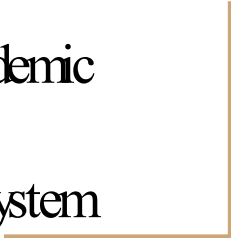


# Emergency Management: Introduction to Incident Command Systems

Debora Halbert  
Vice President for Academic  
Strategy  
University of Hawai'i System



# Overview

- Understanding the Incident Command System (ICS)
- Key elements of Operating within the ICS

# Understanding I

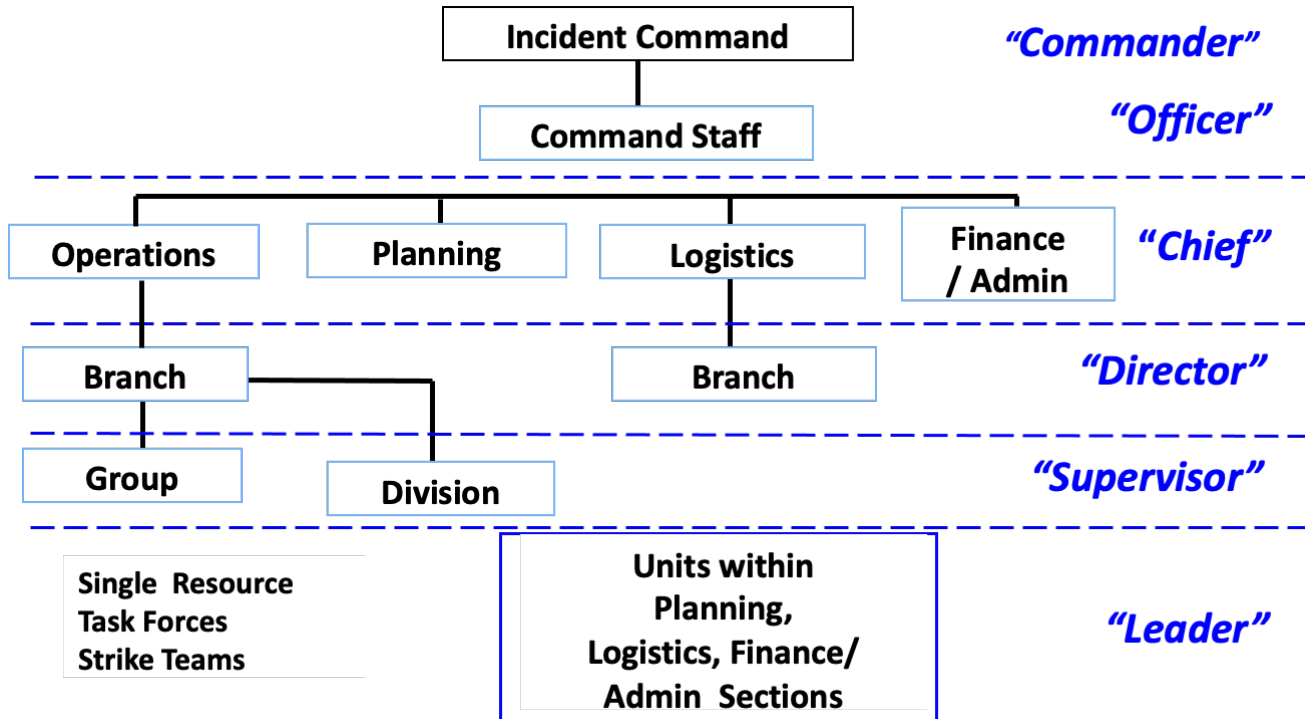
- § Born in Southern California in the 1970s.
- § Understood the need for a common emergency response system.
- § Mandated to be an all-*risk* application.
- § Initially tested and evaluated in the wildland fire environment.
- § Designed to include all levels of government, private entities, and agency/organization executives.

# Principle Features

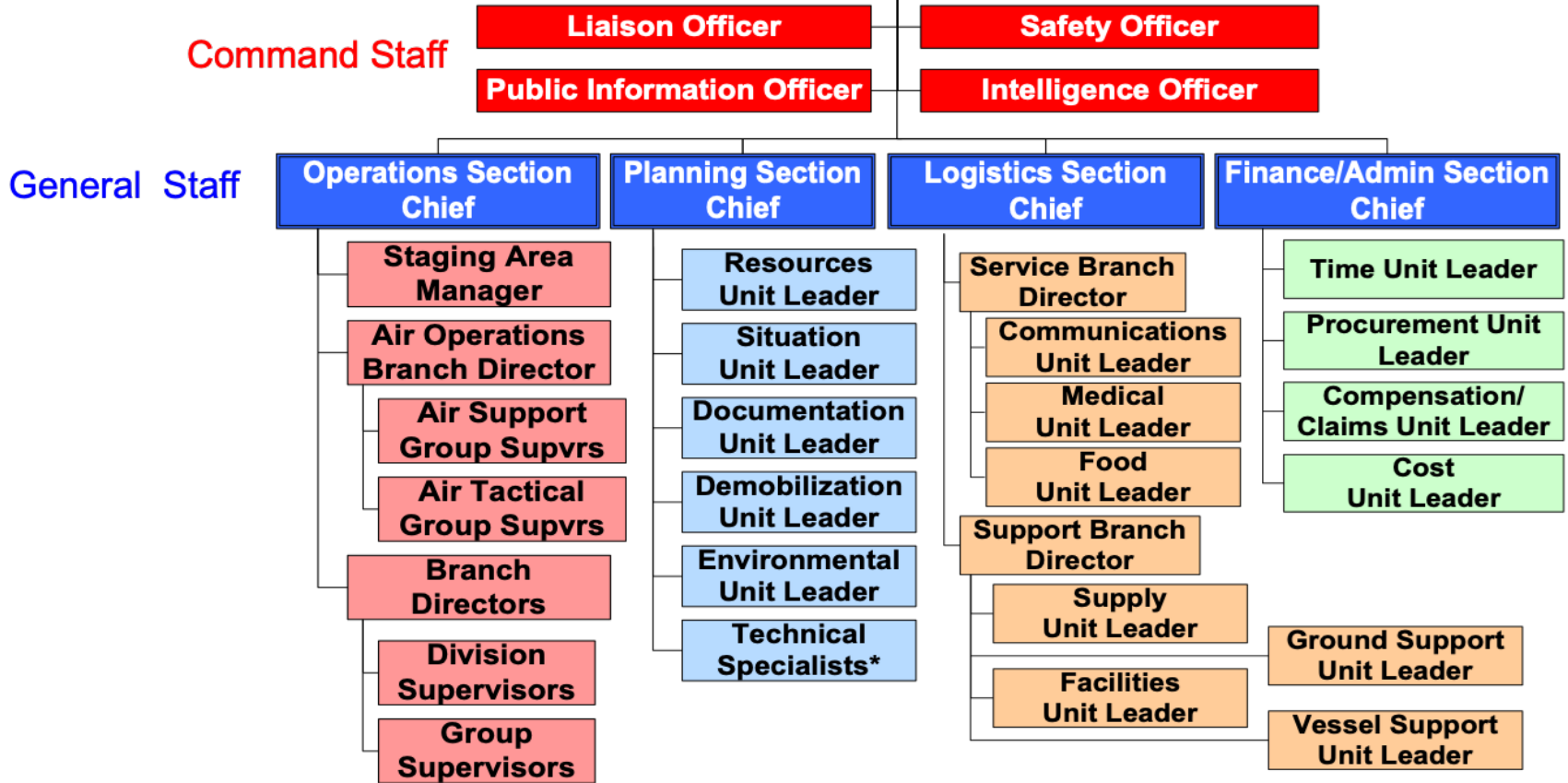
## Proposed Revisions

- § Unified Command
- § Organizational flexibility
- § Span of control
- § Common terminology
- § Integrated communications
- § Incident Action Plan
- § Standard forms

# Overview of Common Position T

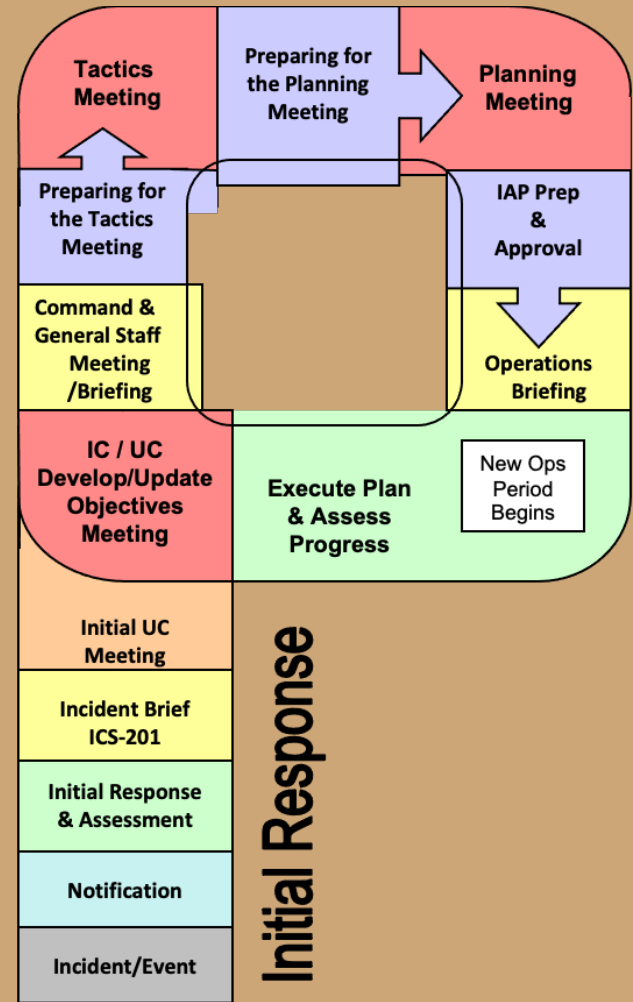


# Unified Command

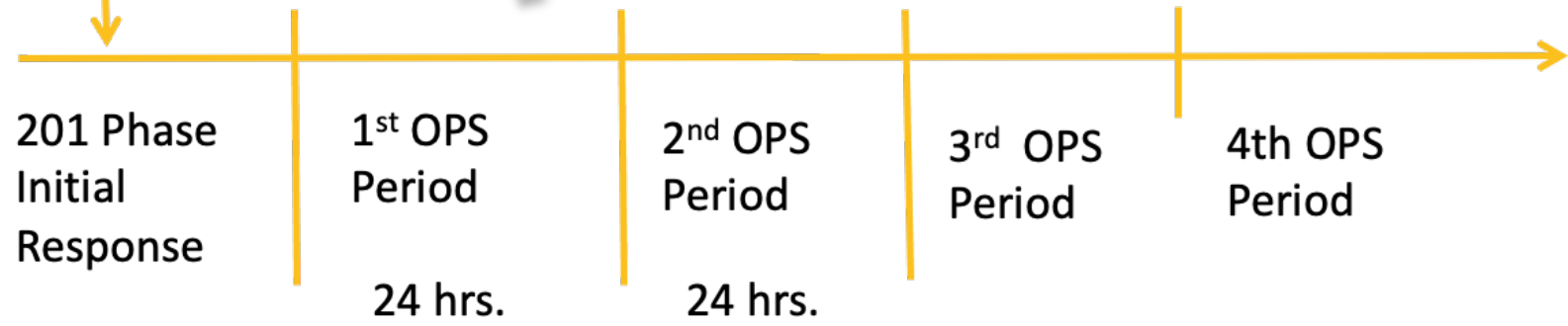
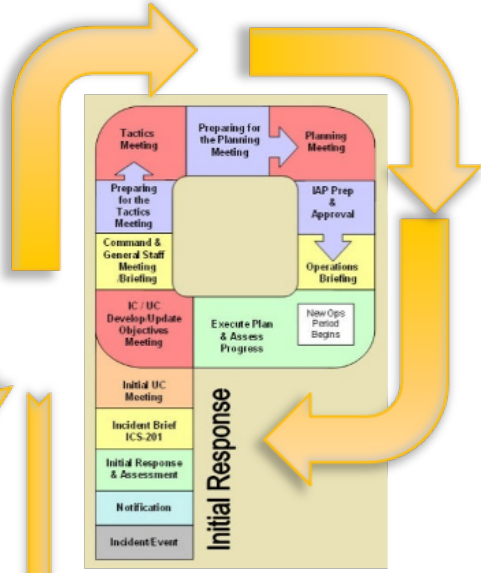


# The Planning “P”

- Planning Cycle
- Sets Operational Period
- Can be of any Length
- Training on the Planning P is important.



- 12 hour
- **24 hour**
- 48 hour
- 1 week
- 3 months





# ICS 201

- Captures Initial Information
- Incident Briefing Tool
- Begins Documentation

1. Incident Name	2. Prepared by: (name) Date: _____ Time: _____	INCIDENT BRIEFING ICS 201-CG
3. Map/Sketch (include sketch, showing the total area of operations, the incident site/area, overflight results, trajectories, impacted shorelines, or other graphics depicting situational and response status)		
<b>Sketch Map</b> <b>Summary of Actions</b> <b>Current Organization</b> <b>Resource Summary</b>		
4. Current Situation		
<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>		
INCIDENT BRIEFING	April 2004	ICS 201-CG (pg 1 of 4)

# Incident Action Plan (IAP)

- Written Plan
- Required with multiple operational periods
- Moves the response from reactive to proactive

1. Incident Name	2. Operational Period to be covered by IAP (Date/Time) From: _____ To: _____	CG IAP COVER SHEET
3. Approved by Incident Commander(s):		
ORG	NAME	
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
<b>INCIDENT ACTION PLAN</b> The items checked below are included in this Incident Action Plan:		
<input type="checkbox"/> ICS 202-CG (Response Objectives)		
<input type="checkbox"/> ICS 203-CG (Organization List) – OR – ICS 207-CG (Organization Chart)		
<input type="checkbox"/> ICS 204-CGs (Assignment Lists) One Copy each of any ICS 204-CG attachments: _____		
<input type="checkbox"/> ICS 205-CG (Communications Plan)		
<input type="checkbox"/> ICS 206-CG (Medical Plan)		
<input type="checkbox"/> ICS 208-CG (Site Safety Plan) or Note SSP Location _____		
<input type="checkbox"/> Map/Chart		
<input type="checkbox"/> Weather forecast / Tides/Currents		
<u>Other Attachments</u>		
<input type="checkbox"/> _____		
<input type="checkbox"/> _____		
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<input type="checkbox"/> _____		
<input type="checkbox"/> _____		
<input type="checkbox"/> _____		
<input type="checkbox"/> _____		
4. Prepared by: _____ Date/Time _____		
CG IAP COVER SHEET		
April 2004		

# UH Emergency Management Team

[https://manoa.hawaii.edu/dps/wp-content/uploads/sites/27/2023/12/CEMP-for-Website\\_NOV-2023\\_FINAL-ADApdf](https://manoa.hawaii.edu/dps/wp-content/uploads/sites/27/2023/12/CEMP-for-Website_NOV-2023_FINAL-ADApdf)

## ORGANIZATION

The Emergency Management Team (EMT) is led by the Mānoa EMT Executives and is comprised of six incident management levels. These levels begin with the EMT Executives, the Senior Leadership Policy Team and extend downward cumulating with the individual schools and colleges, as shown below in *Figure 6*.

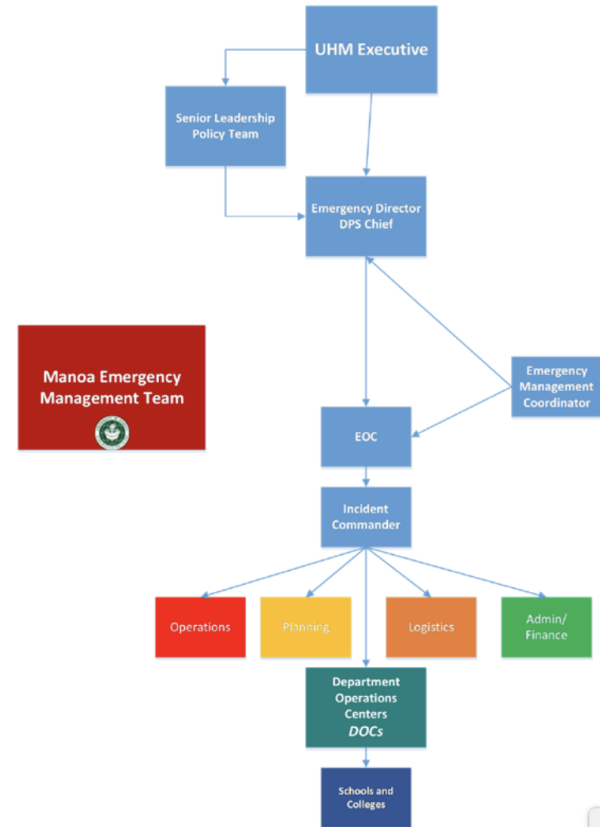


Figure 6 – UH Emergency Management Team (EMT)

Screenshot

# Academic Application

Know how to  
interface with  
emergency service  
ICS

Know your  
internal  
emergency  
management plan

Tabletop Exercises

Key is  
Communication

# EMERGENCY MANAGEMENT FOR ACADEMIC LEADERS: A CASE STUDY

Kate Hausbeck Korgan, Ph.D.,  
Senior Vice Provost for Academic Affairs  
University of Nevada, Las Vegas



*we are*  
UNLV

# The UNLV Case Study: Who We Are

- Founded in 1957, R1 in 2018
- Approx. 31,000 students
- We are a proud MSI, HSI, AANAPISI
- More than half of our Rebels are first-generation
- We are a Top 10 Military Friendly campus
- 80% of students are in-state; 25% free
- Approx. 1,000 international students
- 2,250 instructional faculty
- Office of the SVPAA reorganization

*we are*  
UNLV

# Our 12/6 Tragedy



Jerry Cha-Jan Chang, Ph.D.  
Professor



Patricia Navarro Velez, Ph.D.  
Assistant Professor



Naoko Takemaru, Ph.D.  
Associate Professor

*we are*  
UNLV

# THE MOMENT: 11:45 am on December 6, 2023

*“Okay, so today is that day.”*



# **ACADEMIC EMERGENCY & CRISIS MANAGEMENT**

## **21st Century Academic Leadership**

**New challenges require  
new core competencies.**

**21st Century Higher Ed challenges:**

- **Governmental regulations**
- **Challenges to our HE value proposition**
- **Shifting enrollment landscapes**
- **Financial pressures**
- **Protests & free speech issues**

**But also, an evolving threat landscape:**

- **Pandemics**
  - **Global conflicts and wars**
  - **Environmental and weather events**
  - **Mental and emotional well-being**
  - **Campus violence**
-

# A New Model for Emergency Planning

- Training & drills
- Cabinet tabletop exercises
  - From issue to coordination
  - What if scenarios & escalations
  - Who's in the room; who makes the decisions
  - Communications planning
- All are generic, by necessity
- We need Academic Emergency Management training

## ACTIVE SHOOTER HOW TO RESPOND



### RUN

IF YOU CAN  
WHEN THERE IS AN  
ACTIVE THREAT



### HIDE

IF ESCAPE IS NOT POSSIBLE  
· LOCK AND BARRICADE DOOR  
· AVOID WINDOWS  
· SILENCE YOUR PHONE



### FIGHT

IF LIFE IS IN IMMINENT  
DANGER AND IT IS  
YOUR LAST RESORT

### CALL 911

IF YOU CANNOT SPEAK,  
LEAVE THE LINE OPEN AND ALLOW DISPATCHER TO LISTEN

- There will always be another crisis. Prepare your core team; Specialists/SME; Stakeholders.
- Emergencies are serious, dangerous, and require immediate attention; disasters (natural accidents) are a subset. Crises are periods of instability or uncertainty and risk. Strive to avoid escalation to crisis.
- Emergency escalation may lead to crisis. How to avoid crisis? Prepare, adapt, lead.
- Lead with calm & care; be candid & communicate well and thoughtfully; be adaptable & have growth mindset.

## A Guide to Crisis Leadership

Four lessons for deans, provosts, and presidents on how to manage a crisis, whether its origins are internal or external.

By *David M. Post* | MARCH 5, 2024



# OUR WORST DAY

**78 seconds + then 12 hours and 13 minutes**

# Day 1

Emergency alert system:  
promote & educate widely

Reunification center:  
food/water;  
counselors;  
tech;  
media/comms

Police & SWAT:  
keys; building managers; lab & critical infrastructure info

Campuses =  
People  
People first!

Trusted colleagues:  
Registrar, AVP EM,  
AA Dir Comms; Sr.  
Assoc. VP for  
Digital Transformation

Campus weapons policy

Police coordination:  
ID gunman,  
crisis team coordination

NSHE  
System coordination

Your Insurance Company Takes Over

# Day 1, continued...

Buses to reunification center: pick-ups outside police zone

Emergency Ops Center:  
Laptops, PW, chargers, supplies

Messaging & social media management, tracking, responses

Coordination with deans & campus leaders

Campus belongs to law enforcement

Initial Academic Assessment & Next Day Plan

Brand your Crisis: UNLV Strong website

Website homepage banner and key info



# The Next 17+ Days

Assess campus:  
buildings; offices; doors &  
windows; biohazards

Cancel events &  
activities: time-  
sensitive recruitment  
events, etc.

Care, counseling,  
wellness resources

Property  
reunification  
process

Care & preservation of  
spontaneous campus  
memorials

Lots of ad-hoc  
meetings

Transfer campus back  
to university

Launch Rebel  
Recovery

Designated space for  
students & campus use

Strategic & caring outreach:  
Students, families, faculty,  
staff, and victims/families

+ Branded crisis  
resources and messaging  
on website



# Academic Response

## Contextual Factors

- Timing in academic year
- Campus access/damage
- Accreditation requirements
- Faculty Senate & Student Government Relationships
- Copy cats; hate mail; email campaigns

## Normalizing the Challenge

- Never good enough or fast enough, and that's okay
- Everyone has different responses & needs

## Our Path Forward

- No classes, no exams, no events until 2024
- Faculty: option to offer exams or final project virtually/online only
- Students: grade as of 12/6; if offered an online exam or final paper/project it is optional; SU grading after grades post and by Jan 5 (Financial Aid implications)
- Commencement with modifications
- BEH faculty/staff offices
- All about wellness, people + messaging
- Outreach & communications are fundamental and backbone for recovery

## Wolf Pack to go red in support of UNLV

By: [Theresa](#) Date: December 7, 2023

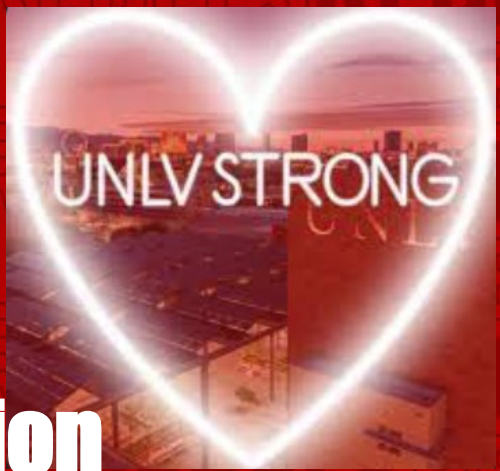


*“When you face a crisis, you know who your true friends are.”*

- Magic Johnson

# Managing Community Kindness





# The Power of Campus Compassion



# Trauma Management: Healing & Action

## Rebel Recovery Program

President Whitfield, in collaboration with university leaders, has created the campuswide Rebel Recovery Program. The road to recovery will be focused, inclusive, compassionate, and driven by the notion that the safety, security, and well-being of the UNLV family – our employees and students – is our priority. This program will be an ongoing and evolving effort.

“UNLV is strong and UNLV is resilient. Our community of faculty, staff, students, and alumni will pull together to support one another in this time of crisis.” – President Whitfield

“It’s OK not to be OK.”

Destigmatize help seeking.

Wellness everywhere.

Compassionate communication

## Events and Communications

Rebel Recovery will include continued and consistent communication, events, and activities that give our faculty, staff, and students a voice in the process. This includes student and employee-focused meetings related to safety, security, and available support services: (Scheduled event dates are subject to change.)

- "All Hands" faculty and staff meetings
- Recurring updates on campus safety and security enhancements
- President's mental health town hall
- Student town hall meetings on resiliency
- UPD-led security education training sessions
- Scheduled and pop-up events and meetings for students, faculty, and staff to offer mental health, counseling, and wellness support services



# **LIVING WITH AND BEYOND TRAUMA: THE WEEKS & MONTHS AFTER TRAGEDY**



*“The Chinese use two characters to write the word 'crisis.' One brush stroke stands for danger; the other for opportunity. In a crisis, be aware of the danger--but recognize the opportunity.”*

- John F. Kennedy

# University Values in Action

## Gratitude, Encouragement, and Appreciation

Since the Dec. 6 tragedy, the Rebel community has experienced kindness, support, and encouragement from so many. We would like to express our sincere appreciation and gratitude for all those who have helped and inspired us as we continue our recovery process.




Stories of Gratitude



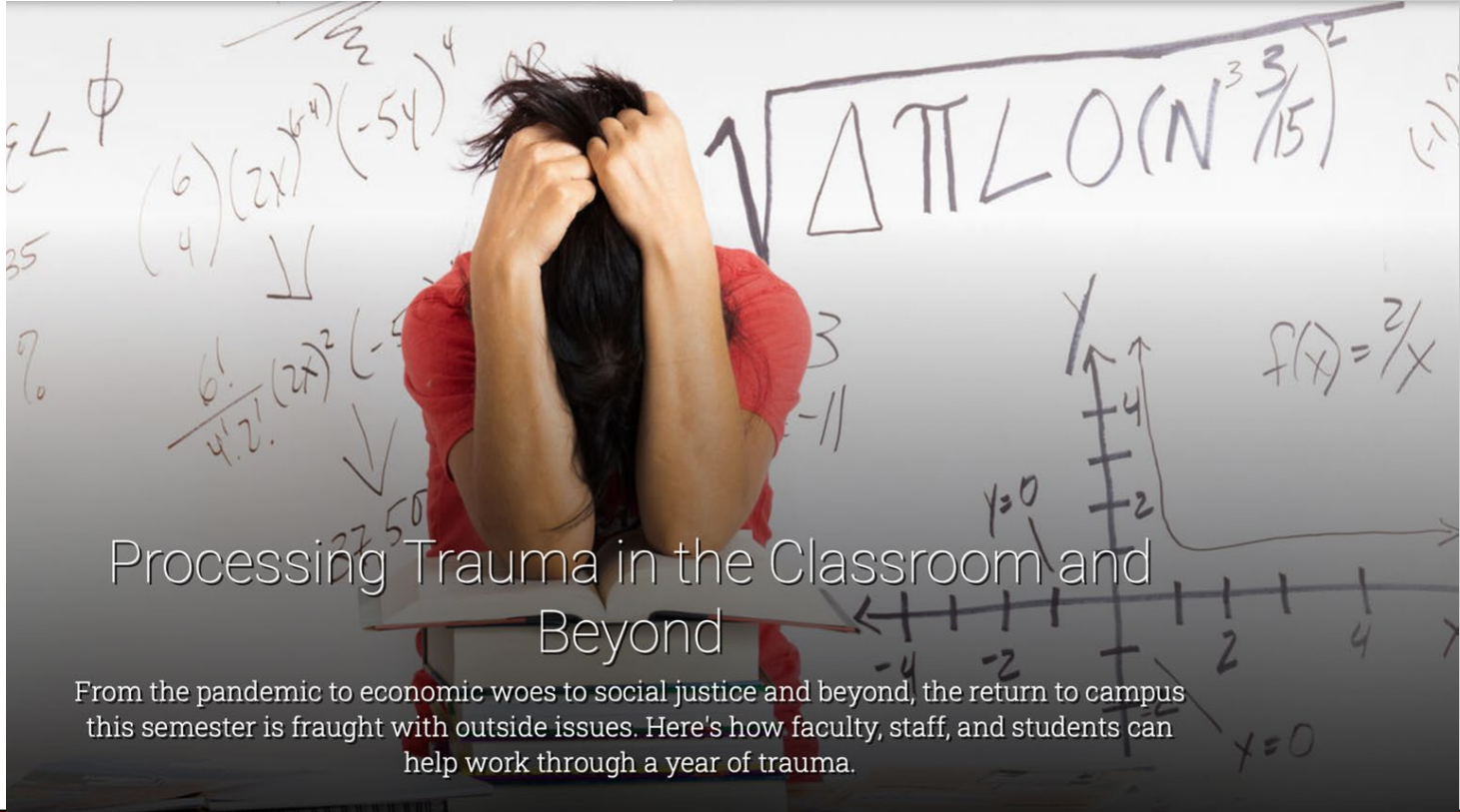
Words of Encouragement



Appreciation for our Community

 Tell us about the people who helped or inspired you. Or simply share some words of encouragement for the spring semester. [>](#)

# Trauma Informed Teaching Resources



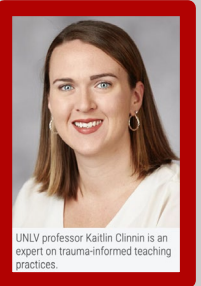
## Processing Trauma in the Classroom and Beyond

From the pandemic to economic woes to social justice and beyond, the return to campus this semester is fraught with outside issues. Here's how faculty, staff, and students can help work through a year of trauma.



Dr. Annie Weisman

"Trauma-informed pedagogy provides the essential understanding of trauma and its impacts on our physiology for faculty to learn first the effects of trauma in their own lives, then how this impacts the students they will be teaching," said Anne Weisman, director of wellness & integrative medicine in the Kirk Kerkorian School of Medicine at UNLV. "We hope to create a safe and supportive space for the exchange of ideas, knowledge and growth."



Dr. Kaitlin Clinnin

# Reopening, Restarting, Rebuilding, Returning



- Yellow shirts and related controversy
- Repairs & security: flexibility! Jan. 2nd, 8th & 16th
- One-stop in Library: appreciated by all who used it, but underutilized
- Safety Advisory Boards: UNLV & System
- Rescheduling & moving events, tours, etc.
- Faculty and staff refusals & WFH
- Classroom and building lock practices

# Proof of Concept: Modified Enrollment Strategies



- Release holds: parking, library, health center; new students; advising
- Skip academic separations
- No late enrollment fees, no late payment fees
- Integrated & custom targeted messaging
- Rebel Success Hub advising queue with more and shorter appointments in most centers (some in-person, some virtual)
- Two weeks of student-driven add/drop, one week with permissions

# Enrollment and Retention Results

- 25% increase in YOY new spring enrollment
- Highest spring enrollment documented
- Lowest number of students dropped for non-payment
- 97%+ fall to spring retention
- Against the odds, but not by accident



*“There cannot be a crisis next week. My schedule is already full.”*

- Henry Kissinger



# Cognitive Reset: Crisis and Normalcy Coexist

- Before-times to do list: make it early
- BEH memorial and future use planning
- Summer and fall class scheduling changes in Beam Hall: Chronicle story on 4/1 “The Traumatized Campus”
- Public records requests: audio and video retraumatize
- Academic innovations are likely to continue
- Lifecycle messaging got a big boost
- Won the battle of the holds
- Discussion of late fees and Add/Drop
- Improved security in process, but we’ve already gained more trust with many
- Item retrieval continues
- Hired the Visiting Professor & his wife
- Normalized struggle and ongoing wellness focus, services, and practices

# **Academic Emergency Management: A Call for Core Skills Training**

To understand the last crisis  
and plan beyond it.

## **The After-Incident Academic Report**

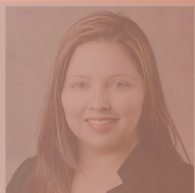
- Context-specific
- Timeline
- Collaboration details
- Outcomes/Impacts
- Gaps, challenges, and successes
- Lessons learned & impacts
- Recommendations
- Caring, healing, adapting



*we are*  
**UNIV**



Jerry Cha-Jan Chang, Ph.D.  
Professor



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Assistant Professor



Naoko Takemaru, Ph.D.  
Associate Professor