



Midwestern University

**Emergency Operations and
Communications Plan**

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Policy Statement

Midwestern University (MWU) is committed to providing a safe and secure environment for its students, faculty, staff, and animals. The Emergency Operations and Communications 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 Operations and Communications 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 the post-crisis phase in which consequences of the crisis are brought to a resolution. Each specific procedure involves appropriate personnel at the University. The nature of the crisis will dictate the personnel involved, which may include members of the Leadership Team, Safety and Security officers, Human Resource staff members, Campus Facilities personnel, Student Services staff members, Communications office staff members, and Bio-Safety officers. When appropriate, interfaces with outside agencies are mandated.

Section I - Overview

This Emergency Operations and Communications 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) www.fema.org 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 help protect students, employees, and guests, as well as 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 Safety and Security using the emergency telephone number. The 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 members of the Leadership Team as delineated in the following section.

Section II – Emergency Response Team

Midwestern has established a team to address emergencies, potential crises, and disastrous occurrences. This group, described below, are the Leadership Team (LT) and the Crisis Communication Team (CCT).

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

The Midwestern University **Leadership Team** consists of the following individuals:

- President and Chief Executive Officer (CEO)
- Chief Operating Officer
- Provost
- Chief Financial Officer
- Senior Vice President Human Resources
- Vice President Enrollment and Financial Strategy
- Vice President University Advancement
- Vice President Enterprise Planning and Services
- Vice President Strategic Execution and Chief of Staff
- Vice President General Counsel
- Chief Information Officer
- Vice Provosts
- Deans of Students
- All Academic Deans

Others as determined by circumstances

Section III – Emergency Situations

Demonstrations

Operations and Communications Plan for 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
Alternate:	Chief Operating Officer
Crisis Response Team:	• Dean of impacted area • Vice President University Advancement • Vice President Enterprise Planning and Services • Director/Assistant Director Safety and Security • Director of Campus Facilities • Marketing and Communications or Assistant Director of Communications (AZ) • Director of Media Resources
As Needed:	• Provost • LT Members
Action Steps:	Marketing and Communications or Assistant Director of Communications (AZ) and Leadership 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 representatives of group to determine nature of demands and cause for demonstration a. 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. Videotape and/or photograph protesters for possible use in future proceedings 9. Update Emergency Page of MWU website with most current media, student, faculty, staff, & family information. 10. Develop a communication plan for each University audience as needed: Faculty/staff, students, alumni, neighbors, etc. 11. Consider posting press release and other clarifying details to the MWU website or intranet

Scandal

Operations and Communications Plan for 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, Deans of Students (students), Chief Operating Officer, Vice President General Counsel
Alternate:	Assistant/Associate Dean of Students (students), Marketing and Communications or Assistant Director of Communications (AZ) (faculty/staff)
Crisis Response Team:	• Chief Operating Officer • Marketing and Communications or Assistant Director of Communications (AZ) • Academic Dean, Program Director or Director of impacted area
As Needed:	• President/CEO • Provost • Director/Assistant Director University Safety and Security • Registrar
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. Chief Operating Officer & Dean 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. Director of Communications will: 1. Prepare official University statement, review with President before release and arrange all press conferences & update emergency website 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 website or intranet Registrar will: 1. Secure all appropriate academic records or other documents as required Director/Assistant Director Safety and Security will: 1. Notify local and state agencies as needed 2. Assist in the internal investigation as needed Dean of Students: 1. Initiate disciplinary and/or legal process as appropriate

Disturbances

Operations and Communications Plan for 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 Safety and Security
Alternate:	Security Shift Supervisor
Crisis Response Team:	• Vice President Enterprise Planning and Services • Dean of Students • Director of Campus Facilities • Marketing and Communications, Assistant Director of Communications (AZ), or alternate spokesperson from Communications
As Needed:	• Chief Operating Officer • Vice President General Counsel • Risk Manager • Director of Media Resources
Action Steps:	Director/Assistant Director 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

Operations and Communications Plan for Hazing	
Definition:	Physical or mental abuse administered under the guise of an initiation rite
Lead Person:	Dean of Students
Alternate:	Assistant/Associate Dean of Students
Crisis Response Team:	• Chief Operating Officer • Provost • Director/Assistant Director Safety and Security Director of Campus Facilities • Marketing and Communications or Assistant Director of Communications (AZ) • Counselor • Academic Dean
As Needed:	• Local Authorities • Senior Vice President Human Resources • Academic Dean or Program Director • Manager of Housing
Action Steps (If act is in progress):	Director/Assistant Director Safety and Security will: 1. Proceed to the area for an 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):	Dean of Students will initiate an investigation

Hate Crimes

Operations and Communications Plan for Hate Crimes	
Definition:	A crime motivated by prejudice against a social group or person
Lead Person:	Director/Assistant Director Safety and Security
Alternate:	Security Shift Supervisor
Crisis Response Team:	• Vice President Enterprise Planning and Services • Dean of Students (students) • Senior Vice President Human Resources • Director of Campus Facilities, • Counselor • Marketing and Communications or Assistant Director of Communications (AZ) • Risk Manager • Director of Media Resources
As Needed:	• Local Authorities • Chief Operating Officer • Vice President General Counsel
Action Steps:	Director/Assistant Director Safety and Security will: 1. Proceed to the area for an 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 bystanders

Missing Student

Operations and Communications Plan for Missing Student	
Definition:	Unexplained absence of a student from college/program-related activities
Lead Person:	Dean of Students
Alternate:	Assistant/Associate Dean of Students
Crisis Response Team:	• Dean or Assistant Dean of Students • Vice Provost • Director/Assistant Director Safety and Security • Director of Campus Facilities • Vice President Enterprise Planning and Services • Academic Dean • Marketing and Communications or Assistant Director of Communications (AZ) • Risk Manager
As Needed:	• Chief Operating Officer • Provost • Information Technology Services • Counselor • Manager of Housing Resident • 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/Associate 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/Associate Dean of Students will call the emergency contact number for the missing student 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

Operations and Communications Plan for 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 Enterprise Planning and Services • Dean of Students (Student)
As Needed:	• Dean of Students (if student related) • Senior Vice President Human Resources (if employee related) • Risk Manager • Director of Media Resources (for scene documentation) • Marketing and Communications or Assistant Director of Communications (AZ) • Academic Dean (if student related) • Supervisor (if employee)
Action Steps:	1. Assess seriousness of injury. 2. Call 911. 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 (if requested). 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

Operations and Communications Plan for 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) • Senior Vice President Human Resources (Faculty and Staff)
Alternate Person:	• Assistant/Associate Dean of Students (Students) • Director Human Resources (Faculty and Staff)
Crisis Response Team:	• President/CEO • Provost & Vice Provost (if Student) • Chief Operating Officer • Vice President Enterprise Planning and Services • Academic Dean (Students) Supervisor (Staff) • Director of Campus Facilities • Director/Assistant Director Safety and Security • Security Shift Supervisor • Marketing and Communications or Assistant Director of Communications (AZ) • Counselor
As Needed:	• Student Counseling Staff • Associate/Assistant Academic Dean or Program Director (Students) • Engineering Supervisor/Manager of Maintenance and Engineering or Engineer on Duty • Local Authorities
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/Senior Vice President Human Resources, who should proceed directly to the incident site. The Offices of Student Services/Human Resources should contact the President/CEO to apprise 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

Operations and Communications Plan for 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"
Meetings:	Convene meetings of the Emergency Response Teams on each campus to determine level of campus response.
Notify Various Departments:	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 (as approved by police). 4. Implement positive identification checks throughout campus.
Campus Operations:	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. 3. Run ID report confirming all current ID holders for Campus Security.
Media Resources:	Identify location(s) for broadcast of local and national coverage of threat.
Human Resources:	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

Operations and Communications Plan for Student Death on Campus	
Definition:	The untimely death of a student on campus
Lead Person:	Dean of Students
Alternate:	Assistant/Associate Dean of Students
Crisis Response Team:	• Local Authorities President/ CEO • Chief Operating Officer • Provost & Vice Provost • Vice President University Advancement • Dean of College • Director of Campus Facilities • Student Counselor • Marketing and Communications or Assistant Director of Communications (AZ) • Risk Manager • Manager of Maintenance and Engineering/Assistant Director Safety and Security
As Needed:	• Security Shift Supervisor • Vice President Enterprise Planning and Services • Director of Media Resources • Student Counselors
Action Steps:	Safety and Security will notify: 1. Local Authorities 2. Dean of Students 3. Vice President Enterprise Planning and Services Dean of Students will notify: 1. President/CEO 2. Roommate 3. Dean of appropriate college President/CEO will notify: 1. Immediate Family Marketing and Communications or Assistant Director of Communications (AZ) will: 1. Notify University community as determined by the President/CEO 2. Notify University community of available services 3. Respond to media

Employee

Operations and Communications Plan for Death of Faculty or Staff Member	
Definition:	The untimely death of a member of the University community on campus.
Lead Person:	President/CEO
Alternate:	Senior Vice President Human Resources
Crisis Response Team:	• Vice President Enterprise Planning and Services • Director of Human Resources, Director/Assistant Director Safety and Security • Marketing and Communications or Assistant Director of Communications (AZ) • Director of Campus Facilities • Risk Manager
As Needed:	• Vice President University Advancement • Security Shift Supervisor • Director of Media Resources • Department Head
Action Steps:	Safety and Security will notify: 1. Local authorities 2. President/CEO 3. Senior Vice President Human Resources 4. Vice President Enterprise Planning and Services 5. Department Head President/CEO will notify: 1. Immediate Family Department Head in conjunction with local authorities will notify: 1. Department personnel Marketing and Communications or Assistant Director of Communications (AZ) will: 1. Notify the University community as determined by the President/CEO 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

Operations and Communications Plan for Student Drug or Alcohol Related Incident	
Definition:	Incident on campus involving drug or alcohol use by a student
Lead Person:	Director/Assistant Director Safety and Security/Dean of Students
Alternate:	Security Shift Supervisor/Assistant/Associate Dean of Students
Crisis Response Team:	• Dean of College • Program Director (if appropriate) • Vice President Enterprise Planning and Services • Vice Provost
As Needed:	• Provost, President/CEO • Chief Operating Officer • Student Counselors
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 transported via EMS 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

Employee

Operations and Communications Plan for Employee Drug or Alcohol Related Incident	
Definition:	Incident on campus involving drug or alcohol use by an employee or contracted worker
Lead Person:	Director/Assistant Director Safety and Security/
Alternate:	Security Shift Supervisor
Crisis Response Team:	• Senior Vice President Human Resources • Risk Manager • Vice President Enterprise Planning and Services
As Needed:	• Provost or Vice Provost Supervisor • Assistant Director of Human Resources
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 transported via Emergency Medical Services (EMS) 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)

Operations and Communications Plan for Criminal Activity Involving Persons	
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
Lead Person:	Director/Assistant Director Safety and Security
Alternate:	Security Shift Supervisor
Crisis Response Team:	• Local Authorities, Vice President Enterprise Planning and Service • Vice President University Advancement • Vice Provost • Dean of Students (students) • Dean of College (students) • Senior Vice President Human Resources • Marketing and Communications or Assistant Director of Communications (AZ) • Director of Campus Facilities
As Needed:	• President/CEO • Chief Operating Officer • Provost • Program Director (students) • Director of Media Resources • Student Counselor • Risk Manager (employees)
Action Steps:	The Director/Assistant Director Safety and Security will: 1. Proceed to the area for an evaluation of the situation 2. Call EMS if needed 3. Notify Senior Vice President Human Resources and Administration 4. Notify and assist all local authorities 5. Arrange for area to be secured 6. Secure witnesses and statements 7. Evacuate area if needed

Involving Property

Gambling, burglary & vandalism, drug or alcohol-related incidents that do not involve injury to person(s).

Operations and Communications Plan for Criminal Activity Involving Property	
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
Lead Person:	Director/Assistant Director University Safety and Security
Alternate:	Security Shift Supervisor
Crisis Response Team:	• Vice President Enterprise Planning and Services • Vice President University Advancement • Vice Provost • Risk Manager • Director of Campus Facilities • Dean of Students • Director (IL) or Assistant Director (AZ) of Human Resources
As Needed:	• President/CEO • Chief Operating Officer • Provost • Marketing and Communications or Assistant Director of Communications (AZ), Assistant/Associate Dean of Students • Director of Media Resources
Action Steps:	The Director/Assistant Director 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 Senior Vice President Human Resources and Administration 5. Notify local authorities, as need dictates 6. Notify appropriate Leadership Team members

Threats Against Infrastructure

Operations and Communications Plan for Threats Against Infrastructure	
Definition:	The threat against the facilities, any persons on the grounds of Midwestern University, or infrastructure (telecommunications, wiring, servers, etc.)
Lead Person:	Director of Campus Facilities
Alternate:	Chief Operating Officer, Chief Information Officer
Crisis Response Team:	• Vice President Enterprise Planning and Services • Director (AZ) or Assistant Director of Information Technology Services (IL) • Director/Assistant Director Safety and Security • Senior Vice President Human Resources • Telecommunications Technician
As Needed:	• Manager of Maintenance and Engineering • Marketing and Communications or Assistant Director of Communications (AZ)
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 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

Operations and Communications Plan for Technology, Telecommunications and Information Services Infrastructure Failure	
Definition:	Any major interruption of telecommunications.
Lead Person:	• Vice President Enterprise Planning and Services • Director of Campus Facilities • Chief Information Officer • Director of Media Resources
1st Alternate:	• Head Electrician (IL) • Assistant Director of Information Technology Services (AZ)
2nd Alternate:	Associate Director of Information Technology Services (IL)
Crisis Response Team:	• President/CEO • Chief Operating Officer • Provost and Vice Provost • Director of Information Technology Services • Director/Assistant Director Safety and Security • Head Electrician (IL) • Director/Assistant Director Safety and Security • Telecommunications Technician
As Needed:	• Lead Engineer (IL) or Manager of Maintenance and Engineering (AZ) • Risk Manager • Marketing and Communications or Assistant Director of Communications (AZ)
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

Physical Plant

Operations and Communications Plan for Physical Plant Infrastructure Failure	
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 Manager of Maintenance and Engineering (AZ)
Crisis Response Team:	• Vice President Enterprise Planning and Services • Director/Assistant Director Safety and Security Lead Engineer (IL) or Manager of Maintenance and Engineering (AZ) • President/CEO • Facilities Coordinator
As Needed:	• Dean of Students • Provost or Vice Provost • Director of Information Technology Services Director or Dean of area affected
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 Safety and Security 4. Make notification to outside agencies as required 5. Determine temporary needs to maintain campus functionality The Director/Assistant Director Safety and Security will: 1. Assist in isolating area affected 2. Notify the Director of Information Technology Marketing and Communications 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

Operations and Communications Plan for Fire	
Definition:	An actual fire in a University owned building or on University property
Lead Person:	Director/Assistant Director Safety and Security and Engineer on Duty (IL) or Manager of Maintenance and Engineering (AZ)
Alternate:	Lead Security Officer on duty, Director of Campus Facilities (IL) or Security Shift Supervisor (AZ)
Crisis Response Team:	• Vice President Enterprise Planning and Services • Lead Engineer (IL) • Manager of Maintenance and Engineering (AZ) • Security Shift Supervisor • Campus Facilities staff
As Needed:	• Dean of Students President/CEO • Chief Operating Officer • Provost & Vice Provost • Dean or Director of affected area • Risk Manager • Information Technology Services Department staff • Media Resources staff

Operations and Communications Plan for Fire	
Action Steps:	The Director/Assistant Director Safety and Security will: 1. Confirm that local authorities have been notified and are responding 2. Then notify: a. President/CEO b. Dean of Students 3. Then assist in evacuation of affected building(s). 4. Keep students and employees away from the building and staging area of First Responders. 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 and/or College of Veterinary Medicine. 5. Ensure that the maintenance personnel on duty will stand by as the fire pump operator, if safe to do so, to communicate further with the Fire Department. 6. Ensure that the maintenance personnel on duty will stand by as the sprinkler valve operator, if safety to do so, to communicate further with the Fire Department. The Leadership Team 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 Director of Communications 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 Leadership Team will: 1. Discuss need to cancel classes, close building, relocate staff, etc., present a recommendation to the President/CEO 2. The President/CEO determine whether or not to cancel classes 3. Address media questions and inquiries through the Director of Communications 4. Notify Risk Manager of loss

Hazardous Materials

Operations and Communications Plan for 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 and/or animal.
Lead Person:	Director of Campus Facilities
Alternate:	Lead Engineer (IL) or Manager of Maintenance and Engineering (AZ)
Crisis Response Team:	• Vice President Enterprise Planning and Services • Director/Assistant Director Safety and Security or Shift Supervisor • Chair of Bio-Safety Committee as needed • Director or Dean of affected building or area Campus Facilities • Staff as needed • Risk Manager
As Needed:	• Dean of Students • Dean of College
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 Risk Manager 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 President/CEO Director or Dean of affected area will: 1. Notify emergency contacts 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 Director of Communications 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

Operations and Communications Plan for Medical and Community Health Issues	
Definition:	The potential or actual development on campus of a communicable, infectious, or zoonotic disease.
Lead Person:	President/CEO
Alternate:	Chief Operating Officer
Crisis Response Team:	• Medical Director of Family Practice Clinic • Dean of Students • Vice President University Advancement • Provost & Vice Provost • Vice President Enterprise Planning and Services • Director/Assistant Director University Safety and Security • Medical Clinic Manager
As Needed:	• County Health Department/Senior Vice President Human Resources • Marketing and Communications or Assistant Director of Communications (AZ) • Chair of Microbiology Department (IL)
Action Steps:	The President/CEO will: 1. Determine strategy to inform community and families 2. Determine need to cancel classes The Medical Director of the Family Practice Clinic 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 Director of Communications 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, snowstorm, earthquake, dust storm

Operations and Communications Plan for Severe Weather/Natural Disaster	
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 Safety and Security
Crisis Response Team:	• Vice President Enterprise Planning and Services • Lead Engineer (IL) or Manager of Maintenance and Engineering (AZ) • Head Electrician (IL) • Dean of Students • Director/Assistant Director University Safety and Security • Director of Housing • Radiation Safety Officer
As Needed:	• Marketing and Communications or Assistant Director of Communications (AZ) • Safety and Security Staff • Provost & Vice Provost • President/CEO • Chief Operating Officer • Chief Financial Officer • Senior Vice President Human Resources • Vice President University Advancement • Director of Media Resources • Chartwell's Dining Service • Director (AZ) or Associate Director (IL) of Information Technology Services • Director Human Resources
Monitor the Situation:	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 Safety and Security will need to continually monitor the campus to ensure a safe environment.

Tornado/Microburst

Operations and Communications Plan for 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 Safety and Security
Crisis Response Team:	• Vice President Enterprise Planning and Services • Lead Engineer (IL) or Manager of Maintenance and Engineering (AZ) • Lead Electrician (IL) • Dean of Students • Director/Assistant Director University Safety and Security • Director of Housing • Radiation Safety Officer
As Needed:	• Marketing and Communications or Assistant Director of Communications (AZ) • Safety and Security Staff • Director of Media Resources • Chartwell's Dining Service
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 LT 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

Operations and Communications Plan for 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 Safety and Security
Alternate:	Director of Campus Facilities
Crisis Response Team:	• Vice President Enterprise Planning and Services • Lead Engineer (IL) or Manager of Maintenance and Engineering (AZ) • Head Electrician (IL)
As Needed:	• President/CEO • Chief Operating Officer • Provost • Dean of Students • Director of Housing • Marketing and Communications or Assistant Director of Communications (AZ) • Director or Dean in area affected
Bomb Threat Action Steps:	1. Safety and Security will notify: a. Local authorities as needed b. Director of Campus Facilities c. Vice President Enterprise Planning and Services 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 bystanders away from area to empty lots not occupied by vehicles 5. Safety and Security will maintain order as requested by local authorities 6. Note: Do not use cell phones, radios, or building fire alarm systems
Explosion on Campus Action Steps:	1. Safety and Security will notify: a. Local authorities as needed b. Director of Campus Facilities, Vice President Enterprise Planning and Services 2. Safety and Security will secure building or area as required and approved by local authorities 3. Safety and Security will keep bystanders and press away from area and parked vehicles 4. Safety and Security will assist local authorities in maintaining order as needed

Terrorism Threat or Actual Event

Action steps will correspond directly with the United States Safety Advisory threat levels.

Operations and Communications Plan for 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:	Chief Operating Officer
Crisis Response Team:	• Senior Vice President Human Resources • Provost & Vice Provost • Vice President Enrollment and Financial Strategy • Vice President Enterprise Planning and Services • Chief Information Officer • 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 Information Technology Services • Director of Information Technology Services • Director of Media Resources • Payroll Manager Purchasing (IL) • Purchasing (AZ) • Risk Manager
Yellow Advisory Action Steps:	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 Action Steps:	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:	1. Notify local authorities 2. Initiate campus lockdown (when/if appropriate) 3. Activate emergency notification system including siren, network alert, building paging system, email 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 all "all clear"
Red Advisory Action Steps:	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:	

Operations and Communications Plan for Terrorism Threat or Actual Event

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.
7. 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.
3. Run ID report confirming all current ID holders for Campus Security.

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 plans to provide animal care for the event duration.
3. Initiate contact with State Animal Response Team (SART) if and when appropriate.

Student Services:

Operations and Communications Plan for Terrorism Threat or Actual Event	
	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

Prior to an emergency, identify lockable areas with minimal windows in your building.

Operations and Communications Plan for 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.
Immediate Responses:	1. Check the corridors for any recognizable person and pull them into the room with you 2. Press the thumbolt lock into the locked position 3. Shut off the lights to the room 4. Go to the furthest corner of the room away from door and windows 5. Do not open the door for any reason until local authorities grant an “all clear” or unlock the door with a key 6. Remain in lockdown until local authorities grant an “all clear” 7. 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.
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
Procedure to Call a Lockdown:	1. Security notifies the Supervising Security Officer of the qualifying event. 2. In Illinois, 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. In Arizona, the Supervising Security Officer immediately calls for a campus-wide lockdown via InformaCast. 3. 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: a. 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. b. The Supervising Security Officer will contact the President/CEO and apprise of the situation details to the best of abilities at that point. c. 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. d. The Security officer in the Welcome Center will close the Welcome Center Gate in order to stop all incoming traffic besides local authorities e. 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. 4. Once on campus, local authorities manage all emergency response actions. The following documents and equipment should be located initially at the Welcome Center: a. Classroom and Surveillance Web Portals for access to cameras in the crisis location b. Hard copies of Building drawings including infrastructure (door readers, cameras, telephones, fire panels, PA zone listing) c. A complete telephone listing with the phone numbers for the appropriate crisis location d. Access to the online telephone directory

Operations and Communications Plan for Lockdown

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| | <ul style="list-style-type: none">e. Access to the Emergency Response Plan with Key Employee pagers and cell phone numbersf. Access to campus radiosg. Access to campus telephone systemh. Access to electronic door systemi. Access to public address system via the campus telephone system <p>5. 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:</p> <ul style="list-style-type: none">a. IL: Campus Facilities Conference Room (Southwest Campus Command Center)b. IL: The Commons Faculty Dining Room (Northeast Campus Command Center)c. AZ: Barrel IV Security Suite (Student Housing & North Academic Campus Command Center)d. AZ: North Welcome Center (North Academic Campus Command Center)e. AZ: South Welcome Center (South Clinic Campus Command Center) <p>6. 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.</p> <p>7. Enact Crisis Communication Plan.</p> |
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Downers Grove, IL Institutional Animal Care & Use Committee Emergency Plans

Animal Resources Department

The Midwestern University Animal Resources Department provides animal procurement, husbandry, health care and scientific support for several programs using animals in teaching and research. This entity is responsible for emergency planning and implementation with regard to all animals on the Downers Grove campus. The welfare of the research animals is of the utmost importance. However, in emergency situations, human life takes precedence over animal life.

Emergency Contact List

Included at the end of each section of this Emergency Plan is a list of Personnel to be contacted in the event of each type of Emergency.

Type of Disasters

The Type of Disasters are broken down into:

- Facility Specific Technical Disasters
 1. Power Outage
 2. Loss of HVAC
 3. Loss of Water Supply
 4. Hazardous Chemical Spill
 5. Animal Rights Activists/Threats
- Natural Disasters
 1. Snowstorms
 2. Flood
 3. Tornado
 4. Fire
 5. Pandemic

Facilities

Animal housing areas under the management of the MWU Animal Resources Department include:

- Science Hall (5th Floor, Downers Grove campus) – Animal Resources Department

Facility Specific Technical Disasters

In the event of any emergency—Security should be notified at x7111

Power Outage

Downers Grove Animal Operations and Communications Plan for Power Outage	
Action Steps:	• In the event of a power outage during business hours, Campus Facilities (CF) will be notified and will be in contact with Commonwealth Edison in regard to how long the outage will last. • The Animal Facility (AF) has back up power for the hallways, carcass fridge/freezers, special diet fridges and freezer. • All surgeries, experiments and procedures should cease if power is lost. If a surgery needs to be quickly wrapped up, or a procedure finished, AF has portable battery-operated lights (maintained at full charge) that can be used. • CF will keep Assoc. Director of Research Operations, updated on the power outage and when power is expected to be restored. • In the event of a power outage during non-business hours, please use the emergency contact phone numbers at the end of this plan to report the outage, and check on status with CF. • CF will alert Assoc. Director of Research Operations if the power outage is expected to be out an extended period of time. • Depending on how long the power is expected to be out for, the Assoc. Director of Research Operations, will contact Animal Researchers, AF staff, Asst. Vice President of Research, IACUC Chair, and Attending Veterinarian.
Call Priority Order:	1. Assoc. Director of Research Operations 2. Supervisor of Engineering Services

Loss of HVAC

Downers Grove Animal Operations and Communications Plan for Loss of HVAC	
Action Steps:	• During periods of prolonged failure of the HVAC system, alternative heating, cooling, and ventilation methods will be used in an attempt to maintain colonies within their secondary enclosure within the vivarium. This may consist of the use of space heaters/coolers and fans supplied with emergency power. During periods that result in ambient temperatures outside the acceptable emergency range (45°-85°F), colonies of animals will be relocated. • Individual animal room densities may be increased during loss of heating systems. Colonies that are relocated will be placed directly into rooms of equal health status, if possible. Colonies of different health status will only be placed into existing colonies at the discretion of the Attending Veterinarian and/or designee. • In such emergencies, cage densities may be increased to increase available space in the environmentally controlled areas. • During prolonged power outages, engineering personnel from the Facilities Management Service will be sought to provide expert advice on maintaining the temperatures, relative humidity, and ventilation rates at standard levels. If standard levels cannot be maintained, the relative humidity and ventilation rates will be reduced/adjusted in an attempt to maintain temperatures. • If ambient temperature within the vivarium cannot be maintained within acceptable ranges, the animals will be relocated to a temperature-controlled area within Science Hall, such as a research lab. • If no space is available within Science Hall, the animals will be evacuated and transported to the Glendale, Arizona Campus Animal Facility in temperature-controlled vehicles. • Specific strains of animals that are critical to future research may be transported to Jaxson Lab for cryopreservation. • Should relocation of the animal colony outside the AF not be possible and/or concerns arise about the health and welfare of the animals, then animals will be euthanatized. Emergency euthanasia for these purposes will only occur at the discretion of the Consulting Veterinarian and/or designee and in consultation with the Assoc. Director of Research Operations, Asst. Vice President of Research, and the IACUC Chair. In such a scenario, the Attending Veterinarian and Asst. Vice President of Research would be responsible for notifying appropriate regulatory agencies of the action taken.
Call Priority Order:	1. Assoc. Director of Research Operations 2. Supervisor of Engineering Services

Loss of Water Supply

Downers Grove Animal Operations and Communications Plan for Loss of Water Supply	
Action Steps:	• The AF has a Reverse Osmosis water system to supply the animals with purified water. The RO water system has a 530-gallon holding tank located on the 4th floor of Science Hall. The holding tank remains full of RO water at all times. In the event of a loss of water supply the holding tank can be drained and the RO water used for animal provisions. • In addition to the holding tank, the AF maintains at least a 1-week supply of sterile water bottles filled with sterile RO water. • Animal Facility staff will also have a case of hydration gel on hand at any time that can be used as well. This case will be rotated out before expiration.
Call Priority Order:	1. Assoc. Director of Research Operations 2. Supervisor of Engineering Services

Hazardous Chemical Spill

Downers Grove Animal Operations and Communications Plan for Hazardous Chemical Spill	
Action Steps:	• If the spill is minor, the individual responsible should attempt to contain the spill. They should proceed to decontaminate the spill with the appropriate decontaminating agent and then contact the Assoc. Director of Research Operations. A Quality Assurance Occurrence Report form will need to be filled out and sent to Risk Management and the Biosafety Officer. • If the spill is major, the individual responsible should attempt to contain the spill if possible. All personnel within the area of the spill should then evacuate while preventing others from entering the area. The responsible individual will contact the Assoc. Director of Research Operations and Biosafety Officer. A Quality Assurance Occurrence Report form will need to be filled out and sent to Risk Management and the Biosafety Officer. • The Biosafety Officer will initiate the appropriate containment and decontamination procedures.
Call Priority Order:	1. Biosafety Officer 2. Risk Management 3. Assoc. Director of Research Operations

Animal Rights Activists/Threats

Downers Grove Animal Operations and Communications Plan for Animal Rights Activists/Threats	
Action Steps:	- The primary designated unit for responding to acts of terrorism is Campus Security. These personnel are trained and equipped to handle potentially dangerous situations involving terrorist acts. - A security system is maintained in the AF which is designed to prevent and/or detect intruders. Special key-card access prevents unauthorized access. Only Campus Security and Campus Facilities may possess keys which override these access systems. The AF is located on the 5th floor of Science Hall with no signage indicating the presence of the facility. - Safety and Security will notify the Assoc. Director of Research Operations who will then notify the IO. - The IO will notify the Public and Media Relations Officer and the President in response to any concern of animal welfare from non-research personnel, as warranted by the threat. - The use of recording equipment, such as cellphones, cameras, and video recorders is prohibited without prior authorization from Assoc. Director of Research Operations. This procedure is detailed in Animal Resources Department SOP #001 <i>Photography/Videography of Animals Use in IACUC Approved Research Projects</i>. Campus security cameras are exempt.
Call Priority Order:	- MWU Safety and Security - Assoc. Director of Research Operations - Institutional Official (IO)

Natural Disasters

Snowstorms

Downers Grove Animal Operations and Communications Plan for Snowstorms	
Action Steps:	- Snowstorms are the most likely natural disaster for the Downers Grove campus. It is unlikely, but Snowstorms could potentially impact or cause Facility Specific Disasters listed above. In such a case the above procedures and responses would be followed. - The most likely impact of a Snowstorm is the ability of Animal Facility Staff to safely travel to campus and provide husbandry services. - If a severe winter storm is forecasted, the Assoc. Director of Research Operations will request a volunteer to remain in campus housing overnight. At any given time MWU has condos and on-campus dorm rooms available. - In the event an AF staff member cannot safely travel to campus they will contact the Assoc. Director of Research Operations. In the event that no AF staff members can safely travel to campus the Assoc. Director of Research Operations will come to the AF, when it is safe to do so, and ensure the basic needs of the animals are met. - If staffing will be limited for the day the Assoc. Director of Research Operations will work with the available staff to restructure the tasks for the day to ensure the basic needs of the animals are met. - Risk mitigation: During regular weekly cage changes, animals are supplied with enough food and water to last at least several days. During daily animal checks, food and water are provided ad libitum. As such, staff travel delays caused by inclement conditions should not negatively impact animal welfare.
Call Priority Order:	- Assoc. Director of Research Operations - Institutional Official (IO)

Flood

Downers Grove Animal Operations and Communications Plan for Flood	
Action Steps:	• The AF is located on the 5th floor of Science Hall. As such, floods do not pose a significant risk to animal welfare or the AF at large. It is unlikely, but Floods could potentially impact or cause Facility Specific Disasters listed above. In such a case the above procedures and responses would be followed. • The most likely impact of a Flood is the ability of Animal Facility Staff to safely travel to campus and provide husbandry services. • If severe rains are forecasted, the Assoc. Director of Research Operations will request a volunteer to remain in campus housing overnight. At any given time MWU has condos and on-campus dorm rooms available. • In the event an AF staff member cannot safely travel to campus they will contact the Assoc. Director of Research Operations. In the event that no AF staff members can safely travel to campus the Assoc. Director of Research Operations will come to the AF, when it is safe to do so, and ensure the basic needs of the animals are met. • If staffing will be limited for the day the Assoc. Director of Research Operations will work with the available staff to restructure the tasks for the day to ensure the basic needs of the animals are met. • Risk Mitigation: During regular weekly cage changes, animals are supplied with enough food and water to last at least several days. During daily animal checks, food and water are provided ad libitum. As such, staff travel delays caused by inclement conditions should not negatively impact animal welfare.
Call Priority Order:	1. Assoc. Director of Research Operations 2. Asst. Vice President of Research

Tornado

Downers Grove Animal Operations and Communications Plan for Tornado	
Action Steps:	• In the event of a tornado, evacuate the AF and go to the lowest level of Science Hall. If you cannot evacuate the AF to go to lower floors, go to small interior rooms or to bathrooms. • Avoid windows, doors, hallways with exit doors, outside walls and large spaces. • In the event of a tornado alarm going off while an animal is under anesthesia, the individual working with the animal is responsible for ensuring its safety. If the animal is anesthetized or sedated for chemical restraint, the animal should be placed in its cage or other secure area prior to the individual evacuating the building or responding to the emergency. If the animal is undergoing surgery or other painful procedure under anesthesia, the surgeon or investigator must make an immediate decision whether to euthanize the animal or continue the procedure. If the surgeon chooses to continue the procedure, all support personnel will evacuate the premises. The surgeon may make the decision to place him/herself at risk but must not place supporting personnel at risk to complete a procedure. An animal must not remain unattended while under anesthesia for a painful procedure; if evacuation is indicated, the animal must be humanely euthanized prior to evacuation.
Call Priority Order:	1. MWU Safety and Security 2. Assoc. Director of Research Operations

Fire

Downers Grove Animal Operations and Communications Plan for Fire	
Action Steps:	• All personnel within the AF are instructed to NOT shout "Fire!" and remain calm. • Pull the nearest fire alarm. Notify those in immediate danger. • Once a fire alarm is activated, MWU Safety and Security will be notified and respond to the location of the alarm. • If possible and safe to do so after initiating the fire alarm, attempt to extinguish the fire with a fire extinguisher. Never use a fire extinguisher on a fire that is large enough to frighten you or when you do not have a way of escape. • No matter how small the fire, never use an extinguisher without sounding the fire alarm first, in case you are overcome. If you cannot extinguish the fire by yourself with one extinguisher, leave the area and let the professionals handle it. • If it is not possible or safe to extinguish the fire and once you are in a safe area, call the Fire Department at the emergency response number (911) from the nearest phone. Give your name and the exact location of the fire (building, floor, room, etc.). Remain on the phone until released by the emergency operator. • Do not prop open any fire doors. (Fire doors have automatic closers on them.) • Evacuate, using appropriate exits and escape routes (do NOT use elevators). Provide assistance to those who need it. • All fire alarms must be treated as a valid fire alarm until Public Safety personnel verify that it is a false alarm. • In the event of a fire alarm going off while an animal is under anesthesia, the individual working with the animal is responsible for ensuring its safety. If the animal is anesthetized or sedated for chemical restraint, the animal should be placed in its cage or other secure area prior to the individual evacuating the building or responding to the emergency. If the animal is undergoing surgery or other painful procedure under anesthesia, the surgeon or investigator must make an immediate decision whether to euthanize the animal or continue the procedure. If the surgeon chooses to continue the procedure, all support personnel will evacuate the premises. The surgeon may make the decision to place him/herself at risk but must not place supporting personnel at risk to complete a procedure. An animal must not remain unattended while under anesthesia for a painful procedure; if evacuation is indicated, the animal must be humanely euthanized prior to evacuation.
Call Priority Order:	1. MWU Safety and Security 2. Fire Department 3. Assoc. Director of Research Operations

Pandemic

Downers Grove Animal Operations and Communications Plan for Pandemic	
Action Steps:	• The Animal Facility is maintained at a level to ensure animal welfare while still abiding by guidelines set forth by Human Resources and the CDC guidelines for social distancing and room occupancy. AF staff are cross-trained to cover critical operations and maintain animal welfare in the event that staffing becomes limited due to prolonged illness or quarantine of staff members. • All personnel in the AF must wear appropriate Personal Protective Equipment (PPE) and maintain social distancing per Center for Disease Control (CDC) guidelines. • Provisions are made to maintain adequate inventories of essential supplies (i.e., feed, bedding, personal protective equipment, and cagewash supplies). • At the discretion of IO and the consulting vet, animal researchers will be notified that new animal orders and requests for import/export of animals will cease during this time, unless deemed absolutely necessary and approved by IO and the consulting vet. • PIs may be encouraged to keep their ongoing research to a minimum and have a plan in place to maintain their research in the event that staffing becomes limited due to prolonged illness or quarantine of staff members. • The IACUC has a plan for conducting official business during a pandemic event, taking into account the following: ○ The IACUC must continue to be properly constituted. ○ A quorum is required to conduct official business at a convened meeting. ○ The IACUC ensures that protocol approvals are not allowed to expire or if they do expire, that no further animal activities (e.g., data collection) are conducted. ○ Appointment and training of IACUC members (including nonscientific members) continues ○ The IACUC will utilize alternatives to face-to-face meetings such as teleconference or video conferencing. ○ If needed, the number of IACUC meetings may be reduced to as few as one every six months. ○ The IACUC may choose to expand their use of designated member review.

Glendale, AZ Campus Institutional Animal Care & Use Committee Emergency Plans

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

Facilities

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

- Therapy Institute – Animal Resources Department
- Animal Health Institute - CVM
- Large Animal Clinic - 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 Supervisor 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, reviewed and approved by the IACUC committee, 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 Glendale chlorinated/fluorinated water supplies.

Water is also essential for washing caging and equipment and other sanitation purposes. Some medications and animal care treatments may be diluted in drinkable water as well.

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 before and 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

Personnel in the Animal Health Institute include Clinical Faculty, Director of Large Animal Clinic, Veterinary Technicians, a Practice Manager, and veterinary technicians. The Large Animal Clinic (LAC) personnel include Director of Large Animal Clinic, Manager of LAC, CVM faculty and caretakers. The Therapy Institute Animal Facility is overseen by the Associate Director of Research Operations and has a Supervisor and 2 full time Animal Resources technicians.

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/LAC, 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/LAC is necessary and practical, animals will be moved to other unaffected areas of campus. The veterinarians and/or individuals in charge of Animal Resources will decide when and where to relocate the animals.

Communications

Veterinarians and/or individuals in charge of Animal Resources are able to be reached during the normal workday & in case of an emergency. Phone numbers are listed at the animal facility entrance on both campuses for weekend and holiday emergencies. All facilities also have a backup veterinarian which can be called on an emergency basis if the attending veterinarian cannot be reached.

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 Therapy Institute including the Animal Facility that includes emergency lights, back-up air conditioning, air handling and exhaust. The LAC has shaded areas and sand bedding under the shaded areas to help decrease environmental temperatures. Large fans and misters are installed and are programmed to turn on if the ambient temperature reaches 95°F. If fans and mister system do not function due to power loss or mechanical breakdown during a period when the ambient temperature is greater than 95°F an emergency protocol will be followed. (see Power Outage/Environmental Support, below).

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 effect 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.).

Glendale Animal Operations and Communications Plan for Bomb Threat/Bombing	
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

Glendale Animal Operations and Communications Plan for 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

Glendale Animal Operations and Communications Plan for 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

Glendale Animal Operations and Communications Plan for 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 LAC 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

Glendale Animal Operations and Communications Plan for 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 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

Glendale Animal Operations and Communications Plan for 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

Glendale Animal Operations and Communications Plan for 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

Glendale Animal Operations and Communications Plan for 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. For the LAC a SOP is in place. As such, the Director and the Manager will be notified, the Manager will develop a schedule to hose the animals down with cold water at least 3 times daily until the power to the fans and misters has been restored. If dysfunction is due to mechanical breakdown of fans and/or mister system, a backup fan will be used along with the cooling protocol as listed above until the malfunction can be resolved or equipment repaired/replaced.
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.

Section IV – Emergency Phone Numbers

- Fire or Ambulance (from a campus phone) 8-911
- Always call University Security at 630-515-7111 (IL) or 623-572-3201 (AZ) *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 630-515-7111 (IL) or 623-572-3201 (AZ)

Local and State Contacts - Arizona

General Emergency	911
Glendale Police Department	623-930-3000
Maricopa County Sheriff	602-876-1011
Arizona State Police	602-223-2000
Glendale Fire Department	623-930-4400
Maricopa County Health Department	602-506-6900
Poison Control Center	800-222-1222
Red Cross	602-336-6660
AZ 24 Hour Emergency Chemical Hotline	888-ALL MSDS

Local and State Contacts - Illinois

General Emergency	911
Downers Grove Police Department	630-434-5600
DuPage County Sheriff	630-407-2400
Illinois State Police	630-241-6800
Downers Grove Fire Department	630- 434-5980
DuPage County Health Department	630-682-7400
Poison Control Center	800-222-1222
Red Cross	312-729-6100
IL 24 Hour Emergency Chemical Hotline	888-ALL MSDS

Federal and Other Contacts

EPA-Region 1-National Response Center	800-424-8802
OSHA-IL Office	217-782-9386
OSHA-AZ Office	602-542-5795
FEMA-Through RI Emergency Management	800-621-3362
U.S. Postal Inspection Service – RI Office	401-276-8619

Appendix I – Midwestern University Crisis Communication Response Plan

***The LT Committee will convene in The Commons (Faculty Dining Room) (IL) or the Recreation and Wellness Center (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.

- Student Communication
- Faculty and Staff
- Board of Trustees
- Media
- Alumni
- Business Partners
- Neighbors
- Local Emergency Personnel

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.

Overall Point Persons

The overall point persons for this plan will be:

- **Downers Grove Campus:** Senior Vice President Human Resources and Administration and she can be contacted at 630-515-6120 (Office)
- **Glendale Campus:** Dean of Students and she can be contacted at 623-572-3329 (Office)

Student Communication

Crisis Communication Response Plan for Student Communication	
IL Point Person:	Dean of Students: • Office: 630-515-6470 • Cell: 630-327-8459
AZ Point Person:	Dean of Students: • Office: 623-572-3329 • Cell: 623-764-0511
Plan Details:	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 or 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 individual(s) involved. 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

Crisis Communication Response Plan for Faculty and Staff	
Point Person:	Senior Vice President Human Resources: • IL Office: 630-515-7198 • AZ Office: 623-572-3247 • Cell: 630-247-7852
Plan Details:	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 the University recover from (storm/damage, etc.). 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

Crisis Communication Response Plan for Board of Trustees	
Point Person:	University President and Chief Executive Officer: • IL Office 630-515-7277 • AZ Office: 623-572-3426 • Cell: 602-828-6636
Plan Details:	The Crisis Communication plan for the Board of Trustees will be handled through the Office of the President. 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 likely 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

Crisis Communication Response Plan for Media	
Point Person:	AVP, Marketing and Communications: • IL Office: 630-515-7166 • AZ Office: 623-572-3783 • Cell: 630-885-2863
Plan Details:	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. Practice 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: Cardinal Hall (IL) Auditorium (AZ) in the event of a Press Conference & the Administration Building for all other purposes.

Alumni

Crisis Communication Response Plan for Alumni	
Point Person:	VP of University Advancement: • IL Office: 630-515-7652 • AZ Office: 623-572-3274 • Cell: 214-457-6260
Plan Details	The Crisis Communication plan for Alumni will be handled through the Office of Development & Alumni Relations. 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 - credibility 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

Crisis Communication Response Plan for Business Partners	
Point Person:	Vice President Finance: • IL Office: 630-515-6044 • AZ Office: 623-572-3358 • Cell: 602-300-6036
Plan Details:	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

Crisis Communication Response Plan for Neighbors	
Point Person:	AVP, Marketing and Communications: • IL Office: 630-515-7166 • AZ Office: 623-572-3783 • Cell: 630-885-2863
Plan Details:	The Crisis Communication plan to keep neighbors informed will be headed by the Leadership 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. Public meeting where University administrators meet the neighbors are scheduled on an as needed basis. 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 (Downers Grove/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

Crisis Communication Response Plan for Local Emergency Personnel	
IL Point Person:	Director of Security: • Office: 630-515-7217 • Security: 630-515-7402 • Welcome Center: 630-515-7111
AZ Point Person:	Director of Security: • Security: 623-572-3270 • Welcome Center: 623-572-3201
Plan Details:	The Crisis Communication plan for Local Emergency Personnel will be handled through the 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 be 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.