.
Neighbors:

Point Person: Karen Johnson at (630) 515-7333 (Office) or (630) 327-8334 (Cell).
AZ Point Person: Karen Mattox at (623) 572-3276 (Office) or (480)748-5347 (Cell)

The Crisis Communication plan to keep neighbors informed will be headed by the Administrative Team. More than we often realize, neighbors to this property identify with the University and what it stands for…whether they are businesses, homeowners or apartment residents, they should not be overlooked. Members of the media will readily go to neighboring property to get reaction to a crisis situation. Having a good reputation in the neighborhood pays in many ways. A yearly public meeting where University administrators meet the neighbors will stop problems before they start. Also, when a crisis occurs, a list of local business owners and homeowners is an indispensable tool. For those who are not known, such as apartment residents, call the management company with an update several times until the problem has passed. If the crisis is big enough, prepare door hangers for residents. Each step will make the recovery from a crisis a faster, smoother process.

Example -- Portion of a door hanger message:

Earlier this week a ----- occurred on the Midwestern University campus. We want to make sure you stay informed about the situation and what the University is doing to make sure all problems are addressed. The University is working with the City of Glendale and hopes to have everything back to normal by Friday. Midwestern University takes pride in its reputation as a good neighbor.
Local Emergency Personnel:

IL Point Person: Carlos Sanchez (630) 515-7402 (Security) or (630) 515-6081 (Welcome Center)
AZ Point Person: Ron Enos at (623) 572-3204 (Security), (623) 562-3201 (Welcome Center), or (602) 722-0135 (Cell)

The Crisis Communication plan for Local Emergency Personnel will be handled through the Director/Assistant Director University Safety and Security. The plan involves yearly meetings and updates with local fire and police agencies, including campus visits by each on a yearly basis. Those visits may occur more often if a new building is opened or a major infrastructure change takes place on campus. Included in this effort would the updating of contact names and telephone numbers and a discussion between local police and on-campus security personnel to be sure each side understands the role the other plays. In addition, yearly drills will be used to check communication and organizational plans within the campus community. This should include fire and emergency drills and an updating of contact names and phone numbers within the University.