

The Crisis Management Practices of the Administrators in State Colleges and Universities: An Input to Policy Development

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Abstract

Crisis has pervasively remained in our lives and the society today as it ever has been, especially in this CoViD-19 era. People without any option, handle all types of crises, whether personally, professionally and/or socially. The world has never been the same as it experienced the global pandemic and different disasters, one after the other. This study was conducted and explored the crisis management practices of the Administrators in Selected State Colleges and Universities in the National Capital Region. The general framework of this study held qualitative research. The researcher foresaw a complicated situation, depicted connections, evaluated words, reported detailed views of respondents, and conducted the study in a normal setting. A researcher-made guide questionnaire was developed, validated and used to gather data and information from the respondents. The results of the study demonstrate that availability and readiness of Crisis Management Plan and/or Disaster Risk Reduction and Management Plan and the likes of any institution put them ahead of any challenge that will come a surprise in any phases of the crisis event. In conclusion, we must live byword: "Being forewarned is being fore-armed."

Keywords: Crisis Management, Management Plan, Risk Disaster Management, Risk Reduction

Introduction

Crisis has pervasively remained in our lives and the society today as it ever has been, especially in this CoViD-19 era. People without any option, handle all types of crises, whether personally, professionally and/or socially. The Philippines, being an archipelago, perched on the Ring of Fire as an arc seismic activity in the Pacific Region, is indeed considered one of the calamity susceptible countries in the world. From typhoons to tsunamis, to volcanic eruptions, and to earthquakes, all of these are alarming and inevitable because crises, disasters and emergencies

including health emergency like a pandemic know no boundaries. They had taken thousands and millions of lives and destroyed properties. These did not exclude the vulnerability of State Universities and Colleges (SUC). It is imperative that all the SUC stakeholders should have to be ready with these devastating events as we all experienced the global pandemic and different disasters, one after the other.

Moreover, in handling these crises and/or disasters, the National Disaster Risk Reduction and Management Plan (NDRRP) 2011-2028 was developed by the Philippines Risk Reduction and Management Council (PDRPMC) as a fulfillment of the requirement for the implementation of the Republic Act No. 10121, otherwise known as "Philippine Disaster Risk Reduction and Management Act of 2010". As mandated by law, the Office of Civil Defense (OCD) creates and implements the plan, ensures that the physical structure, economic, social and environmental plans of provinces, cities, municipalities, villages and communities are consistent with it. The visibility of SUCs in these local government levels has prompted the SUCs to not be left behind.

It is in the same direction, this study was conducted and explored the crisis management practices of the Administrators in Selected State Colleges and Universities in the National Capital Region.

A. Background of the Study

In the past 20th century to the recent years, crises and disasters have been devastated millions of people worldwide.

As defined, Crisis management is the process by which an organization deals with an unexpected and disruptive event that threatens to damage the organization or its stakeholders. It attempts to lessen or prevent the negative outcomes of a crisis and thereby protect the industry, organization and stakeholders from harm. Coombs (2007) emphasizes that, it has a set of four complementing factors, in particular, a) prevention, b) preparation, c) response, and d) revision.

The administrators and managers, who are players and run each sector of the society are shaken when crises arise. Natural disaster is an act of nature of such magnitude as to create a cataclysmic situation (World Health Organization). It is obviously one of the many causes of crisis management. Commonly, the natural disasters known to all are floods, tsunamis, hurricanes, and earthquakes. Some of all these disastrous events are notably the deadliest natural disasters of all times as these ravaged various parts of the world which affected even the smallest units of the society.

The Coronavirus Disease (CoViD-19) outbreak, which was initially detected in Wuhan, China on December 2019 has caused the ongoing global pandemic. This epidemic prompted the World Health Organization to declare a Public Health Emergency of International Concern in January

2020 and a pandemic in March 2020. On January 10, 2021, there are more than 90 million have been confirmed cases, with more than 1.93 million deaths tagged to CoViD-19.

Preventive measures recommended include disinfecting surfaces, social distancing, wearing face shields and masks in public, air-filtering and proper ventilation, covering one's mouth when sneezing or coughing, hand washing, self-isolation and monitoring for people exposed or symptomatic (U.S. Centers for Disease Control and Prevention, 2020). Several vaccines have been developed and distributed. Currently, treatments are focused on addressing symptoms while work is in progress to develop therapeutic drugs that can suppress the virus. Authorities worldwide have responded by implementing travel restrictions, workplace hazard control, lockdowns, and facility closures. Many places have also worked to increase testing capacity, as well as trace contacts of the infected.

The pandemic responses have resulted in global disruption on both economic and social, not to mention the biggest global recession since the 1930's Great Depression. This unfortunate event has led to the postponement and/or cancellation of events, shortages of common supplies worsen by panic buying, agricultural disturbance, food shortages, likewise decreased production and discharge of pollutants and greenhouse gases. Educational institutions worldwide have been partially or fully closed, and most if not all turned it to online education which most educators may work from home. Social and mass media have been source of false information. There have been incidents of discrimination and xenophobia against Chinese citizens, those perceived as being Chinese or as being from areas with high infection rates, frontliners and those who were reported CoViD-19 positive.

Looking back in world history, the world has recorded the 10 highly destructive disasters of the 21st Century (Zarin, 2020) such as: Haiti Earthquake, Haiti, 2010; Indian Ocean Tsunami, Indonesia, 2004; Kashmir Earthquake, Pakistan, 2005; European Heat Wave, Europe (France, Portugal, United Kingdom, Netherlands, Germany, Spain, Sweden, Italy, Luxemburg, Ireland), 2003; Gujarat Earthquake, India, 2001; Tohoku Earthquake and Tsunami, Japan, 2011; Hurricane Katrina, USA, 2005; Afghanistan Blizzard, Afghanistan, 2008; East Africa Drought, East Africa, 2011; and, Mozambique Flood, Mozambique, South Africa, 2000.

The Philippines is no stranger to natural crises and disasters, bodies of water surround the archipelago, and it is within the "Ring of Fire" of the Pacific Ocean. From typhoons to tsunamis to volcanic eruptions to earthquakes – name it, the Philippines has experienced it. Super Typhoon Yolanda (Haiyan) in 2013 killed 6,300 people and Typhoon Pablo (Bopha) in 2012 killed 1,901 lives. These disturbed not only the entire nation but caught attention from all over the world and the affected areas have not fully recovered yet to this date.

Just last 2020, the entire nation of the Philippines was shaken by the Taal Volcano Eruption on January, Typhoon Vongfong (Ambo) on May, Masbate Earthquake on August, Typhoon Molave (Quinta) on October, Super Typhoon Ghoni (Rolly) on October-November and Typhoon Vamco (Ulysses) on November. All these resulted in the suspension of school classes, work schedules, and flights in all the affected areas.

Not only earthquakes, famines, impact events, volcanic eruptions, wildfires/bushfires, avalanches/landslides, blizzards, floods, heat waves, pandemics/epidemics, tornadoes, tropical cyclones, tsunamis, and volcanic eruptions have shocked and put the nation in crisis but the same degree of devastations can happen and have happened in educational institutions. Two higher educational institutions have suffered from the public scrutinies, angers and rants which keep on haunting them to date due to the tragedies and accidents which took the lives of their students just recently. Bestlink College of the Philippines is one among the schools which became controversial due to grave misconduct and gross neglect of duty of the school administrators and officials on the death of 15 people, 14 of them were college students and 40 students were injured on a bus accident while on school field trip last February 20, 2017. Another one is, Bulacan State University in 2014 due to the tragic death of 7 students on a river tragedy while on school field trip too. These mentioned destructions left traumas to the families of the students, educational institutions and the entire nation.

One more issue that challenges state educational institutions is activism, which is almost everyday part or content of local, national and international news. While it is acknowledged that activism, particularly the student activism is part and parcel of democratic politics, this issue for decades cannot get rid the fact that the increasing number of student activists is due to the fact that state universities and colleges in the Philippines have become recruitment beds for communist rebels, these recruitment activities pose threats not only to the educational institutions, likewise to the entire Philippine archipelago and its citizens. The University of the Philippines (UP) and Polytechnic University of the Philippines (PUP) are no stranger to student activism. For decades, they have been a bastion of activism, a battlefield of ideological and national issues threatening the government and its administration. Different mass media organizations and sectors of the government have been exposing rampaged of these identified student activists turned communist rebels all over the country. The presence of these militant groups in state educational institutions when not properly address will bring chaos and disorderliness, simply, a crisis event.

All those crisis events mentioned earlier which challenge the managers and administrators of not only the academe but of many institutions also reflect what Larsson and Rudwall (2010) have in their study which covers the seven (7) types of major crisis events developed by Mitroff (Polland

and Hotho, 2006), the current researcher tabulated the same for easier understanding of the presentation as follows:

Table 1: The Types of Crisis Events

TYPES OF CRISIS EVENTS <i>By Ian I. Mitroff</i> (Polland and Hotho, 2006)	
Crisis Events	Problems
Economic	labor strike, market crash, hostile takeovers
Informational	loss of crucial information, loss of computer information of suppliers and customers, false information
Physical	Devastation of plants, loss of material supplies, faulty products and failures
Human Resource	rise in absenteeism and accidents, violence at workplace and corruption
Reputational	Slander, false rumors, gossips, and sick jokes are all factors that may harm the organization
Psychopatic Acts	terrorism, kidnapping, hostage taking and violence
Natural disasters	Flooding, tsunamis, volcano eruptions and hurricanes

Further, due to different types of crises, Shaluf, Ahmadun, and Aini (2003) present how crisis can be distinguished in the figure below lifted from Larsson and Rudwall (2010). Between community crisis and non-community crisis is the first distinction identified, wherein a community crisis divides up into several subcategories, namely industrial, non-industrial, and natural crises. An industrial crisis is a consequence of socio-technical disasters, including, computer problems, stadium fires, product recalls, and rail crashes and the likes. Further, the non-industrial crisis involves political and non-conflict crisis. Moreover, the non-industrial crisis categorizes into two, such as, conflict type and non-conflict types situation of crises. On the other hand, a natural crisis is the outcome of a disaster in nature, e.g. flooding, tsunamis, volcano eruptions, and earthquakes.

Figure 1: The Distinction of the Types of Crises



Source: Adapted from Shaluf, et. al, 2003
(Larsson and Rudwall, 2010)

All these identified crisis events and distinctions, which challenge the managers and administrators are shared responsibilities of all institutions, nonetheless of the academic institutions. These are among those occurrences which cannot be controlled and prevented even the government and humanitarian agencies, but they are one in meeting immediate needs of affected people. They are unanimous in working to help the communities reduce risks, likewise, aid themselves when crisis strikes as it can alleviate effects if people are prepared.

Henceforth, managing crises is a serious organizational responsibility. Negligence can result in serious losses to stakeholders, organization, or collapse its very existence. Practitioners in public relations are an integral part of crisis management groups or teams. Thus, a set of crisis management experiences, lessons and best practices gleaned from administrator respondents of higher educational institutions would be beneficial references for those who would like to learn various strategies in handling such.

There are leaders around the world who are in the long run successful in juggling numerous demands, however, not all leaders attain the desired results when they encounter situations that require different decisions and responses than usual. Most often, managers depend on common leadership approaches that work well in one set of circumstances but fail in others. It is noticed that these approaches fail even when logic indicates they prevail. The answer is always in the presumption of organizational practice and theory that a certain level of order and predictability exists in the world. This belief is grounded in the Newtonian science that supports management science, promotes simplifications that are useful in given circumstances. Like many other, circumstances change, but, as they become more complicated, the simplifications may not succeed.

Thus, the idea that “a good leadership is not a one-size- fits-all”, seems correct.

This research paper focused on Crisis Management Practices of the Administrators in State Universities and Colleges in the National Capital Region. In the wake of major incidences in high school, college, and university, the researcher evaluated the established practices and opportunities to establish crisis management plans. True enough, this study has importance to the leaders across domains and contexts, it will also have importance for leaders in higher education in developing a comprehensive plan for crisis management. It will pave way to opportunities for leaders to consider their strategies in creating crisis management procedures employing a theoretical foundation of transformational type of leadership.

Statement of the Problem

This study aims to assess the Crisis Management practices of State Universities and Colleges (SUC) in the National Capital Region (NCR) to develop a sustainable crisis management plan. Specifically, it tends to carry out the following sub-objectives:

1. To identify the potential crisis events experienced by the subject SUC from ten/five years ago to date that may have affected the everyday activities of the SUC directly and indirectly and their possible consequences.
2. To determine the direct and indirect impact of the identified potential crisis events on the operation of the SUC.
3. To identify best practices on Crisis Management of the subject SUC along with the following phases of the Crisis Events:
 - 3.1. Pre-Crisis,
 - 3.2. During the Crisis, and
 - 3.3. Post-Crisis
4. To develop a sustainable Crisis Management Plan for SUCs in the National Capital Region.

Scope and Delimitation of the Study

The scope of this study was confined to assess, identify and determine the Crisis Management Practices of the Administrators in State Colleges and Universities in the National Capital Region.

Further, the “Administrators” involved in this study are those key officials who are legally appointed or elected whichever the case may be, to manage and dispose responsibilities to perform their official duties.

And, the State Universities and Colleges in the National Capital Region refer to the institutions with ecology and environment similar to the researcher's workplace identified as follows:

- ✓ Eulogio Amang Rodriguez Institute of Science and Technology (EARIST)
- ✓ Marikina Polytechnic University (MPU)
- ✓ Philippine Normal University (PNU)
- ✓ Philippine State College of Aeronautics (PHILSCA)
- ✓ Polytechnic University of the Philippines (PUP)
- ✓ Rizal Technological University (RTU)
- ✓ Technological University of the Philippines (TUP)

METHODOLOGY

Research Design and Sources of Data

The general framework of this study held qualitative research. Creswell (2018) defined Qualitative Research as understanding of an inquiry process based on recognizably different or distinct methodological traditions of inquiry that explore a human or social problem. The researcher foresaw a complicated situation, depicted connections, evaluated words, reported detailed views of respondents, and conducted the study in a normal scenario or setting. It is a subjective and systematic approach to put emphasis and explain what is happening in daily life, more so to give them meaning (Burns and Grove, 2009).

Also, this research study is exploratory in nature. Formplus (2021), an online platform which propagates seamless data collection describes the process of investigating an issue that has not been investigated or studied thoroughly in the past is called- Exploratory Research. It is the type of research which is typically conducted for an existing problem to be understood better, however, does not lead to a final result. Further, it is used in the event of gaining familiarity with an existing phenomenon and to acquire new perception to accurately understand the problem. It is basically based on general concept and the results of the research are used to seek out related concerns with the topic of the inquisition. The same is stressed by the TUP Graduate Program Director, Dr. Juanatas (2021) in a professional inquiry. Further, the process of the research varies according to the finding of new data or insight in exploratory research. It is referred as grounded theory approach or interpretative research, the results of this exploration provide answers to questions like what, how and why according to Chametzky (2016).

Narrative strategy was also used, a qualitative strategy, which the researcher observes the lives of individuals as one or in group to come up

with stories about their lives. The narrative is often retold or re-storied by the researcher into a chronological manner. Qualitative procedures was used in collecting information, then analysis takes place on two levels, once at the general qualitative level based on Creswell (2018), then again using the analysis steps placed within the exact plan. It includes narrating the stories of the participants using systematic devices such as denouement, climax, activities, setting, and plot (Clandinin & Connelly, 2000).

The focus of the researcher was to analyze the results of the survey among the target respondents. A researcher-made guide questionnaire was developed, validated and used to gather data and information from the Administrator respondents of State Universities and Colleges in the National Capital Region.

Respondents and Locale of the Study

The Administrator respondents are the Vice Presidents for Administration of SUCs in the NCR. They were selected in purpose or intentionally to participate in this exploratory endeavor. Purposive sampling is also called as judgment sampling, it is defined as “the deliberate of choice of a participant due to the condition the respondent possesses (Ilker, 2016). Purposeful sampling as conceptualized by Creswell and Poth (2018) is commonly used in qualitative research, that means the interviewer selects sites and individuals to be observed, for a reason that they can purposefully inform the respondents of the research problem and central phenomenon of the investigation.

Data and Information Gathering Procedure

The realization of this study was carried over from SY 2020-2021 to SY 2022-2023. It strongly considered importance and significance of the target institutions’ ecology and environment to the researcher’s workplace whether or not the use of technology is involved. A guide questionnaire was developed and validated by the circle of experts, which the researcher used to gather data and information with regard to the Crisis Management Practices of the Administrators in SUCs in the NCR.

Research Instrument

The data and information were gathered through the researcher-made interview guide questions with the two major parts and sub-parts as follows:

- i. The Robofoto
- ii. The Interview Guide Questions
 - a. Crisis Events Identification
 - b. Level or Impact of the Crisis Events
 - c. Crisis Management Practices

The Robofoto (Dutch word) is a cartographic sketch of the subject according to Kelchtermans & Ballet (2002), it is simply the Socio-Demographic Profile of each Administrator respondent of the academic institutions involved in this study.

Further, the second part has the set of organized guide questions which identified, assessed and determined the Crisis Management Practices of the Administrator respondents in the selected State Colleges and Universities in the National Capital Region.

RESULT AND DISCUSSION

Crisis Identification

Crises are unlikely changes in the environment and humanities, particularly when they happen abruptly with little or no warning at all. Broadly, a crisis event is a testing time for an emergency just like what happened during the Cuban Missile Crisis (1962). In accordance with Coombs, (2007), it is the sight of an unpredictable incident which threatens significant expectancies of stakeholders and can gravely impact an organization's performance and may result to negative outcomes. Moreover, it is a period or any event that will or might cause instability and dangerous situation affecting an individual, group, organization, or the entire society.

These observations above hold true as the Administrator respondents of SUCs in the NCR identified crisis events, recognizing the events which affect an individual, group, or the society and put them in a dangerous and unstable situation.

Early discussion and as presented on the Table 1 in the first part, these crisis events identified by the administrator respondents greatly affected all the operations of the institution which left not only lessons but served as reminders not to take for granted the call of the national government by enacting the Republic Act No. 10121 (RA RA 10121 of 2010) or the *"Philippine Disaster Risk Reduction and Management Act of 2010"*.

While this RA 10121 was enacted in 2010, we still suffer the aftermath of crisis events all over the country during the early 2010s. On the other hand, we are now more responsive and immediately can reach out and bring assistance to the affected areas of natural crisis events in the recent few years to this date.

Table 2: The Summary of the Crisis Events Identified by the Respondents

Crisis Events Identified	Name of the Institution						
	EARIST	MPU	PHILSCA	PNU	PUP	RTU	TUP
Earthquake				✓	✓		
Fire							✓
Global Pandemic (CoViD 19)	✓	✓	✓	✓	✓	✓	✓
Typhoon/Floods	✓	✓			✓		✓
Volcanic Eruption					✓		

Table 2 shows the Summary of the Crisis Events Identified by the Respondents such as: Earthquake, Fire, Global Pandemic (CoViD 19), Typhoon/ Floods and Volcanic Eruption.

Vice President for Administration and Finance Monsad of TUP clearly stated during the interview, *“We, Filipinos learned the hard way but seems never learned the way we treat crises and disasters, we should stop the “bahala na” attitude and ACT NOW, DO NOT DELAY!”*.

Impact of the Identified Crisis Events

Planning to avoid a crisis is similar to how you view and plan for the inevitability of taxes and death: not out of fear or weakness, however, out of the force that comes from knowing you are prepared to face life and play the hand that fate deals you (Fink, 2016). According to Nudell & Antokol (2008), anticipative planning, which includes preemptive procedures that have been tested and revised over time and that can be implemented by personnel who are carefully selected, properly trained, and secure in their authority and procedures is necessary to effectively manage a crisis for success. Miller (2012) concurs, expressing that anticipatory attitude towards crisis will not only reduce the actual destruction experienced by the organization, it may positively affect the public’s perception of the organization’s response to the crisis.

In table 3, it shows that the Administrator respondents of SUCs in the NCR responded from their actual experiences how these crises affected them.

The crisis events and disasters are serious events which can be real or perceived. These disrupt routinary activities and impact unfavorably on the performance of any institution in the immediate to short and long period of time.

We may think the crises will never affect us, but these can strike any institution be it educational institution, tourism business, industrial organization, small or large and making it inconvenient or even undoable to continue the usual daily activities.

These crises can arrive with or without warning- typhoon, flood, fire, terrorist threat, disease outbreak, or unwelcome media attention. Even if we are confident that we are not in a disaster-prone place or area, how the media handles it in disseminating information may negatively impact all the stakeholders of any institution or organization.

The next paragraphs discuss how each institution was affected by the impact of the identified crisis events.

Vice President for Finance and Administration Malitao expressed that, *“The damages of affected campus facilities created by the recurring experience of earthquakes push the university to establish PNU Disaster Risk Reduction Management Plan.”*

Table 3: The Summary of Impact of the Crisis Events

Crisis Events Identified	Name of the Institution						
	EARIST	MPU	PHILSCA	PNU	PUP	RTU	TUP
	Impact of the Identified Crisis Events						
Earthquake				Damaged affected campus facilities	Interruption on the normal operations		
Fire							Damaged the affected facilities (COS-CLA Bldg. where the Registrar and Library are located)
Global Pandemic (CoViD-19)	Major change on the work mode of all the personnel and establish online learnings	Implemented Work From Home (WFH) scheme	Utmost interruption on all operations	Disrupted all operations	Changed on the delivery of service	Shifted the mode of instruction and administrative services online	Disrupted all operations and immediately created the Technical Working Committee in response to the CoViD-19 pandemic other than following the government protocols.
Typhoon/Floods	Disturbance on the normal operations	Interruption on the normal operations			Interruption on the normal operations		Damaged the facilities, file of records, fixtures and supplies , including trees and plants
Volcanic Eruption					Stopped of operation in Batangas Campus		

In the early 2000, *“The fire incident due to overloading of electricity in TUP damaged the facilities of COS-CLA Bldg., where the Registrar and Library are located.”*, narrated by Vice President for Administration and Finance Jonathan M. Monsad.

On the current **global CoViD 19 pandemic**, RTU Vice President for Finance and Administration, Dr. Rowena T. Sanchez mentioned that, *“The*

University shifted the mode of instruction and the administrative are shifted online.”. Also, the Vice President for Administration and Finance of PHILSCA, Dr. Rowena S. Navera lamented, “The global pandemic hindered to finish face-to-face classes during the 2nd semester of 2019 to 2020, and no means of transportation for employees and students during the lockdown on March to June 2020.”.

The Philippines is prone to typhoons and calamities because of its location. Its position just above the equator, facing the western Pacific, shows very little land to absorb the strength of storms before they hit land. Warm and tropical waters cause storms, which approximately produce twenty (20) typhoons in a year. The Chairperson of the Environment Occupational and Health Safety (EOHS), Dr. Maria Sheila M. Orosco, shared that, *MPU has been always affected by floods and each time, interruption on the normal operations of the university takes place and it saddens all the stakeholders and the entire institution.”. Also, VPAF Monsad of TUP recalled, “Typhoons Ondoy and Habagat brought extraordinary rainfall and severe **flooding** which damaged the facilities, file of records, fixtures and furnitures, including trees and plants in the campus.”.*

Vice President for Administration Adam V. Ramilo of PUP mentioned the Taal volcanic eruption in 2019, *“Though, PUP Manila Campus was not greatly devastated by the Taal eruption, it still affected the operations, similarly with other institutions and organizations, this caused to stop all the academic operations in Batangas Campus and made it as an evacuation center for the closest LGUs.”*

With the above chronicles of the impact of the crisis events, it is necessary to be vigilant on all types of potential crisis events which may directly affect the operations of the institution and organization, or indirectly through a carry on effect when developing a crisis or risk management plan, which all these crisis events call for.

Thus, the key to corporate survival is proper handling of crisis management, since crisis management is with regard to seizing the initiative – it is putting a restriction of what has happened before it overturns the company or organization (Larkin & Regester, 2008).

Crisis Management Practices in the Different Phases of Crisis Events

The onset of crisis in organizations is a common occurrence in our contemporary environment. Not only the researcher observed a number of crisis events in the Philippines and in various countries around the world due to the growing number of crisis events both man and natural causes. These did not exclude the vulnerability of state universities and colleges. But, despite all these crises we all have experienced, crisis management remains an issue not to be taken for granted. The same issue pressed the researcher to pursue this study to contribute in addressing the crisis not only in the organization where she is connected but to the society as a whole.

It is obvious that crisis management is a complex thing. It has three (3) phases such as: 1) pre-crisis, 2) crisis response or during crisis, and 3) post-crisis. First, the pre-crisis phase deals with preparation and prevention. Secondly, the crisis response phase is when management responds to a crisis event. Lastly, the post-crisis phase is when concerned personnel looks for ways to better prepare for the next crisis and fulfills commitments made during the crisis phase which includes follow-ups and updates of information. The three phases of crisis events management likewise serve as the organizing framework of this research work.

Table 4 summarizes the Crisis Management Practices in the Different Phases of Crisis Events – pre, during and post as expressed by the Administrator respondents of State Colleges and Universities in the National Capital Region.

While different studies discussed lengthily the related literature as regards to Crisis Management, the researcher stresses on the preparedness and readiness in responding to any crisis event that may happen at any time. Bowen-Hartung and Brown (2013)'s explored a potential connection between emergency preparedness and the theoretical framework of transformational leadership, they concluded that the higher education administrator can learn further from looking into major historical incidence of campus crisis. From each of the experienced situations and scenarios, administrative adjustments were made for the protection and increased safety of the institution.

Crisis event is unpredictable and preparing a contingency plan is not easy, looking at the past to the recent, enough incidents have happened that some generalizations may be made that would be useful next and after the next crisis event occurred. In reality, emergency response plans are now being adapted to various crisis events.

Table 4: The Summary of the Crisis Management Practices in the Different Phases of Crisis Events

Name of the Institution	Phases of Crisis Events	Earthquake	Fire	Global Pandemic (COVID 19)	Typhoon/ Floods	Volcanic Eruption
EARIST	Pre-Crisis			Become strict on the implementation of the health protocols	Ready the University Disaster Risk Reduction and Management Plan	
	During the Crisis			Follow government recommendations, protocols and procedures	Implement the University Disaster Risk Reduction and Management Plan	
	Post-Crisis			Ready the plan for <u>Face-to-Face</u> modality for both working personnel and students	Design the infra projects/buildings that can stand to the danger of this crisis event	
MPU	Pre-Crisis			Become strict on the implementation of the health protocol	Ready the Environment Occupational Safety and Health Program (EOSH)	
	During the Crisis			Give aids to the teaching and non-teaching personnel	Implement the Environment Occupational Safety and Health Program (EOSH)	
	Post-Crisis			Ready the retrofitting plan for <u>Face-to-Face</u> modality for both working personnel and students	Design the infra projects/buildings that can stand to the danger of this crisis event	
PHILSCA	Pre-Crisis			Learning Continuity Plan (LCP) would have been implemented earlier		
	During the Crisis			Faculty and personnel extend help, provide necessities to students who are stranded during March to April 2020, the students are also transported to their provinces.		
	Post-Crisis			A Technical Working Committee (TWC) is formed in 2021 to facilitate the preparations for gradual face-to-face (FTF) modality.		
PNU	Pre-Crisis	Establish PNU Disaster Risk Reduction Management Plan		Establish risk management program		
	During the Crisis	Implement emergency protocols		Implement overall Safety, security protocols, risk management programs, and other contingency plans		
	Post-Crisis	Assess the effect of the crisis, revisit and enhance the Disaster Risk Reduction Management Plan and provide trainings		Assess the effect of the crisis and revisit and enhance the Crisis Management Program		

PUP	Pre-Crisis	Ready the University Disaster Risk Reduction and Management Plan		Become strict on hygiene protocols	Ready the University Disaster Risk Reduction and Management Plan	Prepare Belenqas Campus as Evacuation Center
	During the Crisis	Implement the University Disaster Risk Reduction and Management Plan		Follow scientific recommendations, protocols and procedures	Implement the University Disaster Risk Reduction and Management Plan	Open Belenqas Campus as Evacuation Center
	Post-Crisis	Design the infra projects/buildings that can stand to the danger of this crisis event		Hygiene kits will be part of the purchasing plans	Design the infra projects/buildings that can stand to the danger of this crisis event	Plan to make sure that the campus is resilient to this kind of crisis event as it is offered to LGUs to serve as Evacuation Center
RTU	Pre-Crisis			The University would have instituted the gradual shift to online modalities on instruction and administrative functions online		
	During the Crisis			Implement the Public Service Continuity Plan of the Rizal Technological University		
	Post-Crisis			Review the crisis events handling if there's a need to improve and establish organizational resiliency		
TUP	Pre-Crisis		Unprepared, and it damaged the COS-CLA Bldg.	Follow the government protocol	Extra-ordinary typhoons (Codan , Jobogot), which severely damaged the university.	
	During the Crisis			Be human, conquer fear and follow government protocol		
	Post-Crisis		Increase electric capacity	Follow the government protocol	Design the infra projects/buildings that can stand to the danger of this crisis event, learn from the crisis events and continuous learnings	

Crisis management can be handled effectively by handling the threats in a sequential manner. Public safety has to be the primary concern during a crisis event. Inefficiency to address public safety increases the damage from a crisis and may worsen the situation. Financial concerns and reputation are taken care of after public safety has been addressed. Fundamentally, crisis management is designed to save and protect an organization and its stakeholders from harm and minimize the danger brought by threats. Managing crisis events is a process designed to prevent or lessen the damage a crisis can cause in an organization and its stakeholders (Coombs, 2007).

Further, Daum (2013) expressed that the ability to handle and overcome a crisis and its aftermath are critical for the success of any organization.

When the crisis is finally over, we are not done yet. Our written or spoken communication after the event can make or break the organization, it can restore trust and routinary educational processes, likewise, drench and/or dampen rumors.

Best Practices

There have been comprehensive discussion on related literature on the best practices in the three (3) phases of Crisis Management as follows:

- (1) for Anticipating the Crisis (Pre-Crisis),
- (2) for Addressing the Crisis (During the Crisis), and
- (3) for Dealing with the Aftermath (Post-Crisis) of the Crisis.

Best practices optimize the efficiency (cost and risk) or effectiveness (service level) of the process or business discipline which it contributes, more so, it must be replicable, transferable, adaptable, and implementable across businesses and industries (IT Gartner Glossary).

Table 5 consolidates the best practices of the Administrator respondents in Crisis and Risk Disaster Management each institution has that other may adapt and practice the same.

The Filipinos must have come to appreciate the boy scout and soldier's motto, "Be prepared.". For them, those two forceful words represent being in a state of alertness and readiness in mind and body to perform a duty, whenever it is deemed necessary. In any given situation, to "be prepared" means we are equipped, physically fit and ready to perform as necessitate. After many crisis events we endured as a nation and the development of preventive measures in any given risks or crises, most if not all have realized the importance of being prepared.

The availability and readiness of Crisis Management Plan and/or Disaster_Risk_Reduction_and_Management_Plan and the likes of any institution put them ahead of any challenge that will come a surprise in any phases of the crisis event- pre, during and post.

Table 5: The Best Practices on Crisis Management

Name of the Institution	Best Practices on Crisis Management
EARIST	The university has Disaster_Risk_Reduction_and_Management_Plan
MPU	The university has the Environment Occupational and Health Safety Program.
PHILSCA	Contact Tracing mechanism, with an app designed by the MIS of this SUC. The mechanism also includes coordination with the BHERT and LGU.
PNU	The University Protocols and Guidelines of the Phased Reopening of In-Person Classes

PUP	The university has Disaster Resilience Institute which created the Disaster_Risk_Reduction_and_Management
RTU	The presence of the Disaster_Risk_Reduction_and_Management Office (DRRMO)
TUP	The university has continuously educating all the stakeholders (Administration and Management, Faculty and other Personnel, and Students)

Thus, being ready and prepared can reduce anxiety, fear, and losses, which most often than not accompany disasters. Individuals, families and communities should always know what to do and ready in the event that a crisis arise. People can actually reduce the impact of disasters and crises, and can avoid the risk completely, only when- prepared. Be prepared. And, we must live byword: "Being forewarned is being fore-armed."

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