

CONTENTS

Executive Summary	1
Introduction	5
Principles That Guided Our Discussions	6
Crisis Management Model	7
Prevention	9
Campus Climate and Culture	9
Training and Awareness	11
Mental and Behavioral Interventions	13
Infrastructure and Policy	15
Preparedness	17
Role of the President	18
Campus Police/Security	19
Communications Plan	20
Special Consideration in Mass Casualty Situations	21
Media	22
Academic Affairs and Faculty	23
Training	24
Response	26
Timely Notification	26
Responding to the Needs of Students	27
International: Crisis Abroad	28
Recovery	29
Moving On	29
Psychological First Aid	29
Process and Learning from the Incident	29
Debriefing	30

Conclusion	30
References	31
Appendix A: Campus Violence Working Group Members	32
Appendix B: Resources	33
Appendix C: Charts from Dunkle, Hollingsworth, Barr, Crady and Duncan Workshop (2007)	36