



Emergency Management Plan

Kent State University

Ashtabula East Liverpool Geauga Kent Salem Stark Trumbull Tuscarawas

Promulgation Statement

Kent State is committed to the safety, security and well-being of the campus community as well as its property and facilities. This Emergency Management Plan (KSU-EMP) has been developed to ensure that the Kent State University campuses are well prepared in the event of a serious threat, hazard or emergency situation.

The KSU-EMP was prepared to maintain a viable all hazards response capability to effectively and efficiently address the four key elements of emergency management:

1. Mitigation: activities which eliminate or reduce the chance of occurrence or the effects of a disaster;
2. Preparedness: activities describing how to respond should an emergency or disaster occur and working to increase resources available to respond effectively;
3. Response: immediate activities which prevent loss of lives and property and provide emergency assistance; and
4. Recovery: short and long term activities, which restore order and lifelines.

The Director of Public Safety shall be responsible for plan oversight and coordination with applicable stakeholders. The plan is flexible and modular so that part of the plan or the entire plan may be activated based upon the nature and scope of the emergency.

This KSU-EMP and its supporting contents are hereby approved and supersede all previous editions and are effective immediately upon the signing of all signature authorities noted below. This plan may be revised in any manner that does not significantly modify procedure or contravene existing University policy by the Director of Public Safety or his designee without invalidating this authority.

Approved: _____ Date: _____

Beverly Warren, President

Printed Name and Title

Introduction

It is critically important that Kent State University is prepared for any emergency situation that threatens the well-being of our greater community. Preparation requires the planning and teamwork of internal and external stakeholders, effective communications, and an environment of continuous improvement and leadership in preparing and responding to all emergency incidents.

Purpose

The primary purpose of the Emergency Management Plan (KSU-EMP) is to prevent, protect from, and mitigate the impact on life or property from the effects of an emergency event. Many of these prevention and mitigation actions occur on a daily basis through the practices of University professionals in numerous departments. This concept is also facilitated by educational training, emergency exercises, evaluation of actual emergency events and meetings among stakeholders like the Emergency Resource Team.

In the event of an emergency, this plan is to provide general guidance, organizational structure and specific direction on preparedness and response activities intended to preserve life and protect property.

This plan also establishes an emergency organization to integrate the resources of KSU and coordinate external resources in order to provide the most effective emergency response and recovery during an emergency.

All stakeholders are to utilize all available resources when mitigating against, preparing for, responding to, and recovering from a natural or human caused emergency.

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Emergency Management at Kent State University

“Emergency” Defined

An “emergency” is any event or condition that presents an imminent risk of death, serious injury or illness to the University community, suspension or significant disruption of University operations, significant physical or environmental damage, or a significant threat to the University’s financial well-being.

Rather than establishing rigid parameters for qualifying an event as an emergency, this definition is intended to emphasize the actual and potential catastrophic effect, the imminent threat, and seriousness inherent to emergencies. Other events may produce crises or harmful effects but an emergency is distinguished by the severity of the threat and its effects, as well as the on-going threat, posed to the University community.

Scope

This KSU-EMP establishes direction for coordinating KSU in an emergency response. This plan also provides guidance in coordinating with external entities in complex emergencies that affect the greater community.

Situations

KSU is subjected to a variety of hazards and must contend with the possibility of an emergency or threat of an emergency.

- Wind, tornado and winter storms are the most prevalent weather related hazards.
- Hazardous materials (chemical, biological, radiological and explosive) may be transported and used at fixed facilities throughout campus or transported via adjacent roadways.
- Incidents such as fires, motor vehicle crashes, civil unrest, and building collapse may result in cases of mass casualties or mass fatalities, or both.
- Public health emergencies present a significant threat to the well-being of KSU and can result in loss of life and interruption in delivery of goods and services with the potential of a tremendous economic loss to the entire community.

- A terrorist incident involving a conventional, chemical, biological or nuclear weapon is a possibility. Such attacks could be directed against human beings, animals, property, or any combination thereof.
- Violent criminal acts, such as an active shooter, can create a mass casualty event that creates significant long term harm to KSU.

Assumptions

- The University President is ultimately responsible for initiating a response to a threat to lives and property from an emergency; therefore, the President or designee is authorized to declare an emergency proclamation. (University Policy 5-14)
- The Director of Public Safety is authorized to implement the KSU-EMP during an emergency.
- The Regional Campus Dean is authorized to activate the plan for their campus. Once activated, the Dean has the responsibility and commensurate authority for the campus emergency management function.
- The Director of Public Safety or his designee will mobilize resources and personnel as required by the situation.
- The Regional Campus Dean or his designee will mobilize resources and personnel as required by the situation.
- Local, state or federal assistance will not be available in a timely fashion.
- KSU will coordinate the development of the KSU-EMP with local emergency management agencies.
- KSU will use the National Incident Management System (NIMS) implementation activities and the Incident Command System (ICS).
- Any special facilities on the campus (e.g., animal lab, health center) are required to develop emergency plans in accordance with their licensing regulations, with support and assistance from Public Safety.
- Incidents will require full cooperation of the campus community.

Concept of Operations

The EMP is based upon the concept that all emergency operations will begin with the resources and response of KSU and that external assistance will be requested when an emergency exceeds institutional capabilities. All incidents within KSU begin with an initial level of response and then escalate in accordance with the requirements of the incident.

An emergency is managed by an Incident Commander (IC) utilizing the ICS. The ICS is the national best practice for first response and effective management of critical incidents. This effort is supported by emergency operations centers, both established by KSU and in some cases by local EMAs, and support at the executive and strategic level provided by the Executive Policy Group (EPG). These functions will be explained in detail throughout this plan.

Situations in which multiple localities are affected concurrently usually involve the county EMA and the state from the onset. If the state is overwhelmed, the Governor may request federal assistance. At each level, the government should officially declare an emergency in order to request assistance.

The Executive Policy Group

The EPG provides guidance and direction for emergency management programs and for emergency response and recovery operations. The EPG is comprised of the President, Vice Presidents and includes senior level administrators at the discretion of the President.

The President may convene a cabinet meeting after the onset of an emergency at which time attendees are thoroughly briefed on the status of the emergency. The primary location for this meeting is the George Urban Board of Trustees Conference Room and in the case that the Library is not available, the secondary location is Stewart Hall.

Divisional responsibilities as they relate to the emergency, as well as urgent matters, requiring immediate attention are discussed. Other responsibilities include:

- 1) Provide guidance and support for their functional areas based upon the specific needs identified as a result of an emergency. It is important to remember that the knowledge, skills and abilities of many University employees will be utilized to manage and/or support an emergency operation and all the functional areas may be represented in an emergency operation.
- 2) Establish objectives and priorities for the emergency management program and provide general policy guidance on the conduct of that program.

- 3) Monitor the emergency response during disaster situations and provide direction where appropriate.
- 4) Keep the University community informed during emergencies.
- 5) Declare a University State of Emergency when necessary.
- 6) Provide guidance and support to the Emergency Operations Center (EOC).

The Emergency Resource Team

The Emergency Resource Team (ERT) is a group of KSU officials with responsibilities involving the four phases of emergency management at KSU. The ERT is a key factor in formulating and leading the campus response to an emergency. (University Policy 5-14.1)

Representatives from the following University functions selected by the Director of Public Safety comprise the ERT:

Kent State University
ERT

Public Safety
Finance and Administration
Facilities Planning and Operations
Student Affairs
University Communications and Marketing
University Dining Services
Residence Services
University Health Services
Office of the Provost
Information Services
Compliance, Risk Management and Real Estate
Human Resources
University Counsel

ERT Activities

In conjunction with the Department of Public Safety, the ERT coordinates the emergency planning activities for KSU.

Planning activities include:

- Meet at least once per semester to discuss issues and facilitate planning
- Make recommendations to the Department of Public Safety for changes to the *KSU Emergency Management Plan, Emergency Guide and Emergency Response Plans*
- Develop and maintain effective relationships with safety, health and emergency management partners external to the campus
- Promote public awareness among students, faculty and staff

Regional Campus Emergency Response Teams

Emergency response teams at the regional campuses are comprised of University officials with responsibilities involving the preparation and response phases of emergency management on their campus. The Emergency response teams are a key factor in formulating and leading a response to an emergency event. In conjunction with the Department of Public Safety, regional campus emergency response teams coordinate emergency planning for their campus with responsibilities similar to that of the Emergency Resource Team. Due to the makeup of the regional campuses, emergency response team members may also coordinate and/or assist with emergency actions (evacuation, shelter-in-place, lockdown) during the crisis phase of an emergency.

Incident Management

Activating the Emergency Plan

This plan will be implemented when an emergency has been declared by the President or his designee, or an incident is considered imminent or probable and the implementation of the KSU-EMP is considered a prudent and proactive response to the incident. This plan is effective for operational purposes when:

- An emergency is declared by the President or their designee

- As directed by the Director of Public Safety or his designee
- An incident occurs or is imminent

When an emergency occurs or is imminent, local first responders (police, firefighters and emergency medical technicians) must be contacted as soon as possible. This single point of contact facilitates the emergency response for all types of incidents.

Dialing 911 is the preferred method of reporting an emergency

First responders initiate an appropriate emergency response. For incidents of sufficient magnitude or severity on the Kent Campus, Polices Services activates the KSU-EMP at the direction of the Director of Public Safety. On the regional campuses, the plan will be activated at the direction of the Dean for that campus or their designee.

Merely qualifying an event as an “emergency” does not provide sufficient cause to activate the plan. Other factors are considered before a decision of whether or not to activate the plan is made. A serious automobile accident or a person in cardiac arrest would certainly qualify as emergencies but not require activation. Similarly, a technological emergency may require employing only a particular element of the plan, such as emergency notification.

The Director of Public Safety decides whether or not to activate the EMP. Once initiated, the Director briefs the University President and the Senior Vice President for Finance and Administration on the activation and the circumstances giving rise to it.

First Responders

At the onset of an emergency, first responders are likely to be the first “emergency managers” on the scene. Their immediate objectives are to protect life and assess the nature and scope of the threat posed by the emergency. Their initial response represents the beginning of a continuing flow of people, equipment and supplies necessary to protect persons and property from the harmful effects of the emergency. This flow, or mobilization, continues until the challenges presented by the emergency are met and remain until the emergency has ended.

KSU has access to emergency resources countywide, statewide and beyond. This access comes with the responsibility to plan, coordinate and collaborate in the spirit of cooperation with the larger emergency management community. Doing so, facilitates the response, reduces confusion and conflict and ultimately saves lives.

Emergency Mass Notification

During the crisis phase of an emergency it is imperative to alert the public to the dangers associated with that event. Kent State University employs a robust and multi-faceted mass notification system to broadcast emergency notifications.

The University Mass Notification System (MNS) consists of the following mediums, which can be activated individually or in tandem depending upon the nature and scope of the event:

- Outdoor sirens (Kent campus)
- Outdoor speaker systems
- Indoor speaker systems
- Cable TV EAS (Kent campus)
- Text messaging
- Mass email
- University website
- Print and broadcast Media

In order to expedite the decision-making process and ensure timely notification, Police Services on the Kent campus initiates emergency notification. As the central repository for emergency information from federal, state, local and University sources, Police Services can receive, assess and initiate notification from its 24-hour staffed Communication Center. Police Services facilitates notification through the activation of tornado sirens, voice messaging, Cable TV EAS and text messaging.

Regional campuses may differ in their ability to deliver emergency notifications in their facilities. The use of indoor speaker systems, word of mouth or other means of communication may be used. Regional campuses utilize *Flash ALERTS*, the University text messaging system, by contacting University Communications and Marketing (UCM).

University Communications and Marketing, in collaboration with Public Safety, facilitates emergency notification for all campuses through mass email, the University website, text messaging and the dissemination of information to the print and broadcast media.

In the early stages of an emergency, available information is often incomplete and conflicting but delaying the dissemination of information may be harmful. Balancing promptness with accuracy requires sound judgment and decisiveness as well as access to information as it becomes available. Toward this end, the University will promptly notify and update the public with information deemed accurate as it becomes available. Decisions regarding the content and timeliness of notifications are made solely in the interest of protecting life and safety and will not be unreasonably delayed nor influenced by other considerations.

Campus Security Act Notification, Title 20, Chapter 28, Section 1092(F) of the United States Code, requires universities and colleges to make timely notification to students and employees concerning violent crime which presents an ongoing threat to the University community. In addition to the emergency notification media identified above, additional media may be used for Campus Security Act Notification. These may include the posting of informational fliers, posting of composite sketches (wanted posters), a news media press conference, as well as other means deemed appropriate.

National Incident Management System

Public Safety personnel who respond to a critical incident are responsible for establishing an incident management system based on the ICS principles described elsewhere in this manual. The Chief of Police or his designee is primarily responsible for the establishment of an ICS or coordinating with an ICS that has jurisdiction over Kent State University.

The National Incident Management System (NIMS) is a comprehensive, nationwide approach to incident management that is applicable to all major emergencies. It provides a consistent nationwide template to enable all government, private-sector, and non-governmental organizations to work together during an emergency as well as other large incidents and events. Because of the necessity to operate seamlessly with external emergency response and management partners, the KSU-EMP adopts the NIMS system for emergency management. The ERT members receive awareness level NIMS training and can function comfortably in the NIMS environment.

Five Components of NIMS

In its entirety, NIMS is rather complicated and provides considerable detail, necessarily so, in prescribing the structures, processes and responsibilities necessary for effective emergency management. Emergency preparedness focuses on five mission areas:

Prevention means the capabilities to avoid, deter, or stop an imminent crime or threatened or actual mass casualty incident.

Protection means the capabilities to secure the University against acts of terrorism and man-made or natural disasters.

Mitigation means the capabilities to eliminate or reduce the loss of life and property damage by lessening the impact of an event or emergency.

Response means the capabilities necessary to stabilize an emergency once it has already happened or is certain to happen in an unpreventable way; establish a safe and secure environment; save lives and property; and facilitate the transition to recovery.

Recovery means the capabilities necessary to restore the University to normal operations following an event or emergency.

Incident Command System

The ICS is a standard, on-scene and all-hazard emergency management system adopted by Kent State University. It represents organizational “best practices” and has become the national standard for incident response. Under ICS, there is only one Incident Commander who is the person in charge of managing the incident. This person must possess sufficient experience and knowledge to manage the incident. The nature of the emergency determines the position responsible for incident command. An emergency affecting a large geographical area or one requiring a multi-disciplinary response may require the alternative method of Unified Command. In this case, each discipline (i.e. Fire, Police, Medical, etc.) may have one person in-charge of executing the Incident Action Plan as it relates to that person’s respective discipline.

The ICS consists of five functional components. The management of every emergency, incident or event includes these components. They are:

- Command
- Operations
- Planning
- Logistics
- Finance/Administration

The Incident Command Post

The Incident Command Post (ICP) is the location from which the Incident Commander manages all incident operations. The ICP may or may not be located on the campus depending upon the scope of the emergency. Only those individuals with direct authority and responsibility for managing the response to the emergency operate from the ICP.

The Incident Action Plan

Every emergency must have an oral or written Incident Action Plan (IAP). The purpose of the IAP is to provide a coherent means to identify and communicate the overall incident objectives and priorities to key supervisors. Essential elements of the IAP are:

- A statement of objectives appropriate to the overall incident
- A description of the ICS structure and persons responsible for each component
- A statement of strategies and tactics to be employed
- The identification of supporting resources needed

The Emergency Operations Center

The purpose of the EOC is to serve as the single focal point for the management of information, decision-making, and resource support and allocation in an emergency and recovery process and sharing of information with the EPG. The primary functions of the EOC are to:

- Provide support to the ICP
- Recommend policy directions as needed
- Provide resources needed by KSU
- Provide direction and support to field activities
- Deal with issues that are beyond resolution in the field
- Provide a consistent voice in communicating emergency information to the public

Assembling the Emergency Resource Team

The ERT members form the core group of campus employees immediately assembled and collectively charged with assisting in providing necessary resources to the ICP. Unless otherwise engaged in emergency operations, members may be requested to assist at the EOC.

County Emergency Management Agencies

The local county EMA serves as the single point of contact through which most emergency and support resources are summoned and coordinated. During an actual emergency, the county EMA establishes an EOC (hereafter referred to as County EOC) to provide support and external resources for a significant emergency on campus or in the surrounding area. Effective planning requires building and

maintaining relationships with local EMAs. In addition to county EMAs, a host of other emergency management and support organizations are available to render assistance in times of emergency. These include:

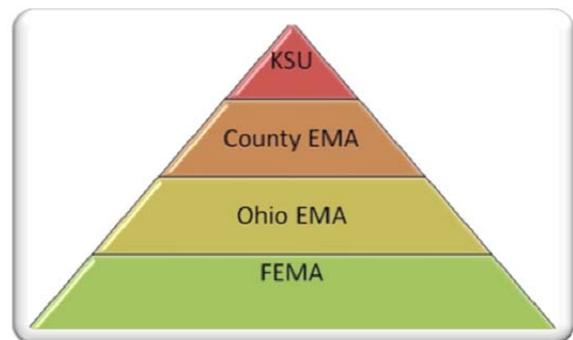
- Various police agencies at the local, state and federal level
- Local area fire departments
- The Red Cross
- County health departments
- Area transportation services (i.e. PARTA)
- Hospitals
- Local mental health agencies
- Other support and service agencies

Direction and Control

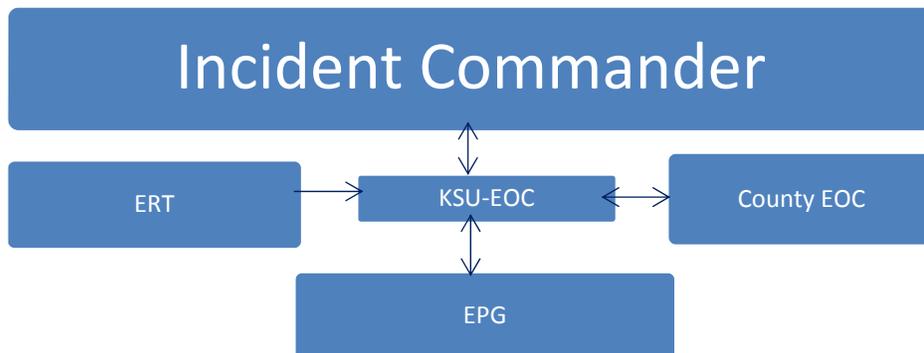
The KSU-EMP is designed to provide for a centralized and coordinated response and the allocation of resources using a management structure that is capable of adapting to changes in situation. Kent State University must be capable of responding to emergencies with existing resources and to coordinate other external resources that are available to assist.

Under Ohio statute, the local county EMA will activate an EOC to coordinate County resources in the event of an emergency.

1. An emergency is managed by the IC operating under the ICS.
2. Support for the ICS is provided from the EOC and the County EOC established by EMA.
3. The ERT can be activated to comprise the EOC or act in support of it.
4. The County EOC is responsible for coordinating support from other government entities.



5. Strategic and policy support and guidance is provided by the EPG.



Implementation of Departmental Level Plans

Departmental level plans and other emergency response plans are implemented at the direction of a director or their designee. Information from direct observation, campus advisories, mass email and other sources are used in this decision.

The nature and scope of an emergency and its effects on the campus population, or portion thereof, will help in determining the department's needed for support functions during an emergency.

Special Needs Populations

The National Response Framework (NRF) defines those with special needs as populations whose members may have additional needs before, during and after an emergency event including: maintaining independence, communication, transportation, supervision and medical care. Individuals potentially in need of additional assistance during emergencies may include those with disabilities; those from diverse cultures; those with limited English proficiency or are non-English speaking; and individuals who are transportation disadvantaged.

The KSU-EMP addresses some of these issues in the following annexes:

Annex B – Notification and Warning
Annex E – Evacuation

Annex C – Emergency Public Information
Annex F – Shelter and Mass Care

Public Safety engages the Office of Student Accessibility Services, the Office of Global Education and Health Services to assess policies and procedures necessary to make emergency plans relevant and effective for special needs populations. The University Accessibility Committee also reviews and evaluates the requirements of special needs populations in daily University operations and well as in extraordinary circumstances.

Continuity of Operations

Continuity of Operations plans (COOP) ensure that the vital mission of the University is maintained during a wide range of emergencies. Many of these functions are performed following procedures and processes described in the KSU-EMP. Some of the other documents that outline COOP strategies are:

- The University Pandemic Plan
- The University Data Recovery Plan
- The power allocation plans of the University Power Plant
- University Policy 2-04 regarding succession of administrative responsibility

Emergency Levels

Emergency incidents are classified according to their severity and potential impact so that emergency response operations can be adjusted for actual conditions.

LEVEL 1:

A major disaster or imminent threat involving the entire campus and/or surrounding community

Mass notification is mandatory. Normal University operations are reduced or suspended. The effects of the emergency are wide-ranging and complex. A timely resolution of disaster conditions requires University-wide cooperation and extensive coordination with external agencies and jurisdictions.

Level 1 incidents will require activation of the KSU-EMP and the EOC.

Examples: Major tornado, multi-structure fire or major explosion, major hazardous materials release, or a terrorism incident.

LEVEL 2:

A major incident or potential threat that disrupts sizable portions of the campus community

Mass notification is mandatory but scaled based on incident type and geography. Level 2 emergencies may require assistance from external organizations. These events may escalate quickly and have serious consequences for mission-critical functions, or may threaten life safety.

Level 2 incidents will require activation of the KSU-EMP and the EOC.

Examples: Structure fire, structural collapse, significant hazardous materials release, extensive power or utility outage, severe flooding, multi-fatality incident, or an external emergency that may affect University personnel or operations.

LEVEL 3:

A minor, localized incident that is quickly resolved with existing University resources or limited outside help

A timely warning or a limited notification may be required depending upon the nature of the incident. A Level 3 emergency has little or no impact on personnel or normal operations outside the locally affected area.

Examples: Odor complaint, localized chemical spill, small fire, localized power failure, plumbing failure or water leak, and police calls.

FUNCTIONAL ANNEXES

The annex structure was developed as part of NIMS to organize and group common functions most frequently used to provide support in emergencies with the department, agencies, or individuals and resources that are tasked with the responsibilities of management of associated resources.

The following annexes organize the applicable University departments into groups according to their roles in response to a campus emergency.

Each annex is managed by a primary department which may be assisted by several support agencies or departments. The annexes can provide a convenient mechanism to identify resources needed by the IC or EOC Director. The primary department will normally be responsible for coordinating specific requirements associated with the emergency support function. Support departments may be contacted to provide expertise and assistance, as needed. Finally, external departments and agencies may be needed if internal resources are overwhelmed.

EMERGENCY RESPONSE PLANS

Emergency Response Plans are developed for each specific facility on every campus. These plans are subordinate to the Emergency Management Plan.

ANNEXES

Annex A - Direction and Control

Annex B - Notification & Warning

Annex C - Emergency Public Information

Annex D - Emergency Communication

Annex E - Evacuation

Annex F - Shelter & Mass Care

Annex G - Resource Management

Annex H - Facilities and Infrastructure

Annex I - Health Services

Annex J - Damage Assessment

Annex K - Human Resources

Annex L - Finance and Administration

Annex M - Regional Campuses

Annex N - Plan Revision and Review

Plan Maintenance and Revisions

As needed, the Assistant Director of Public Safety will review and update the KSU-EMP with assistance from the ERT. Additionally, the plan is reviewed immediately after any exercises, drills or incidents that activate the plan.

Training

Training is vital to the success of this plan. Primary stakeholders of the University, typically through the auspices of the Emergency Resource Team, will take part in an exercise to test the plan through a tabletop, drill, functional exercise or full-scale exercise no less than annually.

The level and degree of training required depends on the role of the individual. ERT members will receive training on NIMS and emergency operations through the following methods:

Seminar - Is an informal discussion-based exercise used to teach or orientate to new or existing plans, policies or procedures.

Workshop - Is a formal discussion-based exercise used to develop new processes and procedures through coordinated activities, obtain consensus and collect or share information.

Tabletop Exercise - Involves key personnel in an informal group discussion centered on a hypothetical scenario with the goal to identify strengths and weaknesses, and test existing plans and procedures.

Drill – Is a supervised activity that tests a specific operation or function of a single agency or department. Drills test existing or new procedures, practice and maintain skills and prepare for more complex exercises.

Functional Exercise – Is a single or multi-agency activity designed to evaluate capabilities and multiple functions using a simulated response. Functional exercises help to evaluate management of emergency operations centers and command posts, and assess the adequacy of response plans and resources.

Full-Scale Exercise – Is a multi-agency, multi-jurisdictional activity involving actual deployment of resources in a coordinated response as if a real incident had occurred. A full-scale exercise is intended to assess plans and procedures, and evaluate coordinated responses under crisis conditions.

Legal Authority

Federal

- Homeland Security Presidential Directive (HSPD) 5, February 28, 2003, Management of Domestic Incidents.
- Federal Civil Defense Act of 1950, as amended Public Law 920-81st Congress (50 USC App. 2251-2297).
- The Disaster Mitigation Act of 2000 (DMA 2000) (P.L. 106-390).
- Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act or Clery Act; federal statute codified at 20 U.S.C. § 1092(f), with implementing regulations in the U.S. Code of Federal Regulations at 34 C.F.R. 668.46
- The Higher Education Opportunity Act (Public Law 110-315) (HEOA) was enacted on August 14, 2008, and reauthorizes the Higher Education Act of 1965, as amended (HEA)

Note: The ERT and activated EOC is staffed by a member of the Office of the General Counsel to review and advise on all issues of law and policy related to emergency management, including the Family Educational Rights and Privacy Act (FERPA), and the Health Insurance Portability and Accountability Act of 1996 (HIPAA).

State of Ohio

- Ohio Revised Code 3341.04 Powers of boards of trustees regarding president, professors and other employees.
- Ohio Revised Code 3345.21 Board of trustees to maintain law and order on campus, administration and enforcement of rules.
- Ohio Revised Code 3345.26 Board of trustees or president may declare state of emergency.
- Ohio Revised Code 5502.22 Emergency management agency.

Kent State University

- University Policy 5-14 University policy regarding emergency management plan.
 - University Policy 5-14.1 Administrative policy on campus emergencies.
-