

Wells College
Critical Incident Response Plan
2016-2017

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I. Introduction

The Wells College Critical Incident Response Plan (hereinafter referred to as CIRP) describes the established policies, procedures, and administrative direction to be followed by the appropriate members of the Critical Incident Response Team (hereinafter referred to as CIRT) to respond promptly and effectively in the event of a safety, crisis, and/or emergency situation occurring on or near the Wells College campus.

In any safety, crisis, and/or emergency situation at or near Wells College, the primary goal is to ensure the safety, security, and well-being of its students, faculty, staff, and visitors. Also of importance is the way in which the College responds and communicates during and/or following a safety, crisis, and/or emergency situation. Communications that are timely, accurate, and informative keep campus constituencies aware and minimize short- or long-term public relations damage to the College.

This CIRP outlines procedures for a number of situations. It should be considered a working document that will serve to guide safety and crisis responses.

Authority

The CIRP is promulgated under the authority of the President of Wells College. The promulgation and maintenance of this plan are the responsibility of the CIRT, or as directed by the College President.

Definitions: Levels of Emergencies

A safety, crisis, and/or emergency situation is defined as any event or circumstance that requires immediate response to ensure a sense of security and well-being, preserve lives, protect public health and/or property, preserve business operations, and guard institutional reputation. These include, but are not limited to:

- A safety or health issue
- Death(s) or significant injury(ies) to faculty, staff, students, or campus visitors
- A shutdown or disruption of operations
- Physical or environmental damage
- A threat to the College's reputation—including the College as a whole, as well as members of its community

A **Level 3 Emergency** is a critical incident or catastrophic event that demands a coordinated effort of local, state, and possibly federal authorities to control and recover from. The emergency notification system will be activated, the CIRT will be convened, and an emergency operations site will be designated on or near the affected campus.

A **Level 2 Emergency** is a critical incident that has a significant impact on the individual's involvement as well as on the larger Wells community. Internal and external resources will need to be mobilized. The College's emergency notification system will be activated, and the CIRT will be convened.

A **Level 1 Emergency** is an isolated or limited critical incident that can be managed within normal college operations. Some outside assistance may be required. The College's emergency notification system may be activated, and some members of the CIRT will need to be advised of conditions and/or provide appropriate response.

Purpose

Action taken is to ensure safety FIRST and foremost and:

- Protection of life and property
- Prevention of human suffering and hardship
- Timely communication with internal and external audiences
- Maintenance and/or restoration of essential facilities and services
- Continuity of operations
- Safeguarding and minimizing damage to the College's reputation

Concept of Operation

The CIRP is designed to provide administrative guidelines for the College during times of emergency. Emergency response leadership at Wells College will be provided by the Critical Incident Response Team (CIRT). The CIRT executive leader shall be the President or designee. The President or designee shall determine the individual(s) who will lead the efforts of the CIRT.

The CIRP further assigns roles and responsibilities to departments and individuals directly responsible for emergency response efforts and critical support services. The CIRP may be activated at any time there is a disruption in the normal operations of the campus or for emergencies declared by the county or the state.

Guiding Principles

Wells College is committed to the welfare of its students, faculty, staff, and visitors. Its CIRP is designed to respect this commitment; to maximize human safety and survival; to minimize danger; to preserve College property; to restore normal working conditions; and to ensure responsive communications within the College community and to our surrounding neighborhoods, the broader community, and media outlets.

The Wells College CIRP is enacted whenever a safety issue, natural disaster, or other emergency affects the College or any member(s) of its community. The CIRP is a tool for the

College to accomplish its stated purposes efficiently and effectively, with a minimum of confusion, and with the best interests and safety of our community members in mind—all while ensuring confidence in the College and its reputation.

Copies of the CIRP shall be maintained in the offices of the President, all senior administrators, Information Technology, Campus Safety, Facilities, and Human Resources. The Wells College CIRP is reviewed annually and updated as necessary.

Convening the Critical Incident Response Team (CIRT)

The CIRP consists of members of the Wells College community whose areas of oversight will have a direct impact on prompt resolution of a safety or emergency situation. The determination of the types of response(s) needed to a particular situation and CIRT members required to assist in the response will be made by the President (or designee). If a meeting is to be convened, the individual designated to call the meeting will be responsible for contacting the CIRT members and securing a location. ***(See Appendix A: CIRT Contact Phone Numbers.)***

Critical Incident Response Team

College personnel are expected to serve, as directed by the President of the College, as part of a collaborative leadership team when critical incidents occur to assist in the stabilization of the situation, and to provide the appropriate response and follow-up to ensure a safe campus environment.

The Wells College Critical Incident Response Team is divided in to two (2) tiers, made up of primary and secondary responders, as shown, by position, below. Appendix A of this manual contains the emergency contact list for all members of the CIRT.

1st Tier Responders

- President
- Provost and Dean of the College
- Vice President and Chief Financial Officer
- Executive Assistant to the President
- Dean of Students
- Director(s) of Campus Life
- Administrative Assistant/Academic and Student Life
- Director of Security
- Director of Communications & Marketing
- Director of Facilities Operations & Services
- Director of Information Technology

2nd Tier Responders

- Vice President for Advancement
- Vice President for Enrollment Services
- Director of Athletics

- Manager of Human Resources
- Medical Center Director
- Director of International Programs
- Legal Counsel

Campus State of Emergency

Whenever a safety issue and/or emergency affecting a Wells College campus/property reaches such proportions that it cannot be handled by routine measures, the College President (or designee) may declare a state of emergency.

During a campus state of emergency, only enrolled students, faculty, staff, and their affiliates (i.e. persons required by employment) may be authorized to enter or remain on campus. Persons who cannot present valid identification (such as a student, faculty or staff identification card or other suitable identification showing that they have a legitimate purpose on campus) will be directed to leave the campus. Unauthorized persons remaining on campus may be subject to expulsion, detention, or arrest in accordance with applicable laws.

Restrictions of Nonessential Personnel

Only emergency personnel and CIRT members who have been specifically assigned incident management duties will be allowed to enter or be near the incident site. Since incidents may be considered to be criminal acts, that incident site is to be managed as a crime scene that requires the collection and preservation of evidence and other procedural requirements that are critical to the performance of a criminal investigation.

Debrief Reports

Immediately upon the conclusion of emergency operations concerned with a critical incident (as determined by the President or designee), debrief reports must be prepared by each individual or department on the CIRT who had a direct role in handling the emergency. Reports will be submitted to the Director of Communications & Marketing, who will assemble the reports, provide an overview summary of the incident to the CIRT, and keep the documents on file. ***(See Appendix B: Incident Debrief Report.)***

Chain of Command for Campus Emergencies

1. President
2. Provost and Dean of the College
3. Vice President and Chief Financial Officer
4. Dean of Students
5. Cabinet Members
6. Or, appropriate designee of each above

II. Emergency Communications Plan

Clery Timely Warning Notices

The Clery Act requires colleges and universities to notify students and employees whenever there is a threat that a serious crime is ongoing or may be repeated so campus community members can protect themselves from harm. Clery Timely Warning Notices will be disseminated through email, web postings, and flyers upon confirmation of a significant emergency, dangerous situation, incident, or crime impacting either the Wells College campus and/or the surrounding area. Notices will also be posted on www.wells.edu and on Campus Safety web pages.

Emergency Notification Policy

In the event of confirmation of a threat involving imminent risk to personal safety, the Wells College Director of Security or his designee may activate any and/or all means of the emergency notification systems prior to notifying the CFO or the President. The Director of Communications and Marketing will generally have the responsibility for preparing and disseminating emergency messages and updates.

In the event that a situation arises that constitutes an immediate threat to members of the Wells College community, there are various systems in place to communicate information quickly. Upon verification of a dangerous situation or significant emergency involving an immediate threat to the health and safety of community members on campus, the following methods may be activated:

- A notice will be posted on the Wells College website home page, with regular updates provided as needed and/or available during critical incidents.
- A notice will be posted in each building and residence hall.
- EXPRESSAlert, an opt-in emergency text notification system for Wells College community members that utilizes email, text messaging, and email, will be activated.

Communication through EXPRESSAlert will be made to all contacts provided by each community member when they opt-in (i.e., cellular phone, home phone, email, etc.). Students, staff, and faculty are advised of the option during educational programming, and can update their information 24/7 through the College's Globe page. Users should enter their mobile phone number in the "Primary Crisis Contact Number" area. This number is also used for SMS/text notifications. A home or alternate number can also be entered in the "Other Crisis Contact Number" area.

Wells College tests EXPRESSAlert on a semester basis, or twice annually. Tests are usually announced to the community in advance in order to ensure awareness and attention to the systems in place.

IMPORTANT: In the event that electronic forms of notification are inoperable, notification may be disseminated in a number of ways, including postings in public areas of the campus (e.g., flyers) and campus community members going “door to door” in offices and residence halls.

EXPRESSAlert Emergency Communications Service

Wells College uses EXPRESSAlert for providing prompt notification to the campus community for safety and emergency situations. EXPRESSAlert is a fast, multi-modal communication system that employs text and email notification. EXPRESSAlert is only to be used in the event of a campus safety or emergency situation, including weather-related cancellations or closings.

The following Wells employees are given the authority by the chain of command to access the EXPRESSAlert system to send out campus-wide notifications.

- Campus Safety
- President (or designee)
- Provost and Dean of the College (or designee)
- Vice President and CFO (or designee)
- Dean of Students (or designee)
- Vice President for Enrollment Services (or designee)
- Director of Communications and Marketing (or designee)
- Executive Assistant to the President (or designee)
- Director of Information Technology (or designee)

IMPORTANT: EXPRESSAlert will only reach, via text, those students, faculty, and staff who have entered their contact information. Because of this, it is vital that Human Resources encourage new employees to sign up at the start of their employment; Student Life communicate to new and returning students; and campus-wide sign-up promotions take place just prior to regular testing of the program.

Procedure for Sending an EXPRESSAlert:

Upon learning of a campus safety or emergency situation, the Dean of Students (or designee) will craft a message to the campus community through EXPRESSAlert.

- a. If time allows, the Director of the Office of Communications and Marketing should be informed about the dissemination of an EXPRESSAlert message in order to alert communications and marketing staff for the purpose of fulfilling web postings, answering media inquiries, and handling other emergent communications.

- b. If a safety or crisis situation requires immediate campus notification, the Director of Communications & Marketing can be contacted AFTER dissemination of the EXPRESSAlert message.
2. The message must inform the campus community briefly about the nature of the emergency and what actions individuals should take to guard their safety.
 - a. The message should contain sufficient information for recipients in the affected area(s) to take immediate action.
 - b. The message should not redirect recipients to another location for information, such as the website, unless the situation does not pose an immediate or critical threat to health or safety and such redirection is intended to enhance information.
 - c. The message should indicate the specific location of the emergency so there is no unnecessary confusion for Wells employees or students.
 - d. The message should indicate what follow-up messaging will take place and where to find the latest information; i.e., the Wells College home page.

IMPORTANT: The EXPRESSAlert system is hosted off campus, so it will continue to work in the event of a power problem on the Wells campus.

Using the Campus-wide Email System

A Campus Safety Alert is a designation for situations that require due diligence by the campus population, such as a crime that was reported in the area of the campus, a water boil notice, and so on. In these situations, Campus Safety typically works with the Office of Communications & Marketing for assistance in sending out a campus-wide email and posting the Campus Safety Alert on the website.

It is important, however, that other individuals be capable of disseminating a Campus Safety Alert should the Office of Communications & Marketing not be readily available. The following Wells College employees have been authorized to send campus-wide emails for important communications:

- Campus Safety
- President (or designee)
- Provost and Dean of the College (or designee)
- Vice President and CFO (or designee)
- Dean of Students (or designee)
- Vice President for Enrollment Services (or designee)
- Director of Communications and Marketing (or designee)
- Executive Assistant to the President (or designee)
- Director of Information Technology (or designee)

How to Send a Campus-wide Email

1. Open a new email.
2. Write a subject line that communicates **Campus Safety Alert**.
3. Compose content for the body of the message.
4. Click on the "To" button. This will reveal the Address Book and the BCC field, below the CC field.
5. Select faculty, staff and student lists from the Address Book by highlighting it, and click the BCC button to enter it in the BCC field. (NOTE: The listserv for emergencies, or any large Outlook distribution list, belongs in the BCC field so the long list will not appear and encumber the message with too many email addresses.) *NOTE: This procedure is used to prevent unauthorized use of "reply all" or copying email addresses.*
6. **Proof** the message before hitting "Send."

IMPORTANT: If the message communicates the availability of more detailed information at another location (e.g., the website), the website information must be posted prior to sending the campus-wide email. It is advised that recipients receive as much information as possible through the email rather than send them to another source.

NOTE: *The policy for Class Cancellations and College Closings can be found in Appendix C.*

III. Strategic Communications Plan

Introduction

In any safety, crisis, and/or emergency situation at or near Wells College, communications that are timely, accurate, and informative keep campus constituencies aware and minimize short- or long-term public relations damage to the College.

Communications Overview

The Office of Communications & Marketing (hereinafter referred to as COM-MAR) collects and disseminates information to a wide range of internal and external constituencies. The COM-MAR Director works closely with senior-level administrators to ensure accurate and timely approval and dissemination of information across a broad spectrum of communications. In addition, the Director COM-MAR and COM-MAR staff work with media outlets during a safety, crisis, or emergency situation.

COM-MAR will:

- Develop talking points and/or statement(s) for media inquiries and receive approval on these and all communications.
- Prepare flyers/posters, news releases, letters, and social media and web postings.
- Serve as the point of contact where all media inquiries will be deferred.
- Prepare timely updates for the campus and media.
- If warranted, establish and oversee a press conference area to keep media in one location and/or accompany member(s) of the media on campus.
- Conduct ongoing review of media reporting to ensure accuracy in reporting and provide corrections as needed.
- Monitor social media and take proactive action to correct misinformation.
- Keep senior-level administrators informed at all times.

IMPORTANT: The Director of COM-MAR is the official spokesperson. This person will typically be an informed senior-level administrator who will serve as the official spokesperson throughout the incident-response period. COM-MAR will oversee the preparation of statements, talking points, and other communications as needed.

Power Outage

In the event of a power outage, cell phones and EXPRESSAlert can be used for notification. This requires departments and offices to have updated cell phone information for all employees.

In addition, flyers can be posted on all buildings, and “door-to-door” notification can be accomplished in residence halls and other buildings, unless an emergency situation presents a safety risk (e.g., severe weather, fire(s), active shooter(s) situation, etc.).

Media Needs

IMPORTANT: Although the campus community may assume that the presence of media on campus is known by COM-MAR, this is not always the case. In the event media are on campus (e.g., interviewing students, filming exterior or interior of facilities), COM-MAR or CIRT should be contacted immediately.

- Press conference areas on campus need to be pre-determined in the event a safety and/or emergency situation requires centralizing media personnel.

IMPORTANT: Social media will present challenges during any safety, crisis, or emergency situation. It should be assumed that social media will get out ahead of official information disseminated by the College. Therefore, timeliness of approved messaging is critical. In addition, monitoring of social media during safety, crisis, and emergency situations will be conducted to ensure misinformation and/or overstatements are not allowed to proliferate or escalate.

Campus Safety Alerts/Emergency (EXPRESSAlert) Alerts

IMPORTANT: In the event of an emergency situation that poses an immediate and/or ongoing threat to the safety and/or welfare of the campus community, there should be minimal delay in disseminating a campus-wide safety alert once the situation has been verified.

Otherwise, the protocol is as follows:

1. The COM-MAR Director (or designee) is informed that a Campus Safety Alert will be disseminated.
2. The Campus Safety Alert will be posted on the College's home page and link to the alert on the Campus Safety web page.
3. In the event of an ongoing safety and/or emergency situation, updates will be provided as needed to www.wells.edu.

Release of Information: General Guidelines

Appropriate information to release to internal and external audiences should be approved by the Director of COM-MAR and includes:

- Verified facts
- Campus response(s) to those affected
- Provision(s) made by the College to those affected (e.g., counseling services)
- Timely updates with verified facts

Information that **CANNOT** be released:

- Speculative information
- Unverified facts
- "No comment."

- Information that violates FERPA
- Estimates concerning the extent of damage in dollars
- Estimates concerning the length of time it will take to put a damaged facility back online
- Blame on any individual, agency, or piece of equipment
- Comments on judicial or administrative processes in which findings have not been issued

Communications and FERPA

The Family Educational Rights and Privacy Act (FERPA) is a federal law that protects the confidentiality of student records by placing restrictions on the release of certain kinds of information the College maintains. Generally, the law declares that it is legal to release certain types of “directory information,” but the law does not require that the College release such information.

“Directory information” includes: the student’s full name, address, phone number, email address, photograph, date and place of birth, major field of study, grade level, most recent educational institution attended, dates of attendance, degrees and awards received, participation in officially recognized activities and sports, weight and height (if a student-athlete), and student ID number.

Wells College respects the privacy of student information and releases information only when that is the essential and appropriate thing to do.

Health information: The federal law does allow for institutional disclosure of protected information in emergency situations “when necessary to protect the health or safety of the student or other individuals.” Such release of information requires the approval of a senior-level administrator in those cases when a staff member needs to quickly communicate health information about a particular student to a physician in order to protect the health of the student.

Communications Assessment: Preparation and Anticipation

The extent and kind of communications in a safety and/or emergency situation will depend not only on the type of event, but also on projected internal and public response(s). Questions for assessing a situation in order to devise an appropriate communication response include, but are not limited to, the following:

- What is the situation?
- Will/can the situation escalate?
- What is known, and who already knows it?
- Who has been affected?
- Who might also be affected?
- Is there potential for negative responses by students, employees, parents, alumni, etc.?
- Is there potential public interest?

- Is the public interest from local media? Regional media? National media?
- Is there potential litigation associated with the incident?
- Has the institution's reputation been impacted?

Communications Audiences

Each crisis situation will include one or more constituencies with whom the College needs to communicate in a timely manner.

INTERNAL AUDIENCES

- President
- Board of Trustees
- President's Cabinet
- Alumni Board
- Students
 - Residents
 - Commuters
- Faculty
- Staff
- Visitors
- Groups using facilities (e.g., visiting athletics teams)
- Event attendees (e.g., Lecture Series)

EXTERNAL AUDIENCES

- Families of Residential Students
- Families of Commuter Students
- Families of Faculty and Staff
- Families of Campus Visitors
- Alumni
- Media
- Neighbors/Local Community
- Elected Officials (Local and State)
- Law Enforcement Agencies/Fire/EMS
- Vendors/Suppliers

Safety, Crisis, and Emergency Levels/Actions

There are three levels of safety, crisis, and/or emergency situations that require a responsive and proactive communications plan.

1. A non-crisis level.

This includes closing of the College due to non-severe weather conditions (e.g., snowstorm).

- a. **Action:** Announcements of weather-related closings will be posted on www.wells.edu and updated and/or removed as needed.
- b. **Action:** An EXPRESSAlert will be sent, in most cases, by 6AM.

This level also includes a death from natural causes or illness of a member of the Wells College community (student, faculty, staff, trustee, etc.).

- c. **Action:** Communication about the death needs to be disseminated to the campus community.
- d. **Action:** As determined by Dean of Students, support services and counseling will be made available to members of the community.

2. A safety issue.

This includes communication about crime(s) on campus property or in neighboring areas, for the purpose of keeping members of the community safe. Communication regarding safety issues that have occurred and/or are no longer in progress (e.g., an armed robbery that has occurred; severe weather forecasted, etc.) evolves as follows:

- a. **Action:** Campus Safety contacts the Dean of Students (or designee).
- b. **Action:** The Dean of Students (or designee) or a senior-level administrator will immediately contact COM-MAR.
 - The Campus Safety Alert will be posted on www.wells.edu.
 - Talking points will immediately be prepared in anticipation of media inquiries, and approved by a senior-level administrator.
 - The Director of COM-MAR is the appointed as spokesperson and prepped.
 - As needed, updates will be prepared, approved, and disseminated and posted.
 - Social media sites will be monitored for misinformation and/or negative feedback about the College or its actions. Correct information and/or clarification will be posted.

IMPORTANT: All Campus Safety Alerts must include safety and security tips for the campus community and indicate how the College is working in response to the Campus Safety Alert.

For example, a Campus Safety Alert on an armed robbery at a specific location should indicate increased Campus Safety presence.

3. An emergency situation.

An emergency entails three levels.

A Level 1 emergency involves:

- A campus safety and/or security issue that has generated media attention.
- An on-campus event that focuses on a sensitive or controversial topic, or which features a controversial speaker.
- Disruption of College business via a campus protest, employee picketing, etc.

Action: COM-MAR will monitor media inquiries/attention and draft messaging for communications.

A Level 2 emergency includes:

- Death(s) or significant injury(ies) to faculty, staff, or students.
- A shut-down or disruption of operations.
- Physical or environmental damage.
- A threat to the institution's public image.

Action: COM-MAR will monitor media inquiries/attention and draft messaging for communications.

A Level 3 emergency includes widespread damage, an escalating situation, and extreme loss of life, injury, and/or property.

Action: A senior-level administrator will immediately convene the CIRT. Communications will be determined based upon the type of situation. COM-MAR will monitor media inquiries/attention and draft communications.

Establishing a Media/Press Conference Area

An event or emergency that generates widespread media interest and/or involves entities from other jurisdictions will present challenges to the CIRT and to COM-MAR. To effectively manage this, a Media/Press Conference Area will be established to provide a single point clearinghouse for all communications with the media. This site will be determined by the President of the College (or designee). It should include, at a minimum, computers with Internet capability, copier, telephones, chairs, and tables. It should also include a podium, microphone, and College signage in the event the situation warrants a press conference. The site should be of a size to accommodate what could be a large crowd.

Communications Challenges

No matter what level of a safety, crisis, or emergency situation, the following will present challenges to communications and the public image of the College:

- Surprise: A crisis rarely gives warning.
- Insufficient information: All the facts and information are often not available.
- Escalating events: Rarely does a crisis involve a simple scenario.
- Loss of control: As a crisis escalates, the ability to capture accurate information and disseminate it in a timely manner becomes increasingly difficult.
- Social media: Postings on social media are not only immediate, but visible to a large community. Oftentimes postings serve to escalate a situation through the delivery of misinformation and over-exaggeration of facts.
- A non-gated community: The ability of media to be able to film, broadcast, and interview close to campus property can serve to heighten anxiety, promote misinformation, and put the College on the defensive.

“Closed” Campus Safety Communications

For “closed” campus safety concerns (the incident has occurred and is not ongoing), COM-MAR will:

- Develop talking points to prepare for media inquiries.
- Receive approval on the talking points.
- If necessary, prepare flyers/posters, news releases, and web postings.
- Serve as the point of contact where all media inquiries will be deferred.
- Serve as the designated spokesperson.

COM-MAR must be informed of all media inquiries immediately. Following notification:

- Contact will be made with the media representative(s) to ascertain the scope of inquiry, questions, etc.
- Contact will be made with the appropriate individual on campus who has been charged with oversight of the CIRT.
- The appropriate form of response will be determined (e.g., prepared statement or interview with designated spokesperson).
- Depending on the form of response chosen, a written statement will be prepared and disseminated or the appropriate spokesperson/point of contact will be prepped for the media.

A member or members of COM-MAR will strive to accompany all media representatives who come to campus and will be present during all interviews. Following print or broadcast reporting:

- Media stories will be reviewed to ensure accuracy.
- Corrections will be disseminated in the event that inaccuracies or misconceptions have been reported.

“Open” Campus Safety Communications

For open campus safety concerns and/or emergencies (the incident is severe, has escalated, and/or is ongoing), COM-MAR will serve as a member of the CIRT and will:

- Develop communications strategies and appropriate messages.
- Make contact with media to ascertain the scope of inquiry, questions, etc.
- Prepare talking points and, if necessary, fact sheets, flyers/posters, news releases, and electronic postings.
- Serve as the point of contact where all media inquiries will be deferred.
- Serve as the appointed College spokesperson.
- Prepare timely updates for the campus and media.
- If needed, assist in establishing a press conference area to centralize members of the press.
- Conduct an ongoing review of media reporting to ensure accuracy in reporting.
- Disseminate corrections to misinformation.

Crisis Communications Checklist

Before Going Public

___ Strategically review the situation.

___ Identify audiences requiring communications (see “Communications Audiences”).

___ Determine the lead person responsible for ensuring all communications tasks are completed (typically the COM-MAR Director).

___ Assess the situation to determine the facts.

___ Create a plan of action for internal and external communications.

___ Develop factual, detailed messages that reflect the status of the crisis, the College’s action(s), and proactive steps to resolve the situation. Consider what the community and public may be feeling and use message to address those feelings.

Going Public

___ Begin media outreach; return calls; use press release/statement, if appropriate.

___ Update website and internal communications if/when needed.

___ Monitor social media.

___ Evaluate message effectiveness as the situation progresses; provide updates as needed.

___ Keep records to document critical conversations, details, and media questions.

Post Event

___ Complete an Incident debrief report.

___ Monitor media and social media.

IV. Emergency Operations Center

The Emergency Operations Center (EOC) is a location designated for managing and coordinating the resources and personnel required to handle major events and emergency situations. The EOC is staffed by members of the CIRT and other personnel as required. During a major event or emergency, the EOC is activated to coordinate campus operations and recovery efforts. It is desirable to locate the EOC as close to an active situation as feasible. If needed the EOC can be convened as a conference call or Skype.

IMPORTANT: The EOC is not to be used as a media/press conference area.

EOC Locations

In the event an emergency requires convening the CIRT, the following locations can be used.

- Non-critical Incident: President's Conference Room, Lowe Library (203 Macmillan)
- Critical Incident: Stratton 209 or if needed, an off campus location (Lakeside Room)

IMPORTANT: If any of the above locations are inaccessible or when an emergency exceeds or is likely to exceed campus capabilities and resources, an alternative EOC location will be established. Depending upon the nature, location, and scope of an incident, possible alternative EOC location: Zabriskie 105. An alternate site should additionally be selected in the event that relocation of the EOC is required due to safety concerns or other reasons.

EOC Director

The EOC Director is appointed by the President of the College (or designee) and charged with managing the EOC, convening and directing the efforts of members of the CIRT, and serving as a conduit between the CIRT and the President. The EOC Director provides "one voice" during a major event or emergency to assure prompt decision-making and clear and consistent guidance.

CIRT Roles and Responsibilities

President

As chief executive officer for Wells College, the President is responsible for the overall management of the College during an emergency. Responsibilities include, but are not limited to, the following:

- Delegate responsibilities to the Cabinet.
- Communicate with the Board of Trustees on the nature of the emergency and the actions taken.
- Declare a state of emergency at the College when necessary.

EOC Director(s)

Following the directives of the President, select senior-level administrator(s) will serve as EOC Director(s), provide oversight, and issue approvals on requests and communications. These director(s) include, but are not limited to:

- Dean of Students
- Provost and Dean of the College
- Or appropriate designee of above

Responsibilities include, but are not limited to, the following:

- Assume overall responsibility for incident-related activities.
- Direct all emergency administrative coordination and monitor the CIRT.
- Maintain communication with the President, informing him on every aspect of the emergency operation initiatives.
- Maintain communication with COM-MAR. Disseminate up-to-date information and approve all messaging, including media talking points.
- Be available to serve as a media spokesperson, if needed.
- Work with Campus Safety and others in assessing the emergency and preparing the College's specific response.
- Approve requests for additional personnel, equipment, and other resources.
- Authorize and approve, in conjunction with COM-MAR, the release of information to news media sources.
- Approve the plan for returning to normal operations.
- Conduct any planning meetings with pertinent personnel.
- Identify services and support requirements for effective emergency operations.

Campus Safety

Responsibilities include, but are not limited to, the following:

- Provide for appropriate staffing in order to maintain a state of readiness.
- Respond to campus warning systems and monitor evacuation systems and procedures.
- Take immediate and appropriate action to protect life and property.
- Take immediate and appropriate action to safeguard records, as necessary.
- Obtain assistance from the city, county, and federal government, as needed.
- Provide traffic control, access control, and perimeter and internal security patrols, as needed.

Director of Facilities Operations and Services

Responsibilities include, but are not limited to, the following:

- Provide equipment and personnel to perform shutdown procedures and hazardous area control: barricades, damage assessment, debris clearance, emergency repairs, and equipment protection.
- Provide equipment and operators for the movement of supplies, as required by the CIRT for emergency use.
- Obtain the assistance of utility companies, as required for emergency operations.
- Furnish emergency power and lighting systems, as required.
- Survey campus space and relocate essential services and functions, as required.
- Coordinate with Wells Campus Safety for necessary support.

Director of COM-MAR

Responsibilities include, but are not limited to, the following:

- Be the sole disseminator of public information (both internal and external) in all matters related to the emergency.
- Gather all factual information and expertise before initiating any response or notification.
- Be available to make a response to all incidents classified as minor or major emergencies and/or catastrophic events.
- Advise the President and Cabinet of all news concerning the extent of the emergency affecting the campus.
- Prepare talking points, news releases, and/or statement(s) for approval and release to the media concerning the emergency.
- Act as liaison with the news media for the dissemination of information.
- Act as liaison with local radio and TV services for public announcements.
- Monitor, post and respond to social media.
- Provide frequent updating.
- Work with Campus Safety to determine the safety and accessibility of the emergency site for the media.

Dean of Students

Responsibilities include, but are not limited to, the following:

- Ensure the provision of support services for all students during and after the emergency.
- Ensure all student services are provided for and initiated during emergency situations.
- Notify a student's family in the event of serious injury and/or death while on campus.
- Act as liaison with all student services departments on related matters as identified with the emergency.

- Maintain liaison with the Provost and Dean of the College in relation to emergency incidents involving students, their class work, and attendance.

Provost and Dean of the College

Responsibilities include, but are not limited to, the following:

- Keep appropriate faculty notified in cases of emergency that may affect one or all members of the faculty or student body.
- Notify faculty about the emergency.
- Ensure faculty is advised and sensitive to emergencies that may affect one or more student(s), their class work, and/or grades.
- Act as liaison for faculty on all related matters identified with the emergency.
- Maintain liaison with the Dean of Students in relation to emergency incidents involving students, their class work, and attendance.

Medical Center Representative

Responsibilities include, but are not limited to, the following:

- Respond to all incidents when requested.
- Assess and coordinate appropriate (triage) response and transfer of victims in the event of medical emergencies.
- Assess the physical and psychological needs of those directly and indirectly affected by the situation and be prepared to set up additional hours of availability for addressing mental health and other issues.
- Act as liaison with community institutions and agencies for necessary coordination of services and follow up.
- Coordinate and request appropriate mental health assistance as needed and/or required.
- Coordinate transfer and appropriate follow-up.
- Notify relatives of victims as requested.
- Act as liaison with community institutions and agencies for necessary coordination and follow-up.
- Act as advisor to other team members regarding mental health implications.

Director of Information Technology

Responsibilities include, but are not limited to, the following:

- Respond to all incidents classified as minor, major, localized, and/or disasters as they relate to technology failure or the disruption of services essential in the effective management of an emergency.
- Implement the IT Division Incident Response Plan.
- Manage phone access, data networking, and data communications; respond to major interruptions of service.

- Develop and maintain a Data Protection and System Recovery plan for electronic information.
- Notify team facilitators regarding an IT emergency resulting in loss of phones and electronic communication.
- Restore essential computer/phone system services as quickly as feasible.
- Assist Wells Campus Safety and COM-MAR with any electronic communications during an emergency.
- Restore all IT services as defined in the Data Protection and System Recovery plan.

Manager of Human Resources and Business Services

Responsibilities include, but are not limited to, the following:

- Maintain accurate phone records for all Wells College employees.
- Notify significant relations of all employees in cases of serious injury and/or death while on campus.
- Ensure that all new personnel are informed about and given an orientation to Wells's emergency procedures on campus.
- Ensure the provision of support services for personnel during and after the emergency.

Other Emergency Staffing Needs

There may be needs for additional staff to be involved with the CIRT. Examples might include: the Associate Director of Campus Life, for any housing-related issues; the Assistant Director of Student Success, who assists students with disabilities; the Director of Wells Dining, who will maintain water and food for the campus community; and others.

V. Emergency Procedures: Evacuation and Services

Residence Hall Evacuation Plan

When the fire alarms sound, all occupants of a building (students and guests) must evacuate the building immediately and proceed to their designated evacuation area.

At the evacuation area, a Residence Life (RL) staff member (if available) will utilize the facility roster to determine if all residents and overnight guests have been able to leave the building. In case of fire or any other life-threatening emergency, it will be important to have this information available for emergency response personnel.

Students and guests will wait in their designated evacuation area until notified by Wells Campus Safety that it is safe to return to the building. If a student decides to leave the evacuation area, the RA should be notified.

Campus Facilities Non-Residence Hall Evacuation Plan

When the fire alarms sound, all occupants (students, employees, guests, and campus visitors) must evacuate the building immediately. Once the building is evacuated, all occupants should immediately proceed to a designated area, which will be identified by the campus safety professionals at the scene. Employees, students, and on-campus guests will wait in their designated areas until notified by Wells Campus Safety that it is safe to return to the building. If an individual decides to leave the evacuation area, Campus Safety must be informed.

Evacuating Students/Employees with Disabilities

When responding to an emergency that requires evacuation, the emergency responders **must consider the possibility** that a disabled student or employee needs assistance being evacuated from the facility. This possibility must be communicated to the emergency facilitator, the Aurora Fire Department, and any other responder.

Once it is determined that a disabled individual is within the facility, a staff member should be assigned to make sure that the individual's needs are met, both during the evacuation and afterward.

Voluntarily assisting the individual during an evacuation is extremely important. It is preferred that two people assist: one stays with the person, while the another summons help. Disabled individuals should take the initiative to inform their resident assistant, instructor, or another community member of their need for assistance if an evacuation is necessary.

Evacuation Locations for Residence Halls:

- Main Sommer Center, Smith Hall lawn
- Weld House Leach House, Upper Leach lot
- Leach House Weld House, Upper Leach lot
- Glen Park Leach House, Upper Leach lot
- Dodge House Leach House
- All Residence Halls Schwartz Athletic Center

Power Outage

In case of a power outage, all residential facilities have battery backup for specific lighting systems that would provide a minimum amount of lighting. All residential facilities have battery backup for the fire alarm systems. The same is true for those facilities with specific intrusion alarm systems.

If a power outage is projected for an extended period of time, it may be necessary to temporarily relocate students from the impacted residence halls. It may also be necessary to re-locate employees to other offices on a temporary basis.

Dining Services during an Emergency

In the event the campus loses electrical power and is unable to be used as a feeding area for any other reason for an extended period of time, students would be fed in shifts, and food would be prepared off-site and transported to Wells as pre-arranged by Wells Dining.

VI. Emergency Procedures: Isolation, Quarantine, and Shelter-In-Place/Lock-Down Policies

Definitions: Isolation and Quarantine

In the event of contagious disease, individuals can be isolated or quarantined from the campus population. Isolation is the separation of an individual or individuals known to be ill with a contagious disease from non-infected individuals. Quarantine is the separation of an individual or individuals exposed to a contagious disease from non-infected and non-exposed individuals. Quarantined individuals should be sheltered at home. If this is not possible, a designated emergency facility must be identified on campus. Quarantined individuals should be among the first to receive medical intervention to prevent and control the disease.

Shelter-in-Place/Lock Down

A campus shelter-in-place/lock-down is declared when it may be more dangerous to evacuate the campus than to stay in assigned rooms or buildings. Threats that trigger an emergency lock-down/shelter-in-place are likely life-threatening. Examples of situations that may cause a shelter-in-place/lockdown order include: violent or potentially violent behavior exhibited by an individual, uncontrollable acts of aggression, a person or persons threatening with a gun or other deadly weapon, a robbery in progress, terrorist attacks, severe weather event, hostile intruder, and so on. Once the danger has passed, individuals will be allowed to return to normal activities.

Communication of Shelter-in-Place/Lock-Down Order

If there is a campus need to institute a shelter-in-place/lock-down order, the community will be informed through a variety of communications—first, and foremost, Wells EXPRESSAlerts messaging—and phone calls, campus-wide email, text messages, radio and television, and other methods.

Procedures for Shelter-in-Place/Lock-Down Order

Students and employees should be made aware of the procedures for a shelter-in-place/lock-down order before an instance occurs to be able to respond quickly. Choose a room in advance for a shelter and instruct students and/or employees to proceed there. The best room is one with few windows and doors.

The procedures of a shelter-in-place/lock-down order are as follows:

1. Any visitors in the building should be made aware that they need to stay until the emergency is over.
2. Turn off all lights.
3. Close and lock all windows, exterior doors, and any other openings to the outside. Close any window shades, blinds, or curtains.

4. Account for everyone in the classroom, office or residence hall. No one should leave the site unless they are told to do so by authorized personnel.
5. If gunshots are heard, everyone should stay near the floor. Strive to be shielded under or behind furniture as much as possible.
6. Individuals in hallways should seek shelter in the nearest classroom or office.
7. Encourage people to crouch down in areas that are out of sight from doors and windows.
8. Unless there is an imminent threat, students, employees, and visitors can be advised to call their emergency contacts to let them know where they are and that they are safe.
9. Everyone must remain in the building until authorities advise it is safe to leave.

VII. Emergency Procedures: Incidents

Level 1 Emergencies

Definition of Level 1 Emergency: A Level 1 Emergency is a minor, localized incident that occurs in a building or specific area of College property, or affects a small portion of the College community and can be quickly resolved, commonly with college resources. A Level 1 emergency has little or no impact on College operations except in the affected areas.

EXAMPLES:

INCIDENT: Handling Suspicious Packages

If any item/package that appears suspicious or dangerous arrives in the Wells Mail Services, employees must adhere to the following:

- Do not try to open mail piece.
- Call Wells Campus Safety.
- Isolate letter/package and do not handle.
- Evacuate the immediate area, but if possible remain in the building.
- Wash hands with warm water and soap.
- Follow the instructions of Wells Campus Safety when they arrive.

INCIDENT: Assault

First response: Wells Campus Safety contacts the senior administrator on duty and director of security. Wells Campus Safety will make the decision to notify local authorities or call in additional community officers. The senior administrator on duty will determine which Wells personnel need to be informed or involved in the response. For any student-related emergency, Wells Campus Safety should notify the Dean of Students.

Action Plan:

1. Campus Safety to assess the seriousness of the incident: the number of individuals involved, identification of those individuals (students, faculty, staff, alumni, visitors), damage to person(s) or property, and serious violations of state or federal statutes.
2. Campus Safety to determine the actions needed and consult with the Dean of Students.
3. Following each incident, the staff involved in the response should evaluate the process and generate additions to the checklist and the response procedure as needed.

INCIDENT: Title IX violation

First Response: If/when notified, Wells Campus Safety will notify the Title IX deputy on-call. Wells College Campus Safety will assess the level of seriousness and direct necessary measures to secure the location.

Action Plan: The Title IX Deputy/Coordinator will take the following steps.

1. Assess the seriousness of the incident: the number of individuals involved, identification of those individuals (students, faculty, staff, alumni, visitors), damage to person(s) or property, and serious violations of state or federal statutes.
2. If the emergency is life-threatening, identify the hospital and physician-on-call in order to maintain accurate medical information.
3. Determine whether or not the complainant wants to move forward with a formal Title IX investigation. As necessary, the College reserves the right to initiate an investigation without a formal complaint by the victim or complainant.
4. If it is necessary to visit the scene of the emergency:
 - Assess the level of seriousness.
 - Offer assistance and support to those on the scene.
 - If necessary, the Title IX deputy will consult with COM-MAR to control rumors.
 - Meet with others on the scene affected by the emergency.
5. Residence Life staff will work with the Title IX deputy to manage the student area if the incident occurred in a residence hall or involves a resident student. This may include calling counseling services for assistance.
6. Following each incident, the staff involved in the response should evaluate the process and generate additions to the checklist and the response procedure as needed.

INCIDENT: Robbery

First response: Wells Campus Safety will make the decision to immediately notify local authorities. They will then contact the President's Office and/or appropriate members of the cabinet to determine which Wells personnel need to be informed or involved in the response.

Action Plan: The following steps will be taken.

1. Assess the seriousness of the incident: the number of individuals involved, identification of those individuals (students, faculty, staff, alumni, visitors), damage to person(s) or property, and serious violations of state or federal statutes.
2. Determine the actions needed and if the CIRT needs to meet.
3. If the CIRT is convened, arrange for a confidential meeting. Request complete information/incident report from the Campus Safety for the meeting. Request that the Wells College security director or supervisor on the scene maintains phone contact. If the emergency is life-threatening, identify the hospital and physician-on-call in order to maintain accurate medical information.
4. If it is necessary to visit the scene of the emergency:
 - Assess the level of seriousness.

- Offer assistance and support to those on the scene.
- Direct necessary emergency measures to secure the location.
- COM-MAR will manage the communications.
- Meet with others on the scene affected by the emergency.
- Gather information for the CIRT meeting.

INCIDENT: Civil Disturbances or Demonstrations

First response: Wells Campus Safety will make the decision to notify local authorities (or call in additional community officers) and determine which Wells personnel need to be informed or involved in the response. COM-MAR should be contacted as soon as possible. For any student-related emergency, the Dean of Students should be notified.

Action Plan: Most campus demonstrations, such as marches, meetings, picketing, and rallies, will be peaceful and non-obstructive. A student demonstration should not be disrupted unless one or more of the following conditions exists as a result of the demonstration:

- Interference with the normal operations of the College.
- Prevention of access to offices, buildings, or other College facilities.
- Threat of physical harm to persons or damage to College facilities.

If any of these conditions exist, Wells Campus Safety should be notified and will be responsible for contacting and informing the Dean of Students. Depending on the nature of the demonstration, the appropriate procedures listed below should be followed.

Peaceful, Non-Obstructive Demonstrations

Generally, demonstrations of this kind should not be interrupted. Demonstrators would not be obstructed or provoked and efforts would be made to conduct College business as normally as possible.

If demonstrators are asked to leave but refuse to leave by regular facility closing time, arrangements will be made by Wells Campus Safety to monitor the situation during non-business hours, or a determination will be made to treat the violation of regular closing hours as a disruptive demonstration.

Non-Violent, Disruptive Demonstrations

In the event that a demonstration blocks access to College facilities or interferes with the operation of the College:

- Demonstrators will be asked to terminate the disruptive activity by the Dean of Students (or designee).
- If the demonstrators persist in the disruptive activity, they will be apprised that failure to discontinue the specified action within a determined length of time

may result in disciplinary action, including suspension or expulsion or possible intervention by Wells College Campus Safety.

- Efforts should be made to secure positive identification of demonstrators in violation, to facilitate later testimony, including photographs or video tape, if deemed advisable.

INCIDENT: Phone Outage

First Response: Wells College Campus Safety will contact the Director of IT. Together they will assess which emergency phones have been affected. In conjunction with COM-MAR, a statement for the on-campus community will be prepared that will provide the following basic information:

- Confirmation that an outage has occurred and that it is being worked on.
- Information about the impact (if any) on emergency phones and alarms.
- Assurance of continued updates.

Action Plan: The following steps will be taken.

1. The Director of IT or designee implements department protocol for business continuation and keeps COM-MAR informed about the nature and duration of the incident.
2. COM-MAR assumes all further communication on the phone outage and prepares updates for the community.
3. Should the phone outage affect alarms and/or emergency phones, steps will be implemented to assign residence life staff or contracted security to campus buildings on a fire watch until the alarms are restored.
4. RL staff will be present in all impacted areas to assist as needed. Cell phones and radios may be used if they are functional.

INCIDENT: Injury, Illness, or Hospitalization of a Wells Student

First Response: Campus Safety contacts the Dean of Students on-call member, who will implement the action plan for responding to the injury. Each situation will call for a unique set of responses, based on the immediate circumstances. An incident involving a resident student will require the Director of Campus Life be contacted immediately by the senior administrator on duty. The Director will facilitate the coordination of support in the residence areas, in collaboration with the Dean of Students. The Dean of Students will contact other administrators on an as-needed basis and work collaboratively on the action plan with the Provost and Dean of the College.

Action Plan: The following steps will be taken in a serious and/or life-threatening situation.

1. Establish that an injury/illness has occurred, what the circumstances are, and whether other students, staff, or faculty were present.
2. Obtain the person's full name and identity.
3. Campus Safety will determine if the student is or should be hospitalized. Request assistance of health center staff in obtaining information, if needed.
4. The student's parents or guardians must be contacted. Communicate factual information known regarding the student's condition, the nature of the accident/illness, and the hospital name, number, and contact person. Arrange for a follow-up phone call and meeting.
5. Determine if other students need immediate assistance. Dispatch someone from campus life to meet with roommates, students in the residence hall, athletic teams, etc., as needed.
6. Notify any resource on campus to which the family has been referred.
7. If it is possible that there will be media interest, contact COM-MAR with any updates on the incident/accident.
8. Contact the Provost and Dean of the College regarding the student's absence.
9. Notify campus offices and personnel who will need to be mobilized to assist with managing the incident, as needed.
10. Maintain daily contact with student and/or family. Arrange for staff to be at the hospital, as needed.
11. Notify Human Resources, which will, in turn, contact Wells's insurance carrier and attorney, as needed.
12. Contact a member of the clergy at the request of the student and/or family.
13. Keep the Dean of Students and the President informed of the student's condition.
14. Following each incident, the responders should evaluate the process and generate additions to the checklists and the response procedure, as needed.

INCIDENT: Hate or Bias-Related Incident (Bullying/Cyber-bullying)

Hate or bias-related incidents that are gender-based, including actual or perceived race, gender, religion, sexual orientation, ethnicity, disability, national origin, and gender identity, fall under Title IX. The Title IX Coordinator must be contacted, and the response must follow appropriate investigation and resolution procedures.

A hate or bias-related incident includes direct confrontation and assault upon an individual or group; painting slogans or cross burning; marches or parades intended to intimidate or harass; removal of posters or other communications; physical harm or threat of harm; or psychological harm whether through direct contact or indirect (e.g., Internet postings).

The State of New York defines bullying as: "The repeated use by one or more students [aggressor(s)] of a written, verbal or electronic expression or a physical act or gesture or any combination thereof, directed at a target that: (i) causes physical or emotional harm to the target or damage to the target's property; (ii) places the target in reasonable fear of harm to him/herself or of damage to his/her property; (iii) creates a hostile environment at school for

the target; (iv) infringes on the rights of the target at school; or (v) materially and substantially disrupts the education process or the orderly operation of a school. For the purposes of requirements related to this law, bullying shall include cyber-bullying.”

First Response: BIRT (bias incident response team) will be notified by any member of the Wells Community for an incident of bias.

Action Plan: The following steps will be taken by BIRT.

1. Assess the seriousness of the situation, the number of individuals involved, and the condition of the individuals. Talk to the first informant to learn key facts and persons involved.
2. If necessary, convene the BIRT and arrange for a confidential meeting place.
3. Depending on the location of the incident and who the victims are, contact additional staff as needed, such as the Provost, Director of Campus Life, the Manager of Human Resources, etc.
4. Consult with the campus safety to address the potential for escalation and for deployment of staff.
5. Inform and reassure victim(s) and his/her community as to the appropriate protective and investigative methods that are and will continue to be implemented.
6. Meet with leaders of the offended group to understand how they would like to respond to the incident (e.g., a peaceful rally, a meeting, a letter to community, etc.).
7. Coordinate communication through COM-MAR if needed.
8. Empower the victim(s) to seek resolution through the campus conduct system.

INCIDENT: Missing Student

IMPORTANT NOTE: If a student has been missing for more than 24 hours; Residence Life and Dean of Students have all emergency contact information and should be notified immediately. If a student is under the age of 18 years of age, Wells College is required to notify the parent or guardian of the missing student no later than 24 hours after the determination by the Wells College that the student is missing.

If any member of the Wells College community believes that a student living in campus housing is missing, Wells College Campus Safety must be notified immediately at 315.364.3329. Wells College safety officers will initiate an investigation to locate the student and will notify the Dean of Students.

First Response: Within 24 hours of determining that a student is missing, Wells College Campus Safety will also notify the appropriate local law enforcement agencies.

Action Plan: The following steps will be taken.

1. Campus Safety will initiate an investigation to determine the validity of the missing student claim.
2. Campus Safety will contact the Dean of Students.
3. Campus Safety and the Dean of Students will make a determination as to the status of the missing student.
4. COM-MAR will be notified and assist with all areas of communication both internally and externally.
5. Residence Life or the Dean of Students will notify the individual identified by the missing student as the emergency contact within 24 hours of making the determination that the student is missing.
6. If the missing student is under age 18, the student's custodial parent or guardian will be notified.
7. Campus Safety will notify the appropriate law enforcement agency within 24 hours after determining that the student is missing.
8. The Dean of Students shall initiate whatever action appropriate under the circumstances is in the best interest of the missing student.

Location Notification

When a student is located, Campus Safety will:

- Ensure that medical attention is provided, if needed.
- Question the student as to their whereabouts and activities in order to determine whether the missing person was the victim of any crime during the period of the absence.
- Residence Life, the Dean of Students, or the student will notify the individual identified by the missing person as the emergency contact.
- Campus Safety shall notify all outside agencies involved in the incident which had been previously contacted.
- Campus Safety will file a report detailing the circumstances surrounding the finding of the person.

INCIDENT: Psychological emergency or suicide attempt by a Wells student

First Response: The DOS staff member on duty will implement the action plan for responding to the psychological emergency or attempted suicide of a student. The guidelines are meant to assist the DOS staff member on duty only. It is understood that each situation calls for a unique set of responses, based on the immediate circumstances. The DOS staff on duty will call Campus Safety immediately and the Dean of Students. The Dean of Students will contact other senior administrators as necessary and the Director of COM-MAR as soon as possible.

Action Plan: The following steps will be taken.

1. Establish that a suicide attempt or psychological emergency has occurred, what the circumstances are, and whether other students, staff, or faculty were present.
2. Obtain the student's full name and identity.
3. Contact the Dean of Students. The Dean of Students in consultation with staff on the scene will determine if a medical transport to Cayuga Medical Center is necessary.
4. The Dean (or designee) will maintain contact with the physician or emergency mental health worker in charge of the case.
5. The DOS will contact the identified emergency contact for the student.
6. The DOS will communicate factual information known regarding the student's condition, the nature of the incident, and the hospital name, number, and contact person, and arrange for a follow-up call and/or meeting with the family.
7. Determine if other students need immediate assistance. Dispatch someone from the Campus Life staff to meet with roommates, students in the residence hall, athletic teams, etc., as needed.
8. If the student will miss classes, the DOS will notify the faculty regarding the student's absence.
9. Based on conversations with the student, family, counseling staff, or an emergency mental health worker, arrange for medical withdrawal from the College and possible transfer of tuition and fees.
10. When the student returns to campus, counseling will arrange for services for the student as well as for other individuals or student groups in need.
11. Maintain daily contact with the student and/or family, if possible, about discharge plans and returning to campus. Arrange for staff to be at the hospital, as needed.
12. Notify Human Resources which will, in turn, contact Wells's insurance carrier and attorney, as needed.
13. Contact a member of the clergy at the request of the student and/or family.
14. Keep the Provost and Dean of the College, and the President informed on the student's condition.
15. Following each incident, the responders should evaluate the process and the response procedure.

INCIDENT: Crime involving a faculty member, staff member, or visitor

First Response: In the event of an emergency, the first contact should be Wells Campus Safety. Campus Safety will contact the VP and CFO, who will contact Human Resources (employee), the Dean of Students (student), or the Provost and Dean of the College (faculty).

Action Plan: The following steps will be taken.

1. Assess the seriousness of the incident. Determine if the CIRT needs to meet. Make arrangements for a confidential meeting place.
2. Provide support for the victim(s).

3. Provide support to the community; e.g., department, faculty, administrative assistants, etc.
4. Human Resources, and others who are providing support, should not be involved in any aspect of the investigation.
5. All aspects of any criminal investigation should be coordinated by Wells Campus Safety.
6. Whenever possible, share the outcome of the investigation with the Wells community by coordinating communications with COM-MAR.
7. Provide counseling for the victim and others directly impacted by the incident.
8. Make arrangements for academic accommodations, as needed; for example, leave of absence, temporary/part-time status, salary, benefits, etc.

Level 2 Emergencies

Definition of Level 2 Emergency: A Level 2 Emergency is a major emergency that disrupts sizable portions of college property and/or affects a substantial subset of the College community. Level 2 incidents may require assistance from external organizations. These events may escalate quickly, and have serious consequences for critical functions and life safety.

EXAMPLES:

INCIDENT: Rape or Sexual Assault of a Student (On-/Off-Campus)

Sexual harassment is a form of sex discrimination that is prohibited by state and federal laws and Wells College policy. Sexual harassment is a form of unlawful sex discrimination and encompasses a wide range of behaviors of sexual nature including non-consensual physical touching of a sexual nature, rape, sexual assault, or attempts to commit rape or sexual assault.

IMPORTANT: The College has designated Kit van Orman as the designated Title IX Coordinator, responsible for receiving complaints of and investigating allegations of sexual misconduct. She can be reached at kit@wells.edu or at 315-364-3317.

First Response: Students are encouraged to report any incidence of abuse, assault or harassment to the Title IX Coordinator, a Deputy coordinator, Campus Safety, a member of the Title IX team, or to local law enforcement. DOS staff and Campus Safety are available 24 hours a day to provide immediate support and arrangements for emergency and/or counseling services. It is important to remember that prompt reporting is vital to the preservation of evidence that can substantiate charges.

Please refer to the College's policy and procedures on managing a Title IX complaint. All information can be found here: <http://www.wells.edu/student-life/notalone/> and as an appendix to this document.

INCIDENT: Death or Serious Injury of a Student

IMPORTANT: Depending on the nature/circumstances of the death (natural causes, illness/medical condition, accidental death, suicide, or murder), some of the following protocols will need to be modified. Of utmost importance is ensuring the College treats the death with sensitivity, does not promote speculation, or avoids doing anything that will potentially implicate the College in the death or impede an ongoing investigation.

First Response: Any staff or faculty member who learns of a student's death should notify Wells College Campus Safety, who will notify the Dean of Students. A determination will be made by the Dean of Students if the CIRT needs to meet. Campus Safety will notify local authorities.

Action Plan: The following steps will be taken.

1. Establish that a serious injury or death has occurred, what the circumstances were, and whether other students, staff, or faculty were present.
2. Obtain the person's full name and identity. [Fill out the **Student Information Checklist, page 42.**]
3. Contact the Dean of Students (or designee), who will mobilize the CIRT.
4. President of the college will, notify the family in person, if possible, or contact local police, clergy, relations, or others who could notify the family in person. Otherwise, notify by phone.
 - Initial contact should include only the necessary information: identifying the student, the cause of serious injury or death, the location of the individual, and the name of the administrator to contact.
 - Follow-up contact will be made at an appropriate time to discuss how the College can assist the family with travel plans, etc., and to answer questions or provide information to the family, as required.
5. COM-MAR will create a message to the community informing of the death and support resources.
6. President of the College will meet with the family.
7. Notify campus offices and personnel who will need to be mobilized to assist with managing the emergency.
8. Determine significant survivors—roommates, friends, classmates, and teammates, and inform them of available support services.
9. Send a letter of sympathy to the family.
10. If requested, arrange for a memorial service on campus.
11. Arrange for counseling services to provide individual and group support.
12. Contact the family regarding the student's belongings. Assist with packing. Assure the family that personal effects will be kept confidential. Ship the effects or arrange with the family for the disposition of the student's effects.

Secondary Campus Contacts/Communication

Upon learning of the death of a student, the Dean of Students will inform the Directors of the following offices. They, in turn, will notify the appropriate people on their staff and initiate any other actions they deem appropriate.

1. **Business Office:** Ensure that a person is assigned to respond to calls from the family regarding fees.
2. **Campus Safety:** Assist with the investigation, as appropriate. Serve as a contact for other police agencies. Assist with securing any personal vehicle left on campus until the family makes arrangements for moving it.
3. **Counseling Services:** Be available at any hour to provide grief counseling to any individual or group requesting it. In conjunction with Residence Life and/or Campus Activities or Athletics, organize meetings with groups close to the student: residence halls, student organizations, athletic teams, etc.
4. **Advancement/Alumni Relations:** Remove the student's and parents' names from any solicitation lists. Provide a list of donations in memory of the deceased to the next of kin. Work with the Advancement/Alumni Relations and the family to establish a memorial scholarship, if desired.
5. **Provost and Dean of the College:** Notify the appropriate major chair, faculty, and academic and project advisors.
6. **Financial Aid:** Determine if the student was a financial aid recipient and/or a work-study student; if so, arrange for termination of aid
7. **Health Center:** Determine if there are any health considerations that require follow-up. Retain the student's health record in perpetuity.
8. **Library:** Cancel any fines.
9. **International Students:** Notify the embassy/consulate or sponsor of the deceased. Arrange for an interpreter if necessary. Offer to assist with:
 - Return of the body to his/her country of origin.
 - Return of any immediate family members to their country of origin.
 - Arrangements regarding personal effects of the deceased.
10. **Office of Communications & Marketing:** Coordinate any news items or releases of information regarding the individual and the circumstances of the death. Respond to inquiries from the news media. Send notification to the Wells community, as appropriate. At the appropriate time, remove from the website pictures of the deceased.
11. **Registrar:** Withdraw the student from all courses. Ensure that routine mailings from the College to the family and the deceased are stopped by contacting the Registrar's Office.
12. **Residence Life:** Ensure that the student's roommates are aware of the death. Offer appropriate counseling services. Determine, with the Dean of Students, who will collect and pack the student's belongings. If possible, offer alternate housing to roommates if

the room is the location of the death. Provide counseling assistance to the residence community.

13. **Campus Activities:** Inform members of teams, clubs, and organizations regarding the student's death. Delete the student's name from club or organization mailing lists. Notify the sponsor if the student was involved in community service.
14. **Experiential Learning and Career Services:** Notify internship sponsor or employer, as necessary.

Student Information Checklist

1. Student's name:
2. Does any other student have the same name?
3. Student's ID number:
4. Student's campus address:
5. Student's permanent address:
6. Parents' or guardians' names, addresses, and phone numbers:

Situation Information

1. Time and date of injury/death:
2. Reason for hospitalization/death (give as much factual detail as known):
3. Positive identification of victim made by:

Name: _____ Date/Time: _____

4. Police Department/officers involved:
5. Hospitals/nurses involved:
6. Attending physician:
7. Coroner's name:

8. Parents or guardians notified by:

Name: _____ Date/Time: _____

Place: _____

INCIDENT: Public Health Incident Involving Students, Employees, or Visitors

Possible scenarios for a public health incident include food poisoning; an outbreak of measles or mumps; hepatitis; or the presence/outbreak of any other communicable disorder.

First Response: Contact Wells Campus Safety, who will notify the Dean of Students or other appropriate Cabinet members, and the appropriate local authorities (e.g., police, public health, emergency services, etc.).

Action Plan: The following steps will be taken.

1. Assess the seriousness of the incident: the number of individuals involved; the condition of the individuals; the level and severity of contagion.
2. Convene the CIRT and arrange for a confidential meeting place.
3. Depending on the location or cluster of the outbreak (residence hall, classroom), contact individual(s) responsible for the area to join the team.
4. Coordinate a plan for dealing with the situation. Considerations include testing a segment of the population, vaccinating, isolating individuals, closing the dining hall, cancelling classes and athletic events, etc.
5. The Director of COM-Mar will coordinate communication.
6. Call the parents of any student(s) hospitalized. Connect with the emergency contact for any employee.
7. Regularly update the community through e-mail communications on how the emergency is unfolding. Advise the community about what they can do to provide for their own safety.
8. Monitor how actions are implemented and adjust as needed.
9. Notify the community when the crisis is over.

Level 3 Emergencies

Definition: A Level 3 Emergency is a disaster affecting the entire campus. Normal college operations are suspended. The effects of the emergency are wide-ranging and complex. A timely resolution of disaster conditions requires college-wide cooperation and extensive coordination with external jurisdictions.

EXAMPLES:

INCIDENT: Major Fire in an On- or Off-Campus Facility Housing Wells Students

First Response: When Wells Campus Safety become aware of a fire on campus, the first call is to the Aurora Fire Department. Their next responsibility is to evacuate the building and provide first response to all injured victims. Wells Campus Safety should contact the Dean of Students, the Provost and Dean of the College (depending upon the building impacted by the fire), and the CFO to report the fire.

Action Plan: The following steps will be taken.

1. Assess the seriousness of the incident.
2. Determine if any injuries/deaths have occurred.
3. Move employees, faculty, and students from the building to a predetermined safe staging area for the impacted location.
4. If the building is a residence hall, Residence Life staff should utilize rosters and Campus Safety guest registration records to determine who is present and who may be unaccounted for.
5. Convene a meeting with the CIRT.
6. Deploy staff to the scene to:
 - Offer assistance and comfort.
 - Assist emergency personnel.
 - Serve as communications liaison.
 - Provide immediate shelter/clothing.
7. If the emergency involves a crime, notify the local authorities immediately and secure the crime scene.
8. If there are serious injuries or death, implement those protocols.
9. Hold meetings with fire victims who have lost property and/or housing. Determine short-and long-term options for their needs.
10. Determine the plan for business continuation.
11. Continue communication with victims and the local community until the crisis has passed.

INCIDENT: Natural Disaster (Flood, Hurricane, Blizzard)

In the event of a natural disaster such as a hurricane, blizzard, or flood, the primary criterion is preparedness. In some serious instances, senior administration may determine the best course of action is to close the College and ask students and employees (other than key personnel) to evacuate the campus. Any student/employee remaining on campus will be moved to a designated common area, with staff present, during the duration of the weather event. Food and water will be provided.

Action Plan: The following steps will be taken.

Stage One: Advisory

The Director of Facilities Operations and Services, the Provost and Dean of the College, the Dean of Students, and the Director of Security will monitor weather alerts to determine if there is an upgrade to Stage Two.

Stage Two: Watch

1. The Dean of Students and Director of Facilities Operations and Services may call a meeting of personnel integral to instituting the action plan.
2. COM-MAR prepares notification to the campus community and broadcasts it to the campus. The notification includes the current status of the weather emergency and instructions about how to prepare during Stage Two.
3. Wells Dining staff are asked to check and replenish supplies as needed.

Stage Three: Warning

1. Staff are advised to continue surveying food and water supplies and to replenish as necessary.
2. Facilities staff are directed to remove all movable objects from the grounds and patios and prepare buildings for the emergency.
3. COM-MAR continues to update the campus community, including a reminder to those with medical conditions to maintain an adequate supply of required medications to last through the storm.
4. All non-essential personnel will be directed to leave campus.
5. All buildings will be locked down except those that will serve as shelters.
6. Students will be encouraged to contact their families to indicate where they will be during the storm.
7. Residential students will be further directed to inform their Resident Assistant if they will be leaving their building before or during the storm and report their destination.

Stage Four: Six hours before onset

1. All non-essential personnel will be cleared from campus; those individuals without alternative plans may be required to report to a pre-determined location.
2. Procedures for food and water dissemination will be established and announced.
3. Notification of cancelled classes and operations will be prepared and disseminated.

Stage Five: Onset of the hurricane, blizzard, flood

Normal operations of the College will be suspended until the emergency passes.

Stage Six: Aftermath

1. After the emergency passes, an assessment of injuries, hazards, and property will be conducted.
2. The community will be informed to avoid any hazards or downed power lines, using whatever avenues are available for communication.
3. The CIRT will reconvene to determine when Wells will be ready to resume operations.

INCIDENT: Active Shooter

An active shooter is a person who appears to be actively engaged in killing or attempting to kill people in a populated area. In most cases, active shooters use firearms, and there is no pattern or method to their selection of victims. These systems are dynamic and impossible to predict in advance, but the following documents actions to be taken in the event of an active shooter.

Action Plan: Upon receiving a report of an active shooter on campus, Wells College campus safety will:

1. Contact the Cayuga County Sheriff's office via 911.
2. Send an alert through the Wells EXPRESSAlert system notifying the campus about the presence of an active shooter.
3. Depending on the scenario, notify the community to stay in place, with doors locked or to exit the building immediately.
4. Provide direction for community members who are evacuated from affected building(s).
5. Using all methods available, including official social media pages, communicate campus updates and instructions.
6. Once the threat is over, assess injuries and damaged property and communicate an "all clear" signal to the community.

INCIDENT: Bomb Threat

First Response: Suspicious objects on campus that could potentially be bombs should be reported to Wells College Campus Safety immediately. Anyone receiving a bomb threat by phone should contact Wells College Campus Safety. Campus safety should notify appropriate authorities at the Cayuga County Sheriff's office and the State Police. The Dean of Students and the CFO should pre-determine a building evacuation procedure for students and employees.

Action Plan: The following steps will be taken.

1. Campus Safety, in conjunction with outside law enforcement, will conduct a bomb search if a location has been identified.
2. Local Police and Fire departments will be on standby and will report to a location if a suspicious device is located.
3. Facilities staff and building monitors may be asked to make a cursory inspection of their building and identify any items out of place.
4. If an evacuation is necessary, follow procedures in Section V: Evacuation Procedures.
5. Once the "all clear" has been sounded, building monitors will be notified to inform their building's occupants.
6. Campus Safety will assist in the investigation of who may have initiated the bomb threat.

Checklist, if a bomb threat is made:

- Contact Wells College Campus Safety at **315-364-3229**.
- Keep the caller on the line as long as possible.
- Note the time of the call.
- Note the approximate age/gender of caller.
- Note speech pattern and accents.
- Note the emotional state of the caller.
- Note any background noise.
- Ask when the bomb will go off.
- Ask where the bomb will go off.
- Ask what kind of bomb it is.
- Ask why the bomb was placed.

Guidelines for checking the area for a bomb:

- Don't touch the suspicious object.
- Don't open drawers or cabinets.
- Don't turn on or off any electrical devices, light switches, cell phones, radios, or other kinds of electronic devices.
- Beware of secondary devices.
- Don't attempt to evacuate the building without the authorization or assistance of emergency personnel.
- If you observe a suspicious object or potential bomb on campus, do not handle it. Step away from the area and notify Campus Safety at **315-364-3229**.

APPENDIX B: INCIDENT DEBRIEF REPORT

To be filled out within 24 hours of the completion of an incident.

SUBMITTED BY: _____

TIME/DATE OF EVENT: _____

METHODS AND TIMELINE OF ON-CAMPUS COMMUNICATION(S) (include attachments of communications): _____

COLLEGE SPOKESPERSON(S): _____

TIMELINE OF ACTIONS TAKEN:

MEDIA COVERAGE: _____

SOCIAL MEDIA: _____

CAMPUS RESPONSES: _____

WHAT WORKED: _____

IMPROVEMENTS NEEDED: _____

APPENDIX C: COLLEGE CLOSURE, DELAYED OPENING, CLASS CANCELLATIONS

Closing the College

The decision to close the College is made by the president (or designee) exclusively. If the College is closed, College offices are closed, on-campus classes are cancelled, and College events such as athletic games and speaker events are cancelled. (All students should check email for course-related announcements.) The College will use the EXPRESSAlert system to disseminate information.

College closure notification

The Dean of Students (or designee) has the responsibility of ensuring the campus closing process is followed.

- **If the College closure decision occurs after the College has already opened for the day**, communications must indicate the time that each campus will close (e.g., campus closes at 4:00 p.m.).
- **If the College closure decision occurs before the College has opened for the day**, *the announcement that the College is closed should occur no later than 6 a.m.*

Delays in College Opening

The decision to delay opening the College is made by the President after request from the Provost and Dean of the College or the Dean of Students. *The announcement for delays in Campus opening should occur by 6 a.m.* The College will use the EXPRESSAlert system to disseminate information.

Delays in College Opening Notification

The Dean of Students (or designee), will be tasked by the President with the responsibility for delays in College opening notification, per customary communications channels. Due to different class start times, communications must indicate the specific time campus will open.

NOTE: College employees and students are urged to use their own discretion in deciding whether they can safely commute to class or to work. If personal health or safety is an issue in that decision, responsible judgment should be used.

Essential Personnel: In all cases (College closure, delayed openings, and class cancellations), essential personnel must report to work/continue to stay at work unless told otherwise by their supervisor.