



CASE WESTERN RESERVE
UNIVERSITY EST. 1826

**Special Security Task Force
SUMMARY REPORT**

October 2007

BACKGROUND INFORMATION

Following the tragedy at Virginia Tech, Interim President Gregory Eastwood established a Special Security Task Force to review the university's security policies and procedures and our overall preparedness to react to a similar situation. His specific charge to the Task Force was:

To review our university-wide crisis systems, to inform our community of appropriate response and, if necessary, to develop additional means to improve safety while continuing to enhance the spirit of an academic campus.

The Task Force is comprised of members representing all areas of the campus community. Interim President Eastwood appointed Dick Jamieson, VP for Campus Services, to lead the Task Force.

REVIEW PROCESS

At the Task Force's initial meeting it was decided that the most effective approach would be to create several sub- committees focusing on key areas. The sub-committees and special focus areas were established as follow:

Response Capability (Leader-Art Hardee)

Review the university's current emergency response plans, training, staffing and protocols with local law enforcement agencies to assess our current capacity to respond to a major "active shooter" or similar type incident.

Communications (Leader- John Hachtel)

Review our current mechanisms for rapid communication of information both during and after major incidents. Examine various alternatives and new technologies available to enhance emergency communication capability.

Detection & Prevention (Leaders-Glenn Nicholls & Dean Patterson)

Review issues related to the university's current processes for identifying potential threats. This includes counseling programs, internal disciplinary processes, awareness and training associated with identification of potential problems.

General Campus Security & Safety Programs (Leader-Don Kamalsky)

Review of the university's current general security and safety programs in order to identify opportunities for improvement and address any areas of concern.

OHIO COLLEGE CAMPUS SAFETY & SECURITY TASK FORCE

The University has also participated in the Ohio College Safety and Security Task Force which was established by Governor Ted Strickland and led by Eric Fingerhut, Chancellor of the Board of Regents. The Ohio Task Force has developed a preliminary set of recommendations, both short term and long term, which the Task Force (the University's) has reviewed in conjunction with the development of its recommendations.

The Ohio Task Force also planned and coordinated a summit on Ohio campus Security which was held on 8/1/2007. Several Task Force members represented Case at the summit. Chancellor Fingerhut distributed a campus security and safety checklist at the summit that each institution is expected to complete and return. The university does currently comply with most of the items specified on the checklist and has efforts underway to achieve compliance with the balance.

PRELIMINARY FINDINGS

Based on the work of the subcommittees, discussions and review of various related materials, the following preliminary findings have been reached:

- Incidents such as the tragedy at Virginia Tech are unpredictable and very difficult to prevent, even when accepted security and safety best practices are in place. Therefore, every effort should be made to enhance our capability to effectively respond to unpredicted emergencies such as active shooter situations.
- The university's current program for managing "at risk" individuals, the Behavioral Risk Assessment Team approach, appears to be consistent with current best practices in this regard. Programs to promote the detection and reporting of potential threats need to be further developed.
- The impact of federal privacy laws (HIPPA, FERPA, etc.) on the ability of institutions to share information regarding potential threats needs further clarification to help ensure the flow of necessary information.

- Continued enhancement of the university's overall security program and emergency response capability are essential to being prepared to react to major crisis situations. The recent deployment of the new CWRU Police Department was very timely in helping to better position the university's response capability.
- Increased awareness, training and communication within the campus community regarding emergency procedures and risk identification will be very important in helping to prevent and respond to future incidents.
- The ability to provide for rapid communications with multiple platforms to reach our constituents will need to be adopted..

TASK FORCE RECOMMENDATIONS

Following is a summary of the recommendations covering each of the Task Force's primary areas of focus. Some of these recommendations have already been implemented or will be achievable in the short term. Others will take longer to fully implement. Rather than define them as short term versus long term, the Task Force concluded that all recommendations should be given equal priority and should be implemented as soon as possible subject to resource limitations and other factors.

Response Capability

1. Take proactive steps to enhance the university police & security forces' tactical response capability with regard to active shooter and/or major crime incidents.
2. Update the University's overall emergency response plan to include additional actions steps for response to active shooter situations. Review and update the overall emergency response plan as required.
3. Develop a campus-wide "safe shelter" procedure to include internal classroom/meeting and other spaces. It is noted that emerging consensus among security professionals is that a general "lockdown" procedure for most campuses is not practical. The recommended alternative is to direct people to seek safe shelter within buildings during active shooter situations. Perimeter lockdowns can also be deployed to control access to specified areas during emergency situations.
4. Plan and implement a major table top exercise simulating a major shooting scenario to test updated response plan.

5. Take steps to ensure that the entire campus community is made aware of the university's emergency response procedures and of their respective responsibilities in various emergency situations.
6. Confirm radio communication interoperability with primary campus response agencies and investigate implementation Multi Agency Radio Communications System (MARCS) to provide interoperability with all public response agencies.
7. Create electronic and hard copies of building plans noting entrance/exits, building systems (water, gas, electric, HVAC, network etc) security & fire systems and other pertinent information for responders in an emergency.
8. A business continuity plan needs to be developed to support recovery and sustaining of university operations over an extended period.

Communication

1. The communication committee reviewed and endorsed the University's Emergency Communications Plan. The plan was updated on May 21, 2007 and is positioned to be fully integrated with the University's overall emergency management plan.

The committee recommends the Security Task Force also endorse the Emergency Communications Plan and accept its incorporation into the emergency management plan. The committee also recommends further review of the communications plan following the adoption of any changes to current technology and processes by which the university will communicate with the campus community in a crisis situation.

2. The ability to provide rapid, accurate communication to the university community during a major emergency is a critical component of effective emergency management.

The committee recommends the university commit to the development and utilization of a multi-layered, redundant system for rapid notification and communications. The committee further recommends that this system include at least the following components:

- Informa- Cast using the VOIP infrastructure for a public address capability.
- An SMS messaging protocol to send out mass alerts to subscribers.

- Utilization of university email for information dissemination to all university email accounts.
 - Emergency website to provide a central location of accumulated information.
 - Low-tech solutions including providing bull horns to CWRU security, a public PA system, and a plan to work with Student Affairs and Residence Life on Residential Hall communication plans.
3. A successful intervention in a crisis situation may include the need for translation services.

The committee recommends the university commit resources to the development and implementation of a data base of university-based volunteers, fluent in foreign languages, to provide translation services during emergency situations.

4. Provide on going survey of security communication policy and procedures. Promote updated security measures and resources available to the campus community.

Detection & Prevention

1. The Provost's office currently coordinates a Behavioral Risk Assessment Team, which brings together the appropriate offices/administrators whenever potential behavioral risks are identified among faculty, staff or students. The purpose of this program should be communicated to the campus community in order to promote vigilance in the detection and reporting of potential risk situations.
2. Develop a strategy to provide the campus communities with general information about mental health issues with emphasis on the types of mental health issues that may arise in a college community.
3. General Counsel's office has researched the relevant laws and determined that FERPA does not preclude disclosure and sharing of information in connection with an emergency when necessary to protect the health or safety of the community. In addition, the General Counsel's office has researched the relevant legal issues that faculty and administrators, while not immune from liability, should nevertheless be not liable for reporting their concerns regarding a person's behavior so long as they focus on that person's conduct and not upon an alleged disability.
4. Establish a website link on our home page for faculty, staff, and students with procedures regarding who to contact if they have concerns about anyone's mental health or emotional stability. Establishment of a 24- hour "hot-line" should also be considered as a method of reporting.

5. There needs to be a mental health liaison for graduate and professional schools and a program created by University Counseling Services and University Health Services to educate faculty advisors on prevention and detection.
6. There is already in place a bi-weekly student concerns meeting to discuss undergraduate student concerns comprised of Student Affairs, University Housing, University Counseling Services, Disability Services, and Educational Services for Students, Multicultural Affairs, and Undergraduate Studies. There needs to be a similar process for graduate and professional schools to readily discuss students who may be raising concerns in their schools or programs.

General Safety & Security Issues

1. Educational training regarding safety and security issues should be formalized and become a requirement for faculty, staff and students as is the case with other important topics such as Sexual Harassment, FERPA, etc.
2. Security and safety awareness should be enhanced through a variety of methods including Web broadcasts, attachment of safety reminders to all VOIP telephones, bathroom posting of security and safety information, meeting and classroom postings of security and safety information, meeting and classroom telephones, table top displays at events and dining halls, video kiosks and enhanced police/security web-site. A full-time crime prevention/training officer position should be appointed to lead the implementation of the foregoing awareness efforts.
3. A review of all university buildings should be conducted to determine which facilities should have “no firearm/weapon” signs posted at the entrances. These signs should be installed on the appropriate buildings.
4. The University should continue to incorporate best practices with its overall security program including staffing, training and the expansion of security technology in order to provide a sound basis for the prevention and detection of criminal activity.
 - On-going investment in the phased expansion of both CCTV and access control systems has provided enhancement of overall security and our ability to effectively monitor the campus.

TASK FORCE MEMBERSHIP

The following individuals have served on the Task Force:

James Alexander, Faculty Representative
Ken Basch, Vice President for Facilities and Operations
Paula Baughn, Director of Internal Communications
Lev Gonick, Vice President for Information Technology Services
Kathryn Hall, Assistant Vice President, Institutional Diversity & Equity
Kathryn Howard, Chair of Staff Advisory Committee
Dick Jamieson, Vice President for Campus Services (Committee Chair)
Donald Kamalsky, Assoc. Vice President, Housing and Residence Life
Glenn Nicholls, Vice President for Student Affairs
Jeanine Arden Ornt, Vice President and General Counsel
Jill Stanley, Assistant Dean Space & Facilities Planning, School of Medicine
Laura Watt, Director, Business Services, Weatherhead School of Management
Matthew Schiefer, Graduate Student
Adam Rupe, USG
Sapna Gupta, Professional Student
JohnHachtel, Assoc. VP for Communications
Art Hardee, Director of Police & Security Services
Mike Arnone, Supervisor-Protective Systems
Mike Goliat, Director of Facility Security Services
Brian Hurd, Associate Director Police & Security Services
Tom Siu, Information Security Officer
Dean Patterson, Associate Vice President for Student Affairs