

Crisis Procedures Manual

NorthWest Arkansas Community College

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Table of Contents:

Emergency Contacts	
Core Crisis Team.....	3
Outside Agencies.....	4
Crisis Procedure Plan.....	5
Core Crisis Team:.....	6
Information Functions.....	8
Crisis Team Media Responsibilities:.....	8
Public Information:.....	9
Student Information:.....	10
Personnel Information:.....	12
Accidents and Medical Emergencies.....	13,15
Accidents:.....	13
Medical Emergencies:.....	15
Bomb Threat.....	17
Bomb Threat Call:.....	17
Bomb Threat Checklist:.....	20
Death.....	22
Death of a Student:.....	22,23
Death of an Employee:.....	24,25
Demonstrations, Disturbances, & Criminal Behavior.....	26,28
Demonstrations :.....	26
Disturbances & Criminal Behavior:.....	28
Explosion and/or Chemical Leak.....	29
Explosion and/or Chemical Leak:.....	29
Fire.....	31
Fire:.....	31
Fire Alarm:.....	31

Severe Weather.....	33, 34
Ice and/or Snow:.....	33
Tornado:.....	34
Check List & Action Plan.....	36, 37
Main Check List:.....	36
Generic Action Plan:.....	37
Frequently Asked Questions:.....	40
Index:.....	44
Appendix: Crisis Communication Plan	

CORE CRISIS TEAM

<u>Team Member Name:</u>	<u>Office:</u>	<u>Cellular:</u>	<u>Home:</u>	<u>Pager:</u>
President Dr. Bob Burns:.....	619-4190	790-4134	271-7910	None
Vice-President for Student Services Dr. Jane Guyton.....	619-4132	790-4132	855-9995	None
Vice-President of Learning Dr. Karen Hodges	619-4144	601-7656	521-6431	None
Dean of Fiscal Affairs Mr. Steve Pelphrey	619-4302	790-3700	936-7311	None
College Media Relations Officer Mr. Jim Hall.....	619-4182	None	273-3499	None
Director; Physical Plant Department Mr. Bill Downing.....	986-6963	790-4133	787-6517	936-3300
Director; College Police Department Mr. Bill Stauffacher.....	619-4397	790-4309	442-8446	621-4130
Dean of Workforce Development Mary Ann Shope.....	936-5174	790-4136	756-8387	None
Facilitator of East Classroom Center David Bowman	986-6927	601-2941	582-0485	None

OUTSIDE AGENCIES

This list will be used by the College Police Department, the President, and/or designated Crisis Team members as deemed necessary in the event of a crisis.

Bomb Squad.....9-1-1
EMS.....9-1-1
Fire.....9-1-1
Haz-Mat.....9-1-1
Police.....9-1-1

Arkansas State Police.....751-6663

County Emergency Services Coordinator....271-1004

St. Mary's Hospital (Rogers).....636-0200

Bates Medical Center (Bentonville).....273-2481

CRISIS PROCEDURES PLAN

Crisis: An emergency, terrorist action, bomb threat, chemical incident, or other stressful event which may adversely affect NorthWest Arkansas Community College, its students, faculty, staff, and/or visitors to the campus.

Goal of Crisis Procedures Plan: To provide a controlled, supportive environment for the institution and its representatives which allows resolution of the crisis incident as quickly and effectively as possible with minimal impact on students, employees, visitors, and/or the College.

According to the Council for Advancement and Support of Education, a crisis procedures plan should contain or demonstrate four key elements:

- Pre-planning for crises
- Quick response to situation(s)
- Concern for students, faculty, staff, and others
- Effective communication to the public and the media

A crisis plan should include:

- A telephone notification list
- A description of the makeup of the Core Crisis Team
- A plan of action for the dissemination of information
- Logistical details

A meeting of the Crisis Team may be called only by the President or the chief administrator in charge of the college. A meeting of the Crisis Team may be requested by any member of the Core Crisis Team.

CORE CRISIS TEAM

NorthWest Arkansas Community College has established a **Core Crisis Team** for the purpose of reviewing issues or incidents of major or significant concern to the campus. The **Core Crisis Team** is composed of the following personnel:

- **President**
- **Vice-President for Student Services**
- **Vice-President of Learning**
- **Dean of Fiscal Affairs**
- **College Media Relations Officer**
- **Director: Physical Plant Department**
- **Director: College Police Department**
- **Dean of Work Force Development**
- **Facilitator of East Classroom Complex**

Faculty members, staff members, students, and/or representatives of outside agencies may also be included on the Crisis Team as the situation dictates. Such additional personnel are not considered as members of the Core Crisis Team.

The Crisis Team will operate within the following general guidelines:

- 1.- Whenever a crisis or other incident occurs, the Crisis Team will function as an ad-hoc group to assist in managing the situation in the most effective manner feasible. The overall best interests of the students, faculty, staff, and the institution will be the focus.
- 2.- The purpose of the team is to ensure that all information is available, is accurate, is shared with the team as a whole, and that timely and appropriate decisions can be made by the institution to address crises and other emergency incidents.
- 3.- Any member of the Core Crisis Team may request that the President call a meeting of the full team whenever the team member believes that a major issue needs to be addressed, or a major incident has occurred.
- 4.- The primary purpose of all initial team meetings will be to determine if a major issue or incident has, in fact, occurred. If, following careful consideration of all relevant facts, the team does not feel a major issue or incident is facing the College, the team will have no further meetings on the subject issue or incident.
- 5.- If the team feels that there is a major issue or incident facing the College, the following actions will be taken at a minimum:

- a.- The Administrator in charge of the college district will serve as overall leader for the entire issue/incident. The Administrator in charge of the college district will be responsible for calling meetings as necessary, and for other management decisions. If the Administrator in charge of the college district is temporarily unavailable, the team will take action as a unit, and will immediately report to the Administrator in charge on such actions and on recommended further actions when the college district is available again.

- b.- Any member(s) of the Core Crisis Team, and/or any designated members of the overall Crisis Team may be relieved of service on the team if not specifically needed. This may be necessary if the issue/incident is not related to areas concerning the member(s) being relieved. In the same context, the team may add other members to the team for the duration of an issue/incident.

CRISIS TEAM MEDIA RESPONSIBILITIES

Not every crisis will involve all of the following elements; however, all will include most of them.

- 1.- A complete incident fact sheet will be prepared by the Media Relations Officer in consultation with the President, his designee, and/or the Crisis Team. The fact sheet will be fully evaluated with respect to Freedom of Information and Right to Know considerations, and also with respect to privacy, security, on-going investigations, and/or FERPA restrictions prior to any release.
- 2.- The President, his designee, and the members of the Crisis Team will immediately establish policies regarding facts, public statements, and planning strategies relative to the following:
 - a.- Method of Release: A news conference may be called at the discretion of the President or his designate. The method of release will be via the College's Media Relations Officer cooperatively with the President or his designate.
 - b.- Public Statements: Appropriate public statements will be prepared, and communications ground rules will be established. If a news conference is called, ample time will be scheduled for questions and answers. Any subsequent statements will be made by the Media Relations Officer cooperatively with the President or his designate.
 - c.- Media Requests for Interviews: Ground rules for communications during a crisis will be established as per item "b" above. Interviews following the news conference or release will be granted if approved by the President. If possible, working in conjunction with the Media Relations Officer, one or two involved parties should make preparation in advance for follow-up interviews when an issue is particularly volatile.
 - d.- Privacy rights of individuals involved in any situation will be respected to the greatest extent possible.
- 3.- As promptly as feasible following the conclusion of the crisis situation, the Crisis Team will reconvene to review events and to make recommendations for change and/or update(s) to the crisis plan.

PUBLIC INFORMATION

Public access to information relative to NorthWest Arkansas Community College students, faculty, and staff is governed by:

- Federal Law as defined and subsequently amended by legislation and court opinion in *The Family Educational Rights and Privacy (FERPA) Act of 1974*. (The Buckley Amendment).
- State Law as defined in The Arkansas General Assembly *Freedom of Information Act of 1976* (Subchapter 1 of Chapter 19 of Title 25 of *The Arkansas Code* as subsequently amended by legislative action and Attorney General's opinion.
- NorthWest Arkansas Community College policy.

Other than by court order, only students and employees who have a right to know have complete access to the content of their personal, academic, and/or personnel records. Individuals wishing to inspect their College-held records must submit their requests to the College official responsible for maintaining those official records.

- For students, the responsible official is the Vice-President for Student Services.
- For all employees, the Director of the Personnel Office and the Dean of Fiscal Affairs are responsible for security and maintenance of official records.

STUDENT INFORMATION

To preserve appropriate confidentiality of records, the College does not permit access to, or release of educational records or personal information of a student, other than “Directory Information” without the written authorization of the student.

A student may request that the College not release “Directory Information” by completing a request form in the Office of Admissions and Records.

“Directory Information” as defined by NorthWest Arkansas Community College includes:

- Name
- Last know address
- Telephone number
- E-mail address
- Date and place of birth
- Major field of study
- Classification by year
- Parents’ names and addresses
- Number of hours enrolled and number completed
- Marital status
- Nationality
- Rank in class
- Participation in officially registered activities
- Dates of attendance (including matriculation and withdrawal dates)
- Most recent previous educational agency or institution attended.

Only the following parties/individuals may access a student’s educational records without prior consent of the student:

- NorthWest Arkansas Community College personnel in the execution of their assigned duties.
- Officials of other colleges in which the student seeks to enroll.
- Persons or organizations providing the student financial aid.
- Accreditation agencies carrying out their accreditation function.
- Bearers of judicial subpoenas or other court orders of specific records.
NOTE: Reasonable efforts should be made to notify the student in advance of the release of records pursuant to a subpoena or other court order.
- In emergency situations in which knowledge of personal information is necessary to protect the health and safety of a student or other person(s).

Regulations specify that the following criteria be considered by the College before making an emergency disclosure without the consent of the student.

- Seriousness of the threat to the health and/or safety of the student or other individual(s).
- The need for information to meet the emergency.
- Whether the party(ies) to whom the information is to be disclosed are in a position to deal with the emergency (“Need To Know”).
- The extent to which time is of the essence in dealing with the emergency.

College Police Department crime reports containing information directly related to student(s) can be released to duly authorized law enforcement agencies with a direct involvement in the case and its prosecution without prior consent of the student(s) involved.

Records maintained by the Police Department of NorthWest Arkansas Community College for the purpose of law enforcement are not educational records and may be released without consent of the student(s) named in such records. Department guidelines specify that in most cases it is desirable to advise the student(s) involved that such information will, or has been released.

Other than by direct Court Order or other legal procedures, the names of crime victims are not released.

PERSONNEL INFORMATION

In crisis situations, the following information about employees of NorthWest Arkansas Community College may be released:

- Name
- Title
- Dates of employment

Certain information about employees is considered confidential and will not be released except under strictly defined legal conditions.

- Scholastic records
- Personnel records to the extent that disclosure would constitute a clearly unwarranted invasion of personal privacy.
- Performance evaluation records, except when;
 - a.- In the course of a suspension or termination proceeding, such records form a basis for the decision to suspend or terminate the employee.
 - b.- There is a compelling public interest in their disclosure.

ACCIDENTS

IMMEDIATE:

The person encountering the accident, or the first person on-site after an accident has occurred should proceed according to the following:

- 1.- If obvious injuries are present, dial 9-1-1 and follow the instructions of the emergency services telephone operator.
- 2.- IF TRAINED AND QUALIFIED, provide First Aid to any victim(s).
- 3.- Do not attempt to move any victim(s) unless such movement is required to save the life of a victim.

SECONDARY:

- 1.- Contact the College Police Department at 619-4229 and advise them of the situation.
- 2.- Remain at the scene until the arrival of Police and/or emergency medical personnel.
- 3.- Provide responding emergency personnel with whatever information you may have about the accident.
- 4.- Refrain from making comments other than to College Police personnel and/or emergency medical personnel
- 5.- No statements concerning negligence, liability, or insurance coverage should be made.

INFORMATION:

Highest priority in any accident situation must be given to assisting any involved parties who have sustained physical damage and/or are in need of medical attention. In any accident occurring on-campus, the immediate concern is to promptly provide the appropriate level of medical attention. This medical attention may range from simple first aid to hospitalization; however the first person(s) at the scene of an accident and injuries should only provide such care as they are trained and qualified to provide. Decisions relative to extended treatment, stabilization, transportation, and admission to medical facility(ies) will be made by other duly authorized personnel.

CRISIS TEAM MEETING:

In most instances there would be no need for a Crisis Team meeting. The primary exception to this would occur if the accident resulted in a death.

If there is a death, the Crisis Team should consider:

- 1.- Cause of death
- 2.- Factual data relative to the accident
- 3.- Need for NorthWest Arkansas Community College to release information
- 4.- Party(ies) to whom information should be released.

EMERGENCIES AND ILLNESSES

IMMEDIATE:

Any student, faculty, or staff member who encounters an emergency situation involving sudden illness including, but not limited to, heart attack, seizure, and/or unconsciousness should proceed according to the following:

- 1.- Dial 9-1-1 and follow the instructions of the emergency services telephone operator.
- 2.- IF TRAINED AND QUALIFIED, provide First Aid to the victim(s).
- 3.- Do not attempt to move any victim(s) unless such movement is required to save the life of a victim.

SECONDARY:

- 1.- Contact the College Police Department at 619-4229 and advise them of the situation.
- 2.- Remain at the scene until the arrival of Police and/or emergency medical personnel.
- 3.- Provide responding emergency personnel with whatever information you may have about the situation.
- 4.- No statements concerning negligence, liability, or insurance coverage should be made.

INFORMATION:

Remember that emergency situations demand quick response to obtain proper medical attention. In the case of sudden serious illness, a person at the scene could make the difference between life and death by their response to the situation.

CRISIS TEAM MEETING:

In many instances, swift and appropriate medical attention for any victim(s), together with evaluation of the cause(s) of the emergency will render it unnecessary to convene a meeting of the Crisis Team.

Incidents that may call for Crisis Team consideration would include, but not be limited to:

- 1.- Individual(s) injured did not receive timely and/or appropriate medical attention.
- 2.- An unusual and/or otherwise significant number of victims were involved.
- 3.- NorthWest Arkansas Community College facilities and/or equipment were directly involved in either a causative manner or as part of the situation resolution.
- 4.- There is a clear suggestion that NorthWest Arkansas Community College equipment and/or facilities caused the injury(ies), either through misuse or because the equipment and/or facilities were in disrepair.
- 5.- Injury(ies) occurred as a direct result of negligence on the part of the victim(s) and/or other(s).
- 6.- Injury(ies) occurred as a direct result of criminal action on the part of the victim(s) and/or other(s).
- 7.- The victim(s) and/or others performed in a positive and/or commendable and/or heroic manner relative to the incident.

Crisis Team members should bring the following information to the initial meeting:

- 1.- Name(s) and other pertinent information about any injured/ill individual(s).
- 2.- Current condition of injured/ill individual(s).
- 3.- Names and other pertinent information about individuals who may have witnessed the incident.
- 4.- Factual accounts of the incident.
- 5.- Crime and/or incident reports generated by the College Police Department and/or any other criminal justice agencies involved.
- 6.- Description, age, and condition of any facility(ies) or equipment involved. Repair logs, service logs, and/or photographic presentations may be appropriate.
- 7.- A determination, by the appropriate party(ies) of the College's potential liability relative to the incident.
- 8.- The Media Relations Officer should prepare media information releases and oversee their dissemination.

BOMB THREAT

IMMEDIATE:

- 1.- **STAY CALM**
- 2.- Get as much information as possible from the caller:
 - Keep the caller on the line as long as possible. Ask him/her to repeat the message. Write down every word spoken by the caller.
 - If the caller does not indicate the location of the bomb and/or the time of possible detonation, ask for this information.
 - Inform the caller that the building is occupied, and that the detonation of a bomb could result in death or serious injury to innocent people.
 - Pay particular attention to background noises heard over the telephone during the call. The sounds of motors running, music playing, and/or any other background noises may provide clues as to the location of the caller.
 - Listen closely to the voice (male or female?), voice quality (calm or excited?), and note any accent and/or speech impediment.
 - Remain available to responding police personnel for interview purposes.
- 3.- Contact the College Police Department at 619-4229 and advise them of the situation. Follow the instructions of the Police Department personnel.

SECONDARY:

- 1.- The College Police Department will immediately notify the Vice-President for Student Services.
- 2.- College Police personnel will immediately respond to the scene, evacuate the building if appropriate, and begin a building and area search in accordance with established policies and procedures.
- 3.- All students, faculty, staff, visitors, and any other persons in the facility will leave the building immediately . If possible, all machinery and equipment will be turned off before leaving the building.
- 4.- The Vice-President for Student Services will notify the President, and will assist in such additional notifications as the President may elect to carry out.
- 5.- Only authorized personnel and vehicles will be allowed within such area(s) as may be designated closed by emergency personnel at the scene.
- 6.- Crowd control will be carried-out by College Police, other law enforcement personnel, other emergency personnel, and/or College officials. Evacuees will be moved to a location outside of the building and

a safe and appropriate distance from the building. Consideration may also be given by the President or his designate to the advisability of notifying and/or evacuating persons from nearby buildings.

- 7.- No re-entry to the building will be permitted until such re-entry is authorized by the appropriate ranking member of the emergency response team. This individual may include, but is not limited to, the commanding officer of the bomb squad, the commander of the Fire Department, The Director of the College Police Department, and/or the President of NorthWest Arkansas Community College.
- 8.- The College Police Department is responsible for obtaining such additional detection, disposal, and other assistance as may be deemed necessary, and will also notify the Arkansas State Police in accordance with State policies and procedures.

INFORMATON:

In the event a bomb threat is received by any employee of NorthWest Arkansas Community College, calmness and deliberate adherence to prearranged procedures can help avoid a panic response. Accordingly, the following procedures will be used in the event of receipt of a bomb threat:

Every bomb threat will be treated as a potentially life-threatening serious situation. No bomb threat will ever be taken lightly. Every bomb threat demands a response which demonstrates that the College and its personnel acted with due diligence to protect students, staff, faculty, and visitors.

The majority of bomb threats are hoaxes, and tend to follow a predictable pattern. Members of the College community may anticipate instances when bomb threats might be expected. These include, but are not limited to:

- Midterm or final exams week.
- During the period immediately following another bombing or bomb threat where the perpetrator(s) has/have received prominent play in the media. (Copycat incidents).
- During times of political upheaval.
- When a prominent public figure is expected on campus or in the region.

Individuals who regularly take calls from the public at information desks, switchboards, and administrative desks should receive training in taking bomb threat calls, and should have Bomb Threat Checklist forms readily available.

The best deterrent to bomb threat hoaxes is the swift location and prosecution of the perpetrator(s).

CRISIS TEAM MEETING:

- 1.- The initial meeting of the Crisis Team will include the individual who took the initial threat call.
- 2.- Members attending the meeting should be prepared to review and discuss the overall and specific handling of the situation to determine if established procedures were followed, and whether or not changes in procedures might be appropriate.
- 3.- The Media Relations Officer will prepare and oversee dissemination of informational media releases.

BOMB THREAT CHECKLIST

(To be completed by the individual receiving the telephone call)

Exact time of call _____ A.M. P.M. Date of call _____

Exact words of caller: _____

Questions to ask:

- 1.- When is the bomb going to explode? _____
- 2.- Where is the bomb? _____
- 3.- What does it look like? _____
- 4.- What kind of bomb is it? _____
- 5.- What will cause it to explode? _____
- 6.- Did you place the bomb? _____
- 7.- Why did you do this? _____
- 8.- Where are you calling from? _____
- 9.- What is your address? _____
- 10.- What is your name? _____

Caller's Voice Characteristics (place an "X" in all applicable boxes)

- | | | | | |
|-------------------------------------|----------------------------------|------------------------------------|-----------------------------------|--|
| <input type="checkbox"/> Male | <input type="checkbox"/> Rapid | <input type="checkbox"/> Slurred | <input type="checkbox"/> Distinct | <input type="checkbox"/> Clearing Throat |
| <input type="checkbox"/> Female | <input type="checkbox"/> Slow | <input type="checkbox"/> Raspy | <input type="checkbox"/> Sincere | <input type="checkbox"/> Deep Breathing |
| <input type="checkbox"/> Young | <input type="checkbox"/> Loud | <input type="checkbox"/> Lisp | <input type="checkbox"/> Squeaky | <input type="checkbox"/> Cracking Voice |
| <input type="checkbox"/> Middle Age | <input type="checkbox"/> Normal | <input type="checkbox"/> Broken | <input type="checkbox"/> Excited | <input type="checkbox"/> Accent: Describe
_____ |
| <input type="checkbox"/> Old | <input type="checkbox"/> Deep | <input type="checkbox"/> Nasal | <input type="checkbox"/> Laughing | _____ |
| <input type="checkbox"/> Angry | <input type="checkbox"/> Soft | <input type="checkbox"/> Stressed | <input type="checkbox"/> Crying | <input type="checkbox"/> Other: Describe
_____ |
| <input type="checkbox"/> Calm | <input type="checkbox"/> Stutter | <input type="checkbox"/> Disguised | <input type="checkbox"/> Giggling | _____ |

Background Noises (place an "X" in all applicable boxes)

- Street Noises House noises Factory Local
 Crockery Motor Animal Machinery far away
 Voices Office Music Machinery close by
 P.A. System Booth Other: Describe _____

Threat Language (place an "X" in all applicable boxes)

- Well-spoken Foul Incoherent Message read by threat-maker
 Taped Irrational Educated
 Other: Explain _____

If the voice was familiar, who did it sound like? _____

Time caller hung-up _____ A.M. P.M.

Department receiving the call: _____

Person receiving the call: _____

Call received at telephone number: _____

NOTES:

When this form is completed it should be turned-in to the
NorthWest Arkansas Community College Police Department.

DEATH OF A STUDENT – OFF-CAMPUS

IMMEDIATE:

The death should be promptly reported to the Vice-President for Student Services who will report it to the President and to appropriate administrative personnel.

SECONDARY:

- 1.- The President will decide, based on potential student reaction, circumstances surrounding the death, numbers of people affected by the death, and other pertinent considerations, whether to call a meeting of the Crisis Team.
- 2.- The Vice-President for Student Services will be responsible for contacting the student's family, if applicable and/or appropriate.

CRISIS TEAM MEETING:

If a meeting of the Crisis Team is called, members should be prepared to discuss:

- The impact of the death on the College.
- Potential or actual counseling needs of students and others.
- Need for organized closure activity.
- Need for public release of College statement(s).

DEATH OF A STUDENT – ON-CAMPUS

IMMEDIATE:

- 1.- Call 9-1-1 and follow the instructions of the emergency services telephone operator.
- 2.- Notify the College Police Department at 619-4229.

SECONDARY:

- 1.- Remain at the scene until the arrival of Police or other emergency personnel.
- 2.- Do not comment about the incident to anyone other than College Police and/or other authorized emergency response personnel. (Fire Department, EMS).
- 3.- Do not allow individuals not directly involved to gather in the area.

CRISIS TEAM MEETING:

The Crisis Team should discuss:

- Cause of death.
- Impact of the death on NorthWest Arkansas Community College.
- Potential or actual counseling needs of students or others.
- Need for organized closure activity.
- Need for public release of College statement(s).

DEATH OF AN EMPLOYEE – OFF-CAMPUS

IMMEDIATE:

NorthWest Arkansas Community College personnel who receive information of the death of a College employee off-campus should report the death to the member of the Senior Management Team member having jurisdiction over the employee. The Senior Management Team member who will report the death to the President.

SECONDARY:

- 1.- The Administration in charge of the College District will decide whether to convene a meeting of the Crisis Team.
- 2.- The appropriate Senior Management Team member will make contact with the family as may be appropriate.

CRISIS TEAM MEETING:

If a meeting of the Crisis Team is called, members should be prepared to discuss:

- Impact of the employee's death on NorthWest Arkansas Community College.
- Need for follow-up, if any, by College personnel.
- Need for release of College statement(s).

DEATH OF AN EMPLOYEE – ON-CAMPUS

IMMEDIATE:

- 1.- Call 9-1-1 and follow the instructions of the emergency services telephone operator.
- 2.- Notify the College Police Department at 619-4229.

SECONDARY:

- 1.- Remain at the scene until the arrival of Police or other emergency personnel. Do not allow uninvolved parties to gather in the area.
- 2.- Do not comment about the incident to anyone other than College Police and/or other authorized emergency response personnel. (Fire Department, EMS).
- 3.- The Director of the College Police Department will notify the Vice-President for Student Services, who will report the death to the President. The President will be responsible for notification of the decedent's family.

CRISIS TEAM MEETING:

The Crisis Team should discuss:

- Cause of death.
- Impact of the death on NorthWest Arkansas Community College.
- Need for organized closure activity.
- Need for public release of College statement(s).

DEMONSTRATIONS

IMMEDIATE:

Notify the College Police Department at 619-4229. The College Police Department will notify the Vice-President for Student Services, who will report the matter to the President.

SECONDARY:

- 1.- Secure all College documents and equipment in your area.
- 2.- Carry on normal activities if possible.
- 3.- Be prepared to evacuate your work area if necessary.
- 4.- Unless otherwise directed by College Police personnel, the decision to evacuate a given work area will be made by the administrative head of that work area.

INFORMATION:

Organized demonstrations on campuses are not currently a prevalent form of student behavior. Most campus demonstrations these days are of a spontaneous nature and are, therefore, more likely to be unorganized and related to matters of student comfort, or narrow social/personal issues.

Unless the demonstration involves a large number of students, disrupts classes over an unreasonable time period, or escalates into violence, media and public attention will be minimal. The key to dealing with demonstrations is to react in a measured, controlled manner that minimizes the disruption of students not involved in the demonstration, protects College property and documents, and appears to address the demonstrators' concerns. Every effort should be made to resolve the issue and bring closure to the situation in such a manner that the problem does not resurface at a later date and time.

Demonstrations by off-campus/outside groups who have no affiliation with NorthWest Arkansas Community College may be dealt with more forcefully, but restraint should still be exercised to insure that the situation does not escalate. A demonstration by outside agitators should be considered premeditated, and not a spontaneous activity. Such a demonstration will likely be attended by members of the media who have been informed in advance of intentions by the demonstrators. In such instances, one goal of the demonstrators will very likely be to provoke an inappropriate reaction from the College in the hope of drawing favorable media attention to the demonstrators' cause.

CRISIS TEAM MEETING:

Normally a meeting of the Crisis Team will be convened in the event of any demonstration. Members should be prepared to provide and discuss the following information:

- The demonstrators' issue or issues.
- Names and other pertinent information about the demonstrators' leaders and participants.
- Facts supporting or refuting the demonstrators' claims.
- Attitude and behavior of the demonstrators.
 - 1.- Did/are the demonstrators behaving in a rational manner?
 - 2.- Is escalation through disruptive, destructive, and/or violent action likely?
 - 3.- Are demonstration leaders in effective control of the demonstrators?
 - 4.- Can the demonstrators recruit non-participants to their cause?
- What is the current response/attitude of non-participants?
- What actions have been taken by College Police and administrators to deal with the demonstrators, and what are the results?
- What actions have been taken to contain the demonstration?
- What is the effect of the demonstration on the remainder of the College?
- What should the College's response be to the demonstrators' demands?

The Crisis Team should consider adding one or more student leaders to the Team's makeup if the demonstration involves students.

DISTURBANCE AND/OR CRIMINAL BEHAVIOR

IMMEDIATE:

Should you hear gunfire, or encounter an individual with disturbing/threatening/violent behavior you should try to evaluate the seriousness of the situation.

- 1.- Stay calm, and make deliberate decisions.
- 2.- If serious, take cover or evacuate the area.

SECONDARY:

Notify the College Police Department at 619-4229.

INFORMATION:

Disturbances and criminal behavior generally require immediate and direct action by the College Police Department and may also involve outside agencies. In instances in which an outside agency is involved, the College's Media Relations Officer should coordinate any informational media releases with the appropriate personnel from the outside agency.

CRISIS TEAM MEETING:

If a meeting of the Crisis Team is called, members should bring information including, but not limited to:

- Names and other pertinent information about the individuals involved.
- Identity(ies) and current condition of any injured parties.
- Names and other pertinent information about persons who may have witnessed the incident or any part of it.
- Factual accounts of the incident, crime reports, etc.
- Crime and/or Incident reports prepared by the College Police Department.
- Any determination of the College's potential liability in the situation.
- Information showing that the College was prepared for the situation and that College personnel responded promptly and appropriately.
- Evaluation of administrative and in-College communications relative to the event.

EXPLOSION AND/OR CHEMICAL LEAK

IMMEDIATE:

- 1.- If you witness an explosion and/or detect a chemical leak, immediately activate the fire alarm.
- 2.- Dial 9-1-1 and follow the instructions of the emergency services telephone operator.
- 3.- Notify the College Police Department at 619-4229.

SECONDARY:

- 1.- The College Police Department will notify Chemistry Department faculty (see call list, Page) for assistance with chemical leaks.
- 2.- Any life threatening incident will be immediately referred to the appropriate Haz-Mat agency for emergency.
- 3.- If a campus-wide evacuation is ordered, all non-emergency personnel will leave the area using their personal vehicles and go home unless their vehicle or home is in a danger zone.
- 4.- No one will be permitted to re-enter the affected area until re-entry authorization is received from the incident commander.

INFORMATION:

Explosions and/or chemical leaks will almost universally require immediate attention and evacuation of the building or area involved.

Copies of the appropriate MSDS should be readily available to responding emergency services.

CRISIS TEAM MEETING:

- The initial meeting of the Crisis Team should include a member of the Chemistry faculty.
- College personnel with hazardous material/chemical training and/or experience should also be included in the initial meeting.
- Initial meeting attendees should be prepared to discuss how emergency procedures were or were not followed within their areas of responsibility.
- The Director of the Physical Plant Department will assess damages and reports of power outages, backup generators, safety of buildings, methods to secure sites of damage, etc.

- If a student is involved, the Vice-President for Student Services will compile a list of injured parties and will make recommendations on relevant action, which may include the need for counseling, food, shelter, and/or medical care.
- If college personnel are involved, the appropriate Senior Management Team member will compile a list of injured parties and will make recommendations on actions, which may include the need for counseling, food, shelter, and medical care.
- Media information releases will be prepared by the Media Relations Officer. A media contact site will be established. In prolonged instances, additional phone lines and/or other media contact methods may be necessary.
- Once phone lines are open, a “Hot Line” for handling situation-related calls may be established. Personnel assigned to “Hot Line” duty should be provided with specific information which they may release to callers.
- The Vice-President of Learning will assess the need for moving classes from damaged facilities to other areas, as well as immediate addition and/or replacement of instructors.
- Notice of these academic changes will be disseminated to students by the most expeditious method(s) available.

FIRE

IMMEDIATE:

- 1.- Activate the fire alarm.
- 2.- Dial 9-1-1 and follow the instructions of the emergency services telephone operator.
- 3.- Notify the College Police Department at 619-4229.

SECONDARY:

- 1.- If the situation permits, and if you can do so **WITHOUT ENDANGERING YOURSELF OR OTHERS**, attempt to control the fire with available fire extinguishers. Otherwise evacuate the area immediately.
- 2.- If possible, assist others to evacuate the building.

FIRE ALARM

IMMEDIATE:

If the fire alarm sounds, and you have not been notified of a test of the system:

- 1.- Direct students, staff, and visitors to the nearest fire or other exit, and evacuate the building.
- 2.- Move to a safe and appropriate distance from the building. As a rule of thumb, two hundred yards (200 yds.) is an appropriate initial distance.
- 3.- If possible, assist others to evacuate the building.

SECONDARY:

- 1.- Notify the College Police Department at 619-4229.
- 2.- Do not attempt to re-enter the building or area until you are authorized to do so by appropriate emergency services personnel.

INFORMATION:

All employees should familiarize themselves with the location of fire safety devices within their immediate work areas. These devices include emergency fire exits, fire alarm stations, fire extinguishers, and established routes of escape from the area and building.

CRISIS TEAM MEETING:

For all fire-related meetings of the Crisis Team:

- The initial meeting of the Crisis Team may include a representative of the appropriate Fire Department.
- Members attending the meeting should be prepared to discuss how emergency procedures were or were not followed within their areas of responsibility.
- The Director of the Physical Plant Department will assess damages and report on those damages, power outages, backup generators, safety of buildings, and ways to secure damage sites, etc.
- If students are involved, the Vice-President for Student Services will compile a list of injured parties, and will make recommendations on actions, which may include need for counseling, food, shelter, and medical care.
- If college personnel are involved, the appropriate Senior Management Team member will compile a list of the injured parties, and will make recommendations on actions, which may include need for counseling, food, shelter, and medical care.
- Informational media releases will be prepared and disseminated by the College's Media Relations Officer.
- The Media Relations Officer may, depending on circumstances, elect to establish a "Hot Line" to deal specifically with the incident. Specific information should be prepared for those operating the "Hot Line" media and/or public contacts.
- The Vice-President of Learning will assess the need for moving classes from damaged facilities to other areas, as well as the immediate addition and/or replacement of instructors.
- Notice of these academic changes will be disseminated to students by the most expeditions means available.

SEVERE WEATHER – ICE AND SNOW

IMMEDIATE:

- 1.- The President of NorthWest Arkansas Community College or his designate will determine when weather conditions justify cancellation of classes and/or closing of the College.

SECONDARY:

- 1.- Announcements of closings (and openings) will be made via local area media, and on the College “Hot Line” at 619-4377.
- 2.- Due to air time, radio station KURM 790AM in Rogers will be used initially. Other appropriate media will be utilized once they are on the air.
- 3.- Closing and/or opening announcements will be made at approximately 6:00 A.M. for day classes, and 3:00 P.M. for evening classes.

INFORMATION:

Unless otherwise announced, NorthWest Arkansas Community College will be open at the regularly scheduled times. This policy may differ from weather closing and opening policies of other local educational districts and/or entities. NorthWest Arkansas Community College’s closings and openings will be made based on the needs of the College district and will not, therefore, necessarily coincide with closings and openings of other area educational facilities. All employees and students are expected to know and comply with this policy

CRISIS TEAM MEETING:

In most cases a meeting of the Crisis Team will not be necessary. Situations in which a meeting may be called include, but are not limited to:

- Continuing inclement weather which has necessitated a major change in the academic schedule.
- An injury or death has occurred that was weather-related.
- Damage to facilities caused by severe weather.

SEVERE WEATHER – TORNADO

IMMEDIATE:

- 1.- When the public tornado/severe weather warning sirens are activated, all College personnel, students, and visitors will immediately move to the nearest designated shelter area. Signs indicating the location of tornado/severe weather shelter areas are posted in each College building.

SECONDARY:

- 1.- College Police Department personnel will activate the “Take Shelter” alarm and warning on the CEF public address system.
- 2.- College Police Department personnel, and designated Physical Plant Department personnel will go through each College building communicating the warning to those who might not have heard the public sirens, and insuring that all persons in the building have moved to a designated place of shelter.
- 2.- Do not return to offices and/or classrooms until the “All Clear” is announced, either on the CEF public address system, or by College Police Department personnel.

CRISIS TEAM MEETING:

Tornado – No Obvious Damage:

- The Director of the Physical Plant Department will assess whether damage to buildings and/or other facilities has occurred, and will promptly communicate the information to the Vice-President for Student Services, who will report to the President.
- If there is no damage, or if damage will not interrupt the functioning of the College, a meeting of the Crisis Team may not be necessary.
- The College’s Media Relations Officer will prepare and disseminate all informational media releases.

Tornado – Damage/Injury:

- The President or his designate will call a meeting of the Crisis Team if damage and/or injury result from the tornado.
- The initial meeting of the Crisis Team may include representation from the appropriate county emergency coordinator’s office.
- Members of the Crisis Team should be prepared to discuss how emergency procedures were or were not followed within their areas of responsibility.

- The Director of the Physical Plant Department will assess damage and reports of power outages, backup generators, safety of buildings, ways to secure damage sites, etc.
- If students are involved, the Vice-President for Student Services will compile a list of injured parties, and will make recommendations on actions, which may include need for counseling, food, shelter, and medical attention.
- If college personnel are involved, the appropriate Senior Management Team member will compile a list of injured parties, and will make recommendations on actions, which may include the need for counseling, food, shelter, and medical attention.
- Informational media releases will be prepared by the College's Media Relations Officer. A media contact site will be established. Extra phone lines and other communications points may be required.
- Once telephone lines are open, the Media Relations Officer should establish a "Hot Line" for handling calls relative to the incident. Personnel working these "Hot Lines" should be provided with information that they may release.
- The Vice-President of Learning will assess the need for moving classes from damaged facilities to other areas, as well as the immediate addition/replacement of instructors in all areas except for Workforce Development Institute facilities. In case of damage to W.D.I. facilities, the Dean of Workforce Development will be responsible for assessment and appropriate responses.
- Notice of these academic changes will be communicated to students by the most expeditions means available.

MAIN GENERIC CHECK LIST

In the event of a potential crisis situation, the following steps should, at a minimum, always be taken:

- () Notify the President or his designate.
- () Notify the College Police Department.
- () The College Police Department notifies appropriate outside agencies.
- () Notify the Media Relations Officer of the situation.
- () Media Relations Officer prepares official statements for consideration.
- () Other members of the Crisis Team are notified.
- () President or his designate notifies members of the Board of Trustees if necessary.
- () Media Relations Officer or President or his designate communicates appropriate information to faculty, staff, and students.
- () A place and time for Crisis Team meeting is set.
- () Other staff, students, legal counsel, etc. are included on the Crisis Team as appropriate.
- () The President or his designate coordinates compilation of a report of the incident, actions taken, and outcomes.

GENERIC ACTION PLAN

When a meeting of the Crisis Team is called, minutes of the proceedings should be kept. These minutes should outline the situation, what steps were taken to deal with the situation, and who was assigned responsibility for carrying-out elements of the action plan. The following is a generic action plan which may be followed to help the Crisis Team organize to accomplish its mission.

Type of Incident: _____ Date of Meeting: _____

Called by: _____ Recorded by: _____

Persons Attending:

- Core Members:

- Added Members:

1.- Prepare a brief summary of the situation. Include information about individuals involved, facilities and equipment, campus incident reports, witness testimony, etc. This document can be modified to serve as a media backgrounder, an internal memo, or a fact sheet that other offices can use for reference.

Assigned to: _____ Deadline: _____

Special instructions:

- 2.- Draft a plan to tell the College’s “side of the story” to the various publics that will be concerned about the crisis. Key publics could include students, staff, faculty, alumni, members of minority groups, parents, etc. Establish a timeline for communicating the information .

Assigned to:_____ Deadline:_____

Special Instructions:

- 3.- Prepare statements for the media, then identify and prepare a spokesperson or persons.

Assigned to:_____ Deadline:_____

Special Instructions:

- 4.- Provide information to campus offices that may receive calls about the crisis. Provide background information, and advise on what to say to callers.

Assigned to:_____ Deadline:_____

Special Instructions:

- 5.- Gather information from relevant College offices. Offices that are affected by the crisis may have literature that is relevant to the crisis. Obtain copies of relevant materials such as posters, brochures, organizational charts, maintenance logs, etc.

Assigned to:_____ Deadline:_____

Special Instructions:

FREQUENTLY ASKED QUESTIONS

The following is not intended to deal with every possible question that might be asked, however it does include most of the more frequently-asked questions and the recommended answers and/or courses of action.

- **What if I see a gun in a student's purse, book-bag, or under a jacket?**

Have someone take over the discussion for a few minutes and calmly excuse yourself from the class. Immediately go to the nearest telephone and notify the College Police Department at 619-4229 or use the closest emergency telephone. Wait in the hallway for the arrival of the Police Officer.

- **What if I have a student displaying strange behavior (belligerent, drunk, strung-out)?**

Have someone take over the discussion for a few minutes and calmly excuse yourself from the class. Immediately go to the nearest telephone and notify the College Police Department at 619-4229 or use the closest emergency telephone. Return to class and have someone wait for Police Department in the hall.

- **What if I need to come to campus after regular hours?**

Notify the College Police Department at 619-4229 before you arrive so that the on-duty officer can unlock the door for you. Notify the on-duty officer when you leave.

- **What if I see a person on campus who looks like he or she doesn't belong (not a student, faculty, staff member, or visitor; possibly a transient)?**

Notify the College Police Department at 619-4229 or use the closest emergency telephone.

- **What if I see inappropriate sexual behavior (excessive displays of affection, etc.) on campus?**

Notify the College Police Department at 619-4229 or use the closest emergency telephone.

- **What if a student, faculty or staff member, or former employee becomes abusive or violent?**

Immediately notify the College Police Department at 619-4229 or use the closest emergency telephone.

- **What if I think I am being stalked?**

Notify the College Police Department at 619-4229 or use the closest emergency telephone.

- **What if someone becomes injured or ill in my class?**

Call 9-1-1 and request medical assistance. Then notify the College Police Department at 619-4229 or use the closest emergency telephone.

- **What if the news media shows up in my classroom unexpectedly?**

Ask them to contact the College's Media Relations Officer (Jim Hall at 619-4182, Office #3014 CEF Third Floor) before proceeding any further. If the media representative(s) refuse to comply with your request, notify the College Police Department at 619-4229 or use the closest emergency telephone.

- **What if I am the victim of sexual harassment?**

Students should contact the Vice-President for Student Services.
Employees should contact their immediate supervisor, the appropriate dean or vice-president, and/or the Director of the Personnel Office.

- **What if I know of a situation involving sexual harassment?**

Report student harassment to the Vice-President for Student Services.
Report employee harassment to the victim's immediate supervisor, the appropriate dean or vice-president, and/or the Director of the Personnel Office.

- **What if I have a student threatening suicide?**

If the threat is immediate, immediately notify the College Police Department at 619-4229 or use the closest emergency telephone. If time permits, refer the student to the College's Life Development Center for referral to the appropriate assistance agency.

- **What if I have a student who shows symptoms of depression?**

Refer the student to the College's Life Development Center for referral to the appropriate assistance agency.

- **What do I do if I am driving a NorthWest Arkansas Community College vehicle and have an accident?**

Stop! Call the appropriate law enforcement agency for off-campus accidents. Notify the College Police Department at 619-4229 for on-campus accidents. The College Police Department will notify the appropriate Senior Management Team member.

- **What if a police officer from an outside agency shows up at my class and wants to talk to a student, or serve a warrant on a student?**

Request the officer to first contact the College Police Department at 619-4229, CEF room #2102. If the officer refuses to comply with your request, do not resist in any way. Immediately go to the nearest telephone and notify the College Police Department at 619-4229 or use the closest emergency telephone to notify the College Police Department of the circumstances.

- **What if an instructor becomes ill during class?**

A student in the class should go to the nearest telephone or office and either call 9-1-1 him/herself, or request that 9-1-1 be called. The College Police Department should be notified at 619-4229 or use the closest emergency telephone.

- **What if an instructor feels threatened by a student?**

Excuse yourself from the threatening situation, and immediately notify the College Police Department at 619-4229 or use the closest emergency telephone.

- **What if someone other than the student involved asks for information regarding the student?**

Refer the person to the appropriate College administrative office, and/or to the appropriate vice-president. Media questions should be referred to the Media Relations Officer.

INDEX

A

- Accidents.....13
 - Involving Automobiles.....42
 - Involving Individuals.....42
- Action Plan; Generic.....37
- Alcohol.....40

B

- Bomb Threat.....17
- Bomb Threat Checklist.....20

C

- Campus Crime Reports.....11
- Campus Information.....33
- Check List.....36
- Chemical Leak.....29
 - Call list for Chemical leak/spill.....4
- Criminal Behavior.....28
- Crisis.....5
 - Core Crisis Team.....3
 - Goal of Crisis Plan.....5
 - Crisis; Definition.....5
- Crisis Team Responsibilities.....6, 8

D

- Death
 - Of Student – Off-Campus.....22
 - Of Student – On-Campus.....23
 - Of Employee – Off-Campus.....24
 - Of Employee – On-Campus.....25
- Demonstrations.....26
- Depression.....42
- Directory Information.....10
- Disturbances.....28
- Drugs (See Disturbances)

E

- Explosion.....29

F	
• Fire.....	31
• Fire Alarm.....	31
• Frequently Asked Questions.....	40
G	
• Guns.....	40
H	
I	
• Ice and Snow.....	33
• Illness.....	15
• Injury.....	15
J	
K	
L	
M	
N	
• News Media.....	8, Appendix
O	
• Outside Agencies.....	4
P	
• Personnel Information.....	12
• Police Inquiries.....	42
• Public Information.....	9, Appendix
Q	
R	
S	
• Severe Weather.....	34
Ice and Snow.....	34
Tornado.....	34
• Sexual Behavior.....	40
• Sexual Harassment.....	41
• Stalking.....	41

- Student Information.....10
- Suicide.....42

T

- Threatening Student.....41
- Tornado.....34

U

V

- Violence (See Disturbance)

W

- Working After Hours.....40

X

Y

Z

NorthWest Arkansas Community College
Crisis Communication Plan
September 2001

I. Purpose

A Crisis Communication Plan provides policies and procedures for the coordination of communications within the college, and between the college, the media and the public in the event of an emergency or controversial issue. Emergencies may include fires, bomb threats, natural disasters, or major crimes. Controversial issues may include police investigations or other situations that demand a public response.

THIS PLAN IS NOT INTENDED TO CHANGE THE WAY EMERGENCIES ARE INITIALLY REPORTED. ALL EMERGENCIES ON CAMPUS SHOULD BE REPORTED IMMEDIATELY TO CAMPUS POLICE (619-4229).

This plan addresses media relations and communications issues. It is designed to supplement the section on “Crisis Team Media Responsibilities,” page 6 of the Crisis Procedures Manual.

It is the goal of this Crisis Communications Plan to establish guidelines for dealing with a variety of situations, and to ensure that campus officials and communicators are familiar with those procedures and their roles in the event of a crisis. The plan is designed to be used in conjunction with the Crisis Procedures Manual and the normal decision-making processes of the college.

The plan does not supplant that decision-making process.

II. Objectives of the Plan

1. To factually assess the situation and determine whether a communications response is warranted.
2. To assemble a Crisis Communication Team that will implement immediate action to:
 - Help identify constituencies that should be informed about the situation.
 - Communicate facts about the crisis.
 - Minimize rumors.
 - Restore order and/or confidence.

III. Procedures

Assessment -- The police officer who encounters the potential crisis should gather accurate information from the appropriate sources. After fact gathering, the appropriate individual should determine whether an immediate response is necessary and, if so, should consult the President or his designee.

The President or his designee will determine whether to convene the Core Crisis Team.

Assembling a crisis communication team -- Composition of a Crisis Communication Team will include at minimum:

- President

- Director of Public Relations
- Administrator of Development and Support
- Other members of the Core Crisis Team

Other personnel may be added to this core team to form a larger crisis communication team.

IV. Response

The Core Crisis Team, after assessing the nature and scope of the situation, should develop a plan of action including some, or all, of the following:

1. Designate a spokesperson: In cases of a significant crisis, the President or his designee must take the lead in conveying the administration's response to the crisis, showing that the college has control of the situation, calming public concern and setting an example for the entire campus.

Public information spokespersons (those dealing most directly with day-to-day media inquiries) may also include the Vice Presidents and Deans from specific areas and the Director of Public Relations.

2. Draft a fact sheet. The fact sheet prepared by the Director of Public Relations in consultation with the President or his designee and Core Crisis Team should contain a summary statement of the situation. This summary should include all known details to be released to the media. This information should be made available to (and approved by) the President and appropriate Vice President or Dean. This fact sheet should be fully evaluated with respect to the public's right to know and concerns for privacy and security in consultation, if necessary, with the College Attorney. (See sample release in Appendix D.)

3. Notify key constituencies. Determine key constituencies that should be informed of the crisis. It is important to keep administration, faculty, staff and students informed of appropriate details and actions taken by the college during an emergency. Effective communications will help quell rumors, maintain morale, and ensure continued orderly operations of the college. Among the groups that should be considered for communication in a crisis situation are:

- Law enforcement agencies
- Administration, faculty and staff
- Trustees
- Students
- General public
- Mass media
- Foundation
- Accreditation organizations

4. Methods of communication. The Director of Public Relations or President will communicate the facts of the situation (contained in the fact sheet) and the college's intended response. Methods of communication will vary and include:

- *Law enforcement agencies* – should be notified by Campus Police.

- *Campus administrators, faculty, staff* – Information to administrators other than those on the Core Crisis Team should be provided via fax, email and/or mass meetings. College employees can be e-mailed important updates. The Director of Public Relations should handle this.
- *Students* – Notices to students can be posted on bulletin boards in all NWACC facilities and through mass meetings if needed. Mass meetings can be set up in the college’s communications center. A voice mail broadcast to all faculty and posted on the college’s main telephone number can refer students to the Student Information Line (619-4377). Fliers may be distributed on site.
- *Trustees* – May be reached via telephone or fax. The Administrative Assistant to the President, who should coordinate any correspondence with these individuals, maintains phone lists.
- *Local community* – If the situation has an impact on local residents, fliers listing the Student Information and Faculty/Staff hot line numbers can be distributed. If appropriate, meetings can be arranged with leaders of the communities. The Administrator of Development and Support should coordinate this.
- *Mass media* – The Director of Public Relations may prepare news releases for distribution. All media inquiries should be directed to the Director of Public Relations.
- *Government Agencies* – If government entities (Mayor's, Governor's offices) need to be informed, this should be handled only by the President or his designee.
- *Alert the media.* Determine whether a news conference and or news release is an appropriate means of conveying information to faculty, staff, students, the news media and the public. The Director of Public Relations in consultation with the President will determine logistics of the news conference. This includes when, where and how the media will be contacted, which media will be contacted, who will supervise the news conference, who will appear, etc. (See Appendix C for list of news conference guidelines.)

5. Establish Crisis Command Center. Determine whether the magnitude of the crisis merits establishing a Crisis Command Center (for public safety and college officials) and/or a Media Briefing Center (for larger gatherings of the media for briefings or press conferences). See Appendix B for command center and media briefing center sites.

6. Photography. Decide the need to assign videographers and photographers to take pictures of the scene. This may prove helpful in responding to media inquiries, to possible later litigation, as well as documenting events. Determine whether it is safe and appropriate to allow location shooting by TV and newspaper photographers. Determine when, where and who will accompany the media.

7. Other spokespersons. Identify any other individuals who may serve as spokespersons or who might be made available to the news media and counsel individuals in terms of appropriate ways to deal with the media. (See Appendix D for media relations reminders.)

8. Internal communications. Determine strategy of internal communications to be used if the crisis affects college students and employees (Refer to point 4).

9. Alternative communications. Discuss alternative or additional means of conveying information including letters to students or selected constituencies of the college.

10. Switchboard/Information Center. The following locations, which receive high volumes of incoming telephone calls to the college should be notified regarding the key facts of the crisis (fact sheet) and where to refer calls pertaining to the crisis:

- Main Switchboard _____
- Student Information Center _____
- East Classroom Center _____
- Workforce Development Institute _____
- Physical Plant _____

11. Rumor control. Consider establishing a rumor-control hotline and/or a dedicated call-in line (i.e., 619-4377 or 619-4343) for media use. Dedicated line also could be used for taped telephone updates. Contact Jim Hall (619-4182), to arrange for recorded message.

ONGOING PROCEDURES DURING CRISIS

1. Give high priority to immediately scanning daily newspapers and video reports for stories related to the situation. Deliver copies of these clips or reports as appropriate to the President, Vice Presidents and Deans.
2. Set up information files on the crisis to reside in office of the Director of PR or other center. Material related to the crisis, including clippings, statements, letters, memos and any other documents, should be forwarded to the office of the Director of PR and filed in chronological order.
3. Monitor the situation at least daily, and frequently update staff and appropriate administrators.
4. Take notes during crisis to be reviewed and used to improve future crisis response.

AFTERMATH COMPONENT

Following any crisis, appropriate action must take place to ensure that members of the college community, and others as necessary, receive needed information and assistance to help bring closure to the crisis as well as relief from the effects of the event. Attention also should be placed on identifying and implementing measures to improve the action plan used during the crisis.

Communications

- a) Whenever possible, a public forum should be scheduled and coordinated by the Core Crisis Team to communicate details of the incident and events to all interested members of the college. The timeliness of this meeting is critical and every effort should be made to see that it occurs within two-to-three working days from the close of the crisis. Representatives from the Senior Management Team and the Core Crisis Team should attend and be prepared to answer questions and share pertinent

information. Specific departments and/or individuals also may be requested to attend and participate depending upon the nature of the crisis.

- b) Immediately following a crisis, it is imperative that the college be sensitive to the needs of faculty, staff and students who may have been personally affected. There may be a need to assist a victim, or victims with obtaining information and/or a referral to available resources. The Core Crisis Team will be responsible for notifying appropriate individuals within the following designated areas: Human Resources will be the contact for employees and Student Services for students. Also, representatives from the two areas should follow up with their respective constituents to ensure their needs are being addressed and offer further assistance.
- c) It is not unreasonable to expect that rumors would follow a crisis, further creating an atmosphere of anxiety. One means of combating rumors would be to take full advantage of electronic mail, rumor-control hotlines, etc. and report facts as appropriate. Voice mail and email broadcasts to faculty/staff, students and others with voice/email accounts can be arranged.
- d) Depending upon the nature of the crisis, services and assistance may have been rendered by agencies, companies and/or individuals from outside the college. The office of Public Relations should ensure that applicable follow-up information, as well as thank-you letters, is forwarded to appropriate persons
- e) The Core Crisis Team should meet within days following a crisis and review all actions taken as a result of the crisis to determine effectiveness and efficiency of the crisis communications plan operations and make any needed changes to the plan.

APPENDIX B--Logistical Details

Crisis Command Center Sites -- Sites to be equipped with emergency radios, cellular and land telephone lines are as follows:

- Physical Plant Facility
- Workforce Development Institute
- East Classroom Center

Campus Meeting Rooms -- Areas available for meetings/news briefings/conferences

- Physical Plant Facility
- Workforce Development Institute
- East Classroom Center
-

Transportation Parking

Physical Plant will have the responsibility for coordinating emergency transportation arrangements with the college. For parking arrangements for press conferences of larger gatherings, contact the department.

APPENDIX C -- News Conference Guidelines

1. When you notify media of news conferences or officials available for comment (availabilities), be sure to define what kind of event you are having. News conferences are held to announce something for the first time. Press “availabilities” are held simply to make individuals available to answer questions or demonstrate something.
2. Don't call unnecessary news conferences/availabilities. If it's not worth their time, the media will only be angered.
3. If holding a news conference, try to tell media in advance some details of what you will be announcing.
4. Gauge the size of your crowd carefully when reserving a room; better to have too much than too little space. Make sure microphones, chairs, and water are in place at least 30 minutes prior to the event.
5. Decide format in advance -- who will introduce speakers, who decides when question/answer period ends, and other details.
6. Decide in advance whether handouts are needed. If speaker is giving a talk for which there is a text, you may want to wait and hand out material after the talk so media will stay and listen. However, it's advisable to tell the media you will provide a text of the speech so they are not irritated by having to take unnecessary notes.
7. Check to see what else is happening on campus or in the community before scheduling a press conference.
8. Consider whether you need to let other organizations and agencies know you are having a news conference. (You may wish to invite others to attend or participate in your event.)
9. Decide who will maintain control at the news conference, who will decide where cameras are set up, who sits where.
10. Try to plan the length of the news conference, but be flexible.
11. Consider the time of the news conference. If you want to make the noon, 5 p.m., 6 p.m. or 10 p.m. TV news, you need to allow time for crews to travel and edit tape.
12. If you are going to set restrictions on an event such as limited photo access, try to put the restrictions in writing and communicate to the media at least 24 hours in advance.

APPENDIX D -- Media Relations Reminders

1. Always, always return media calls. The more cooperative you appear, the better.
2. Communicate with the media – talk to them as well as listen to them. During crisis time, you may learn a great deal from the media that can be useful to you in further dealing with the crisis.
3. Avoid antagonizing the media. A short tone at a press conference, during a phone call, or elsewhere can affect your future relationship with an individual or other media who may hear the conversation.
4. Advise media of the status of Student Information Line (619-4377) and Faculty Staff Information Line (619-4343). Public information on news conferences, rumor control information, newly acquired information, can be updated. This is particularly useful when regular phone lines are tied up with calls.
5. Consider how information you release to media may affect other agencies, businesses or individuals. If you say things that may result in media calling other agencies, call those agencies first to warn them of impending calls.
6. When talking to the media, be sure to give credit to other agencies, groups or individuals working on the crisis, including your own staff.
7. Try to be pro-active with new information. Even those things may be frantic; if you acquire new information regarding the crisis, reach out to the media.

APPENDIX D – Sample News Release

Contact: _____

Date

Headline

BENTONVILLE – A _____ at _____ involving _____ occurred today at NorthWest Arkansas Community College. The incident is under investigation and more information is forthcoming.

A (what happened) at (location) involving (who) occurred today at (time). The incident is under investigation and more information is forthcoming.

Additional Materials

Information brochures or fact sheets about the college or the area in which the crisis has occurred are helpful in informing reporters or anyone else seeking information.

In some cases it might be necessary to create materials that explain technical systems or in-house procedures. If we explain how a technical system or in-house procedure works and point out where a breakdown occurred, there is less chance of a reporter interpreting the situation erroneously.

If one is not already in place a generic fact sheet about the college should be created and made available.

Always do what you can to make a complicated issue as simple as you can for reporters. If the crisis was caused by a piece of equipment consider bringing in a similar

piece of equipment to show reporters. At the very least provide a schematic or drawing. If you give them a visual that may keep them from seeking one out themselves. Try not to use the actual piece of equipment that failed.