



**ILLINOIS STATE UNIVERSITY**  
EMERGENCY MANAGEMENT  
STRATEGIC PLAN  
JULY 2022 - JUNE 2026



**EMERGENCY  
MANAGEMENT**  
*Illinois State University*



## Letter from Director Eric Hodges

Emergency management was originally known in the 1950s and 1960s as “Civil Defense”, gaining its original identity and purpose from the cold war era. As it expanded in the 1970s and 1980s, Civil Defense became associated with inclement weather events such as tornadoes and hurricanes and working to mark recovery from such events. The value of the term emergency management and the impetus to expand the scope of emergency management was born after the September 11, 2001, attacks on the World Trade Center. Today, the Department of Homeland Security has developed emergency management into a complicated and wide-ranging discipline, with roots that touch virtually every discipline, including public universities, as well as community members and businesses. Emergency management now focuses on five mission areas: Prevention, Protection, Response, Recovery, and Mitigation.

This Strategic Plan is the culmination of several months’ work by the staff of Emergency Management. Many hours of creative discussion, research, and critical thinking have been invested into this report. This Strategic Plan shall serve as the blueprint for moving the Illinois State University Comprehensive Emergency Management Program forward in a positive manner for years to come.

This Strategic Plan will ensure a solid foundation for sound emergency management practices, and the ability to better prepare for and recover from any unforeseen events that may occur.

It is with great pride that I present this report to our partners in service, and most importantly the Illinois State University community. It is our goal to truly make Illinois State University a safe place to learn and work.

Sincerely,



Eric Hodges, M.A., CEM, MEP  
Director



## Introduction

As Illinois State University's Emergency Management Program comes up on its five-year anniversary, an ambitious strategic planning effort was initiated to enhance and improve emergency management on Illinois State campus. The primary goal of this effort was to improve the University's ability to prevent, protect, respond to, recover from, and mitigate against all natural, technological, and human caused emergencies and disasters. This Strategic Plan outlines a single, common preparedness vision and strategy designed to accomplish measurable results, ensure accountability, and assist University efforts in directing programmatic efforts and establish program priorities. This planning effort will also help to ensure that limited resources are properly allocated, and that all University employees with a role in emergency management functions have a clear, common roadmap towards the University's preparedness goals.

This Plan serves as a framework to provide, on a programmatic level, strategic direction on effectively allocating resources towards the University's emergency management program. This Plan is not a representation of all the emergency management projects currently underway at the University. Instead, this Strategic Plan is meant to identify the areas in which Illinois State University will focus for the next four years.

Changes in available funding, organizational structure, and threat environment add to the complexity of preparedness and require emergency management stakeholders to continually review, adjust, and develop new strategies. The Strategic Plan was designed to serve as a practical and flexible long-term guide that can direct both short- and long- term efforts to accomplish a single emergency management vision and mission. The goals and objectives listed in the Strategic Plan will be updated by emergency management stakeholders during annual reviews of the Plan, or when necessary, based on emerging threats.



## Strategic Plan Development

The Strategic Plan was developed using the following process:

- **Benchmark Development**  
Utilizing existing University strategic planning documents such as: the Vice President of Student Affairs Strategic Plan and Educate Connect Elevate: Illinois State - The Strategic Plan 2018-2023
- **Strategic Goals and Objectives**  
Utilizing the Gap Analysis and the Benchmarking process, Emergency Management staff developed nine strategic goals and their respective values and actionable objectives. Each of the nine goals is outlined in detail in this plan.
- **Plan Finalization and Implementation**  
Emergency management personnel completed this strategic plan after careful review and evaluation.
- **Plan Evaluation**  
Illinois State University Emergency Management and relevant emergency management partners and stakeholders thoroughly reviewed the plan. Moving forward, the Strategic Plan will be reviewed annually to determine if goals, values, and objectives are being met. All reviews of plans, procedures, policies, activations, training, and exercises will include Strategic Plan considerations, and will be of concern during the implementation of corrective actions.



## Mission and Vision

A key part of any strategic plan is the vision and mission of the program as guiding principles. Together the vision and mission help emergency management stakeholders identify and prioritize strategic goals.

### Mission

To develop, promote, and implement initiatives and practices that enable the University community to mitigate against, prepare for, respond to, and recover from all hazards and threats

### Vision

To create a safe and resilient University Community



## Hazard Identification and Risk Assessment

This section provides a summary of the types of hazards, risks and threats that are likely to occur at Illinois State University. A detailed hazard and risk (likelihood) assessment, consequence analyses, and local vulnerabilities for natural hazards are detailed extensively in the Illinois State University Hazard Identification and Risk Analysis.

Twenty-two hazard categories have been identified as potential sources of harm or difficulty in the University's Hazard Identification and Risk Assessment (HIRA). Hazard categories fall into three hazard types: Natural Hazards, Human-Caused Hazards, both accidental and intentional, and Technological Hazards. The following hazard categories are considered possible within the Illinois State University community:

### NATURAL HAZARDS

Infectious Disease

Earthquake

Severe Weather

Winter Weather

Floods

Drought/Extreme Heat

Geomagnetic Storm

### HUMAN-CAUSED HAZARDS

#### ***Accidental***

Lost Person

Building Collapse/Structural Failure

Transportation Accident

Study Abroad Incident

#### ***Intentional***

Credible Bomb Threat

Active Shooter

Hostage Situation

Terrorism

Civil Disturbance, Public Unrest

Study Abroad Incident

### TECHNOLOGICAL HAZARDS

IT Failure

Power/Water Failure

Radiological/Nuclear Incident

Hazardous Material

Cyber Attack



# Illinois State University Emergency Management Strategic Goals

## SUMMARY OF STRATEGIC GOALS

Emergency management identified nine strategic goals:

- **Strategic Goal One**  
Prepare University departments and organizations, the campus, and strategic partners to respond to emergency incidents
- **Strategic Goal Two**  
Ensure Illinois State University's capabilities to respond and coordinate University operations during emergency incidents
- **Strategic Goal Three**  
Position the University to recover effectively from emergency incidents
- **Strategic Goal Four**  
Prevent, protect, and militate against accidental or deliberate, human-caused, or natural hazards
- **Strategic Goal Five**  
Adopt a strategic planning process that integrates planning, training, exercises, and evaluation to ensure plans are coordinated with appropriate departments and partners
- **Strategic Goal Six**  
Maintain a formal training and exercise program that is driven by plans, policies, and procedures and implements corrective actions to ensure maximum efficiency
- **Strategic Goal Seven**  
Empower the University to be resilient by creating a culture of preparedness and by fostering partnerships before, during, and after emergencies
- **Strategic Goal Eight**  
Implement and maintain a University-wide resource management system to effectively respond to and recover from emergencies
- **Strategic Goal Nine**  
Establish systems to harness information in ways that improve interoperability, situational awareness, and decision-making during emergencies





## SECTION 1: The Emergency Lifecycle

### Strategic Goal 1 – Before the Incident

**Prepare University departments and organizations, the campus, and strategic partners to respond to emergency incidents**

#### VALUES

- Continually enhance emergency management functions and capabilities with a focus on efficient and effective information sharing
- Communicate regularly with appropriate partners to share timely, relevant, and actionable intelligence information, in an automated format, where possible

#### ACTIONABLE OBJECTIVES

- Maintain situational awareness for Incident Management Team via an effective Situation Unit Team
- Provide timely and informative pre-incident briefings to all partners
- Conduct quarterly workshops with Incident Management Team and emergency response teams
- Create more opportunities, yearly at a minimum, to engage with faculty, student leaders and organizations to enhance preparedness
- Produce new employee preparedness on-boarding kit to help departments establish more resilient and prepared employees
- Create a student-focused emergency preparedness introduction kit to be provided during preview and move-in.
- Regularly attend training, conferences, and workshops to maintain professional development
- Regularly schedule drills and trainings for all partners to develop and enhance knowledge, skills, and abilities
- Participate in MOUs and agreements (e.g., NIMAA) with response partners
- Provide educational and experiential opportunities to all personnel involved in emergency response with the goal of building and enhancing capabilities
- Maintain operational readiness of the Emergency Operations Center

### Strategic Goal Two – During the Incident

**Ensure Illinois State University's capabilities to respond and coordinate University operations during emergency incidents**

#### VALUES

- Provide adequate warning and timely notification about emergencies to campus



- Effectively coordinate response to incidents
- Provide individualized attention to the University community during emergency incidents

#### ACTIONABLE OBJECTIVES

- Issue ISU Emergency Alert mass notifications within 2 minutes of confirmed incident
- Implement real-time communications between university staff and the campus to aid and gather information from those impacted
- Provide clear and accurate information to campus about the incident
- Implement Building Coordinators program to further assist building occupants during incidents and provide additional response capabilities

### Strategic Goal Three – After the Incident

#### **Position the University to recover effectively from emergency incidents**

#### VALUES

- Develop and maintain plans and procedures that address the loss of wide-scale communications, power, water, housing, and food resources
- Develop and maintain plans to maintain operations despite significant loss of residential, classroom or administrative space and/or staff due to an emergency incident
- Utilize efficient post-disaster cost recovery protocols for all University operations

#### ACTIONABLE OBJECTIVES

- Complete long-term recovery plan
- Complete University COOP plans
- Review debris removal contracts, pursue contractual obligations for critical resources
- Develop protocols for University post-disaster cost recovery

## SECTION 2: EMERGENCY MANAGEMENT PROGRAM

### Strategic Goal Four – Mitigation

#### **Prevent, protect, and mitigate against accidental or deliberate, human-caused or natural hazards**

#### VALUES

- Mitigate against cyberattacks/denial of service attacks
- Maintain integrity of the University Hazard Mitigation Plan and mitigation activities



- Maintain Hazard Identification and Risk Analysis documentation
- Research trends, laws, and technology to better prepare the University for advances in prevention, protection, and mitigation of likely threats and hazards

#### ACTIONABLE OBJECTIVES

- Maintain cybersecurity policy, procedures, and capabilities to include training for employees and students to reduce the overall risk or impact of a cybersecurity incident
- Update Hazard Mitigation Plan on five-year cycle and pursue federal mitigation funding for identified projects to help reduce overall risk
- Participate with partners in sharing information about trends in emerging threats
- Establish enhanced partnerships with University departments on long range projects and planning that reduce risk to University property and programs

### Strategic Goal Five – Planning

**Adopt a strategic planning process that integrates planning, training, exercises, and evaluation to ensure plans are coordinated with appropriate departments and partners**

#### VALUES

- Maintain relevant emergency response plans and procedures that enables the University to care for the community before, during and after an emergency incident
- Continue research into best practices, lessons learned, and emerging trends to keep plans relevant
- Seek ways to build capabilities of the surrounding communities via partnerships

#### ACTIONABLE OBJECTIVES

- Conduct annual review and revision of the University Emergency Operations Plan (EOP)
- Maintain a schedule for development, review and improvement of departmental, venue, team and other emergency plans, procedures, response teams and capabilities
- Utilize comprehensive task tracking that includes planning, training, and exercises
- Develop a method to identify and track benchmarks for plans, policies, training, and exercises
- Conduct regular gap analysis of the University's emergency capabilities
- Build a matrix to identify partners for plans and policies
- Engage the Incident Management Team regularly to discuss plans, training, exercise, and capability gaps

### Strategic Goal Six – Training and Exercise

**Maintain a formal training and exercise program that is driven by plans, policies, and procedures and implements corrective actions to ensure maximum efficiency**



## VALUES

- Utilize effective training and exercises to test University response plans and capabilities
- Work with campus community to address training requests and identify emerging trends

## ACTIONABLE OBJECTIVES

- Develop and maintain an Integrated Preparedness Plan that outlines planned emergency-related trainings, drills, and exercises
- Conduct appropriate trainings and exercises to remain National Incident Management System (NIMS) compliant
- Host regular Training and Exercise planning meetings with relevant internal and external partners
- Conduct trainings and exercises consistent with the Homeland Security Exercise and Evaluation Program (HSEEP)
- Create emergency preparedness and response training offerings based on the HIRA, HMP, previous After-Action Reports, emerging threats and hazards and leadership intent

## Strategic Goal Seven – Resiliency

**Empower the University to be resilient by creating a culture of preparedness and by fostering partnerships before, during, and after emergencies**

## VALUES

- Implement a comprehensive outreach program and identify opportunities to build alliances among on-campus and off-campus partners
- Use University activities such as Festival ISU and Preview to conduct outreach to students, faculty, and staff
- Expand partnerships with community organizations to create a more resiliency within the community.

## ACTIONABLE OBJECTIVES

- Work with all University departments to complete and exercise Continuity of Operations Plans
- Increase public education and awareness utilizing social media, training, and preparedness events
- Ensure MOUs and other agreements with external partners are current
- Engage student organizations in emergency preparedness and response activities
- Partner with University Laboratory Schools to improve resiliency of primary education



## Strategic Goal Eight – Resource Management

**Implement and maintain a University-wide resource management system to effectively respond to and recover from emergencies**

### VALUES

- Maintain a current, accurate accounting of all resources that can reasonably be expected to be utilized during an emergency

### ACTIONABLE OBJECTIVES

- Identify response gaps in existing University resources and services and determine how to reasonably fill those gaps
- Provide training to staff in resource management
- Create a resource database to include FEMA's national standard resource typing
- Develop a logistics plan
- Establish and maintain emergency contracts for goods and services that may be needed during and after an incident
- Conduct routine maintenance checks on equipment to ensure operability

## Strategic Goal Nine – Data and Technology

**Establish systems to harness information in ways that improve interoperability, situational awareness, and decision-making during emergencies**

### VALUES

- Aggregate multiple information sources to understand critical decision points
- Coordinate how University departments are collecting, analyzing, and using data before, during, and after incidents

### ACTIONABLE OBJECTIVES

- Utilize the latest in social media applications and communications platforms to ascertain situational awareness and maintain communications with our constituents
- Establish data sharing with all media types
- Research lessons learned from other higher education institutions to improve internal implementation of technology and data collection



The strategic goals were cross-walked to Federal Emergency Management Agency's core capabilities list and support the best practices described in the EMAP standards. The connection between the goals and the national priorities is demonstrated below.

CORE CAPABILITY	GOAL ONE	GOAL TWO	GOAL THREE	GOAL FOUR	GOAL FIVE	GOAL SIX	GOAL SEVEN	GOAL EIGHT	GOAL NINE
Access Control and Identity Verification	●		●	●					●
Community Resilience		●	●	●	●	●	●		
Critical Transportation		●	●						
Cybersecurity	●	●		●		●			●
Economic Recovery			●		●		●		
Environmental Response/Health and Safety		●	●		●	●			
Fatality Management Services					●	●			
Forensics and Attribution					●	●			
Health and Social Services		●	●		●		●		
Housing	●		●	●	●	●	●	●	
Infrastructure Systems		●	●	●					
Intelligence and Information Sharing	●								●
Interdiction and Disruption	●								
Long-Term Vulnerability Reduction	●		●	●	●	●	●		
Mass Care Services		●			●	●			
Mass Search and Rescue Operations		●	●	●					
Natural and Cultural Resources			●	●					
On-Scene Security and Protection	●								●
Operational Communications	●	●			●	●			●
Operational Coordination	●	●			●	●	●	●	●
Physical Protective Measures	●								
Planning	●	●	●	●	●	●	●	●	●
Public and Private Services and Resources		●	●		●	●	●	●	
Public Health and Medical Services		●	●	●	●	●	●	●	
Public Information and Warning	●	●	●		●	●	●	●	●
Risk and Disaster Resilience Assessment				●	●	●			
Risk Management for Protection Programs and Activities	●	●		●			●		
Screening, Search, and Detection	●								●
Situational Assessment		●			●	●	●	●	●
Supply Chain Integrity and Security			●				●	●	●
Threats and Hazard Identification	●			●	●	●	●		●



## Plan Implementation and Maintenance

The Strategic Plan is a living document that will be updated every year to incorporate changes in priorities, funding, threat environment, and organizational and political structures. Annually, the Strategic Plan from the previous year will be discussed to determine if any goals need to be modified, removed, or added.



## Appendix 1: The Process

### Partners Interviewed for Strategic Plan process

Academic Chair's Council	Media Relations
Budget Office	Parking and Transportation
President's Chief of Staff	Provost
Comptroller's Office	Registrar
Dean of Students	Risk Management
Diversity Advocacy	Student Access and Accommodation
Event Management Dining and Hospitality	Student Counseling Services
Environmental Health and Safety	Student Government Association
Equality Opportunity and Access	Student Health Services
Facilities Management	University Police
Housing Services	OSF St Joseph and Carle Brommen Hospitals
Human Resources	American Red Cross
Foundation and Alumni	Town of Normal
Information Technology	City of Bloomington
Internal Auditing	McLean County Emergency Management
International Studies	McLean County Health Department
Laboratory Schools	

### Partner Discussion Questions

1. What do you see as essential elements of the University's emergency management program?
2. What do you perceive as effective or positive elements of the University's emergency management program?
3. What do you perceive as areas for improvement or concerns of the University's emergency management program?
4. What do you see as roles for your area before, during, and after an on-campus emergency? Do you see any missed opportunities?
5. Where should the University be focusing future efforts for the program? This could be planning, time, investments, resources, capabilities, or anything else.





6. What partnerships do you see as critical to the success of the University's emergency management program? Are there ones that stand out as particularly effective? Are there others that are under-developed or not in place today?
7. Given what we've talked about today, what are the emergencies/problems that keep you up at night?



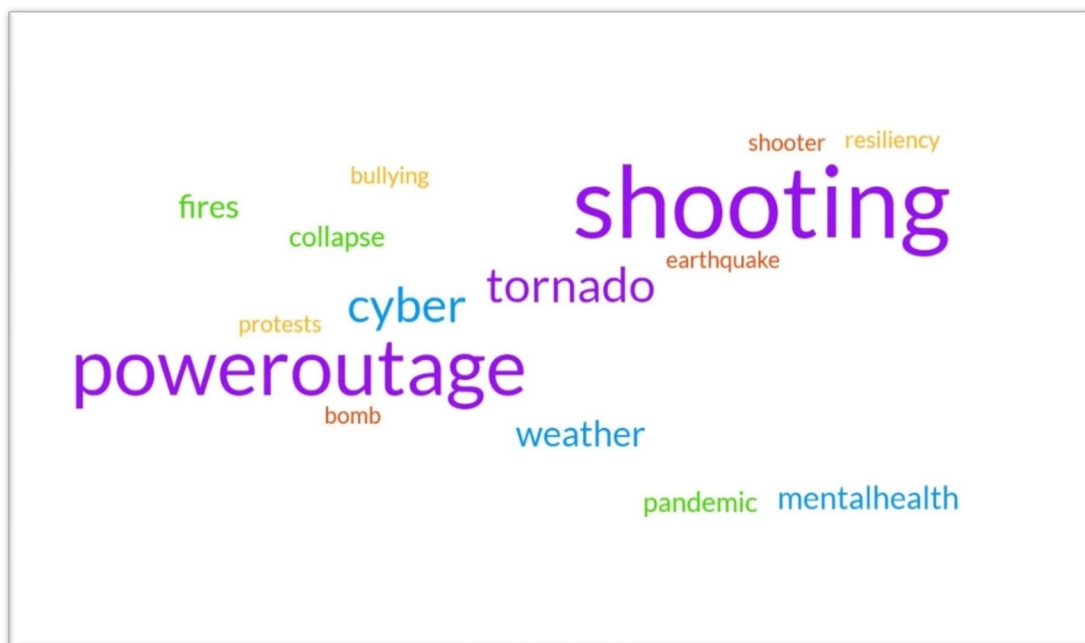
## Appendix 2: The Outcomes

Most common answers to questions 5 and 7 and over all most common concepts discussed

**Question 5: Where should future efforts being focused?**



**Question 7: What keeps you up at night?**



Most common concepts brought up during interviews related to improvement, future focus, or concern

