Some university crisis management plans and the possibility of benefit from the community service deanship at Hail University

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Abstract

Many universities have a Crisis Management Plan (CMP), which is designed to handle crises. These plans may include crisis response drills and evacuation plans. However, many universities and college (like community service deanship at hail university) are ill-prepared because they lack a Crisis management Plan (CCP). The study aimed to take advantage of the university crisis management plan with some universities in USA, Canada and AustraliaTo create a plan for crisis management in community service deanship at Hail University .

Introduction

The Universities were exposed to many crises , some of which have the potential for disrupting the campus community and causing widespread damage , (The University of Tulsa,2015) a lot of universities treats crisis events as a rare occurrence or as an anomaly; many universities crises management plans have been written after a crisis event, suggesting that these institutions were utilizing a reactive approach to crisis events. In fact, this has become the norm for crisis management in higher education. (Booker, Lonnie J., Jr,2011). To confront these crises, Each university must be a crisis management plan along with other information which provides guidance and procedures to enable the Universities to effectively respond to and recover from these types of situations or other emergencies on the campus.(The University of Tulsa,2015)

   These plans are based upon the crisis management functions of various organizations involved in emergency management which will generally parallel normal day-to-day functions or operations. Day-to-day functions that do not contribute directly to the emergency may be suspended for the duration of any emergency. (The University of Tulsa,2015)

University's Crisis Plans outlines the roles, responsibilities and protocols that will guide the university in promptly sharing information with all audiences during an emergency or crisis. Our guiding principle will be to communicate facts as quickly as possible, updating information regularly as circumstances change, to ensure the safety of the community and the continued operation of essential services. .(Duke university,2015)

   To implement the plan Universities must be a Crisis Management Teams that actively monitors, measures and enhances the university's emergency response capabilities and infrastructure. This team is comprised of administrators, staff and faculty representing virtually every area of campus, including the President's Office, Student Life, Campus Safety, and Facilities, among many others.(Lynn University's,2015), The teams utilizes a comprehensive, to guide the universities response to threats ranging from hurricanes to avian flu epidemics. These plans, which was built specifically for the universities , are continually updated to assure the crisis team is armed with the best information to assure the safety and security of its students, employees and facilities. (Lynn University's,2015)

     So deanship of community service at hail university must take the initiative to develop crisis management plans to maintain a safe environment.

Literature Review
Crisis definition
The term crisis is generally used to refer to any unstable situation that poses grave danger or challenge, regardless of likelihood of its occurrence (Comer, 2010,Nathan, Maria,2014). A crisis is a low probability, high impact event that threatens the viability of an organization. It is also a "perception of an unpredictable event that threatens important expectancies of stakeholders... although identities of all relevant stakeholders to the crisis may not be readily obvious" (Coombs, 2007:2-3; Pearson and Clair, 1998,Nathan, Maria,2014). Crises include weather and natural disasters, terrorism; human induced crises such as corporate scandals, accidents, mismanagement such as risk denial and epistemic blind spots; white-collar crime, workplace misbehavior such as deviance, aggression, antisocial behavior, violence, and "packages of disasters" (Clair, Maclean, and Greenberg, 2002,Nathan, Maria,2014).

Crisis management definition
Pearson and Clair (1998) defined crisis management as a systematic process enabling universities to continue normal activities and minimizing losses of stakeholders. (Mitroff, 1988) Crisis management is a function that helps to minimize the potential damage to the university by taking situation under control and also collection of activities includes taking advantage of opportunities from crisis.

Crisis management aims
The main objective of the implementation of crisis management in the universities is to provide self esteem at all levels of the university by protecting organization from the negative effects of the crisis and preventing the degradation and dissolution of the organizational climate. The other objectives of crisis management are pre sensing the crises, distinguishing their types, taking measures against them, and organizational restructuring by learning many things from crises in many areas as soon as possible (Pearson and Mitroff, 1993,Zehir, Cemal; Yavuz, Mahmut , 2014).

Key Principles in crisis Management
  There are key principles in crisis Management serve as the foundation for success the deanship in manage of their crises which may face it .(U.S. Department of Education,2010).
1. Effective emergency management begins with senior leadership on campus.
2. A crisis management initiative requires partnerships and collaboration deanship departments.
3. A crisis management plan must adopt an "all-crises" approach to account for the full range of hazards that threaten or may threaten the Campus.
4. A crisis management plan should use the four phases of Crisis management (Prevention-Mitigation, Preparedness, Response, and Recovery)
5. A crisis management plan must be based on a comprehensive Design, while also providing for staff, students, faculty, and visitors with Special needs.
6. The plan must be based on the unique aspects of the campus, such as the academic programs offered, size, geographic location of the campus, number and type of buildings, such as athletic venues and research labs, availability of campus and community resources, and student demographics.
7. Deanship should conduct trainings based on the prevention and preparedness efforts, prioritized threats, and issues highlighted from assessments.
These key principles of crisis management are reflected on the deanship techniques of dealing with crises and disasters.

Crisis preparedness process
In this context, crisis preparedness process which is a part of crisis management is vital for any university existence because the emergence of crises is inevitable. Therefore the crisis preparedness has been a

topic of increasing importance for universities seeking an effective way to fight against potential crises. (Zehir, Cemal; Yavuz, Mahmut , 2014).

Crisis preparedness process, provide a competitive advantage if it is in accordance with the process of organizational learning. Organizational learning emerges as one of the main determinants to cope with the crises faced by the university. Therefore if the organizational learning and crisis preparedness are paired correctly, crisis can become a potential source of healing rather than a risk that disrupts the balances..(Zehir, Cemal; Yavuz, Mahmut , 2014).

Crisis management steps

Crisis management is a proactive process in which various steps are implemented before, during and after a crisis These steps include: (Simola, 2014).

- Before crisis events occur, systematic efforts are made to reduce risks, to plan in advance for crises that could occur and, where possible, to avert crises altogether.
- During crisis events, it is essential to contain the crisis, repair damage and respond in a timely way to the needs of a range of stakeholders.
- Following the crisis, organizations must attend and respond to lessons learned to prevent or improve the management of future incidents.

Steps to take before a crisis occurs

Establish a signal detection or early warning system to identify issues that may develop into a crisis in the future, Create and maintain a crisis management plan , Establish an ongoing media relations program with traditional news media outlets, :(Gainey, Barbara,2010)

Steps to take during a crisis occurs

Take action quickly after the crisis event, Much of crisis literature encourages organizations to speak with "one voice," sometimes interpreted as reliance on one spokes person, Be prepared to rely on a mix of media to communicate with internal (primarily employees) and external audiences. Face-to face meetings may be appropriate in some situations, while in others, reliance on Web page updates, RSS feeds, e-mail, Twitter, Be a quick learner. :(Gainey, Barbara,2010)

Actions to take after a crisis

when a crisis is resolved and is over, the organization must consider what to do next. He notes that post-crisis actions help to make the organization better prepared for the next crisis, make sure stakeholders are left with a positive impression of the organization's crisis management efforts, and check to make sure that the crisis is truly over. Stage Approach to Crisis Management.(Lando, Agnes Lucy,2014).

Crisis bad effects

Crisis events may be led to :(Gainey, Barbara,2010)

* Affect and disrupt the entire university;
* Negatively affect the organization's publics, products, and services;
* Jeopardize the universities reputation, and even its survival;
* Dramatically redefine an university, affecting its business and culture;
* Violate the vision of what the university is set up to accomplish;
* Inflict long-term damage on the organization and its relationships with its stakeholders

Planning of crisis management

From natural disasters to terrorist threats, emergencies occur every day. Planning ahead can minimize the risks to university. How to create a crisis plan.

A crisis management plan is designed to provide guidelines for adaptable for any crisis situation. It should be a working document – continually updated.

The need for such a crisis management plan to bein place and for universities, regardless of size, to be prepared for the unexpectedis more important than ever before. The following will provide a model fordeveloping a crisis management plan and will outline procedures to follow in acrisis situation:(A Guide to Developing,2015)

1-   Getting Started

A crisis management plan should be part of an overall safety and emergency preparedness plan and a standard part of strategic planning process.

2-   Issue Identification

Identifying issues is an ongoing process. The crisis team should identify every imaginable issue and list them, starting with the most likely to happen .

3-   Crisis Team

The establishment of a crisis team is your first step. The team prepares the plan and meets regularly to update and test it. If a crisis occurs, this team will be prepared and in control.

4-   Policy Preparation

When preparing policy statements, the following general principles can help.

When responding to a crisis situation, the response should be honest, timely and direct. Having a prepared, approved and distributed policy document will help you resist the temptation to say "no comment" or have your company appear uncooperative or secretive during a crisis situation.

5-   Preparing Specific Responses

After issues have been identified, specific responses for each should be prepared.

6-   Post-crisis Review

As mentioned before, the crisis management process does not end once a crisis
has occurred and been resolved. Each situation should be carefully evaluated.

University Crisis management Plan

Many universities have a Crisis Management Plan (CMP), which is designed to handle crises.

The first model : `University of Maryland Eastern Shore Crisis Response Plan

The University of Maryland Eastern Shore is an institution of higher learning approved by the State of Maryland and fully accredited by the Middle States Association of Colleges and Schools. The UMES campus covers 706 acres in rural Princess Anne, Maryland. There are 82 buildings on the campus, covering 1,582,884 square feet. Campus enrollment exceeds 3,400students. Approximately, 850 individuals work on the UMES campus.(University of Maryland, 2015)

The University of Maryland Eastern Shore Crisis Response Plan identifies natural and man-made emergencies or crises that may impact the campus community. It details the response procedures that campus officials should follow in case of an emergency.

All departments within the UMES campus community should become familiar with this plan. As appropriate, they should formulate their own action plans or emergency operations checklist to complement this plan, and submit a copy to the UMES

Crisis Management Committee for review and approval. The University's Safety Officer will seek assistance as necessary from the Crisis Management Committee in evaluating the appropriateness of plans submitted for review and approval. TheDepartment of Public Safety will maintain a copy of all plans approved.

Campus emergency operations will be conducted within the framework of the University guidelines. Any exception to these procedures will be conducted by, or with the approval of the University administrators directing and/or coordinating theEmergency operations.(University of Maryland,2015)

PURPOSE

The basic emergency procedures outlined in this plan are to protect life and property through effective use of University resources, and to provide for the physical and emotional well being of the members of our campus community during and

Immediately following an emergency. (University of Maryland,2015)

TYPES OF EMERGENCIES

University of Maryland Eastern Shore is at risk from various emergencies and/or hazards. The following list identifies thosethat would pose the greatest need for a response:

•Fire, • Natural disaster, • Chemical or radiation spill, • Violent or criminal behavior

• Utility failure, • Bomb, • Civil disturbances or demonstrations, Medical/Psychological (epidemic, poisoning, threats of harm to self, others), • Public relations issues (athletics, budgetary issues, student safety issues, management issues), • Transportation accident (accident involving vehicles; accident involving commercial, conveyance carrying University personnel; private/corporate aircraft crash, train derailment on campus), (University of Maryland,2015)

THE PLAN FOR CRISIS

All unit heads of the University of Maryland Eastern Shore will have a copy of this written plan to handle communications incrisis situations.

This crisis plan covers two types of events: (University of Maryland,2015)

1. Emergencies are any situation that causes or threatens to cause loss of life or physical property, or threatens the general safety and welfare of individuals working in or around UMES. (e.g. fires, explosions, accidents, vehicular mishaps, or severe weather)

2. Non-emergencies - any unforeseen situation that threatens the reputation or stature of UMES that pose legal ramifications and that do not pose direct physical threat to either employees or property at the university (e.g. publicdisclosures of scandal or malfeasance by officials, certain resignations of officials).

Both types of events make news. The University of Maryland Eastern Shore is a public institution. Media, governmentregulatory bodies, and the state's taxpayer have a legal right to know the facts of these events as they emerge. The UMES policy in crisis situations is to provide disclosure of all factual information as quickly as possible, with regard forindividual privacy and legal responsibility. This plan includes these following procedures:

• **In Case of Emergency**

In case of emergency call 6590Evacuate your work area and the building, if necessary.

If you are unsure that the situation is an emergency, you should call 6590 and report the situationWhen calling, remain calm and carefully explain the problem and location to the dispatcher. Do not hang up untiltold to do so. (University of Maryland,2015)

In Case of Other, Non-Emergency Crises:

Refer all inquiries to the Office of Public Relations at 6669 or 7580

If you are unsure that the inquiry constitutes an existing, growing, or future crisis, refer the inquiry to the Office of

Public Relations

The Bottom Line:

• It's better to alert someone quickly than not at all.

• It's better to alert too many people than not enough.

SPOKESPERSON BRIEFING

Spokesperson will: (University of Maryland,2015)

• Ensure that media receive timely, factual information Provide single, consistent source of information to media Minimize contradictory information to media Minimize contradictory information from UMES

Provide perspective to emergency events and technical information and explanations to mediaUMES President and immediate staff will:Completely and thoroughly inform spokesperson during all phases of emergency.

The second model
Deakin University Crisis AND Emergencymanagement plan
Elements of plan

Deakin University uses a systematic approach to the management of incidents or issues that seriously affect or may affect the University's people, operations or reputation. Where possible, this approach uses existing infrastructure and procedures. The University has developed this approach to meet its legal requirements, standards of good governance and, importantly, to minimise the risk to its staff, students, partners and communities. The University's approach brings together four elements: (DeakinUniversity,2015)

- Emergency response (making people safe and minimising damage to assets)
- Emergency management (coordinating the emergency response and managing the recovery)
- Crisis management (addressing strategic business and reputation issues)
- Business continuity (maintaining business operations)

The application of these four elements will depend upon the situation and the good judgement of University managers and staff. For example, a major fire would involve all four elements whilst a major public controversy may only involve crisis management. It will be rare that an Emergency or Crisis Management Team will be required. It is more likely that issues or incidents will be managed and resolved by (emergency) response teams at the operational level: matters will go no further than 'monitoring by Senior Executive member responsible'. Nevertheless, the University has put in place arrangements to handle the full range of incidents and issues. (DeakinUniversity,2015)

The purpose of the plan

The purpose of this document is to manage emergencies and crises that affect the whole University andits operations. Deakin has well-established policies and procedures for major emergencies and crisesinvolving Deakin students and staff overseas. In addition, there are guidelines on the management of aresponse by Deakin to an overseas disaster or emergency involving Deakin staff and/or students(DeakinUniversity,2015)

Responsibility The Chief Operating Officer, as the University's Emergency Coordinator, is responsible for the establishment and operation of the University's Crisis and Emergency Management Plans. The Business Continuity Management Subcommittee monitors and reviews the University's Crisis and Emergency Management Plans. (DeakinUniversity,2015)

Notification process

The effective management of incidents and issues requires their prompt communication to the appropriate level of management. The Activation and Notification Matrix provides guidelines for the appropriate notification and escalation of issues and incidents.(DeakinUniversity,2015)

Activation of a Crisis/Emergency Management Team

The principle of 'prudent over-reaction and rapid de-escalation' applies when considering the level of activation of a Crisis/Emergency Management Team. It is easier and usually more effective to scale down an over-reaction than it is to ramp up an under-reaction.

Where an immediate emergency response to a health and safety risk is required, the arrangements in the University's Emergency Response Plan will apply.(DeakinUniversity,2015)Where no immediate response is required, or where an emergency has ongoing effects, activation of the University's Crisis and Emergency Management Plan and Business Continuity Plans is at the discretion of the Vice-Chancellor or the Chief Operating Officer or nominee.

Team of crisis management

there are two types of team:(DeakinUniversity,2015)

1. the first Emergency Response Team

An Emergency Response Team from the University's Emergency Control Organisation (as per Australian Standard 3745) provides the immediate response to an emergency that may affect the safety and health of staff and students.

form an Emergency/Incident Response Team. Examples include:

ITSD – responding to a major IT security threat

DSL – responding to a major public health risk

FMSD – responding to a power outage

2. the second Emergency Management Team

The operational role of an Emergency Management Team usually necessitates a more formal andextensive structure. An Emergency Management Team focuses on operational matters such assupporting Emergency Response Teams, coordinating the implementation of Business Continuity Plansand organising recovery arrangements after an emergency.The leadership, planning or advisory members of an Emergency Management Team may be drawn from:

• Senior Executive members

• Deans

• Directors (DI, DSA, DSL, FMS, HRS, ITS)

• Media Manager

• University Solicitor

The core group of an Emergency Management Team consists of the following roles (staff may be assigned more than one role):

✓ Team Leader

Log Keeper

✓ to record decisions

Operations Officer

✓ to coordinate and manage response and recovery teams

Situation Officer to keep track of events, monitor response and recovery teams and updatesinformation

If required by the complexity of the emergency, the following roles may also need to be allocated:

✓ Communications Officer

✓ to manage communications with call centre and switchboard

Information Officer

✓ to handle information to and from subsidiary response and recovery teams

Administration Officer

✓ to maintain and support the Emergency/Crisis Management Team

Logistics Officer

✓ to arrange logistical support for subsidiary response and recovery teams

Liaison Officer to manage communications with the Emergency/Crisis Management Team orUniversity's Senior Executive

The third model

NSCAD University CRISIS MANAGEMENT PLAN

PURPOSE

The procedures outlined in this plan will be used to enhance the protection of lives and property through the effective use of University and City resources. The plan is designed to assist the University

community to cope with the anticipated needs generated by an emergency situation and to assist with communication of those events and needs. (NSCADUniversity,2015)

SCOPE

These procedures apply to all personnel, buildings and grounds, utilized by NSCAD University. In any crisis or disaster situation, the primary objective will be the reservation of life, alleviation of human suffering and minimization of property damage. (NSCADUniversity,2015).

POLICY

TYPES OF CRISES/EMERGENCIES IDENTIFIED

Medical Emergency – epidemic, poisoning or pandemic B. Violent Crime or Behaviour – robbery, murder, suicide, personal injury or assault (existing or potential), etc. C. Political Situations – riots, demonstrations etc. D. Off Campus Incidents / Accidents Involving Students, Faculty and/or Staff E. Environmental / Natural Disasters – fires, earthquakes, floods, chemical spills or leaks, explosions, etc. F. Bomb Threats G. Labour Disruptions – strikes, lock-outs, walk-outs, lay-offs. H. Other(NSCADUniversity,2015)

UNIVERSITY CRISIS MANAGEMENT TEAM

The University Crisis Management Team is created under the authority of the Board of Governors and the President of NSCAD University. It is understood that certain emergencies require immediate action on the part of the Crisis Management Team; however actions that allow for consultation and review require the final approval of the President of NSCAD University. The University Crisis Management Team must be available to respond and react as a team in emergency or crisis situations. The team will be required to meet at least every six months to review the plan and update information. A written report will be provided to the President after each review.(NSCADUniversity,2015)

The University Crisis Management Team will consist of the following:(NSCADUniversity,2015)
 • Vice President, Finance & Administration (Chair)
 • Vice President, University Relations
 • Director, Facilities Management
 • Provost and Vice President, Academic and Research
 • Director, Human Resources
 • Dean
 • Building Manager, Port Campus
 • Registrar
 • Director, Communications
 • SUNSCAD
 • Representative from the Board of Governors
 • Executive Assistant to the Vice President, Finance & Administration Responsibility for this activity should not be delegated because it is important that the team be familiar with each other and fully aware of their responsibilities with regard to crisis management. In the event of a crisis this team will work with the President to lead the University community through the situation and determine the course of action and communications to the public.

GENERAL PLAN

Assumptions:

In any situation where the HRM Police or Fire Departments are involved, they will secure the situation and take jurisdiction of all activities. The University Relations Office will coordinate all the University communications, including those with the media. Any required University notifications or cancellations should be cleared by the University Relations Office. The Crisis Management team will initiate the crisis and/or communication plans. Under no circumstances will any representative of the University reveal a

victim's name in any case, unless authorized to do so by the victim or the victim's agents. (NSCADUniversity,2015)

Crisis Team Meeting Place:

In the event of a crisis or emergency the Crisis Management team will meet in the Office of Student and Academic Services (OSAS) 2nd Floor, 5163 Duke Street. The second choice for a meeting place will be the lst Floor, Admissions Office, Port Campus, 1107 Marginal Road and the third option would be the Academy Building, 1649 Brunswick Street, Room 206. (NSCADUniversity,2015)

Emergency Shelter:

   The Admissions Office, 1st Floor, Port Campus, 1107 Marginal Road will be the on campus emergency location (to be used in case the Office of Student and Academic Services is uninhabitable).(NSCADUniversity,2015)

CRISIS MANAGEMENT TEAM RESPONSIBILITIES

 Advance Warning (If applicable)(NSCADUniversity,2015)

 • The Crisis Management Team meets and plans based on anticipated situations, and prepares a worst-case scenario plan.

 • Communication decisions are made and implemented.

 • Key personnel who need to be involved are notified.

 • Precautionary evacuations are done if needed.

 • Essential service personnel are called if required.

 • City services (Police, Fire, and Ambulance) are notified if necessary. 5

 • Precautionary quarantine initiated by Health Authority.

 • Complete incident report if required.

 • Debriefing.

Emergency in Progress or Immediate Aftermath

 • Notify the Director, Facilities Management.

 • City services are called if required and not already on scene.

 • Communication decisions are made and implemented.

 • Initiate University communication plans, contact key personnel.

 • Set up command centre.

 • React and coordinate activities for campus security, evacuations, shelter, counselling, etc. • Coordinate restoration of lost or damaged utility services.

 • Traffic control.

 • Coordinate set-up of communication hot lines.

 • Mount rescue operations (through City services if required).

 • Initiate damage control.

 • Contact emergency contact (student or City services).

 • Complete incident report(s).

 • Complete a log of activity.

 • Debriefing.

Post Emergency

 • Debrief and continue communications as required to the University community, general Community and the media (location of debriefing will be the Bell Auditorium if accessible).

 • Ensure arrangements are made for counseling to be provided to those who need it.

 • Ensure memorial services are arranged if required.

 • Record events and prepare permanent records to be maintained.

 • Access any required changes or additions to the crisis management plan.

• Complete incident report(s).

Learnt lessons from previous models ,as following :

Crisis management can be a complex process. But there are some learnt lessons from previous models to deanship of community service as following:

1. clarifying the aim of crisis management plan
2. clarifying the types of crises .
3. clarifying the applied procedures of crisis management plan.
4. forming a crisis management team specialized in dealing with crises and identifying responsibilities of their members .
5. identifying the spokesperson for university in the case of crises .
6. developing the relationships between the inside and outside authorities.

Flexibility of Crisis Management Plans in deanship of community service

The main purpose of a crisis management plan in deanship of community service is to uncover weaknesses in the current crisis management system. Once these weaknesses are identified, there should be a key and collective effort to remedy these weaknesses. The deanship should not view crisis management as a set of strategies for an anticipated event or the reaction to an unexpected event; rather, the plan should be adaptable to handle various crisis events (Booker 2011).

There are several things the deanship should pay attention when it develops a plan for crisis management, as following: (Booker 2014).

1. A proper crisis management assessment should be conducted every possible crisis that can occur on a campus. Because many institutions focus on hazards and events that they have been exposed to before, they neglect other possible risks A risk assessment.
2. An effective department crisis management plan in deanship should be linked
    To the university's overall crisis management plan.
3. The plan should address the course of action and identify who can activate the plan,
        Followed by specific action steps.
4. The development of plans through internal processes by crisis is the preferred method.
5. The plan should identify strategies to obtain and deploy resources and equipment as needed.
6. the deanship should conduct regular training and exercises For workers to make sure they understand their duties and their abilities to implement the crisis management plan.

Conclusion

when a deanship may does have a crisis plan, the management find themselves in a situation whereby they do not know which issue demands prominence over others during a crisis. This leads to total mismanagement of the situation. Therefore, creating of crisis management plans to protect the deanship of this problem, And makes them always ready to deal with the crisis.

Crisis management plans should include objectives, scope , crisis management team means of communications ,Recovery measures and lessons learned.

Suggestions of the study

Here are his suggestions about how to create a crisis management plan :

1. University leadership Sit down with employees and brainstorm possible crisis scenarios. Then come up with a list of what would need to be done in each case.
2. Identifying of the limitations of the application of a crisis management plan .
3. Creation of a database for all units of the University and individuals.
4. Create an emergency contact list of phone numbers and e-mail addresses and informing all Individuals what's happening.
5. identifying the goal of the plan and its scope

6. Identifying the responsibilities of Crisis management team .
7. identifying how to take advantage of the current crisis management In the coming crisis management

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