There are approximately 4,000 Title IV institutions of post-secondary education in the United States serving 15 million students, and several million faculty, staff and visitors. According to the Bureau of Justice Statistics, there are roughly 30,000 campus police and security officers protecting these institutions and individuals.

Our colleges and universities house nuclear reactors, chemical and biological labs, large capacity arenas and stadiums, and significant international student populations. Recent bombings at Hebrew University, Peking and Tsinghua Universities, and the American and British School in the Middle East underscore congressional testimony by FBI Director Mueller that our colleges and universities are target rich environments for terrorists. At the same time, campus public safety has historically received fewer resources to attain and sustain adequate preparedness levels.

Within available resources, and consistent with each college or university’s policies, procedures and governing philosophy, consideration may be given to the affirmative steps listed below to prevent, deter or effectively respond to a weapons of mass destruction terrorist attack. These steps may be calibrated to local, state or national alert levels.

**Prevention**

- Establish a working relationship with the Supervisory Agent in Charge of your nearest FBI field office, the regional Joint Terrorism Task Force (JTTF), as well as state and local officials to help ensure your timely receipt of threat information.

- Consider assigning officers as liaisons with international student groups on your campus. In addition to potentially eliciting lifesaving information, the officer(s) may serve to build trust and allay fears among international students.

**Deterrence**

- Establish a management team responsible for directing the implementation of your campus emergency operations plan.

- Immediately review your emergency operations plan, terrorism incident annex and mutual aid agreements with your management team, command staff and jurisdictional partners. Address issues of student evacuation versus sheltering in place, redundant communications, command structure, civil unrest, hostages, and active shooters. Ascertain the need for immediate staff training.

- Command structure should address functional areas of planning, operations, logistics, administration/finance, safety officer, liaison officer and communications officer.

- The review of your emergency operations plan with jurisdictional partners should include a discussion of potential assets the campus can provide on its own behalf and that of the community in the event of an incident occurring outside the campus. Consider assigning a campus public safety liaison to the local Emergency Operations Center (EOC).
• Review leave policies and standard operating procedures for reassignment of plainclothes officers to uniform to enhance visibility and coverage of vulnerable areas.

• Update your most recent risk assessment inventory to include:
  o toxic substances on campus (chemical, biological, radiological, nuclear, explosives)
  o exposed fuel storage tanks
  o mail system
  o food supply and preparation; water supply and treatment
  o ease of access to HVAC systems and ability to quickly shutdown
  o procedures for limiting access to and securing chemical and biological labs, nuclear facilities, superconducting facilities, and sporting events
  o Screening of employees in sensitive positions

• Increase physical checks of critical facilities during periods of increased alert

• Establish a single point of access for each critical facility and institute 100% identification checks

• Limit public access to critical facilities and consider escort procedures for authorized persons

• Increase administrative inspections of persons and their possessions entering critical facilities

• Increase administrative inspections of vehicles and their contents

• Consider a single point of screening and entrance for truck traffic

• Assess adequacy of video monitoring

• Assess adequacy of physical barriers outside sensitive buildings and proximity of parking

• Consider acquisition of an explosives detection dog (borrow if necessary for special events)

• Review policies and procedures for unattended items (backpacks, etc.) and educate students, faculty, staff and visitors on expectations

• Educate students, faculty and staff on what constitutes physical and/or behavioral indicators of “out of the ordinary” (e.g., discarded chemical containers, spray bottles, liquid spills, individuals overdressed for the weather, automobiles that appear out of place and/or have trunks that are heavily laden, individuals that appear to be conducting surveillance of the campus, etc.), and what steps to take to notify authorities.
• Ensure adequacy of your emergency alert and communication system for students, faculty, staff and visitors

• Review your parent communication and reunification plan, and then educate all stakeholders

**Special Notes**

The suggestions set forth above are offered only to guide and inform your public safety planning efforts. They are not intended to be exhaustive, or to supercede federal, state, local or campus statutes, regulations or policies.

A generic version of these guidelines will be posted on the U.S. Department of Education web page and disseminated to college and university presidents and business officers through their national associations.

The Office for Domestic Preparedness, U.S. Department of Homeland Security, gratefully acknowledges input from the following sources:

• International Association of Campus Law Enforcement Administrators (IACLEA)

• The IACLEA Mid-Atlantic Regional Conference

• The College and University Policing Section, International Association of Chiefs of Police (IACP)

• The Wisconsin Association of Campus Police Chiefs

• University of Illinois Urbana - Champaign Division of Public Safety

• Valdosta State University Department of Public Safety

• The George Washington University Police Department

• McDaniel College Department of Campus Safety

• University of Maine Department of Public Safety

• University of Vermont Police Services

• The iXP Corporation, Campus Public Safety and Security

• The Federal Bureau of Investigation, Office of Law Enforcement Coordination

• The U.S. Department of Education