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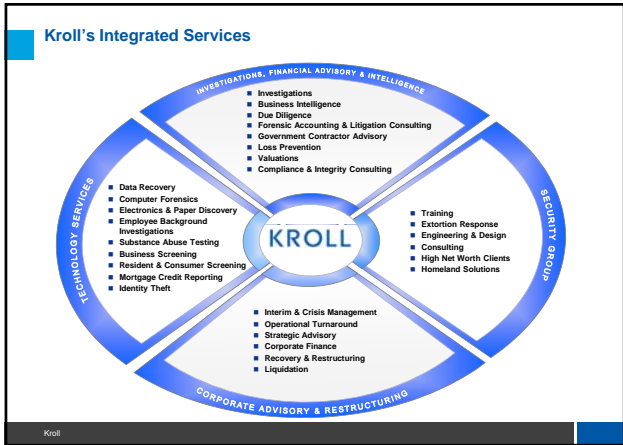
September 28, 2007

**Association of Community College Trustees
San Diego Congress
Critical Incident Management**

Mark Ehlers and Bucky Cox







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August 1, 1966 – University of Texas


- Charles Whitman, an architectural engineering major at the University of Texas, barricaded himself in the observation deck of the tower of the Main Building with a sniper rifle and various other weapons. In a 96-minute stand-off, Whitman killed 15 people and wounded 31 others.



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July 12, 1976 – Cal State Fullerton

- Edward Charles Allaway, a custodian at the Cal State Fullerton Library, shoots nine people in the basement and first floor State library with a .22 caliber rifle, killing seven and wounding two others.



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November 1, 1991 – University of Iowa

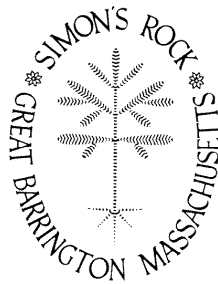


- Gang Lu, 28, a graduate student in physics from China, because he was passed over for an academic honor, opens fire in two buildings on the University of Iowa campus. Five University of Iowa employees are killed, including four members of the physics department. Two other people are wounded. Lu then fatally shoots himself.

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December 14, 1992 – Simon's Rock College of Bard

- Wayne Lo, 18, student at Simon's Rock College of Bard, approaches a security guard shack on the campus and begins shooting. Lo fires at least nine rounds during the following 20 minutes, killing another student and a Spanish professor and wounding four others.



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August 15, 1996 – San Diego State

- Frederick Martin Davidson, 36, a graduate engineering student at San Diego State University, while defending his thesis before a faculty committee, pulls out a hand gun and kills three professors.

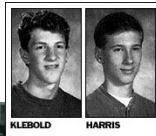


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April 20, 1999 – Columbine, CO

- In one of the most famous high school shootings, Eric Harris and Dylan Klebold killed 12 students and a teacher and wounded 23 others at Columbine High School, before killing themselves.



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January 16, 2002 – Appalachian School of Law

- Peter Odighizuwa, 42, recently dismissed from Virginia's Appalachian School of Law, returns to campus and kills the dean, a professor and a student before being tackled by students. The attack also wounds three female students.



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October 28, 2002 – University of Arizona Nursing College

- Failing University of Arizona Nursing College student and Gulf War veteran Robert Flores, 40, walks into an instructor's office and fatally shoots her. A few minutes later, armed with five guns, he enters one of his nursing classrooms and kills two more of his instructors before fatally shooting himself.



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September 2, 2006 – Shepherd University

- Douglas W. Pennington, 49, kills himself and his two sons, Logan P. Pennington, 26, and Benjamin M. Pennington, 24, during a visit to the campus of Shepherd University in Shepherdstown, West Virginia.



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September 17, 2006 – Duquesne University

- Five Duquesne University basketball players are wounded after a shooting on campus after a dance. One of the two shooters was allegedly upset that his date had talked to one of the athletes.



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April 16, 2007 – Virginia Tech

- Seung-Hui Cho, 23, kills 32 people and wounds 25 before committing suicide during two separate attacks, two hours apart at Virginia Tech University in Blacksburg, VA.



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Newspaper Headlines of Recent Incidents

April 25, 2007 – The Examiner

Camouflage-clad student brings police to CCSF



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Newspaper Headlines of Recent Incidents

April 25, 2007 – Salem-News

Threat Cancels Classes, Campus Today at PCC Rock Creek



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Newspaper Headlines of Recent Incidents

April 25, 2007 – Skagit Valley Herald

Shooting threat prompts SVC to evacuate



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Newspaper Headlines of Recent Incidents

April 28, 2007 – The New York Times

Florida: Campuses Evacuated After Threat



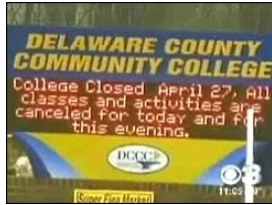
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Newspaper Headlines of Recent Incidents

May 1, 2007 – The New York Times

Pennsylvania: Threats Shut Campuses for Days



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Newspaper Headlines of Recent Incidents

July 26, 2007 – The New York Times

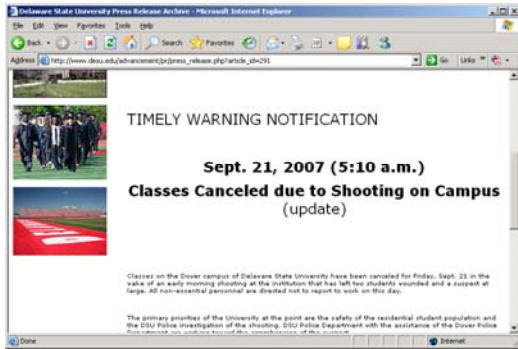
Illinois: Note Left in Car Leads to Charge



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September 21, 2007 – Delaware State University



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Seung-Hui Cho



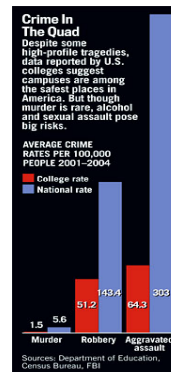
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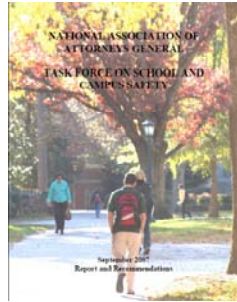
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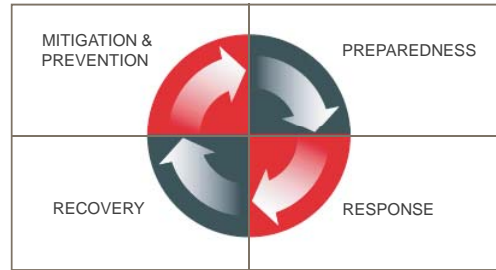


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Cycle of Crisis Planning



Recommendations

- Risk Analysis (threat assessment)
 - choose a level of security appropriate for the campus
- Update and enhance existing Critical Incident Management Plan
- Develop a Threat Assessment Team (Safe Campus Program Team)
 - senior campus administration and decision makers
 - counselors and school psychologists
 - security and law enforcement leaders
 - risk managers
 - communication specialists
 - human resources
 - student and academic affairs
 - legal counsel

Recommendations

- Annual Training for Students, Faculty and Staff
 - Responding to various emergencies
 - Notification systems
- Clery Act
 - requires timely public warnings of imminent danger
- Campus emergency communications systems
 - multiple means of sharing information
- Emergency Communicators
 - immediate and clear messages are required
 - on the nature of the emergency and actions to be taken
- "Meanwhile, technology has its share of setbacks – like the fact that messages are limited to 160 characters. This paragraph, including spaces, is 160 characters."
- Mission Statement of campus police
- Law enforcement and crime prevention

ORGANIZATIONAL CRISIS

Threats that could result in major damage to the organization, its employees, products, services, financial condition and reputation and requires immediate and ongoing attention from the highest levels of the organization.



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CRITICAL INCIDENT MANAGEMENT PLAN PRIMARY PURPOSE

- To manage a critical incident
- To limit the intensity of a negative threat or event to an organization's:
 - Employees
 - Product
 - Services
 - Financial Condition
 - Reputation

Characteristics of a Critical Incident Management Plan

- Simplicity
- Flexibility
- Timely updates
- Identifies when the plan will be implemented
- Identifies who has the authority to implement
- Identifies members of a Critical Incident Management Team (or other teams as necessary) and their roles
- Includes a communications plan
- Identifies locations for team(s) to meet
- Identifies critical information that should be available to the team(s)

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Examples of Critical Incidents

- Criminal Acts
- Campus Violence
- Abuse of Vulnerable Population
- Labor Disputes
- Loss of Senior Management
- Kidnap/Extortion
- Product/Food Tampering or Contamination
- Environmental Accidents
- Casualty Accidents
- Manmade or Natural Disasters

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Threats that can create a Critical Incident

<u>Threats</u>	<u>Possible Scenarios</u>
Manmade/Natural Disaster	Fire/Earthquake/Tornado
Personnel Issues	Student alleges sexual harassment by a university teacher
Contagious Disease	Students become ill with similar symptoms
Campus Violence	Student despondent about a romantic break-up threatens suicide



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Safe Campus Program

- Training
- Communication
- Response

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Safe Campus Program Training

- Key Management Officials
- Awareness training for faculty and staff
- Awareness training for students

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Safe Campus Program Communications

- Communications to all stakeholders about the program
- Communications tools for stakeholders to report concerns
- Communications among key management officials (i.e. Safe Campus Response Team)

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Safe Campus Program Response

- Analysis of information by the Safe Campus Response Team
- Plan of action formulated
- Action taken
- Follow-up on action taken
- After action report

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LESSONS

- COMMUNICATIONS
- CALM THE WATERS
- IDENTIFY PRIORITIES

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PRIORITIES

- SAFETY OF STUDENTS AND VISITORS
- SAFETY OF EMPLOYEES
- ORGANIZATIONAL CITIZENSHIP AND REPUTATION
- PAYROLL
- FINANCIAL HEALTH
- DELIVERY OF PRODUCT AND SERVICES
- SECURITY OF PHYSICAL ASSETS

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LESSONS

- COMMUNICATIONS
- CALM THE WATERS
- IDENTIFY PRIORITIES
- TEAM APPROACH

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Team Approach

If we involve the right people with the right authority and a basic foundation plan, we will be successful.



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LESSONS

- COMMUNICATIONS
- CALM THE WATERS
- IDENTIFY PRIORITIES
- TEAM APPROACH
- STREAMLINE DECISION MAKING

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Decision Making

AN EFFECTIVE CRITICAL INCIDENT MANAGEMENT PLAN IS ONE THAT IS FLEXIBLE, INITIATES RESPONSE WITH THE BEST AND BRIGHTEST PEOPLE WHO HAVE SPECIFIC ROLES, AND EMPOWERS STAFF WITH THE APPROPRIATE DECISION MAKING AUTHORITY.



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LESSONS

- COMMUNICATIONS
- CALM THE WATERS
- IDENTIFY PRIORITIES
- TEAM APPROACH
- STREAMLINE DECISION MAKING
- KEEP IT SIMPLE

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Don't let perfection be the enemy of the good

"A good plan violently executed now is better than a perfect plan executed next week." (General George S. Patton)



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