The Crisis Management Plan: 
Promoting School Safety

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ABSTRACT

A serious problem facing school administrators today is the increasing level of lethal violence in schools. It is essential for school administrators to anticipate and be prepared for every imaginable crisis. Therefore, all schools need to have a comprehensive crisis management plan. In this article, I discuss the nine steps contained in an ideal crisis management plan.

One of the most serious problems that school administrators face today is the increasing level of lethal violence in schools. The Columbine High School massacre is just one example (Marsico, 2011). It is essential for school administrators to be prepared for such incidents. Schools need to have a comprehensive crisis management plan in order to prepare for every imaginable crisis (Philpott, 2010). By adhering to the following steps, school administrators can ensure to the greatest degree possible that their schools are safe for students and staff alike (Fox, 2011; Hauserman, 2011; Lindeen, 2012; Reeves, 2010).

Form a School-wide Crisis Management Team

The team should be made up of school staff and parents, as well as representatives from social service and mental health agencies, the religious community, recreational organizations, and law enforcement. The charge of the crisis management team is to develop and evaluate a comprehensive plan for school safety.

Conduct an Ongoing, School-wide Safety Audit

A firm knowledge base has emerged, called Crime Prevention Through Environmental Design (CPTED), which examines the design and use of school spaces according to how well they enhance school safety (Hauserman, 2011). A CPTED evaluation prescribes changes in the design of the school building, in patterns of building use, and in supervision processes to reduce the likelihood of school crime and violence.
Items addressed in a CPTED analysis would include the design and location of bathrooms; the height of windows; how entrances and exits to the school are monitored and managed; the use of lighting, natural surveillance capabilities, and obstructions thereof; where locker bays are located and how they are managed; identification of low-traffic areas requiring an increased adult presence; identification of school sites that tend to be inhabited inappropriately by certain groups of students; scheduling procedures that result in large groups of students coming in contact with each other in crowded spaces; how students and other adults who belong in the school are recognized and identified; and procedures that allow students to communicate anonymously their concerns about other students or situations.

**Develop Policies and Procedures for Various Emergencies**

Specific policies and procedures must be developed to address a wide range of potential problems at the district, school, and classroom levels. These could include a violence-prevention policy, a zero-tolerance policy for weapons and drugs, a dress code, and an intruder policy.

It may be helpful if the principal divides policies and procedures into categories like the following (Reeves, 2010):

1. The *people crisis* category could include medical emergencies, intruders, drive-by shootings, student runaways or abductions, deaths of students or staff members, and bomb threats.
2. The *natural disaster* category could include fires, tornados, earthquakes, other severe weather, or floods.
3. The *physical plant* category could include policies that address power outages, nonworking phone lines, gas leaks, hazardous materials, or explosions.

**Conduct Safety Drills**

Every aspect of the crisis management plan should have at least two people responsible for coordinating each task. Staff members should be assigned to respond to emergency teams, parents, and the press. Each school should carefully consider its physical plant and analyze where students should be directed to go from wherever they are in the school. Upon hearing a predetermined signal or tone, teachers should lock down classrooms (Fuentes, 2012; Lassiter, 2010). Every room should have two methods for communicating with the office (i.e., a two-way public announcement system and a phone, cell phone, or walkie-talkie).

**Develop a School-wide Discipline Plan**

School discipline should be consistent, predictable, and perceived as fair by students in the school (Thompson, 2011). It is essential that every crisis management plan include a carefully developed school-wide discipline plan that has input from teachers, students, parents, administrators, and other adults in the school (Bear, 2011).
The plan should be posted throughout the school with clearly stated rules that govern classroom, cafeteria, playground, gym, and hallway behavior.

Provide a Means for Students to Communicate Information to Staff

A recent report notes that in several instances of school violence or student suicide, some students knew in advance of the activity but did not tell anyone (Juhnke, 2011). It is essential in such situations that children have a way to communicate their concerns or fears to the staff in a way that maintains confidentiality, respect, and safety.

Teach Students Alternatives to Violence

In any program aimed at averting student violence, it is first necessary to focus attention on students’ individual needs and problems (Gallant, 2011). School staff should address such topics as self-esteem, conflict resolution, impulse control, consequences of gang membership, and stress management (Yell, 2009). Schools also need to foster a sense of belonging among students. One reason why students join gangs is that these groups meet their need for belonging (Soliz). After-school extracurricular activities and clubs also may help reduce violence (Barbieri, 2009; Jones, 2011).

Evaluate Administrative Practices of the School

How a school is operated can have a strong impact on its relative safety. Academically effective schools, for example, tend to be safer schools (Bulach, Lunenburg, & Potter, 2008). Schools that provide a positive, inclusive climate tend to have less conflict and fewer instances of aggressive, bullying behavior (Espelage, 2011). Schools that have the number of students for which they were designed tend to have fewer behavioral incidents and problems (Reeves, 2010). Safer schools tend to have clear behavioral and performance expectations for everyone (Drolet, 2011; Locke & Latham, 2012).

Use Resources to Identify Students “At-Risk” for Violent Behavior

School administrators can use an excellent resource for identifying troubled youth and responding to their needs. It is called the Early Warning/Timely Response Guide for making schools safer and violence free. This guide was jointly developed by the U.S. Attorney General’s Office and the U.S. Department of Education. It contains comprehensive guidelines and recommendations for the early profiling of troubled youth and the role that schools, teachers, parents, communities, and peers can play in responding to their problems and meeting their needs. It is a valuable tool for addressing the current crisis of school safety. The guide is a public-domain publication. It costs nothing. The guide can be downloaded from the Internet at the following URL: http://www.ed.gov/offices/OSERS/OSEP/earlywrn.html. Table 1 provides a sample checklist that school administrators can use to identify violence-prone students.
Table 1

*Checklist for Identifying Students at Risk for Violent Behavior*

**Children and adolescents at risk may:**

- express self-destructive or homicidal ideation
- have a history of self destructive behavior
- articulate specific plans to harm self or others
- engage in “bullying” other children
- have difficulty with impulse control
- evidence significant changes in behavior
- engage in substance abuse
- become involved with gangs
- evidence a preoccupation with fighting
- have a history of antisocial behavior
- evidence a low tolerance for frustration
- externalize blame for their difficulties
- evidence a preoccupation with guns and weapons
- have engaged in fire setting
- evidence persistent bed wetting
- appear to be, or acknowledge, feeling depressed
- talk about “not being around”
- express feelings of hopelessness
- give away possessions
- appear withdrawn
- evidence significant changes in mood
- experience sleep and eating disturbances
- have experienced prior trauma or tragedy
- have been, or are, victims of child abuse
- have experienced a significant loss
- evidence a preoccupation with television programs and movies with violent themes
- evidence a preoccupation with games with violent themes
- have harmed small animals
- have brought a weapon to school
- evidence frequent disciplinary problems
- exhibit poor academic performance
- have frequently been truant from school
Conclusion

One of the most serious problems that school administrators face today is the increasing level of lethal violence in schools. The Columbine High School massacre is just one example. It is essential for school administrators to be prepared for such incidents. Schools need to have a comprehensive crisis management plan in order to prepare for every imaginable crisis. The model crisis management plan I have provided consists of the following steps: form a school-wide crisis management team; conduct an ongoing, school-wide safety audit; develop policies and procedures for various emergencies; conduct safety drills; develop a school-wide discipline plan; provide a means for students to communicate information to staff; teach students alternatives to violence; evaluate administrative practices of the school; and use resources to identify students at-risk for violent behavior.

References


Crisis Management Plan. ANNEX I. Pandemic Preparedness and Response Plan. Plan Organization. Crisis Management Team (CMT): Will assist IC in the preparedness, response and recovery phases of a pandemic. Action Implementation. Current WHO (World Health Organization’s) phase of pandemic alert. 2.2 This plan does not supersede or replace the procedures for safety, hazardous materials response or other procedures that are already in place at the University. It supplements those procedures with a crisis management structure, which provides for the immediate focus of management on response operations and the early transition to recovery operations. The Crisis Management Plan: Promoting School Safety. Fred C. Lunenburg. Sam Houston State University.

ABSTRACT. A serious problem facing school administrators today is the increasing level of lethal violence in schools. Form a School-wide Crisis Management Team. The team should be made up of school staff and parents, as well as representatives from social service and mental health agencies, the religious community, recreational organizations, and law enforcement. The charge of the crisis management team is to develop and evaluate a comprehensive plan for school safety. Conduct an Ongoing, School-wide Safety Audit. Any School District School Occupational Safety and Crisis Response Plan 1 Harrison County School District HENRY A. ARLEDGE Superintendent of Education 11072 Highway 49 Gulfport, Mississippi 39503 (228) 539-6500 Fax (228)539-6507 E. MITCHELL KING Assistant Superintendent April 7, 2005 To: Harrison County School District Employees The Harrison County School Board and the Administration of the Harrison County School District are. 3. Programs that promote a safe school environment. This school occupational safety and emergency response plan is a composite of the best plans the Division of School Safety has reviewed. 70 72 SECTION II SCHOOL CRISIS RESPONSE PLAN Crisis Management Plan Staff Phone