

Duke University Emergency Management Organization
Approved October 23, 2007
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Background

At the September 2007 Board of Trustees meeting, President Brodhead discussed his approach to emergency management with the trustees. He announced that in the highest level emergency, he would be the one to make decisions, working with his senior team, and his chief of staff would be the “air traffic controller” – making sure the team is getting sufficient information and that decisions are being implemented and followed up. After the meeting, the president asked that this approach be expanded to account for other levels of emergencies. He designated the chief of staff as the one to determine when a lower level emergency deserves higher level management. The goal of this document is to build on the president’s approach and articulate an emergency management organization for the university.

Objectives

- To inform senior leadership of any event that has the potential to pose significant risks to the community or the university’s resources or reputation
- To enable the president to have rapid access to information in a major emergency in order to make informed decisions
- To have a clear system for elevating the management of events that may lead to an emergency
- To have a clear system of internal and external communication in all events, including information gathering and follow ups
- To define persons with emergency management responsibilities and to articulate their responsibilities
- To have effective coordination between the emergency management organizations of the university, the health system, and local, state, and federal authorities
- To instill throughout the university and the health system a culture that enables us to respond effectively in an emergency and to prevent them by openly exchanging information about potential emergencies

Overview

The Duke University emergency management organization operates on three levels:

- Level 1 – events that have limited impact on the university and can be managed within a center of activity (e.g., a school or unit)
- Level 2 – events that have the potential to have broader impact or that require cooperation among units to effectively manage and resolve them
- Level 3 – events that present substantial risks to the community or the university’s resources and reputation

Each level has a different approach to management:

In **level 3 events**, the strategic management will be provided by the Emergency Leadership Team (ELT). Chaired by the president (or in his absence, the Executive Vice President), this group will make all major decisions throughout the duration of the crisis. The ELT will consist of the following:

- President
- Vice Chancellor of Health Affairs
- Executive Vice President
- Provost
- Vice President and University Counsel
- Senior Vice President for Public Affairs and Government Relations
- Emergency Coordinator (appointed by the President)
- DUHS Emergency Coordinator (appointed by the Chancellor of Health Affairs)
- Others as necessary depending on the nature of the crisis

The Emergency Coordinator will activate and assemble the ELT and be the link between the ELT and the Emergency Management Team (EMT) that will aggressively gather information, oversee communication within the emergency management organization, and ensure implementation of any decision by the ELT. The EMT will be chaired by the Emergency Coordinator and consist of emergency managers from various units around the university, chosen according to the nature of the given emergency, and other individuals as required.

In **level 2 events**, the Emergency Coordinator will assemble a EMT from emergency managers and designate a team leader. At this level, the EMT will manage the emergency and be responsible for strategic decisions, communication, and implementation. Whenever a level 2 EMT is assembled, the EMT team leader keeps the Emergency Coordinator and the ELT informed throughout the duration of the emergency.

In **level 1 events**, the crisis manager in the particular unit of the university is responsible for strategic decisions, communication, and management. At the initiation of a level 1 event, the emergency manager informs the Emergency Coordinator and provides updates to him throughout the duration of the emergency.

Elevating an Event to a Higher Level

The Crisis Coordinator is responsible for elevating an event to a higher level of management.

All crisis managers will be trained to immediately bring events to the attention of the Crisis Coordinator when there is even the possibility of an event requiring coordination at a higher level. In most cases, before making any decision about elevating an event to the next level of management, the Emergency Coordinator will consult with the ELT. All events will be recorded and tracked by risk management to identify potential trends and recommend corrective and preventative actions or education.

Emergency Communication

The Senior Vice President for Public Affairs and Government Relations or his/her designee will oversee all public communication externally and internally during an

emergency. A member of his/her staff will serve on every level 2 and 3 emergency management team, and a communicator in the individual unit will manage communications in a level 1 event.

A spokesperson will be designated for each event, and this person will be the only one to issue statements on behalf of the university and be the primary person to speak with the media. In level 3 events, the president will most likely serve as the spokesperson.

List of Individual Units

For the purposes of the emergency management organization, the following are units that will be capable of managing a level 1 event, and the emergency manager in each unit will be the dean or director, unless designated otherwise:

- Athletics
- Arts and Sciences
- Divinity School
- Duke Libraries
- Duke Marine Lab
- Fuqua School of Business
- Graduate School
- Law School
- Nicholas School
- Pratt School of Engineering
- Provost's Office
- Sanford Institute of Public Policy
- School of Medicine
- School of Nursing
- Student Affairs

Responses to events in the School of Medicine and the School of Nursing will be coordinated with the DUHS Emergency Coordinator.

In addition, the following units will designate representatives to serve on emergency management teams: Duke Police, Human Resources, News and Communications, Institutional Equity, Risk Management, and University Counsel.

Units not listed above will inform the Emergency Coordinator when there is an event and he/she will designate an EMT and team leader to manage the crisis.

Emergency Management Council (EMC)

The EMC consists of the Emergency Coordinator (chair), Vice President of Campus Services (vice chair), emergency managers from the units, Executive Director of Internal Audit, Associate Vice President for News and Communications, Associate Vice President for Public Safety, DUHS Director of Disaster Preparedness, and representatives from Human Resources, Office of Institutional Equity, and University Counsel. It meets periodically to assess the emergency management organization, procedures and practices, organize drills, anticipate issues or practices that might lead to an emergency, and ensure

that Duke's emergency management plan stays current and effective. It will also review annually emergency preparedness plans. It reports at least once annually to the senior leadership of the university.

Backups

Each person with responsibility in the emergency management plan will designate a backup who will assume responsibility when the person with primary responsibility is away from campus. The following will serve as backups in the key positions of the plan:

Chair of the Emergency Leadership Team – backup: Executive Vice President

Emergency Coordinator – backup: Vice President for Campus Services

Emergency Communications leadership – backup: Associate Vice President for News and Communications

Emergency Managers in individual units – backups to be determined

Contact Information

Contact information for all members of the emergency management organization will be made available on a secured website as well as distributed in a laminated card.