Crisis Communication Plan for Kennesaw State University

Kennesaw State University

Written: March 1, 2018

Tested: April 17, 2018

Karly Jackson

Lilli Jennison

Keyani Grier

Kiana Jones

Regan Grillo

Zoe Kubie

**Table of Contents**

Introduction…..………………………………………………………………………………..2-4

Acknowledgements……………………………………………………………………………..5

Rehearsal Dates………………………………………………………………………………...6

Purpose…………………………………………………………………………………………..6

Objectives………………………………………………………………………………………..7

Key Publics………………………………………………………………………………………7

Spokespersons and Training………………………………………………………………......8

Interview Tips……………………………………………………………………………….…...8

Trick Question Guide………………………………………………………………………..….9

Emergency Personnel……………………………………………………………………..…...9

Crisis Team………………………………………………………………………………......9-10

Equipment Needed……………………………………………………………………..….10-11

Pre-Gather Information…………………………………………………………………....12-15

Key Messages……………………………………………………………………………...16-19

Plan Dissemination of Key Messages…………………………………………………...19-21

Update Website to Explain the Crisis………………………………………………………..22

Blog Posts…………………………………………………………………………………..23-24

Evaluate the Plan…………………………………………………………………………..24-25

References……………………………………………………………………………………..26

Appendix A……………………………………………………………………………........27-28

**Introduction**

Unfortunately, school shootings are becoming more prevalent in today’s world, so it is important that KSU is prepared for the worst. With this plan, we are sure that if an active shooter were on campus, we would have a full plan that is up-tp-date and ready to use.

This plan is important because of the threat a school shooting poses on Kennesaw State University. The university takes any risk to its’ students and faculty very seriously. This plan has been developed to act as a guide so that KSU can be as prepared as possible in the event of this crisis. By having a plan, the university shows its commitment to everyone that is involved on campus and the university will be able react quickly and efficiently if this crisis occurs.

If Kennesaw State University’s plan is unable to be followed, it could create an even bigger crisis for the school. University stakeholders and key publics might be misinformed or unaware of updates happening during and after the crisis; as a result, many would be left with questions unanswered. This could damage the institutions credibility and leave many people uncertain and doubtful.

There have been signs of a potential active shooter situations at KSU. In April of 2014 the university was under lockdown due to a report regarding a potential gunman on campus. The person of interest was found with a cell phone and determined not dangerous and the all clear was given the all-clear (Thrash, 2014).

 Kennesaw State currently has a team that monitors anonymous reports from staff and students about potentially dangerous situations and troubled students, like the situation in 2014. The objective of the team is to assist students who may be affected by a traumatic event. If a student’s academic performance or behavior changes drastically and is anonymously reported multiple times, KSU will reach out to inform the student about their resources to help work through any trauma or behavioral issue. The “REMS” reported 31% of shooter cases started with behavior changes such as “depression, delusional statements, increased isolation, non-specific violent threats” and many more. No KSU students reported have committed violent acts. In many active shooter media reports the assailant is referred to as clinically insane or schizophrenic. In true medical academia those diagnosed with such conditions are highly likely to be docile than full of dangerous motive (Macleish & Metzel, 2015). In some states like New York, individuals may not be permitted to purchase a firearm if a psychological evaluation determines they’re prone to violent behavior. Georgia has no laws on psychological pre-screening regarding firearm purchase. Lastly Kennesaw State University is an open-campus. By definition you do not have to be a student to enter onto the premises or go into buildings. All classrooms lock from the inside with only professors and maintenance staff having access.

Safety measures are taken but unless you see someone with an oddly shaped bag or trench coat, actual warning signs are statistically impossible to detect. Even with that stereotypical description of how most people think a shooter appears, it’s tough to spot in a short amount of time. KSU also allows concealed carrying for licensed gun owners. KSU takes safety measures and provides active shooter crisis training, but all processes can be improved to reduce the amount of risk and have students and faculty prepared for a crisis situation.

Every Town Research, an organization dedicated to tracking and documenting incidents of shootings at primary schools, secondary schools, and colleges, reported that 47% of 160 school shootings took place at colleges between 2013 and 2015. Time magazine reported that there have been a total of 18 school shootings in 2018 alone and a total of 290 after Sandy Hook. The three most prominent school shootings have taken place at Central Michigan University, Marjory Stoneman Douglas High School, and Marshall County High School, and Dalton High School here in GA (Analysis of School Shootings, 2015).

**Acknowledgements**

To Whom It May Concern:

Thank you for your willingness to read and familiarize yourselves with this crisis communication plan. In order to carry out this plan effectively, each of the university leaders must carefully study this plan in the event that it is used. The outlined policies and procedures provide different preparation and response strategies that will help the university respond in an efficient manner.

By signing below, I, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, fully acknowledge that I have read the contents of this crisis communication plan and that I am aware of my tasks and duties in the event of a crisis. I will perform the appropriate tasks and follow the exact procedures presented to me in this crisis communication plan in the event that it is used.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Signature Date**

**Rehearsal Dates**

Tabletop for Summer 2018 Semester: 5/21/18

Tabletop for Fall 2018 Semester: 8/6/18

Full Scale Drill for 2018/2019 year: 8/8/18

Tabletop for Spring 2019 Semester: 1/7/19

A table top will be conducted at the beginning of every semester so faculty and staff know what to expect in the event of a school shooter. Tabletops will give all faculty and staff necessary emergency paperwork and plans. A full scale drill will be conducted at the beginning of every Fall semester. The full scale drill will help the faculty and staff understand the emergency paperwork given to them at the tabletop. During a full scale drill, all faculty and staff act out what would happen in the event of a school shooter. Actors will simulate the shooter and hostages.

**Purpose**

Kennesaw State University’s crisis communication plan provides an outline for communication from the university to the media and the public in the event of an school shooting. This communication plan has been put in place to protect the reputation of the university and gather information about the crisis in a timely manner. In this plan, there are responsibilities outlined for each member of the KSU crisis communication team, contact information for the universities key stakeholders and a detailed list for the emergency kit that will be created. The audience for this document is only the KSU crisis communication team.

**Objectives**

1. Minimize the damage of crisis by communicating often and within the hour of crisis.
2. Provide accurate information to all targeted audiences.
3. Identify and inform all educational leaders and key publics about the situation.
4. Regain control of crisis and work in a non-routine manner.

**Key Publics**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Social Media | Text | Call | e-mail | Mail | Press Release |
| Students | X | X | X | X | X |  |
| Faculty | X | X | X | X | X |  |
| Staff | X | X | X | X | X |  |
| Board Members | X | X | X | X | X | X |
| Media |  |  | X |  |  | X |
| Parents of Students | X | X | X | X | X |  |
| Executives | X | X | X | X | X | X |
| Vendors | X | X | X | X | X |  |
| Businesses and residents near the school | X |  | X | X | X |  |

**Spokespersons and Training**

**Media Spokespersons:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Primary & Backup** | **Office Phone** | **Cell Phone**  | **Email** |
| Ken Harmon | 470-578-6033 |  | kharmon.net |
| Edward Stephens | 470 578-6778 |  | estephen@kennesaw.edu |
| Andy Altizer |  |  | aaltizel@kennesaw.edu |
| Christy Hendricks | 470 578-3684 |  | bhen@kennesaw.edu |

* *Ken Harmon* will be the main man for the position of spokesperson for the crisis because he is the school’s president and he would represent the school in a positive light after the blemish caused by the crisis.
* *Edward Stephens* would be considered because he is the acting chief of police for the school, and he can explain the security measures that failed to allow the crisis to happen.
* *Andy Altizer* would be considered a spokesperson because is the director of emergency management for the school, therefore he can also explain the severity of the crisis, the next steps, and give updates about the crisis.
* If needed, the last spokesperson would be *Christy Hendricks*, who is the crisis coordinator for the Kennesaw Campus. If the school shooting happened on the Marietta campus then *Barrett Cappeto* would be the spokesperson, since he is the crisis coordinator for the Marietta Campus.

**Interview Tips**

* Be honest
* Don’t blame security measures for allowing this to happen.
* Avoid saying “No comment”
* Keep eye contact and keep answers brief.
* Prepare for the interview by watching security footage and understand the student’s background history.
* Defend Campus Carry

**Trick Question Guide**

**Speculative Question** - If the school had metal detectors do you think this would have prevented the shooting?

**Leading Question** - Do you agree that this shooting was enabled by the Campus Carry laws that were created?

**Loaded Question** - Is it true that the school was going to hire a security guard, but decided not to?

**Emergency Personnel**

|  |  |
| --- | --- |
| Contact | Phone Number |
| Kennesaw Police Department | (770) 422-2505 (911 for emergency) |
| Cobb County Fire Station 8 | (770) 528-8000 (911 for emergency) |
| Cobb County Department of Public Safety | (770) 528-3800 (911 for emergency) |

**Crisis Team**

|  |  |
| --- | --- |
| Title | Responsibilities  |
| Ken Harmon, Interim President  | Media Spokesperson, must be visible and available to make statements  |
| Christy Hendricks, Crisis Coordinator- Kennesaw Campus | Assist the Office of Emergency Management as mitigators until emergency personnel arrive, give additional statements to the media |
| Barret Cappetto, Crisis Coordinator- Marietta Campus | Assist the Office of Emergency Management as mitigators until emergency personnel arrive, give additional statements to the media |
| Edward Stevens Acting Chief of Police  | Give statements to the media, advise on best course of action, take charge of police activity and tasks  |
| Andy Altizer, Director of Emergency Management  | Make sure everything is running smoothly, keep track of different assigned tasks and that they are completed  |
| James Westbrook, Assistant Director of Emergency Management  | Make sure that information is reaching all parties necessary, coordinate task in the crisis control room  |
| Captain Tim Murphy, Special Operations Commander  | Provide information and perspective, advise on best course of action,  |
| Tammy DeMel - Assistant Vice President, Communications | Help craft statements for the media, distribue interview tips and prep those talking to the media, communicate to the crisis team what should and shouldn’t be said  |
| Kristen Heflin, Assistant Director of Public Relations  | Assist Director, make sure all PR tasks are running smoothly, behind the scenes tasks, keep control room informed  |

**Equipment Needed**

Telephones(Landlines)
Cellular phones
Maps of campus(Kennesaw & Marietta)
Police radio
Battery Operated Walkie-talkies
First aid kits
Door lockers
Blackout shields
Defense weaponry
Binoculars
Night vision goggles
Map of all escape routes and emergency exits
Map of safe areas
List of local hospitals and contact info
Binders(With crisis plan)
Emergency keys for each building
Flashlights
Window shades
Building Contact list

KSU has an emergency control room on both campuses that are able to contact every department in the event of an emergency

**Pre-Gathered Information**

Fill in the blank News Release:



For Immediate Release Media Contact: \_\_\_\_\_\_\_\_\_(contact name)

 \_\_\_\_\_(phone number), \_\_\_\_\_\_(email)

**Active Shooter at Kennesaw State University**

**KENNESAW, GA (date) —** On \_\_(the date)\_\_\_ at \_\_(time)\_\_\_\_, an active shooter, \_\_\_\_(shooters name if available), entered Kennesaw State University and \_\_\_\_\_(what they did once entering the university building). The shooter has been \_\_\_\_\_ (detained, injured, killed, on the run). There have been \_\_\_\_\_ deaths and \_\_\_\_ injuries confirmed.

During the shooting, all students and staff were notified to seek shelter via Kennesaw State’s campus alert system. Classes and all campus activities will be cancelled for the remainder of the day.

Further details will be released by \_\_\_\_\_\_(KSU representative) at a press conference scheduled for \_\_\_\_\_\_ (time and date) at Kennesaw Hall at Kennesaw State University. For up to date information, please visit [www.kennesaw.edu](http://www.kennesaw.edu).

###

**Active Shooter Fact Sheet**

Definition of Active Shooter: an individual actively engaged in killing or attempting to kill people in a confined and populated area; in most cases active shooters use firearms and there is no pattern or method to their selection of victims.

**How to Respond (When an active shooter is in your vicinity):**

1. Run
	1. Have an escape route and plan in mind
	2. Leave your belongings behind
	3. Keep your hands visible
2. Hide
	1. Hide in an area out of the shooter’s view
	2. Block entry to your hiding place and lock the doors
	3. Silence your cell phone
3. Fight
	1. As a last resort and only when your life is in imminent danger
	2. Attempt to incapacitate the shooter
	3. Act with physical aggression and throw items at the active shooter
4. Call 911 when it is safe to do so

**How to Respond (When Law Enforcement arrives):**

* Remain calm and follow instructions
* put down any items in your hands
* raise hands and spread fingers
* avoid quick movements toward officers such as holding on to them for safety

**Profile of a Shooter:**

An active shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated areas, typically through the use of firearms.

**Characteristics:**

* Victims are randomly selected
* the vent in unpredictable and evolves quickly
* Law enforcement is usually required to end the situation

**Coping:**

* Be aware of your surroundings and environment
* Take note of the two nearest exits in any facility you visit
* attempt to take the active shooter down as a last resort

**Internet Sources**

*Department of Homeland Security Active Shooter Information:*

<https://www.ready.gov/active-shooter>

* Information on what to do before, during and after an active shooting

*Kennesaw State Annual Fire and Safety Report 2017:*

<http://police.kennesaw.edu/docs/ASFR%202017%20Final%20Version.pdf>

* Full report of fire and safety for 2017

*Kennesaw State University Official Website:*

<http://kennesaw.edu>

* Home page for Kennesaw State University
* Updates from the crisis will be shown here

*Kennesaw State University Daily Crime Log:*

<http://police.kennesaw.edu/info/crime-log.php>

* Daily crime information at Kennesaw State from 2014-present

*Kennesaw State University Campus Carry FAQ:*

<http://police.kennesaw.edu/campuscarry.php>

* Information on Campus Carry at KSU

*Kennesaw State University Office of Emergency Management:*

<http://oem.kennesaw.edu>

* Homepage of the Office of Emergency Management at Kennesaw State

*Kennesaw State University Counseling:*

<http://counseling.kennesaw.edu>

* Information on how to get in contact with a counselor

**Glossary**

**Active shooter:** An individual actively engaged in killing or attempting to kill people in a confined space or other populated area, most often using firearms and following no pattern or method in the selection of victims.

**Armed:** Equipped with or carrying a weapon.

**Campus Alert System:** Designed to send rapid emails, text messages, and/or phone message announcements to all faculty, staff, and students. This means that faculty, staff, and student data is automatically uploaded into the system and does not require the receiver to register for the system. The system has the ability to send text, email, and voice calls as well as push information out to social media outlets. Currently, Kennesaw State deploys Rave Alert as its mass notification system. This system is tested annually.

**Campus Carry:** A person may have firearms on all public college and university campuses in Georgia as long as they have a concealed-weapon permit. They are not allowed to bring their firearm to dorms, fraternity houses or any kind of building used for athletic purposes, but everywhere else is allowed.

**Shooting:** To hit, wound, damage, kill, or destroy with a missile discharged from a weapon.

**Key Messages**

In the event of a school shooting at Kennesaw State University, our first priority is the safety of our faculty, staff, and students. Calling the police and getting all who are on campus to safety is our first order of action. Alerts via text, email, and social media will go out to all students, faculty, and staff informing them of the situation and what they can do to help themselves to safety. We will then send word to parents, media, board members, executives, vendors, and local businesses and communities.

The following key message should be stressed to **Students** in the order indicated:

1. There have been \_\_\_\_\_ injuries and \_\_\_\_\_ deaths.
2. If you see something, say something. Report any suspicious activity to authorities.
3. The shooter has been \_\_\_\_\_ (identified, detained, killed).
4. A grief counselor will be available to any student, faculty, or staff who needs them at no cost.

The following key message should be stressed to **Faculty** in the order indicated:

1. There have been \_\_\_\_\_ injuries and \_\_\_\_\_ deaths.
2. If you see something, say something. Report any suspicious activity to authorities.
3. The shooter has been \_\_\_\_\_ (identified, detained, killed).
4. A grief counselor will be available to any student, faculty, or staff who needs them at no cost.

The following key message should be stressed to **Staff** in the order indicated:

1. There have been \_\_\_\_\_ injuries and \_\_\_\_\_ deaths.
2. If you see something, say something. Report any suspicious activity to authorities.
3. The shooter has been \_\_\_\_\_ (identified, detained, killed).
4. A grief counselor will be available to any student, faculty, or staff who needs them at no cost.

The following key message should be stressed to **Board Members** in the order indicated:

1. There have been \_\_\_\_\_ injuries and \_\_\_\_\_ deaths.
2. The shooter has been \_\_\_\_\_ (identified, detained, killed).
3. There was a full campus lockdown that lasted \_\_\_\_\_ minutes.
4. The drills and table tops we had in place helped make the lockdowns efficient and minimized injuries and deaths.
5. A grief counselor will be available to any student, faculty, or staff who needs them at no cost.

The following key message should be stressed to **Media** in the order indicated:

1. There have been \_\_\_\_\_ injuries and \_\_\_\_\_ deaths.
2. The shooter has been \_\_\_\_\_ (identified, detained, killed).
3. There was a full campus lockdown that lasted \_\_\_\_\_ minutes.
4. The drills and table tops we had in place helped make the lockdowns efficient and minimized injuries and deaths.
5. A grief counselor will be available to any student, faculty, or staff who needs them at no cost.

The following key message should be stressed to **Parents of Students** in the order indicated:

1. There have been \_\_\_\_\_ injuries and \_\_\_\_\_ deaths.
2. The shooter has been \_\_\_\_\_ (identified, detained, killed).
3. There was a full campus lockdown that lasted \_\_\_\_\_ minutes.
4. A grief counselor will be available to any student, faculty, or staff who needs them at no cost.

The following key message should be stressed to **Executives** in the order indicated:

1. There have been \_\_\_\_\_ injuries and \_\_\_\_\_ deaths.
2. The shooter has been \_\_\_\_\_ (identified, detained, killed).
3. There was a full campus lockdown that lasted \_\_\_\_\_ minutes.
4. The drills and table tops we had in place helped make the lockdowns efficient and minimized injuries and deaths.
5. A grief counselor will be available to any student, faculty, or staff who needs them at no cost.

The following key message should be stressed to **Vendors** in the order indicated:

1. There have been \_\_\_\_\_ injuries and \_\_\_\_\_ deaths.
2. The shooter has been \_\_\_\_\_ (identified, detained, killed).
3. If you see something, say something. Report any suspicious activity to authorities.

The following key message should be stressed to **Businesses and residents near the school** in the order indicated:

1. There have been \_\_\_\_\_ injuries and \_\_\_\_\_ deaths.
2. The shooter has been \_\_\_\_\_ (identified, detained, killed).
3. There was a full campus lockdown that lasted \_\_\_\_\_ minutes.
4. The drills and table tops we had in place helped make the lockdowns efficient and minimized injuries and deaths.

**Plan Dissemination of Key Messages**

Kennesaw State University has a messaging system database that can send emails, texts and make calls to inform those affiliated with KSU about an emergency situation.

|  |  |  |
| --- | --- | --- |
| **Key Publics** | **Who’s Communicating with them?** | **Communication Channel** |
| Students, Faculty, Staff, Parents of Students, Vendors | James Westbrook & Andy Altizer | Text, call, email, social media, mail |
| Board Members, Executives, | James Westbrook & Andy Altizer | Text, call, email, social media, press release, mail |
| Businesses and residents near the school | Kristen Heflin | Email, social media, mail |

**Local Television Stations**

|  |  |  |
| --- | --- | --- |
| Station | Address | Phone |
| WSBTV | 1601 W Peachtree St NE, Atlanta, GA 30309 | 404-897-6276 |
| Fox 5 Atlanta | 1551 Briarcliff Rd NE, Atlanta, GA 30306 | 404-898-0100 |
| 11Alive | 1 Monroe Pl NE, Atlanta, GA 30324 | 404-892-1611 |
| CBS 46  | 425 14th St NW, Atlanta, GA 30318 | 404-327-3200 |

**Local Radio Stations**

|  |  |  |
| --- | --- | --- |
| Station | Address | Phone |
| WYAY 106.7 | 780 Johnson Ferry Rd NE, 5th floor, Atlanta, GA 30342 | 404-843-6000 |
| WSB NEWS 95.5 | 1601 Peachtree St NE, Atlanta, GA 30309 | 404-897-7500 |
| WABE 90.1 | 740 Bismark Rd NE, Atlanta, GA 30324 | 678-686-0321 |
| 1308 WAOK | 1201 Peachtree St NE, Ste 800, Atlanta, GA 30361 | 404-892-2703 |
| KSU OWL RADIO | 395 Cobb Ave NW, Kennesaw, GA 30144 | 470-578-6470 |

**Local & National Newspapers**

|  |  |  |
| --- | --- | --- |
| Newspaper | Address | Phone |
| KSU Sentinel | 395 Cobb Ave NW, Kennesaw, GA 30144 | 470.578.6470 |
| Atlanta Journal Constitution | 223 Perimeter Center Pkwy, Atlanta, GA 30346 | 404-526-7003 |
| The New York Times | 620 8th Ave, Manhattan, NY 10018 | 800-698-4637 |
| The Chicago Tribune | 435 N. Michigan Ave.Chicago, IL 60611 | 312-222-3232 |
| The Washington Post | 1301 K Street NW, Washington DC 20071 | 202.334.6000 |

**Local Newswires**

|  |  |  |
| --- | --- | --- |
| Newswire | Address | Phone |
| PR Newswire | 950 East Paces Ferry Rd NE, Atlanta, GA 30326 | 404-231-1907 |
| Associated Press | 101 Marietta St NW # 2450, Atlanta, GA 30303 | 404-522-8971 |

**Update Website to Explain the Crisis**



**Blog Posts**

**Addressing the active shooter situation:**

Date:

It is with great sorrow that we inform you that earlier today, an active shooting took place on the \_\_\_\_ campus. While we do not yet have all the details, we would like to share with you this information. At \_\_\_\_pm, a shooter entered the \_\_\_\_\_ building and began to open-fire on the hallways. The shooting lasted for \_\_\_\_\_ and ended when the police apprehended the suspect. As a result of this horrible event, \_\_\_\_ students were killed and \_\_\_\_ were injured. We will continue to update you with more information. If you have any questions or concerns please contact \_\_\_\_ at \_\_\_\_\_\_.

**Addressing Concerns:**

Date:

Although Kennesaw State University does not have all the information regarding the active shooting crisis that took place on \_\_\_\_\_, we want to make it clear that we are dedicated to finding out all the answers. It is our sole objective to learn and grow from this situation to ensure it never happens again. We ask that you please be patient with us as we continue to work with law enforcement to uncover what took place. We will continue to update you as we learn more.

Addressing New Safety Measures:

After tragedy struck the Kennesaw State University community, we will be implementing additional safety measures to ensure the protection and safety of our students and faculty. We want everyone who comes to campus to feel comfortable and be without fear. Therefore, starting on \_\_\_\_\_\_, security sites will be installed into every building on both campuses. These sites will have a security officer posted at all times to guarantee quick access by law enforcement. Additional police and security officers have been hired to patrol both campuses at all times. For more information about these new safety measures, please visit \_\_\_\_\_\_.

**Evaluate the Plan**

It is important to assess this crisis communication plan so the crisis communication team can have a general understanding of how to meet stakeholders needs in the event that there is a school shooting. Evaluating the plan will allow leaders to increase how effectively the university responds and provide for a better outcome. The crisis communication team will evaluate the plan before and after the crisis by collecting data and incorporating the results in the plan. The crisis leadership team will also use strategic planning to ensure that objectives and goals are being met. In order to improve the effectiveness of this plan, we will collect and analyze data to make sure that Kennesaw State University’s crisis communication plan is achieving its objectives of:

1. Minimizing the damage of crisis by communicating often and within the hour of crisis. In order to measure the success of this objective, Andy Altizer and Kristen
	* Heflin will be in charge of disseminating the routine messages that the key publics will need to hear. Altizer and Heflin will relay messages and updates through social media regularly. Both will issues following the crisis and respond with how and what the university is doing to address problems.
2. Providing accurate information to all targeted audiences.
	* Edward Stevens, the chief of the university and Captain Tim Murphy, the special operations commander will provide truthful information in person and all social media outlets.
3. Identifying and informing all educational leaders and key publics about
the situation.
	* The crisis communication team will measure each of these objectives by reporting numbers and making sure to communicate with stakeholders before and after crisis.
4. Regaining control of crisis and work in a non-routine manner.
	* In order to measure the success of this objective, the crisis communication team will actively reach out to key publics and provide information as it comes. The team will decide what best course of action to take when taking a non-routine manner.

**References**

Analysis of School Shootings. (2015, December 31). Retrieved April 16, 2018, from <https://everytownresearch.org/reports/analysis-of-school-shootings/>

Metzl, J. M., & MacLeish, K. T. (2015). Mental Illness, Mass Shootings, and the Politics of American Firearms. *American Journal Of Public Health*, *105*(2), 240-249

Readiness and Emergency Management for Schools (REMS) Technical Assistance Center. (n.d.). Retrieved April 09, 2018, from <https://rems.ed.gov/IHEPreventingAnActiveShooter.aspx>

Thrash, R. (2014, April 25). Kennesaw State given all-clear. Retrieved April 17, 2018, from <https://www.ajc.com/news/kennesaw-state-given-all-clear/gb653ovVQ9DKK6jCTV85rO>

**Appendix A**

**Brainstorming**:

|  |  |  |
| --- | --- | --- |
| Crisis | How probable  | Damage |
| Fire (example)  | 1 | 5 |
| Computer failure | 4 | 5 |
| Flood | 2 | 5 |
| Earthquake | 1 | 5 |
| Hurricane | 0 | 5 |
| Tornado | 3 | 5 |
| Protest demonstrations | 4 | 5 |
| Robbery | 3 | 3 |
| Embezzlement | 5 | 4 |
| School Shooting | 4 | 5 |
| Kidnapping | 3 | 5 |
| Terrorism | 4 | 5 |
| Extreme Sickness | 4 | 2 |
| STD Outbreak | 4 | 3 |
| University Network Hacking | 3 | 1 |
| Gas Leak | 3 | 4 |
| Food Contamination | 4 | 5 |
| University Transportation Failure | 3 | 2 |
| Lawsuits | 4 | 4 |
| Bankruptcy | 3 | 5 |
| Layoffs | 3 | 4 |
| Racial Issues | 3 | 3 |
| Off-Campus Robbery | 3 | 1 |
| Sabotage  | 4 | 2 |
| Bomb Threat  | 3 | 5 |

**Bar Chart with top 5 items**:

1. Protest demonstrations
2. Computer failure
3. School Shooting
4. Terrorist Attack
5. Embezzlement

**Crisis inventory grid:**

