UNIVERSITY OF SOUTHERN NEVADA
CRISIS MANAGEMENT PLAN

Prepared By
University Planning, Priorities and Resources Committee

APPROVED BY THE USN BOARD OF TRUSTEES
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INTRODUCTION

The University of Southern Nevada Crisis Management Plan was prepared by the University Planning, Priorities and Resources Committee. This document sets in motion a continuous process of planning, prevention, response, and recovery to crisis events that have the highest likelihood of occurring and the greatest potential impact on the campus community. Additionally, this plan establishes a Crisis Management Team (CMT) composed of University Administrators and other essential personnel to facilitate USN’s response to any crisis affecting the University.

For this plan, “crisis” shall be defined as an event, which is often sudden or unexpected, that disrupts the normal operations of USN or its educational mission and threatens the well-being of personnel, property, financial resources, and reputation of the institution.

PURPOSE

The Crisis Management Plan is intended to establish a basis for the organization, policies, procedures and management of resources in order to respond to crisis events with the goals of:

- Minimizing any injury or loss of life;
- Preserving and protecting property (both personal and institutional);
- Restoring critical functions to the university; and
- Preserve the reputation of the institution.

CONDITIONS FOR ACTIVATION

This plan shall become effective for the Henderson campus:

- Automatically when a major incident disrupts campus operations;
- Automatically when a state of emergency for an area including the USN Henderson campus has been declared by the Mayor of the City of Henderson, a health department official, or by the Governor of the State of Nevada; by a Federal government agency or authority; or
- When the university president, his designee, or any person on the Crisis Management Team (CMT) for the Henderson campus directs activation of the USN Crisis Management Plan.

This plan shall become effective for the South Jordan campus:

- Automatically when a major incident disrupts campus operations;
- Automatically when a state of emergency for an area including the USN South Jordan campus has been declared by the Mayor of the City of South Jordan, a health department official, or by the Governor of the State of Utah; or by a Federal government agency or authority; or

- When the university president, his designee, or any person on the Crisis Management Team (CMT) for the South Jordan campus directs the activation of the USN Crisis Management Plan.

**SUPPORTING ORGANIZATIONS**

The University will receive support from the following units:

- Facilities Management – security and maintenance of internal alert systems;

- Building Safety Coordinators – train personnel in emergency and crisis response as well as fire and accident prevention/safety training and maintenance of disaster bags;

- Chemical Hygiene Officers – train personnel in chemical/hazardous material accidents prevention and response;

- Director of Marketing – media services and communications;

- Registrar/Director of Student Services – coordination of student-directed information and response;

- Crisis Management Team (CMT) – composed of members of the Administrative Council, plus the Building Safety Coordinators, the Chemical Hygiene Officers, the Director of Marketing, the Registrar/Director of Student Services, Vice President of Technology Services, South Jordan Campus Dean; and

- Others as deemed necessary.
**LINES OF AUTHORITY**

As indicated in the accompanying chart, the lines of authority lead to the university president. The lines of authority provide direction for senior administrators as well as specific staff members who are tasked with implementing the plan with authority to act with the voice of the entire institution.

![Diagram of lines of authority]

**CRISIS MANAGEMENT RESPONSIBILITIES**

Should an event that meets the definition of crisis occur, the Crisis Management Team will be mobilized and shall establish a crisis operation center in the Board of Trustees Conference Room or alternatively in the Student Commons on either campus or as designated by the University President. The Crisis Management Team will assume the following functions for the institution to successfully respond to a crisis:

- Direction of the overall response and recovery efforts;
- Notification of the campus community that a crisis exists or is impending;
Management of all communication with the public as well as provision of timely information and direction to USN community;

Oversight of the evacuation process, if necessary;

Security and control of movement of personnel and emergency equipment involved in crisis response efforts;

Oversight of temporary repairs of utilities in essential areas of facilities;

Monitoring and analysis of the response to a crisis event and assessment of physical damage;

Collection of information essential to recovery efforts and future preparedness;

Identification of temporary facilities needed to maintain operations, if necessary; and

Support post-recovery services for the campus community.

**CRISIS PROTOCOLS**

**Preparation for Evacuation**

In the event of an emergency requiring evacuation of classrooms and laboratories, the instructor is responsible for the safety and evacuation of students in his/her class (see Instructor Responsibilities and Checklist). In preparation for this eventuality, evacuation and safety instruction will be presented to students each year during orientation prior to the start of classes.

All unit heads (academic and support) will insure that all personnel within his/her unit (administrators, faculty and staff):

- Are aware of evacuation plans for their offices and other areas of the building to include alarms or other emergency notification procedures, emergency exit assignments and assembly areas.

- Are provided with a copy of the schematic floor plan showing emergency exits, evacuation routes, and assembly areas (see Building Evacuation Plan).

- Are provided with a copy of emergency procedures to report fires and other emergencies and obtain emergency help (see General Emergency Procedures).

- Are provided assignments and procedures for assisting personnel who may need special help to evacuate and reach the assembly area (see Evacuation Procedures for Special Populations).
- Are aware of procedures to account for all personnel at the assembly area after evacuation is complete *(see Assembly Point Procedures).*

- Know who must remain to perform critical functions (if necessary), and are provided with procedures to accomplish the required function and additional procedures to insure the safety of these individuals *(see Critical Functions Procedures).*

- Are oriented to the plan when they are newly hired, when their jobs change, and when the plan is modified.

- Are assigned to assist in evacuation duties or first-aid duties and are provided with necessary training (as appropriate).

- Are provided with the names or persons (including job titles) and/or units to contact for further information or explanation of duties *(see Resource Personnel/Agencies).*

- Are provided pertinent information needed to respond to and recover from an incident *(see provided copies of the Earthquake Response Checklist, Flood Response Checklist, Fire Response Checklist, Bomb Threats Response Checklist, Chemical/Hazardous Materials Accidents Response Checklist, Energy Failure Response Checklist, Civil Disturbances Response Checklist and Armed Assault Checklist).*

- All communication with the media will be managed by the Crisis Management Team *(see Crisis Communication).*

**Instructor Responsibilities and Checklist**

USN has designated evacuation routes and an assembly area where all students will report to insure accountability. Evacuation maps are posted in all classrooms and corridors. Instructors must be aware of the appropriate evacuation routes *(See Appendix for Classroom Evacuation Maps and Assembly Area Maps)* and assembly areas for classroom and laboratory used by their students *(See Building Evacuation Plan).*

- In the case of an event requiring evacuation, instructors will immediately evacuate the building with their students and the red disaster bag. Instructors are responsible for ensuring all of their students have evacuated. Evacuation is **REQUIRED** any time an alarm is sounded.

- Once evacuation is complete, instructors conduct a roll call at the assembly area using supplied roster in the disaster bag (have ready for pick up by lead Building Safety Coordinator or security).

- Report anyone who might have been left behind in the building to security, police and/or fire department.
- Assist anyone in your assigned group that requires attention.
- Keep your assigned group together and calm.
- Facilitate return to building when instructed to do so.
- Return all items into disaster bag and return to its designated storage location.
- During orientation prior to the start of each academic year, the following emergency procedures will be reviewed with students:
  - Location and purpose of the class assembly area.
  - Evacuation routes when required to respond to an evacuation alarm.

These instructions will also be posted on bulletin boards in the classrooms, library and student commons.

**If an earthquake occurs:**

- Take cover under a desk, table or bench, or stand in a supported doorway or along an inside wall or corner.
- Stay clear of windows, bookcases or anything which could tip over on you.
- If no protection is available, drop to the floor or sit against an inside wall and cover your head with your hands and arms.
- Do not attempt to leave the building until the shaking stops, but as soon as it does, immediately evacuate the building.
- Do not use light switches or any open flame source, especially if you smell gas.
- On the way out, check for injured. (Do not move seriously injured individuals unless they are still in danger). Remember, the exact location of seriously injured persons, so that you can inform rescue and medical personnel.
- Do not attempt to use any phones because this will interfere with the response of emergency agencies.
- Do not re-enter the building until a safety assessment has been completed and the building is declared safe.
- Avoid downed power lines or broken appliances.
- Be prepared for aftershocks.
If a fire or explosion occurs:

- Remain calm.
- Evacuate the building as soon as the alarm sounds. Follow designated evacuation routes (or alternates) and meet at the designated assembly area.
- If you are in a laboratory, put out all open flames, turn off oxygen and flammable gases.
- If you encounter flames or smoke, remember that the best air is near the floor.
- Do not use elevators; you may become trapped if fire interrupts power to the elevator.

If a civil disturbance occurs:

If some form of civil disturbance or demonstration takes place close to a building in which classes are being held, the instructor will:

- Direct students to leave the building using an exit route which will avoid having to pass through or close to demonstrators.
- Advise the class to avoid becoming involved with the demonstrators in any way.

Note: University security will be notified regarding the demonstration as quickly as possible. The number for notification is:

- Henderson- Rancho Security (702) 382-6150
- South Jordan- Davis Security (801) 583-4100

If an armed assault occurs within the University:

- Drop and cover.
- Check immediate area for the threat and if area is clear, initiate evacuation to a secure location.
- Evacuate the building using any route that does not expose students and employees to the threat.
- If an evacuation is not possible, seek shelter in classrooms or other work areas, securing or blocking/locking doors and taking cover under or behind desks or other furnishings.
- Do not confront or attempt to subdue the assailant as such actions could result in increased danger or injury to students and employees.
- Call 911 and notify University security.

Henderson- Rancho Security     (702) 382-6150
South Jordan- Davis Security     (801) 583-4100

**Building Evacuation Plan**

Personnel (faculty, staff, and students) will be informed of a need to evacuate university buildings in the following ways:

- Fire/emergency alarm will sound.
- Voice message through the building P.A. system.
- Direct instructions from a Building Safety Coordinator or other university designated authority.

Emergency exit procedures for university buildings will be presented to students during orientation prior to start of classes of each academic year.

Schematic floor plans indicating exits are posted in classrooms, laboratories, corridors, student commons and libraries for each university building.

After exiting the building, personnel will assemble in their designated assembly area (*See Appendix for Assembly Area Maps and Classroom Evacuation Maps*):

**Henderson Campus – 11 Sunset Way**

<table>
<thead>
<tr>
<th>Location</th>
<th>Assembly Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>P-1 Classroom (Room 900)</td>
<td>#5</td>
</tr>
<tr>
<td>P-2 Classroom (Room 700)</td>
<td>#4</td>
</tr>
<tr>
<td>N-1 Classroom (Room 400)</td>
<td>#3</td>
</tr>
<tr>
<td>N-2 Classroom (Room 200)</td>
<td>#2</td>
</tr>
<tr>
<td>Pharmacy Lab (Rooms 501)</td>
<td>#4</td>
</tr>
<tr>
<td>Nursing Skills Lab (Room 500)</td>
<td>#3</td>
</tr>
<tr>
<td>Library (Rooms 800-814)</td>
<td>#4</td>
</tr>
<tr>
<td>Help Desk/Student Commons/</td>
<td>#2</td>
</tr>
<tr>
<td>Student Copy Room (Rooms 815, 300-316)</td>
<td>#2</td>
</tr>
<tr>
<td>Main Lobby (Room 100)</td>
<td>#1</td>
</tr>
</tbody>
</table>
Administration/College of Pharmacy Offices (Rooms 101-160)  Assembly Area #1
Accounting/Business Offices (Rooms 1100-1118)  Assembly Area #6
College of Nursing/Development Offices (Rooms 1000-1032)  Assembly Area #5
Technology Services Offices (Rooms 600-611)  Assembly Area #4

**Henderson Extended Campus – 4 Sunset Way, Building B**
All Offices  Southside Parking Lot

**Henderson Extended Campus – 4 Sunset Way, Building C**
All Offices/Classrooms  Westside Parking Lot

**Henderson Extended Campus – 4 Sunset Way, Building E**
All Offices/Classrooms  North Parking Lot

**South Jordan Campus – Level 1**
P-1 Classroom (Rooms 1165-1173)  Assembly Area #3
P-2 Classroom (Rooms 1175-1181)  Assembly Area #2
N-1 Classroom (Rooms 1202, 1207-1209, Rooms 1212, 1214)  Assembly Area #4
N-2 Classroom (Rooms 1200, 1203-1205, 1210-1211)  Assembly Area #5
Student Commons (Rooms 1122-1123)  Assembly Area #3
Library/Students Organizations/Help Desk (Rooms 1107-1147)  Assembly Area #1
Pharmacy Lab (Room 1182)  Assembly Area #2
Main Lobby (Rooms 1149-1151)  Assembly Area #1

**South Jordan Campus – Level 2**
Classrooms 1 and 2 (Rooms 2254A, 2254B)  Assembly Area #6
Classrooms 3, 4, and 5  Assembly Area #6
(Rooms 2254C, 2254D, 2254E)

North Wing Offices (Rooms 2117-2178)  Assembly Area #1

Information Systems/Business Offices  Assembly Area #1
(Rooms 2103-2112, Room 2162)

West Wing Offices  Assembly Area #6
(Rooms 2200-2209, 2224-2227, 2235-2250)

**Building Safety Coordinators**

In addition to instructors who will be responsible for evacuation of their classroom when conditions for activation have been met (*See Building Evacuation Plan*), every University building has Building Safety Coordinators assigned to specific areas.

Building Safety Coordinators are non-administration staff appointed by University administration and are responsible for the following:

- Facilitating evacuation of personnel in offices and other workspaces within their area to their designated Assembly Point
- Conducting regular meetings to discuss and update evacuation plans and coordinate regularly scheduled drills. The group will also:
  - Elect a lead Building Safety Coordinator.
  - Develop operating procedures outlining policies, procedures and specific responsibilities.
- Selecting an alternate to perform the duties of the position during an absence.
- Creating an employee roster for their area and conducting monthly updates to ensure it’s accurate and up-to-date.
- Receiving and updating Basic Life Support training.

**Assigned Building Safety Coordinators**

The Building Safety Coordinators for 11 Sunset Way, Henderson is:

- **Name:** Carol Brashear
- **Unit/Zone:** Business
- **Phone:** 702-968-1613
Name: Pamela Carroll
Unit/Zone: Nursing
Phone: 702-968-1672

Name: Jackie Seip
Unit/Zone: Pharm/Admin. South
Phone: 702-968-2020

Name: Karla Labbe
Unit/Zone: Pharm/Admin. North
Phone: 702-968-2032

Name: Suzanne Fayle
Unit/Zone: Library Learning and Resources Center
Phone: 702-968-2041

Name: Tony Nery
Unit/Zone: Help Desk/Student Copy Center
Phone: 702-968-2030

The Building Safety Coordinators for 4 Sunset Way, Henderson is:

Name: Shirley Shipley
Unit/Zone: MBA Program
Phone: 702-968-1661

The Building Safety Coordinators for the South Jordan campus are:

Name: Carrie Quintana
Unit/Zone: SJ Downstairs
Phone: 801-878-1000

Name: Nicole Croft
Unit/Zone: SJ Upstairs
Phone: 801-878-1001
Assembly Point Procedures

It will be the responsibility of the Building Safety Coordinators to facilitate evacuation of their assigned areas. In addition, they will be responsible for the following:

- Wear colored vest (located in Disaster Bag)
- Take roll call using supplied roster (have ready for pick up by lead Building Safety Coordinator or security).
- Report anyone who might have been left behind in the building to security, police and/or fire department.
- Assist anyone in your assigned group that requires attention.
- Keep your assigned group together and calm.
- Facilitate return to building when instructed to do so.
- Return all items into disaster bag and return to its designated storage location.

General Emergency Procedures

**General Guidelines**

- Do evacuate buildings immediately when hearing an alarm, or when directed by a Building Safety Coordinator, notification through a P.A. system or by authorities. Treat all alarms seriously. False alarms do happen, but it is better to be inconvenienced than find yourself trapped in a burning building or in contact with poisonous gases or chemicals.
- Do remain calm, avoid panic, use common sense, and render assistance when required.
- Do report emergencies to USN security at:
  - Henderson- Rancho Security (702) 382-6150
  - South Jordan- Davis Security (801) 583-4100
- Do know the location of at least two emergency exits in your working area.
- Do listen for instructions broadcast over the University P.A. system.
- Do not use the telephone except to report emergencies.
- Do not wait to report an emergency to university security and the Building Safety Coordinator.
- Do not use elevators or attempt to exit stalled elevators.
- Do not jeopardize your life or the lives of others through attempting to save personal or university property.
- Do not cross police barriers without authorization.
- Do not exceed your training or knowledge when attempting to render first aid.

**How to report an Emergency:**

- Call university security at:
  - Henderson- Rancho Security      (702) 382-6150
  - South Jordan- Davis Security      (801) 583-4100

- What to report:
  - Your name
  - Your location and telephone number.
  - The nature and location of the emergency (including persons trapped, injured, and specific help needed).

- Notify your assigned Building Safety Coordinator. Follow his/her instructions.

**Evacuation Procedures for Special Populations**

*The purpose of this protocol is:*

- To educate USN personnel about the needs of people with disabilities.
- To aid administration, faculty, and staff in understanding the challenges faced by individuals with disabilities, and to emphasize that those challenges are greatly amplified during a crisis event.
- To encourage USN personnel to seek training so that they can become advocates for those with disabilities and help them in emergency situations. Some obvious considerations include:
  - Individuals with mobility impairments who may experience panic and/or injury while waiting for assistance.
  - Visually impaired individuals who may experience panic and/or injury as pathways to exits become obstructed; and
  - A hearing impaired individual who does not hear auditory alarms;
General Considerations

- Education:
  - USN will encourage its personnel and students to offer aid to those with disabilities. Individual personnel may need to be assigned to assist those with impairments if a “Buddy” is not immediately available.
  - Individuals with disabilities must be assured that they will not be overlooked or uninformed during a crisis event.
  - USN will promote the use of clear instructions during a crisis event so that individuals with visual and hearing impairments are able to understand the situation.

- Buddy System:
  - A “Buddy” is a volunteer who will agree to offer appropriate aid during an evacuation.
  - The buddy should be selected by the person with a disability during the first week of classes.
  - Faculty should facilitate the process of finding a buddy.
  - Individuals with disabilities should be reminded to make “buddy” arrangements and to be emphatic about soliciting help during an emergency.

- Specific Consideration for Individuals with Mobility Impairments:
  - Individuals with conditions that restrict movement (arthritic conditions, multiple sclerosis, amputations, spinal cord injuries, etc.), may not be able to walk and may require assistance.

- Evacuation Assistance:
  - Since elevators will not be used during an emergency, other exits should be identified prior to an emergency.
  - Where possible, USN buildings should have one evacuation wheelchair and faculty and staff should be trained on its use.

- Training:
  - Individuals with mobility impairments will be given tours of buildings so that they may become familiar with emergency corridors and exits.
Specific Considerations for Individuals with Visual Impairments:

- These individuals include people who have a slight loss of vision and see things in a blurred manner; people with a moderate loss of vision who see only shapes or shades; and people with complete loss of vision.
- These individuals may need assistance during evacuations in negotiating obstructed pathways and finding emergency exits.
- Both the visually impaired individual and their “Buddy” should be given tours to become familiar with emergency corridors and exits.

Specific Considerations for Individuals with Hearing Impairment:

- These individuals include those who experience slight to moderate amounts of hearing loss that can be somewhat compensated with the use of hearing aids, as well as those with severe amounts of hearing loss that may lip read or exclusively use American Sign Language for communicating.
- An auditory warning signal will not be effective; however, emergency strobe lights provide an adequate signal. In any case, there should be someone assigned to assist individuals with hearing impairments in following evacuation directions.
- Individuals with hearing impairments should receive a written copy of emergency instructions.
- During evacuations individuals with hearing impairments should be approached from the front and assisted to the nearest accessible exit.
- Hearing impaired individuals and those assigned to assist them in an emergency should be given tours of the building and shown emergency corridors and exits.

Critical Functions Procedures

Facilities

All Facilities personnel at the Henderson and South Jordan campuses have been trained in the shutting off of all critical utilities (electricity, natural gas and water) in the event of a crisis impacting campus structures. Building managers for leased campus extension buildings (4 Sunset Way) are responsible for utilities provided in those buildings.

In the event of a crisis, Facilities Management personnel will:

- Inspect campus buildings to determine if damage has occurred.
- Shut off utilities when appropriate.
Depending on the severity of damage, consult with fire and building safety officials prior to reactivation of utilities.

In the event of a crisis affecting campus buildings, students and employees should do the following:

- Evacuate the area.

- Contact campus Facilities, Security or your assigned Building Safety Coordinator to report exposed power lines, the presence of natural gas odor, or flowing water.

- Do not attempt to shut off any utilities yourself, as doing so without proper training may result in additional damage and expose you to potential injury or death.

**Technology Services**

It is the responsibility of Technology Services to maintain, monitor and secure all information and communications systems, including telephone, network servers, data backup systems and computer hardware.

In the event of a crisis and based upon its severity, Technology Services will:

- Determine what systems are affected.
  - Are any systems completely offline?

- Determine if there is loss of data.
  - Is the data critical or sensitive in nature?

- Determine if classroom technology is viable.

- Vice President of Technology Services will appropriate Technology Services staff as needed.

- Back up data is verified if necessary.

- Critical systems are rebuilt and reinstalled if necessary.
  - Offline systems will be restored based on systems priority.

- Data restoration is performed.

- User access is restored as appropriate.

- Classroom functionality is restored as appropriate.
In the event of a crisis affecting building, such as an event causing a power failure or structural damage, students and employees should:

- Wait for instruction from Technology Services before turning on any computer or electronic equipment.
- Unplug all computer and electronic equipment when instructed to do so.
- Do not attempt to turn on any electronic or computer equipment that has been exposed to water.

Resource Personnel/Agencies

The following entities and individuals may be called upon to provide assistance to the University and the Crisis Management Team in the event of a crisis:

- Campus Security (Henderson) - Rancho Security (702) 382-6150
- Campus Security (South Jordan) - Davis Security (801) 583-4100
- USN Chemical Hygiene Officer (Henderson) Erik Jorvig (702) 968-2070 Office (702) 403-2891 Cell
- USN Chemical Hygiene Officer (South Jordan) Tyler Rose (801) 878-1075 Office (801) 523-9550 Home
- USN Human Resources Benjamin Wills (702) 968-1611 Office
- USN Facilities (Henderson) Mike Balconi (702) 968-2037 Office
- USN Facilities (South Jordan) Steve Boehme (801) 878-1025
- USN Registrar Angela Bigby (702) 968-2046 Office (702) 218-7748 Cell
- USN Academic Affairs Dr. Eucharia Nnadi (702) 968-2047 Office
- USN Technology Services (Henderson) Help Desk (702) 968-2030
- USN Technology Services (South Jordan) Help Desk (801) 878-1010
- Southern Nevada Health District (702) 759-1000
- Nevada State Health Division (775) 684-4200
- Salt Lake Valley Health Department (801) 468-2750
- Utah Department of Health (801) 538-6200
For all police, fire and medical emergencies 911

**Henderson Area Hospitals**

University Medical Center  (702) 383-2000
1800 West Charleston Blvd, Las Vegas

St. Rose Dominican Hospital – de Lima Campus  (702) 564-5622
102 East Lake Mead Parkway, Henderson

St. Rose Dominican Hospital – Siena Campus  (702) 616-5000
3001 St. Rose Parkway, Henderson

Sunrise Hospital and Medical Center  (702) 731-8000
3186 South Maryland Parkway, Las Vegas

**South Jordan Area Hospitals**

Alta View Hospital  (801) 501-2600
9660 S 1300 E, Sandy

Jordan Valley Hospital  (801) 561-8888
3434 W 9000 S, West Jordan

**Personnel and Training**

- Each unit will maintain a current list of their faculty and staff. Included in that list should be the individuals with first aid/rescue skills that may be of value during an emergency.

- Each unit will take every opportunity to raise awareness and train their personnel in disaster mitigation, preparation, response and recovery.

- Unit heads will provide copies of all crisis protocols to all personnel.

- Any time an alarm sounds, evacuation will be conducted in accordance with the procedures outlined for a particular unit. Experience in each evacuation will be assessed to improve the evacuation procedures.

- The essential elements of a unit’s evacuation plan will be reviewed with all new personnel when they receive their initial orientation.

- A copy of the evacuation plan will be available in the office of all unit heads.

**Equipment List**

Each classroom is outfitted with a disaster bag to be retrieved by the instructor during evacuation. Additionally, disaster bags will be assigned to each Building Safety Coordinator and
stored where they deem appropriate and convenient for quick retrieval. The disaster bags contain the following:

- Fluorescent vest
- First aid kit
- Flashlight and batteries
- Clipboard and pen
- Roll call sheets
- Campus map
- Glow stick
- Self-powered AM/FM Shortwave Radio

Located throughout each campus building as indicated on Evacuation Maps are:

- Fire extinguishers
- AED - Automated External Defibrillators
  - Henderson Main Campus – Front desk and adjacent to Library entrance.
  - South Jordan Campus – Second floor reception desk and adjacent to Student Commons entrance.

Additional equipment that may be used in the event of an emergency includes:

- Flood lights – Affixed to walls in rooms and corridors throughout each campus building.
- Fresh water – Bottled water may be found in the Facilities Storage Area, Faculty Lounge and the Board of Trustees Conference Room. Fresh water may be found in the purified water dispensers located throughout each campus.
- Maps of campuses – Campus maps indicating Evacuation Routes/Assembly Points are posted in and outside classrooms and in corridors and common areas throughout each campus building.
- Shovels – Located in the Facilities storage area.
- Plastic bags – Located in the Facilities storage area.
- Dollies – Located in the Facilities storage area.
- Lighting equipment – Located in the Facilities storage area.
- Stretchers – Stretchers and rolling hospital beds are located in the Nursing Skills Lab.
- Wheelchairs – Located in the Nursing Skills Lab. As an alternative, rolling office chairs may be used in certain emergency situations.
- Tool boxes – Located in the Facilities storage area.
- Extension cords – Located in the Facilities storage area.

**Mitigation/Preparation Checklist**

**Earthquake Preparation**

Most casualties result from partial building collapse and falling objects and debris such as ceiling plaster and light fixtures. Many of these conditions can be prevented by taking a few steps now to prepare. The following steps should be taken to avoid injuries/damage resulting from seismic activity:

- Secure fixtures such as lights to prevent falling during shaking.
- Attach file cabinets, bookcases, and other similar types of furniture (especially any top heavy objects) to the wall or floor to resist moving, coming loose or falling during shaking.
- Place large heavy objects on lower shelves (below sitting head level).
- Secure computers and printers to prevent movement during shaking.
- Have plastic covers available to be placed over computers when you have to evacuate the building.
- **Note:** Earthquakes often cause fire sprinklers to activate.
- Turn off or unplug electric equipment before evacuation, and, if wet, do not turn on until equipment has been thoroughly dried.
- Do not hang plants in heavy pots that could swing free of hooks.
- Hold drills so that each employee knows what to do in an earthquake.

**Fire Prevention/Preparation Steps:**

- Do not overload electrical outlets or extension cords.
- Replace worn or cracked electrical cords.
- Do not place electrical cords under carpets.
- Allow space for air circulation around office equipment.
- Turn off all equipment at the end of the day.
- Electrical equipment that emits an unusual odor or does not function properly should be unplugged from the power source.
- Report all on-campus fire hazards to the Building Safety Coordinator.
- Report all fires regardless of size by calling 911.
- Treat all fire alarms seriously. EVACUATE IMMEDIATELY. False alarms do happen, but it is better to be inconvenienced than to find yourself trapped in a burning building.

Earthquake Response Checklist

Response during an Earthquake:

- Stay calm
- Stay put
  - If you are inside, stay inside; if you are outdoors, stay there.
- Take cover
  - If you are indoors, take cover under a desk, table or bench and hold on to the legs; or stand in a supported doorway or along an inside wall or corner. Stay clear of windows, bookcases and cabinets until shaking stops. If no protection is available, drop to the floor and cover your head with your hands.
  - If you are in a kitchen, turn off the stove at the first sign of shaking and quickly take cover (away from the stove so as not to be injured by hot liquids which may spill).
  - If you are in a high-rise building, get under a desk or table and stay away from windows and outside walls. Stay in the building on the same floor. Don’t be surprised if the electricity goes out or if the fire alarm or sprinkler system goes on. Do not use elevators.
  - If you are in a crowded place, do not rush for the doorway since other people are going to have the same idea. Move away from display shelves containing objects that may fall.
- If you are outdoors, get into the open away from buildings, trees, walls and power lines. The greatest danger from falling debris is just outside doorways and close to outer walls. Stay in the open until the shaking stops.

- If you are in a car, pull over to the side of the road as quickly as is safely possible and stop the car. Never stop on top of or underneath a bridge or under power lines. Stay in your car until the earthquake is over. When you drive on, watch for hazards created by the earthquake, such as fallen or falling objects, downed electrical wires, or broken or undermined roadways.

**Following an Earthquake (Work or Home):**

- Make sure everyone is all right; don’t move the seriously injured unless they are still in danger. Administer first aid if appropriate.

- Do not use the telephone unless there is a severe injury. Insure that all telephones are in their cradles.

- Only use your car if a critical situation exists.

- Keep children safe and relaxed.

- Wear sturdy shoes in areas near fallen obstacles and broken glass.

- Don’t use matches, candles or other open flames until you are sure there is no leaking gas.

- Check gas, water, and electrical lines for damage.

- At home, turn off the gas only if you suspect a leak or if the building is severely damaged. At work, the Building Safety Coordinators will perform this function.

- At home, switch off the electricity if there is damage to the electrical wiring. At work, the Building Safety Coordinators will perform this function.

- Do not touch downed power lines or broken appliances.

- Check the water supply system. If water is leaking, shut-off water at the main valve (inside the building or at the street). If you don’t know how to shut off natural gas or other utilities, do not attempt to do it – get help! Again, the Building Safety Coordinators will perform this function at work.

- Leave campus buildings that have been damaged until a safety assessment can be made.

- Use caution when cleaning up hazardous materials (glass, spilled medicine, cleaning products, bleaches, gasoline, etc.).
- Listen to your portable (or car) radio for official information concerning what to do, locations of emergency shelters, and the extent of damage in your area. Do not use the telephone for purposes of requesting information.

- Be prepared for additional earthquake shocks called “aftershocks.” Although most of these are smaller than the main shock, some may be large enough to cause additional damage or topple weakened structures.

- If you are not at home, getting back together with your family is a high priority, but take care and time to do it safely.

- If you are at work, stay there (assist, if needed) until you know it is safe to leave. Evaluate your situation: Can you get home? Is that the best place to go to? Listen to the radio, but make sure reports are confirmed before you react to the news.

- Do not use fireplaces unless the chimney is undamaged and without cracks.

- Check your home for cracks and damage, particularly the chimney and walls.

- After you have your own situation under control, check on your neighbors.

- Evacuate your home if it is off the foundation or otherwise unsafe (in danger of collapse, or fire, etc.) and seek assistance at an established emergency shelter. Note: If you must evacuate your home, ensure that water, electricity and gas are turned off even if you do not detect any damage to pipes, wiring, or gas lines. Aftershocks could cause damage to the utilities which, without your presence, could lead to fires, etc. and significant damage to your home and belongings.

**Flood Response Checklist**

- Move to higher ground (if you are in a low lying area) to arrive not later than the projected flood.

- Reasonable actions within the projected time frame should be taken, but do not endanger your life by attempting to save furniture, etc. that could keep you in the potential flood area past the projected flood arrival.

- Keep valuable papers in an easy carry case so that you can grab the case as you evacuate.

- Follow directions from University security, your Building Safety Coordinator and local government authorities.

- Obey health regulations for personal and community protection against epidemics.

- After flood waters recede:
- Boil or chlorinate all drinking water. Do not use contaminated food. Destroy fresh or frozen foods that have come into contact with flood waters.

- Dispose of animal carcasses promptly or report them to authorities.

- Clean your residence area as soon as flood waters recede. Remove stuck doors. On entering buildings, use flashlights, not matches; do not turn on electric lights, furnaces, or fixtures until tested by an electrician or other competent person. Remove sediment from heaters, flues, and machines before trying to use them.

- Drain or pump water from basements. Get stoves or furnaces to work as soon as possible to hasten drying.

- Take all furniture and rugs outdoors and spread to dry.

- Clean bedding and clothing as soon as possible.

- Delay permanent repair until buildings are thoroughly dry.

- Use insecticides where needed. Kill rodents.

- Avoid overexertion and strain when lifting and moving heavy objects.

- Have gas and electricity turned on only after service technicians have checked them for malfunctions.

**Fire Response Checklist**

- To report a fire, Call 911 (or campus security).

- If a fire alarm is activated or evidence of a fire is present, evacuate the building immediately, closing all doors and windows behind you. Closing doors and windows helps prevent the spread of the fire.

- If a fire alarm does not sound, warn building occupants to evacuate.

- Do not use elevators; they can trap you in the building. Use the stairwells and exits designated for fire evacuations.

- Lightly touch doors before opening them to determine if fire is on the other side. If the door is warm to the touch do not open it. Proceed to your alternate escape route.

- If you find yourself in a smoke-filled area, drop to the floor or crawl on your hands and knees to safety. Pure air is found nearest to the floor. If possible, tie a wet cloth around your mouth and nose.

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- Do not go to the roof of the building. Many people incorrectly assume that the roof is a safe place to be.

- Be prepared to assist individuals with special needs (individuals with disabilities).

- Follow directions from university security, the Building Safety Coordinators and other authorities.

- If the fire is confined to a specific area, send someone to an exit to give directions to emergency personnel.

- Report hazards (i.e., chemicals, high voltage, structural damage) to responding emergency personnel.

- **If you are trapped in a burning building:**
  - If you are in a room with a working telephone, Call 911 (or campus security) to advise rescuers where you are. They will get to you as quickly as possible.
  - If the area is smoke-filled, remember not to walk or run, but to crawl on the floor.
  - Put as much distance as possible between you and the fire.
  - Close all doors behind you. This will create barriers between you and the smoke and heat of the fire and help prevent the spread of the fire.
  - Go to a room that has an outside window. Seal all cracks around the door and vents with cloth, rags, or paper.
  - You can signal to rescuers outside by waving a light-colored cloth, or with a handwritten sign.
  - Do not break out windows. This will draw the smoke and fire to you.
  - Stay calm, it is important that you think clearly.
  - If you decide to fight the fire, remember saving lives is more important than protecting property. Depending on the circumstances, extinguishing the fire may be imprudent and life-threatening.

- **Attempts to extinguish a fire should be made only under the following conditions:**
  - The building has been or is being evacuated.
  - Emergency notification has been made.
  - You have a partner who will help.
The fire is confined to its original area and is small.

- You can fight the fire with your back toward an escape route.
- You have a fire extinguisher, you know how to use it, and it is in working order.
- **Abandon your attempt to extinguish the fire if any one of the above elements is missing:** Close the doors from the burning area and leave immediately.

**Extreme Weather Checklist**

*Thunderstorms and lightning:*

- **Before a storm is suspected:**
  - Check the weather forecast before leaving for extended periods outdoors.

- **When thunderstorms approach:**
  - If you can hear thunder, you are close enough to the storm to be struck by lightning. Go to a safe shelter immediately. Move to a building or car. Do not take shelter in small sheds, under isolated trees, or in convertible automobiles.
  - If lightning is occurring and a sturdy shelter is not available, get inside a hard top automobile and keep the windows up.
  - Get out of boats and away from water.
  - Telephone lines and metal pipes can conduct electricity. Unplug appliances not necessary for obtaining weather information. Avoid using the telephone or any electric appliances. Use phones **only** in an emergency.
  - Do not take a bath or shower.
  - Turn off air conditioners. Power surges from lightning can overload the compressors.
  - Get to higher ground if flash flooding or flooding is possible. Once flooding begins, abandon cars and climb to higher ground. Do not attempt to drive to safety. Most flash flood deaths occur in automobiles.

- **If caught outdoors in a thunderstorm:**
  - Find a low spot away from trees, fences, and poles.
  - Make sure the place you pick is not subject to flooding.
  - If you are in the woods, take shelter under the shorter trees.
− If you feel your skin tingle or your hair stand on end, squat low to the ground on the balls of your feet. Place your hands on your knees with your head between them. Make yourself the smallest target possible, and minimize your contact with the ground.

− If you are boating or swimming, get to land and find shelter immediately.

**Winter Storms:**

- Winter storms are considered to be deceptive killers because most deaths are indirectly related to the storm. People die in traffic accidents on icy roads. People die of heart attacks while shoveling snow. People die of hypothermia from prolonged exposure to cold.

- Eat and drink. Food provides the body with energy for producing body heat. Keep the body replenished with fluids to prevent dehydration.

- Wear layers of loose fitting, light-weight, warm clothing. Remove layers to avoid overheating, perspiration, and subsequent chill.

- **If outside:**
  
  − Find shelter and stay dry. Cover all exposed parts of the body.
  
  − If you cannot find shelter, prepare a lean-to, wind-break, or snow cave for protection from the wind.
  
  − Build a fire for heat and to attract attention. Place rocks around the fire to absorb and reflect heat.
  
  − Do not eat snow. It will lower your body temperature. Melt it first.

- **If you are in a vehicle:**

  − Remain with the vehicle. Disorientation occurs quickly in wind-driven snow and cold.

  − Run the motor for about ten minutes each hour for heat. Open the windows a little for fresh air and to avoid carbon monoxide poisoning. Make sure that the exhaust pipe is not blocked.

  − Make yourself visible to rescuers. Turn on the dome light at night (only when running the engine). Tie a colored cloth (preferably red) to your antenna or door.

  − After the snow stops falling, raise the hood to indicate trouble.
Exercise from time to time by vigorously moving your arms, legs, fingers, and toes to keep warm blood circulating and to keep warm.

- If you are at home or in a building:
  - Remain inside. When using alternative heat from a fireplace, wood stove, space heater, etc., use safeguards and proper ventilation.
  - If there is no heat, close off unneeded rooms. Stuff towels or rags in cracks under doors. Cover windows at night.

**Weather Related Extreme Heat**

- Temperatures that hover 10 degrees or more above the average high temperature and last for several weeks are defined as extreme heat conditions.

- Heat disorders occur because a person has been overexposed to heat, has over-exercised, or has been exposed to high temperatures and poor air quality. Children, the elderly, and individuals with medical problems are at greatest risk when exposed to extreme heat.

- To protect yourself and others from extreme heat:
  - Stay indoors. If air conditioning is not available, stay on the lowest level, out of the sunshine.
  - Drink plenty of water. Individuals with medical conditions should consult their doctors before significantly increasing their liquid intake.
  - Limit intake of alcoholic beverages.
  - Dress in loose fitting, lightweight and light colored clothes that cover as much skin as possible.
  - Wear a wide brimmed hat to protect the face and head.
  - Avoid too much sunshine and use sunscreen with a high SPF rating.
  - Reduce, eliminate or reschedule strenuous activities.

**Bomb Threat Checklist**

Most bomb threats are hoaxes, but all must be handled seriously. If a bomb threat is received over the telephone do the following:

- Keep the caller on the telephone as long as possible and ascertain answers to the following questions, if possible:
- Where is the bomb located?
- When will the bomb go off?
- What does the bomb look like?
- Why is the building being bombed?
- Should the building be evacuated?
- How do you know about the bomb?
- What is your name?
- What is your address and phone number?

- Try to determine the following by listening carefully:
  - What is the approximate age and gender of the caller?
  - Did the caller have any noticeable voice characteristics?
  - Were there any noticeable background noises during the phone call?

- Immediately notify your Building Safety Coordinator and university security at:
  - Henderson - Rancho Security     (702) 382-6150
  - South Jordan - Davis Security     (801) 583-4100

- Do not touch suspicious objects (assume all suspicious objects are bombs).
- Wait for police personnel to begin searching.
- Observe and report any suspicious persons.
- Evacuate all non-essential personnel from the building and prevent entry to all except police and essential building personnel.

- Search Checklist:
  (Buildings can be searched most effectively by individuals who are familiar with the building; however, these individuals should be used only if they are willing to volunteer to assist in the search).
  - Custodial personnel should search common areas (hallways, rest rooms, stairwells, utility closets, and areas outside the building).
  - Office personnel should search their immediate office areas.
- If a classroom is involved, professors should search their own classroom.
- Do not move (or touch) any suspicious packages.
- Report any suspicious package (including location and description) to the official directing the search.
- Open all doors and windows to minimize the blast effects and damage if the bomb detonates.
- Once a suspected bomb has been located, evacuate the immediate area and prevent any individuals from entering the area until the police declare the building all clear.
- Do not use portable radios in the vicinity of suspicious objects (remain at least five feet from the object when carrying a radio).
- Provide guides to show police (or other emergency responders) where the bomb is located.
- Provide responders with a list of any hazardous chemicals that may be located in the building.

**Chemical Hazardous Materials Accidents Response Checklist**

- If you feel that there has been a release or spill of any hazardous material, have all individuals vacate the area immediately. Call campus security and the USN Chemical Hygiene Officer to report the incident.

  Henderson - Rancho Security  
  South Jordan - Davis Security

  USN Chemical Hygiene Officer (Henderson)  
  USN Chemical Hygiene Officer (South Jordan)

- Do not assume that gases or vapors are harmless because of a lack of odor or color.
- Avoid inhalation of gases, fumes and smoke even if no hazardous materials are involved.
- Do not walk through or touch any spilled material.
- Remain upwind (or upstream) to avoid smoke, fumes, and dust.
- Be prepared to move in the event circumstances change (i.e. wind direction).
- Do not wash flammable or toxic materials into drains.
- If you must evacuate the building, and it does not slow your evacuation, take your chemical inventory list with you out of the building.

**Energy Failures Response Checklist**

- Be prepared for such occurrences by keeping a flashlight and batteries in your desk at work and at home. Also, wear clothing that is appropriate to the weather, and keep extra warm clothing and boots in your car during winter weather.
- If electrical power is lost, shut down electrical appliances such as heaters, computers, etc. If power should come back on while the building is unoccupied, unattended appliances could cause fires.
- Do not use kerosene (or other fuel burning type heaters) without adequate ventilation.
- If at all possible, do not open refrigerator or freezer doors while power is off. This will preserve the food as long as possible. If food is going to be lost, eat what is in the refrigerator first then the food in the freezer and canned food last.
- Do not use candles near flammable materials.

**Civil Disturbance Response Checklist**

- Avoid areas where disturbances are taking place. Do not become a “sightseer.”
- Notify local police by calling 911. If you are on campus, notify university security at:
  
  Henderson- Rancho Security (702) 382-6150
  South Jordan- Davis Security (801) 583-4100
- Always provide all of the information you have available.
- Follow the instructions of local/university authorities.

**Armed Assault Checklist**

- Drop and cover.
- Check immediate area for the threat and if area is clear, initiate evacuation to a secure location.
- Evacuate the building using any route that does not expose students and employees to the threat.
• If an evacuation is not possible, seek shelter in classrooms or other work areas, securing or blocking/locking doors and taking cover under or behind desks or other furnishings.

• Do not confront or attempt to subdue the assailant as such actions could result in increased danger or injury to students and employees.

• Call 911 and notify University security.

Henderson-Rancho Security (702) 382-6150
South Jordan-Davis Security (801) 583-4100

CRISIS COMMUNICATION

Introduction

The purpose of this crisis communication plan is to provide USN a structure for handling communication with internal and external audiences in the event of a crisis. The USN crisis communication plan is designed to:

• Act as a mechanism for identifying when a situation should be considered a crisis and when it is more appropriate to refrain from responding.

• Assist administrators in determining the severity of the crisis and how it should be handled (e.g., who should be involved, how the crisis will be communicated internally and externally, etc.).

• Offer guidance to administrators and other team members on how to deal with or avoid any potential threat or crisis situation.

• Provide direction on how to end or contain a crisis situation effectively with the least amount of future repercussions.

Crisis Communication Preparedness

One of the best responses to an anticipated crisis is taking action to prevent the crisis from occurring in the first place. By doing so, the University has a better chance of either avoiding being pulled into a crisis or is immediately able to set the appropriate agenda.

Employee Awareness

University officials will communicate to all employees and faculty to alert the Marketing/Public Relations unit if they become aware of a potential crisis or issue of concern.
Frequent Communication

The Marketing/Public Relations unit will maintain regular contact with the President’s office, unit directors, and the USN deans to identify any potential crisis. This is very important to understand what is being said at all levels. During a media crisis, it is very difficult to contain a story to be limited to interviews with just the formal spokesperson. It is very likely that the media may do other things to get a statement from others either formally or loosely related to the University.

For example, the media may stand in a parking lot or out on a public street to get comments from students or faculty. A television news crew may decide to capture video of students leaving the building, smoking, driving fast…whatever might show something to support the agenda of a story.

By keeping people informed at all times, students and/or faculty will not have the need to speculate.

News Monitoring

The Marketing/Public Relations unit will monitor online news services on a regular basis. Just because the story is a “wrap,” doesn’t mean it’s accurate. During a crisis there is a great deal of information being released, officially and unofficially. It’s important to monitor how the news is reporting it to ensure accuracy. By monitoring the news regularly, it is possible to call reporters immediately to correct a story if it turns out to be inaccurate.

Open Communication with Legal Consultants

The Marketing/Public Relations unit and the legal consultants will have open communication to discuss any lawsuits or pending issues that may become public issues in the future.

This is critical as legal consultants will want to ensure that anything released to the media does not in any way jeopardize its legal standing on any case or issue. For example, if there is a pending lawsuit against the University, it is not legal to discuss details of the case. Or, there may be circumstances where it is legal to speak, but could hurt the University in some way. Whatever the case, it is better to check with the legal consultants when creating statements regarding any kind of crisis.

Media Relationships

The Marketing/Public Relations unit will maintain strong relationships with the media during a non-crisis period of time. This establishes a relationship so that the media will be more likely to call the University for comment on an issue before running a story and ideally give the University the benefit of the doubt or an opportunity to defend itself in any coverage of a problem or an issue.
Crisis Principles

In the event of an actual crisis, it is important that the Core Crisis Management Team (whose roles will be detailed in the coming pages) do the following:

**Act quickly and decisively**

The press will be demanding answers quickly. It is paramount that contact is made with members of the media in order to establish a trusting relationship throughout the event.

Reporters are very impatient and will demand to hear the official response. Their trust is quickly gained if truthful and informative responses are provided in a timely manner. Timeliness is critical. Even if no answers are available, it’s okay to tell reporters that you’re working on getting them.

**Adhere to the Crisis Communication Protocols**

Things will be moving quickly and not everyone will be contacted during the decision-making process in a crisis. By sticking with the protocols, all members of the University’s administration will better understand what is taking place during crisis and what can be expected. This critical component ensures that there is one voice going out to the public. Sometimes, University leadership will not be able to contact each other. For example, if a large earthquake disables effective communication mediums, one must know what to do and act quickly.

**Establish a crisis team with authority to act**

Decisions will need to be made quickly as the University is called into the public eye on relatively short notice. Not being responsive can be extremely damaging to the public reputation of the University. Therefore, when in the midst of a crisis, the members of the core team should include individuals that have the appropriate authority to act.

Remember, it is critical to offer official information that comes from University leadership in order to avoid any perception of confusion and disorganization. There are many people counting on the University to clearly state what has happened and what should be done. This is why a crisis communications team must have the authority to act and make decisions.

**Do the right thing – put the students and employees first**

Communications and primary messaging should focus on the needs of the students and employees first. This helps the public perception that the organization and its leadership have their priorities in the right place, thereby reinforcing a very positive reputation in the community.
In a large disaster, such as a major fire, the University must be ready to respond first and foremost about the safety of its students, faculty, and employees. Regular communication with the press can be a very effective tool to keep everyone informed of school closures, postponements, closed campuses, etc.

**Don’t speculate**

It is just as important to provide accurate information as it is to act quickly. When researching questions for public release, it is imperative to stick with known facts. By avoiding speculation, the University again establishes credibility. The first gut reaction of a spokesperson is usually to figure out what happened at all costs. This can be a dangerous practice because it gives rise to speculation. Instead, it’s critical to ensure all the facts are gathered before one can say anything concerning the situation. It is true that reporters will be pressing for answers, however, what’s more important is providing factual information.

**Show responsibility, leadership and compassion**

The University is a respected institution with a reputation as being integral to the community it serves. During a crisis, messaging and communications to any audience should be compassionate, first to those that may have been affected.

A crisis is a very chaotic time and will create times of confusion and second-guessing. Remember, everyone is dealing with a difficult time and intangible elements begin to pop up. For instance, emotions will be running high, anxiety for one’s own safety and the safety of loved ones…all of these can affect the way one wades through the issue. Just remember, this is a time to show empathy as well as leadership.

**Take control**

Depending on the crisis, the media may or may not be attempting to own the larger story. However, the University and its spokespersons should control the overall message by ensuring the information released to the public is accurate, timely and compassionate. Organizations find themselves in jeopardy when it closes up to the media. The reason is simple: The story must be told…if the organization doesn’t tell it, they’ll seek out their own sources and agenda. This creates a problem because other unofficial sources will likely not tell the story you wanted told. To avoid this, be sure to provide regular communications to key reporters.

**Core Crisis Communication Team/Contact Information**

The USN Core Crisis Management Team is comprised of key decision makers who should be contacted immediately in the event of a potential crisis situation.
The Core Crisis Communication Team includes:

- **Director of Marketing/PR**: Jason Roth 702-968-1633 Office 702-461-1919 Mobile
- **President**: Dr. Harry Rosenberg 702-968-2019
- **Executive Assistant to the President**: Jackie Seip 702-968-2020
- **Chief Operating Officer**: Stuart Wiener 702-968-2008
- **Vice President of Academic Affairs**: Dr. Eucharia Nnadi 702-968-2047
- **Vice President for Facilities Management**: Marlene Miller 702-968-2023
- **Dean of South Jordan Campus**: Dr. Larry Fannin 801-878-1053
- **Public Relations Agency Representative**: Holly Silvestri 702-367-7771

The following individuals will be included in the Core Crisis Communication Team as appropriate (depending on the nature of the crisis):

- **Vice President of Business and Finance**: Eileen Hug 702-968-2021
- **Dean of the College of Nursing**: Dr. Mable Smith 702-968-2071
- **Dean of the College of Pharmacy**: Dr. Renee Coffman 702-968-2017
- **MBA Program Director**: Dr. Okeleke Nzeogwu 702-968-1659

- **Director of Human Resources**: Ben Wills 702-968-1611
- **Vice President of Technology Services**: Raymond Perez 702-968-1675
- **Registrar/Director of Student Services**: Angela Bigby 702-968-2046 702-218-7748 Cell
- **Director of Facilities**: Mike Balconi 702-968-2052
- **Lobbyist**: Bryan Gresh
- **General Counsel**: Callister & Reynolds

**Crisis Communication Protocols**

The following policies and procedures apply to any situation that may be defined as a crisis:

**Assess the Situation**

During the first few hours of a crisis, it is critical to remain calm and make decisions based on facts. Communicating to internal and external audiences with any kind of public statement prior to understanding all the facts surrounding the issue can be very dangerous. Instead, it is important to work with the press to let them know that facts are being gathered and will be released as soon as possible. It is okay to tell the members of the media that you don’t know. It is better to make it clear that the facts have not been gathered yet than to feel pressured into speculating on the facts.
In the event of a crisis, use the following criteria to evaluate the issue, determine the severity of the situation and the appropriate course of action. Ask the following questions:

- **What is the nature of the crisis? What went wrong?** It is critical to understand all the parameters of the crisis. Not only is it important to know what is affected, but also what isn’t affected. For example, if a fire breaks out at the Henderson campus, before you issue a full-fledged statement to the press or any other audience, one need to first understand the full impact of the fire on University facilities, resources and ability to operate.

  The Director of Facilities will need to physically inspect the building and report back to the Crisis Core Communication Team or at minimum the Director of Marketing/Public Relations. Once it’s clarified what has happened, then a decision can be made on what to communicate to internal and external audiences.

- **Who/What is involved?** Find out the names of anyone involved and to what extent. If it has to do with the South Jordan campus, talk to the Campus Dean to get all of the facts. The significance of the situation depends largely on who is involved in the situation. For example, if several students became sick after sitting in a classroom with contaminated air, it should be considered to be a substantial media crisis. However, if the facts reveal that a faculty member was involved in an off-site brawl, well that isn’t really a University issue as the faculty member was off-duty and off-site.

- **Who is impacted by the crisis?** This is very important for containing the story to the appropriate community. Particularly for a university, the media will want to quickly gravitate toward how this crisis has affected the student body. Before they ask, it is best to proactively state who has been impacted. You will also need to answer how many people/things have been affected. Remember, facts are the best way to speak. Be sure to be very clear about whatever information you can release.

  If it’s found that any information was either fabricated or even mistaken, the press will be less likely to give you the benefit of the doubt in the future.

  *Make sure to put the crisis in context. (e.g., 99% of USN’s students were not affected by the event)*

- **How are you resolving the problem?** It is critical to always add a point about what is going to be done about the crisis. Are you temporarily shutting down offices, investigating the case, firing someone? Whatever the case, it is important to explain to reporters what the University is doing to solve the crisis.

  This is particularly important in the event that the University is responsible for creating the crisis. For example, if the University hires a professor and later finds out he’s a
convicted felon, one should be sure to explain what policies have been in place prior to the situation and then be sure to provide any information that stipulates what will be done in the future to avoid a similar circumstance.

- **When did it begin?** Be sure to answer this very accurately, otherwise you can lose credibility. What did you know and when? Let’s say hackers have attacked the University computers and they stole all of the social security numbers of each current student. This is a severe event and one that will be discovered whether or not the University reveals it to internal and/or external audiences. Try not to place too much time between when you find out about the problem and when you release information to the media. It’s better to be accurate and forthright as soon as you can rather than wait. Waiting tends to give the impression that something is being hidden and the University’s credibility is eroded.

  *It’s important to demonstrate forward thinking. (e.g., USN is closed today, but we expect to open again on Thursday. Right now, that decision is in the hands of the local law enforcement authorities.)*

- **How did it happen?** If the answer is known, be sure to state it factually without adding more information than is asked or required or giving opinions. Then, move on to what is being done to resolve the situation. You want to avoid dwelling on the past for too long and instead focus on the recovery.

- **Could it happen again?** Could it happen again, well anything is possible. However, the best way to handle this kind of question tactfully is to explain what processes are in place to help minimize any opportunity that the crisis may happen again. Of course, this does not include if a natural disaster strikes…the question likely won’t be answered.

- **Is anyone outside of the University aware of the situation?** If there is no need to report on a situation and it’s decided not to make any public statement, always check and ensure there isn’t another group or individual that might benefit from drawing public attention to the issue.

  Again, perception is reality. If the press has a source that is reporting on an important University issue, there’s a chance a positive public perception might be lost.

- **How would you characterize the possible media coverage of the situation?** Keep tabs on the news. Always be sure that if anything is being reported, that it’s accurate. It may not be written as is liked, however, one can only correct inaccuracies.

- **How many people are affected?** This can help contain the story. Often, reporters will look to create drama. Having accurate numbers helps put the crisis in perspective.

- **How has media covered the issue in the past (or if media has covered the issue at all)?** How “hot” or newsworthy is the issue?
- What is actually happening? What has happened? Or what is anticipated will happen?
  - Recent or anticipated actions by the legislature, or other schools?
  - Recent or anticipated actions by regulatory or government agencies?
  - Recent problems with weather or other natural disasters?
  - Upcoming or recent anniversary of a major crisis?
  - Unusually high competitive activity among/between media outlets?
  - Political climate relatively favorable or unfavorable to education?
  - Strength or activity of advocacy groups?
  - Slow news period versus plentiful general news to report?

- Any financial implications to USN?
  - Will the University need to repair buildings or any other structures?
  - Will new legislation introduce new regulations?
  - What will the impact be upon enrollment?
  - Does the crisis prevent classes from being held?

- Any security issues that might impact the reputation of the University either now or in the future?
  - What are the current security policies and how are they acted upon?

- Potential exposure to press and students/faculty/employees?
  - How visible will the issue be to the press or students?
  - Are mailings being sent to students? Any information placed online?

- Does the issue have potential legal ramifications?
  - Liability for the University?
  - Lawsuits by students/business partners/state?
  - Regulatory/Accreditation issues?
  - Class-action lawsuits?
Define the Crisis

Based upon the assessment of the situation, determine the severity of the crisis before determining appropriate activities. It is just as important to decide an event is not a crisis as it is to decide that it is one. Over-reacting to an issue that is not actually a crisis can cause just as much reputation damage as one that is more visible. In defining a crisis, the following categories apply:

- **Code Red**: Major Crisis – affects entire campus, reputation, future.
- **Code Orange**: Significant Crisis – affects affiliate or satellite campus/academic/learning center.
- **Code Yellow**: Isolated Crisis – affects an individual unit and is not life threatening.
- **Code Blue**: Category Crisis – affects another educational institution but could impact the University.

Identify the Spokesperson(s) and Crisis Management Team

Depending on the severity of the crisis, the Core Crisis Communication Team will identify the appropriate spokesperson(s). Depending on which spokesperson speaks to the press can deflate or magnify the appearance of the severity of the crisis. For instance, if a student breaks her leg, and the University President becomes the spokesperson, it may give the signal that this is a much more important matter if the top leader of the University is spending time speaking about it. It could spur more questions with reporters than if the Director of Marketing/Public Relations took questions. For this reason, the formula of deciding the severity of the crisis can help tremendously to decide who really the right media spokesperson is.

Implement the Plan

The Crisis Communication Team will follow the Crisis Communication Plan Protocols to bring the crisis under control. This phase includes determining appropriate audiences and communicating with them accordingly.

No matter the crisis, it is critical that action is taken. If nothing else, research must be conducted to determine the facts behind the situation to determine the severity of the issue. Usually, the initial contact and investigation falls with the Director of Marketing/Public Relations to determine necessary facts. Once that occurs, that person can gather (either in person or by phone) members of the Crisis Management Team to implement the following steps, depending on the level of crisis:
Contact and coordinate with third-party spokespeople (i.e. police, fire, etc.) to prevent any miscommunication of facts related to the crisis event.

With input from the Crisis Communication Team, the Director of Marketing/Public Relations will develop communications materials specific to the crisis. These materials include:

- List of primary and secondary key messages to be used in internal and external communication.

- Statement/Q&A for employees. This will cease any rumors. Additionally, the statement should instruct all employees to refer all media questions to the Crisis Management Team. It should ask all employees to refrain from publicly volunteering any opinion or information (including to students) that might imply that USN may bear some responsibility for the situation. Statements made or information given by any employee of the university may be taken out of context and assigned undue weight in any resulting court proceedings.

- Statement/Q&A for students. In addition to informing students about the facts of the crisis, provide information about campus closures, potential resumption of classes and clear instructions on potential alternative sites, if and when available.

- Brief statement/news release for distribution to media.

- Script for front desk phone operator in anticipation of inquiry calls.

Alert, Board of Trustees, employees and students. Based upon available resources and the impact of the crisis situation, internal audiences may be notified through one or all of the following methods.

- E-mail notification.

- USN Web site.

- In-person at Evacuation Assembly Areas.

- Phone calls.

*Treat anything written and distributed to employees and students as if it were being given directly to the media.

Brief media.

- Distribution of statement via e-mail, fax or phone.

- Post on USN Web site.
- On-site and in-person in press conference format. The selected spokesperson should provide information to the media and answer appropriate questions. Third-party spokespersons should participate in the press conference to answer questions related to their expertise.

- Based upon the severity, longevity and the dynamics of a crisis, multiple communications with internal and external audiences may be required. Update crisis communication materials, focusing on forward statements (i.e. anticipated resumption of classes, supporting campus community, etc.) and distribute to audiences when and where appropriate.

Post-Crisis Evaluation

- Assess long term damage. After the crisis event has been handled, the Crisis Management Team should join other USN representatives involved in the crisis to discuss anything that will have a long-term effect on the internal and external opinion of the university.

- Conduct research. It may be difficult for those within the university to get a true picture of the perceptions of the university in the aftermath of a crisis. To gain better insight, it may be necessary to conduct a “blind,” but focused survey of internal and external audiences.

- Draft a long-term public relations plan to overcome public opinion damage that may have occurred as a result of a crisis. The plan should be based on the findings of the public opinion survey and should be given top priority by the Crisis Management Team and USN Administration.

- Evaluate Crisis Management Plan. A critical look at the Crisis Management Plan in its entirety will help the university to prepare for any future crises. The assessment should include the following questions and be rectified accordingly:
  - What went wrong? What went right?
  - Who was affected?
  - How did the university handle the problem?
  - Who was involved in the decisions and why?
  - How successful was the problem dealt with and why?
  - Was the Crisis Management Plan utilized?
  - Was the Crisis Communication portion implemented?
  - How would you characterize the resulting media coverage?
- How is the university’s relationship with the media after the crisis?
- What are the university’s current areas of vulnerability that could lead to future crises?
- How well prepared is the university to handle such problems?

**ROLE OF CAMPUS SECURITY AND INTERACTION WITH LOCAL AGENCIES**

On site campus security is a viable communicator during business and event hours. Campus security guards are trained to communicate the need for resources and in collaborating with local agencies to achieve success during a crisis situation.

Additionally security will assist Facilities Management during an evacuation in keeping the building unoccupied until it has been determined safe to re-enter. Security will also be assisting in keeping the emergency vehicle traffic areas unobstructed.
APPENDICES
APPENDIX D - EVACUATION MAP OF HENDERSON P-2 CLASSROOM
APPENDIX E - EVACUATION MAP OF HENDERSON N-1 CLASSROOM
APPENDIX M - EVACUATION MAP OF SOUTH JORDAN N-2 CLASSROOM

YOU ARE HERE. PLEASE FOLLOW GREEN ARROW TO FIND NEAREST EXIT.