



EMERGENCY MANAGEMENT PLANNING ARRANGEMENT IN THE HIGHER EDUCATION INSTITUTIONS (HEIS) IN NIGERIA

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ABSTRACT

Emergency management is often described in terms such as mitigate, prepare, respond and recover. The impacts of serious event on Higher Education Institutions (HEIs) are generally detestable to staff, student and other stakeholders in HEIs. It damage reputation and effects business continuity, lessons must be learnt from major incidences in the past, while the good emergency management practices embedded in this work will raise the level of HEIs resilience and preparedness to an emergency. This research informs and suggests some good acts in emergency management arrangement with a particular reference to higher education institutions (HEIs) in Nigeria. It also become a means to honours and celebrates the new imaging examples of good practices employed in today's age of knowledge in research and development.

Keywords: *Emergency, Planning, risk, Management, preparedness, mitigation, response, Nigeria, HEIs, Education.*

INTRODUCTION

Mankind has always faced the threat of large-scale death and destruction from disastrous situations. Mention of Chibok school girls, Dapchi school girls, Federal college of education Yobe, Federal polytechnic Mubi, and a handful of

incidences around the country since the emergent of boko haram evokes powerful images for Nigerians and the world at large. Despite all the advances in technology, disasters affect, and will continue to affect, whole communities in many significant ways. Research indicates that the number of people at risk from extreme events continues to grow at an alarming rate (Paul 2009). This includes threats not only from traditional geophysical events such as earthquakes and floods, but also from anthropogenic major emergencies such as the release of toxic substances, major transport accidents and terrorist related incidents. For example, September 11 2001 a terrorist related incident in the USA leaving many dead and boko haram from 2013 to 2015 in Nigeria leaves thousands dead and even more homeless. It is no longer surprising to find societies devoting attention to major emergency preparedness and planning, and training frontline agencies to respond effectively. This involves providing planners and responders with requisite skills in a number of critical competencies, including leadership, strategic management and planning, risk management, logistics, mitigation, information management, information and communications technology, and business continuity management (Neil 2004; Kaplan & Mikes 2012).

Emergency Management Arrangement Status and Planning Schedules

A good number of HEIs emergency management arrangement status and tasks might not be clearly configured and identified. Many HEIs are void of permanent emergency planning officers. The society however expect that HEIs will have emergency planning schedules for both staff, students and other stakeholders within HEIs community, in knowing that HEIs has the roles and duties in meeting the community's expectations and needs (Umar et al 2016a; AUCSO 2014).

Emergency planning schedules integrate many existing institutional sectors like risk management, health and safety and the overall institutional progress. Emergency in HEIs is therefore referring to an incident that poses serious threat to staff, student, stakeholders and institutions reputation in HEI environment. This event requires the intervention and resilience of highly special considerations by HEIs to diminish or quench its escalation. (Umar et al 2016b; AUCSO 2014; EPUW n.d.). The emergency planning in HEIs incorporate the evolution and maintenance of stipulated procedures made to

avoid, reduce, contain, attenuate and take full control in the situation of an emergency.

HEIs must incorporate campus environmental concerns into daily operations because external sources have not proven to be effective in changing campus environmental risk valuation procedures. Over the years, government, HEIs authority and non-governmental organisations have developed means to combat the challenges associated with protecting both life and properties. Unfortunately, these efforts have not proven to be effective with the emergent of boko haram in Nigeria. This is primarily due to the fact that HEIs and other institution of learning in the country had been engulfing by the so called boko haram. However, the primary goal of internalizing emergency risks management in HEIs is to reduce campus environmental impacts by limiting the number and severity of incidents that occur within these institutions. Minimizing the number of incidents and mitigating their impacts if and when they do occur (Kaplan & Mikes 2012; Neil 2004)

LITERATURE REVIEW

Traditional approaches of addressing campus environmental business risks is comparable to the manner in which corporation must tackle financial risks. Before undertaking a project, the institution should determine all possible risks associated with tasks at the specific site and the probability of each adverse event occurring. Using a cost-benefit analysis, the institution can then estimate the total social burden of an event occurring. Using HEIs regulations and international guidelines, HEIs should then determine the total amount of the campus environmental burden that it is responsible for. While this risk analysis method is fairly ridged, adopting institution specific valuation measures and considerations will help improve the flexibility of this framework. The quality of information provided for the assessment does pose a challenge for corporations, as the impacts and probability of an event occurring are often uncertain. HEIs looking to tackle campus environmental challenges therefore may need to incorporate less traditional approaches to their risk management systems (Kaplan & Mikes 2012; Neil 2004).

Despite advances in risk management, many major emergencies occur without warning and their outcomes can be utterly destructive to society. The ability to deal with these events successfully is an extremely important management skill that can save lives and prevent much suffering. However,

notwithstanding great advances in major emergency management and the significant resources allocated to the discipline, some countries still struggle to provide that require response to major emergency situations (Paul 2009; Neil 2004)

Emergency Planning Management Arrangement

Emergency management is often described in terms of “phases,” using terms such as mitigate, prepare, respond and recover. The term “emergency management” is used here to encompass all of the activities carried out by the federal, state, and local agencies that are referred to as “emergency management agencies, and, more broadly, the efforts of the public and private sectors to deal with hazards, risks, and disasters of all types. The phases involving:

- Mitigation
- Preparedness
- Response
- Recovery

These terms have been widely used by policy makers, practitioners, trainers, educators, and Researchers as discussed below (Malcolm 2010; Reinhardt 2000).

Risk assessment and the emergency planning process

Risk are potential hazards that may be natural or manmade and which could pose a severely effects or threatens a person or organization and the capability of executing its functions. Risk is likelihood and effects of a particular threat or hazard. It indicates the possibility of an emergency emergent that could affect the institution and the extent of its impacts on the institutions (AUCSO 2008; Neil 2004). HEIs should try to explicitly and implicitly understand their local and national risks profile to develop a framework that informs their emergency planning. The institution should provide risk register for risk management in HEI (AUCSO 2008; Umar et al 2016c). The HEIs can equally make a full use of the risk assessment matrix provided in Fig 1 below; the “red” risk will require urgent action. Note that there will always be some subjective to the final scoring.

IMPACT	5 Catastrophic					
	4 Major					
	3 Serious					
	2 Moderate					
	1 Minor					
General Risk Assessment Matrix		1 Rare	2 Possible	3 Likely	4 Very Likely	5 Almost Certain
LIKELIHOOD (within next 5 years)						

Fig 1: Risk Assessment Matrix, “scoring risk on a matrix” **Source:** (AUCSO 2008)

An overview of emergency management functional cycle

Emergency management is a multidisciplinary field of study, the approach of interdisciplinary components are interwoven (Malcolm 2010), to describe emergency management in four phases as follows:

- Mitigation
- Preparedness
- Response
- Recovery

These phases have been broadly used by academics, researchers, policy makers, and practitioners as a path of a continuous process in emergency management.

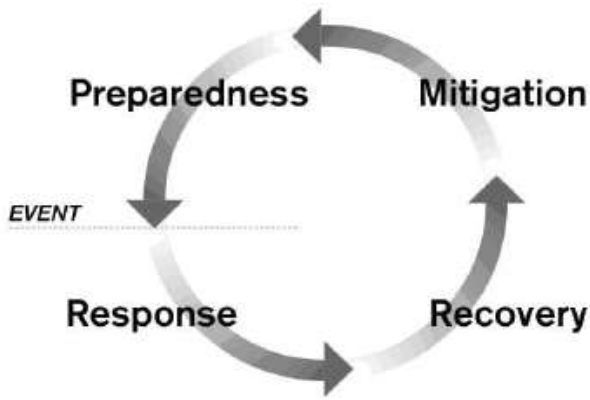


Fig 2: Emergency Management Phases, Source: (Malcolm 2010)

Recent adaptations within the phases

Although the four emergency management aspects form the theoretical foundation of emergency management approached. Recent changes adapted some descriptive variation for instance planning/preparedness is used instead of preparedness and mitigation/prevention is used instead of mitigation. Some sources now refer to five components, others to six phases rather than four (Malcolm 2010). Some of these changes should subtly incorporate perhaps for elaborate description as shown in Fig 3.



Fig 3: Recent Adaptations within the Four Phases

Developing trust and credibility in communication

Leading countries increasingly recognise the importance of good communication in order to build trust and credibility amongst their publics, key stakeholders and the media, when planning for and responding to major emergency situations. It is evident that these some countries spend considerable time and effort attempting to build and maintain levels of trust and credibility throughout all stages of a major emergency (Umar et al 2016a; Reinhardt 2000; Paul 2009) It is clear that building and maintaining a high level of trust and credibility is a demanding process. Firstly, it is difficult to engage an apathetic public in matters related to major emergencies unless a disaster situation is imminent. This makes it difficult to promote the good preparedness efforts of response agencies during the pre-crisis stage. Secondly, because of the multitude of response agencies likely to be involved in managing a major emergency, the actions or words of a single member of any of these agencies can destroy the trust and credibility of the entire preparedness and response effort. Finally, the media, always looking for new and fresh angles to their reportage of major emergency issues, sometimes focus on negative or sensational events, such as deficiencies in the preparedness and response effort. This can significantly impact on the perception of public trust and credibility of response agencies. Leading countries have recognised problems such as these and as a consequence have afforded considerable resources, effort and time to the establishment of communication sections to help deal with such issues (Umar et al 2016c; Neil 2004; Paul 2009)

MATERIALS AND METHODOLOGY

The methodology adopted for this study involves both a detailed review of national and international data and secondary qualitative deductive research. According to (Paul 2009): “No single method ever adequately solves the problem of rival causal factors as each method reveals different aspects of reality...multiple methods of research must be employed.” Consequently, this study utilises a process of data ‘triangulation’ in which multiple research methods are employed. Central to this research is a considerable amount of document review. In the review of documents, a broad range of relevant texts, together with available official literature, including reports, manuals, guidance materials and any relevant legislation extant, are examined. This

includes documentation from government, HEIs and the stakeholders in HEIs in Nigeria.

As little data exists on the subject of major emergency planning and management in Nigeria, this research is a proved of critical importance to this field. In this regard, the methodology of implementing risk management approaches in addition to traditional risk based approaches like cost-benefit analyses, there are various other strategies HEIs can utilize to embed campus environmental considerations into daily operations. Institutions have the option of exhorting employees in complying with institutional risk management strategies. Through annual publications and institutional statements on the importance of considering campus environmental threats from activities within and outside the campus, the institution can bring these concerns to the front of staff, students and stakeholders minds and to a top priority for managerial and societal awareness. There are also several kinds of incentive based approaches available for employers to use. One option is to include risk management and mitigation performance in to the promotion process. Evaluating an employees' ability to adhere to and advance institutional campus initiatives may encourage individuals to pay more attention to these campus risk management objectives. If job retention and promotion is based on these performances, there is a higher likelihood that individuals will adhere to the campus environmental risk management framework (Neil 2004; Kaplan & Mikes 2012).

CONCLUSIONS AND RECOMMENDATIONS

The desire for good practice of the emergency management in HEIs is still progressing, and continuously expanding. The aftermath of sept.11, 2001, attacks in the US made the HEIs staff, students and stakeholders anxious and worried whether HEIs might become targets of such kind of strikes, shortly after from 2013 to 2015 in Nigeria the world witness the must deadliest campus incidents where the whole school girls over three hundred persons had been taking hostages by boko haram. Aside a hand full of campus student slaughter, hostels fire and flood that have engulf some HEIs in the Nigeria. This paper advice on the modification of specific HEIs emergency resilience and preparedness rather than the more generic plans. This shift had a unanimous acceptance that emergency management is integral part of the staff, students,

and the entire stakeholders in HEIs decision-making. These developments prompted a new adaptation in the framework for emergency management in HEIs. HEIs should provide a complete framework for emergency management responses covering all sites and campuses, and should apply to all staff, students and other stakeholders in the environment. HEIs should harmonize their emergency preparedness plans with governmental and other organisational entities.

Incorporating campus environmental risk considerations into daily operations may be achieved through a variety of routes. Initially, the institution may need to restructure corporate policies and goals to establish a greater emphasis on precautionary measures and campus environmental good works. Adjusting the institutional plan to integrate campus environmental risks and goals with both the social and economic objectives of the HEIs may prove to be the simplest way to accomplish this task due to the high degree of interconnectivity between society, the economy and the campus environment. Externally promoting the changes in institution objectives holds the HEIs liable for their actions. Advertising and public statements can help the institution inform shareholders, staff, and the students of their new campus policies and objectives. This institutional transparency may help develop campus relations if the institution adheres to these promises, but this new prestige can also come at the cost of losing relation if the institution fails to meet these explicitly stated standards (Park et al 2011; Reinhardt 2000)

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