

Crisis Communications: Strategies for Succeeding in the Court of Public Opinion During Difficult Times

United Educators Roundtable

Wednesday, May 6, 2009
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Speaker Biographies

Norm Arkans is the associate vice president of communications and media relations at the University of Washington. Since 1985, he has managed the institution's responses to newsworthy events, both internally and externally. Arkans also chairs the university's crisis communications committee and leads its crisis communications team. He has a Bachelor of Arts degree in English from Franklin and Marshall College and a masters and PhD in English literature from the University of Washington.

Meredith Hartley is the director of public affairs and external relations at Loyola University New Orleans, where she supervises the production and dissemination of internal and external communications. Following Hurricane Katrina, she helped create a comprehensive crisis communications plan for the university. Prior to joining Loyola, Hartley owned a public relations firm, worked in the health-care industry in public relations and marketing, and was a news reporter for several newspapers. She has Bachelor of Arts degree in journalism and anthropology from Auburn University.

Teresa Valerio Parrot is vice president of SimpsonScarborough, a public relations firm specializing in educational institutions. Before joining SimpsonScarborough, she worked in various roles for the University of Colorado System. In 2004, she was appointed by the Colorado University Board of Regents to assist the board on policy and media issues. Valerio Parrot has a master's degree in public administration from the University of Colorado, where her studies focused on state and local government and nonprofit management.

Alyssa Keehan (moderator) is risk counsel at United Educators, where she advises educational institutions on premises liability issues involving contracting, security, residence hall safety, and athletics. Keehan previously worked as a general liability claims attorney at United Educators, where she handled hundreds of claims against colleges and universities. Prior to joining United Educators, she was the manager of business and legal issues for the National Association of Professional Insurance Agents. She also worked in legal positions at the Chicago Board of Education and the Office for Civil Rights, U.S. Department of Education. Keehan earned her BA in politics from Princeton University and JD from Loyola University of Chicago.

Roundtable Agenda

The Need for Crisis Communications Planning

- Types of crises an institution may face
- Using communications to manage a crisis
- Planning to ensure effective communications

The Components of a Crisis Communications Plan

- Creating a crisis communications team
- Identifying the institution's key audiences
- Identifying and training the institution's spokespersons
- Gathering facts before communicating
- Using different modes of communication to get out the facts

The Application of Planning Strategies to Two Sample Scenarios

- Campus shooting scenario
- Sexual misconduct scenario

New! Crisis Communications Coverage

When you have both your primary General Liability (CGL) and Educators Legal Liability (ELL) with UE, you have an added benefit: **UE is adding Crisis Communications Coverage to the Coordination of Coverage Endorsement** that applies to these policies. At no additional charge, this supplementary coverage provides up to \$50,000 in public relations (PR) expenses for certain crisis events that require specialized planning and communications services.

Why Crisis Communications?

There are certain crises that require dedicated PR assistance even for well-managed educational institutions. In a time of crisis, expert guidance can be invaluable in helping to protect your reputation while you focus on recovery and managing the physical and legal aspects of the crisis.

At United Educators, we believe that the best claim is the one that never occurs. Often, a proactive approach to a crisis will save the institution from unnecessary damage to your reputation. The availability of this benefit will provide immediate assistance when you need expert communications guidance to help you through difficult times.

How It Works

- **The coverage begins on policies with Coordination of Coverage Endorsements effective 6/1/08 and later.** A crisis (the actual or threatened adverse publicity) has to occur within the Policy Period to trigger this coverage.
- An underlying event (the event that precipitated the adverse publicity) would have to occur (or have occurred) while the member institution has both primary GL and ELL with UE and have occurred within the last three (3) years.
- Member institutions can choose from our panel of pre-approved PR firms. These are public relations firms only—not defense or legal firms. **If you are eligible for coverage, you may contact an approved PR firm without prior approval from UE.**
 - When a crisis occurs, engaging an approved PR firm triggers the first \$15,000 of coverage. No deductible or copay will apply.
 - **The member institution should then contact UE within seven days to confirm coverage and assess the need for additional options.**
 - With prior approval from the UE Claims Department, an additional \$35,000 in coverage is available when necessary.

What Events Are Covered?

UE's Crisis Communications Coverage covers a broad range of crises **when the event could cause material damage to your institution's reputation**. The application of this benefit does not have to be tied to a liability occurrence or wrongful act by the institution.

Examples of Events That Could Trigger Crisis Communications Coverage

- The unexpected death, incapacity, or criminal indictment of the institution's leadership (trustee or officer).
- An outbreak of food poisoning in a campus cafeteria leaves several students and faculty severely ill, and local press reports point to lax sanitation at the institution.
- A large police drug raid nets dozens of students and several faculty, and a state prosecutor publicly charges that the institution is "soft on drugs."
- A tornado, flood, or other natural disaster significantly damages the institution's campus or causes significant injury.
- A professor rents a small plane to fly a group of students to Mexico for a study abroad program, and all aboard are killed in a crash. The crisis communications benefit could be triggered even if liability for the crash is not covered by UE (aircraft exclusion).

Want to Learn More?

For more information about UE's Crisis Communications Coverage, please visit www.ue.org/crisiscomms or contact your broker.

This document is intended to provide a general summary of coverage provided by United Educators' policies and to suggest areas of difference that brokers should consider when analyzing policies for clients. The information contained on this document does not amend or extend the actual policy of insurance. Coverage specifics will vary with institutions, and endorsements may affect coverage. Coverage is provided only by the terms, conditions, and limitations in the actual insurance policy issued by United Educators.



United Educators has a Best's Rating of A (May 2007).
For the latest rating, access www.ambest.com.

Crisis Communications Plan

University of Washington Office of Media Relations and Communications Updated October 2007

I. Purpose

This plan provides guidelines for communicating within the university, and from the university to the media and the public, in the event of an emergency or crisis.

Disasters, emergencies and crises disrupt the university's normal activities and may require activation of the UW's Emergency Management Plan (<http://www.washington.edu/admin/business/oem/ep/>). This Crisis Communications Plan describes the role of Media Relations and Communications and News & Information in communicating vital information to members of the UW community and the public.

This plan is to be flexibly used with emergency decision-making procedures of the university.

Elements should be tested annually in conjunction with campus-wide emergency drills. Appendices should be checked for accuracy and completeness at least annually.

II. Objectives

1. Determining whether the situation requires invoking this plan.
2. Assembling a Crisis Communications Team to recommend responses.
3. Implementing immediate actions to:
 - a. Identify key constituencies who need to be informed.
 - b. Communicate facts about the situation and minimize rumors.
 - c. Restore a sense of confidence and order.

III. Procedures

1. Assessment – People who become aware of a potential crisis or emergency must contact the Office of Media Relations and Communications. The Executive Director or his designee will determine whether it is appropriate to invoke this plan and convene a Crisis Communication Team. If this is done, the executive director will inform the President and the Vice President of External Affairs, as well as other appropriate university officials.

2. Crisis Communications Team – The Crisis Communication Team comprises people whose organizations may play a critical role in addressing the crisis, including representatives of the following:

- Media Relations and Communications

- University Police
- Computing and Communications
- Human Resources
- Student Life
- Attorney General's Office
- Office of the President
- The affected unit(s)

The above list is not meant to be exhaustive.

Time is of the essence in communicating crucial information to the university community and the news media, and the team will be assembled as quickly as possible. Based on the timing, location, and severity of the incident(s) or event(s), this may occur either in-person or virtually. The Executive Director of Media Relations and Communications will determine when a sufficient number of the team is engaged.

Appendix A contains a list of key Crisis Communications Team members and their contact information. For each primary member, there are at least two alternates.

The Crisis Communications Team will authorize the following:

3. Spokesperson: Generally, this is the highest-ranking individual who has direct knowledge of the events or the Executive Director of Media Relations and Communications. The individual selected will have the highest credibility and understanding of the events surrounding the crisis. Public information officers may fill in for these individuals if the crisis is prolonged, but they should not be the initial responders to the general public, the media or the university community.

4. Notifying Key Constituencies: The Crisis Communications Team will determine which groups need to be informed first. It is important to keep in mind that people will seek – and believe – other sources of information (e.g., news reports, rumors, word of mouth) in the absence of official communication. Effective communication will help quell rumors, maintain morale and ensure public safety. Appendix B contains a description of the communication tools, their possible applications in a crisis, and who can operate those tools.

Key constituencies include:

- Students
- Faculty
- Staff
- Parents of students
- Board of Regents
- Public officials—Governor, Legislators, Mayors
- Alumni
- Neighbors

- General Public
- News Media

5. Fact sheet: As soon as possible after the incident, a fact sheet will be prepared to supplement communication with key constituencies and information provided to reporters by the spokespersons. It will be approved by the executive director and checked for accuracy by those with a direct knowledge of the crisis. Fact sheets released publicly or posted to the Internet must be time stamped and updated as information changes.

6. Alerting the media: The Director of News and Information, in consultation with the executive director, should decide on the best way(s) of reaching the news media. In cases where a crisis is likely to be prolonged and/or especially complex, the director may choose to create a Joint Information Center and/or a news media briefing center to coordinate the information flow and assure that the right people are involved in collecting and disseminating information. Consideration will be given to appropriate media staging locations that can accommodate vehicles such as satellite trucks. Communication with the media must occur frequently, as new information is known. Information from news briefings may be captured in audio and/or video and posted to the Internet, along with updated fact sheets. Effort will be made to monitor news coverage in key media and correct significant inaccuracies, either in those media themselves or in material distributed by the university.

In general, the university will welcome reporters and allow them as much access as public safety and good taste permit. Public information officers will facilitate access to key knowledgeable individuals and respond quickly to as many requests as possible. Communication must occur early and often but be confined to the facts. All information must be conveyed with an eye toward what will be most important to various publics.

IV. Plan Testing and Validation

This plan shall be updated and tested at least once a year. Full activation of the plan will be incorporated into the UW's annual Emergency Operations Center disaster exercise. Responsibility for updating the Crisis Communications Plan rests with the Executive Director of Media Relations and Communications.

V. After-action Report/Review (AAR)

Within a week of the crisis, the Executive Director will convene the Crisis Communications Team for a review of lessons learned. This AAR may be used to provide summary information to a more comprehensive campus-wide AAR coordinated through UW Emergency Management.

Attachments

- Appendix A: Crisis Communications Team contact information
- Appendix B: Crisis and Mass Communications Tools

Appendix A: Crisis Communications Team Call-out List

NOTE: Home and Cell #s have been removed for privacy/security reasons

NAME	WORK	CELL/PAGER	HOME	FAX	E-MAIL
<u>Media Relations & Communications</u>					
Norm Arkans	543-2560			543-5651	arkans@u.washington.edu
Bob Roseth	543-2580			685-0658	roseth@u.washington.edu
Gina Hills	543-2561			543-5651	ghills@u.washington.edu
<u>University Police</u>					
Vicky Stormo	543-0521			685-8042	vpeltzer@u.washington.edu
Ralph Robinson	685-2550			685-8042	rrobin@u.washington.edu
Ray Wittmier	616-2114			685-8042	rcop@u.washington.edu
<u>Computing & Communications</u>					
Scott Mah	543-5411			685-6855	scottm@cac.washington.edu
Tammy Stockton	616-5150			221-5107	tammys@u.washington.edu
Andy Ward	221-4522			221-3843	award@u.washington.edu
<u>Human Resources</u>					
Mindy Kornberg	685-4730			616-1081	mindyk@u.washington.edu
Liz Coveney	543-2815			616-1081	econ@u.washington.edu
Bruce Miller	685-2839			616-1081	brucefm@u.washington.edu

NAME	WORK	CELL/PAGER	HOME	FAX	E-MAIL
<u>Student Life</u>					
Eric Godfrey	543-0128			543-2965	egodfrey@u.washington.edu
Lincoln Johnson	221-6323			685-8749	llj@u.washington.edu
Kathryn Hamilton	543-1240; 616-3271			616-6910	khamilt@u.washington.edu
<u>Attorney General's Office</u>					
Jack Johnson	685-6660			543-0779	jackj@u.washington.edu
Karin Nyrop	685-7234			543-0779	knyrop@u.washington.edu
Quentin Yerxa	685-5372			543-0779	quentiny@u.washington.edu
<u>Office of the President</u>					
Scott Woodward	616-8965			616-1784	dsw@u.washington.edu
Carol Niccolls	543-3083			616-1784	csn@u.washington.edu

**Crisis Communications Plan
Appendix B**

Crisis and Mass Communications Tools

It is important to note in a crisis situation that no single medium will suffice to notify all constituencies. A combination of communications resources will need to be employed to reach the widest number of people as quickly as possible. Depending on the particulars of the situation, some combination of the tools listed below may be employed.

Communication Tool	Application	Characteristics
UW Website Postings <ul style="list-style-type: none"> • UW Homepage, • UWIN • MyUW • Community Alerts 	Messages posted on “official” UW websites	<ul style="list-style-type: none"> • Great source of information if UW community knows where to check • Does not provide active notification • UW News and Information staff to post information • Power and internet connectivity dependent.
UW Information Hotline <ul style="list-style-type: none"> • 206-UWS-INFO • 1-866-UWS-INFO 	Messages recorded on official UW hotline.	<ul style="list-style-type: none"> • Great source of information if UW community knows where to check • Does not provide active notification • UW Computing & Communications staff to post information
UW Alert	Official information sent via text and email messages to mobile devices	<ul style="list-style-type: none"> • Provides active notification to subscribers (opt-in) to UW Alert • Used to disseminate official information during emergencies or crisis situations that may disrupt the normal operation of the UW or threaten the health or safety of members of the UW community • Is scalable to target campus or primary audience
UW ListServ Email <ul style="list-style-type: none"> • Building Coordinators • Deans, Director, Chairs 	Message sent directly to recipients’ email	<ul style="list-style-type: none"> • Provides active notification • Arrives instantaneously • Recipients may not be near email to receive • Reaches every building and every department
Mass Communication <ul style="list-style-type: none"> • MyStateUSA • Verizon Notification System (VNS) • UW Conferencing Blast Dial • UW Avaya “Via” 	Messages created and sent via multiple methods (eg., phone, cell phone, pager, email, SMS, fax) to selected recipients	<ul style="list-style-type: none"> • Provides active notification to various communications devices. • Generally does not scale to large groups due to cost and capacity issues.
Bulk Email	Email messages to entire campus or large scale recipient list	<ul style="list-style-type: none"> • Provides active notification • May take several hours for complete delivery depending on audience and priority of event. • People may not check email on a regular basis. • Students may not use UW email as their primary address.

Loyola University New Orleans Crisis Communication Plan

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I. Introduction

Crises can happen anywhere, at any time, and often occur when they are least expected. When a crisis does occur, events usually unfold rapidly, leaving little time for planning. That is why advance preparation is essential.

Some crises can be predicted and prevented, and those that cannot be avoided can be minimized if handled properly. Aside from tangible damage, a crisis can also destroy an institution's reputation. The longer a crisis goes on, the more damage it can do to public support, employee and student morale, enrollment and fund raising. Therefore, it is necessary to handle crises in a swift and organized manner.

This plan deals specifically with crisis communication, and coincides with the university's various safety and emergency plans. The President of Loyola University and/or the Director of Public Affairs and External Relations will activate this plan, if necessary, but the entire university community should be aware of the plan and of the roles they play in executing it. If any member of the Loyola community believes a crisis is pending or is under way, he/she should report it immediately to the President, Public Affairs or Loyola Police.

The university will follow these guidelines to respond quickly to handle any crisis or emergency, as well as to inform its publics about the crisis.

II. Objectives of the Plan

1. To be able to factually assess situations and determine whether communications are warranted.
2. To assemble a Crisis Communication Team that will make recommendations on appropriate responses.
3. To implement immediate actions to:
 - identify audiences that should be informed about the situation.
 - make those audiences aware of potential emergency situations and protective actions.
 - communicate facts and updates about the situation quickly and factually.
 - provide protective action guidance as appropriate.
 - minimize rumors.
 - restore order and/or confidence.

III. Key Audiences

- Students
- Parents
- Faculty/Staff
- Board of Trustees
- Alumni
- Donors
- Media
- General Public

IV. Organization of Emergency Communications

When leadership determines a danger or threat to the campus community, an emergency alert will be issued. That decision can be made by the president, provost, vice president for student affairs, chief of police or any of their designees.

Emergency communications will be directed and controlled from the Office of Public Affairs and External Relations led by the Director of Public Affairs, who is also a member of the university's Emergency Management Team. In the event that this individual is unavailable, operations will be led by the Associate Director of Public Affairs. If the Associate Director is unavailable, the Assistant Vice President of Marketing Communications will make communication decisions.

The Crisis Communication Team will work in concert with the university's Emergency Management Team in communicating a response to the crisis.

V. Loyola Emergency Management Team:

Kevin Wildes, President

Ed Kvet, Provost

Cissy Petty, VP for Student Affairs

Vicki Frank, VP for Institutional Advancement

Jay Calamia, VP for Financial Services

Sal Liberto, VP Enrollment Management

Ted Dziak, VP for Mission and Ministry

Ric Bell, Director, Risk Management

Paul Fleming, AVP, Facilities Management

Meredith Hartley, Director, Public Relations

Bret Jacobs, Exec. Director, Information Technology

Pat Bailey, Director, LU Police Department

Robbie Reed, Director, Residential Life

Ross Matthews, Director, Human Resources

Tommy Screen, Director, Institute of Politics

Kristine Lelong, Spec. Assist., Board Relations

Brian Bromberger, Dean, College of Law

Anthony Decuir, Dean, College of Music and Fine Arts

Jo Ann Moran-Cruz, Dean, College of Humanities and Natural Sciences

William Locander, Dean, College of Business

Luis Miron, Dean, College of Social Sciences

Sarah Cooper, SGA President

VI. Crisis Communication Team

Composition of the Crisis Communication Team will include at a minimum (core team):

- Meredith Hartley, Director of Public Affairs
- Pat Bailey, Director LUPD
- Bret Jacobs, Executive Director of Information Technology
- Cissy Petty, VP Student Affairs
- Chief contact in affected area

Other personnel will be added to this core team to form the larger Crisis Communication Team, which will then formulate a response based on the nature of the crisis. Those added could include the following, depending on the situation:

- Brooke Duncan, University Counsel
- Terrell Fisher, AVP Marketing/Communications
- Ross Matthews, Director Human Resources
- Catherine Koppel, Associate Director of Public Affairs
- James Shields, Communications Coordinator
- Angela Turnbull, Special Events Coordinator
- Sean Snyder, Public Relations Manager
- Jaycee Brown, Web Director
- John Bolles, Web Programmer
- Joe Locasio, Director, Computer and Network Services

VII. Emergency Procedures

1. **Assessment.** The individual who encounters the potential crisis should gather accurate information from the appropriate sources. After fact gathering, the appropriate individual should determine if an immediate response is necessary, and if so, should consult:

Meredith Hartley

Director of Public Affairs and External Relations

Cell: 504-722-6078 Office: 504-861-5883

The Director of Public Affairs will determine whether to convene a Crisis Communication Team and will immediately inform the University President and/or the Vice President for Institutional Advancement.

2. **Assemble Crisis Communication Team.** The Director of Public Affairs determines the situation warrants convening the Crisis Communication Team and calls all members of the core team together via telecommunications bridge line (866-453-5550) to assess the situation. After assessing the nature and scope of the situation, the Core Crisis Team should call together all members of the Crisis Communication Team to implement a plan of action including some, or all, of the following recommendations;
3. **Designate a spokesperson.** In most cases, the spokesperson should be the Director of Public Affairs. The Director of Public Affairs may also designate as spokesperson any person possessing direct knowledge of the crisis (i.e. Chief of Police in the event of a campus crime). In cases of significant crisis, the President or highest ranking university official should take the lead in conveying the administration's response to the crisis, showing that the university has control of the situation, calming public concern and setting an example for the entire campus.
4. **Establish a Joint Information Center (JIC), if appropriate.** For large-scale disasters affecting the region or other agencies, a JIC may be necessary. The purpose of the JIC is to bring all members of the university's **Emergency Management Team** together to ensure accurate communication of information and to develop a response plan. Pre-determined locations of a JIC have been proposed for both Loyola campuses. The Public Affairs Event Coordinator will manage the set-up and maintenance of the JIC.
5. **Prepare facts or statements.** Written information should contain a summary statement of the situation including all known details to be released to the media. This information should be made available to and approved by the appropriate content experts. These facts sheets should be analyzed with respect to the public's right to know and concerns for privacy and security in consultation with University Counsel.

Communicators must use best judgment when speed is essential. **(Prepared statements addressing various scenarios are listed in the Crisis Scenarios section.)**

- 6. Notify key constituencies.** Determine key constituencies that should be notified of the emergency. It is important to keep administration, faculty, staff and students informed of appropriate details and actions taken by the university during an emergency. Effective communications will help quell rumors, maintain morale and ensure continued orderly operations of the university. Among those to be considered for communication in an emergency situation are:
 - Students
 - Faculty/Staff
 - Parents of Students
 - Law Enforcement Agencies
 - Board of Trustees
 - Alumni
 - Donors
 - Media
 - General Public

- 7. Assign a member(s) of the CCT to communicate the facts of the situation** (contained in the fact sheet) **and the university's intended response.** The method of communication will be determined, based on the type and scale of emergency, by the CCT.

- 8. Alert the media.** Determine whether a news conference and/or a news release is an appropriate means of conveying the information to the news media and the public. Public Affairs will determine logistics of the news conference including when, where and how the media will be contacted, which media will be contacted, who will supervise the news conference, who will appear, ect.

- 9. If the situation warrants, establish a Media Center.** Designated media center locations have been proposed on both campuses (see locations below). At the minimum, the media center must have a briefing room for news conferences. For events that may last several days, consideration should be given to creating a media work room and a Joint Information Center (JIC) as listed above. The Public Affairs Events Coordinator will manage the media center and JIC if they are established.

The Media Center should also contain a media work room for media to file stories. It should be well equipped with desks, electrical power and wireless internet access. Working with Information Technology, journalists can be provided passwords to gain wireless access.

The JIC will be established if it appears media coverage will be intense over a period of days, if many agencies are involved in the response, or if the governor declares a state of emergency.

The media work room and the JIC should be in close proximity to the media briefing room.

If a media center is to be established, immediately contact Facilities and IT for support. Facilities should help expedite securing the physical location and IT should help establish phone banks, television and internet accessibility.

Proposed on-site Media Center locations:

Main Campus:

- Monroe Library, Multimedia room
- Danna Center, Audubon Room
- Danna Center, St. Charles Room

Broadway Campus:

- College of Law, Main Conference Room
- Greenville Hall, Parlor

Proposed on-site Joint Information Center (JIC) locations:

Main Campus:

- Monroe Library, Conference Room
- Danna Center, Senior Commons Room
- Danna Center, Octavia Room

Broadway Campus:

- College of Law, Morris Bart Instructional Laboratory

- 10. Photography.** Determine the need to assign a photographer or videographer to take pictures of the scene. This may prove helpful in responding to media inquiries, for possible later litigation, as well as documenting events. Determine whether it is appropriate to allow location shooting by TV and newspaper photographers. Determine when, where and who will accompany the media.
- 11. Other spokespersons.** Brief the CCT, administrative personnel, and any other individuals who may serve as spokespersons or who might be made available to the news media on the procedures that are to be followed for the release of information and how to address public inquiry. Counsel this person in terms of appropriate ways to deal with the media.
- 12. Loss of telephone service.** Cellular phones should be used in the event that landlines are down. Public Affairs will maintain a list of cellular phone numbers for key university officials and law enforcement agents. The department also has Blackberries with the Push-to-Talk feature for communication in lieu of cell service.

- 13. Loss of power, telephone and email systems.** In the event that all normal communication systems have been disrupted, LUPD vehicles are equipped with loudspeakers in order to provide emergency instructions. If necessary, runners will be assigned to maintain communication with emergency response/support organizers. **(See Appendix #5 for flowchart of Loyola's Emergency Communications Systems.)**

- 14. Student and employee identification.** In the event of an emergency, the Office of the Registrar (504-865-3237) can provide information on which students are scheduled to be in a given building at a given time. Ross Matthews in Human Resources (504-864-7757) can be contacted to determine which employees are scheduled to be in a particular building at a given time.

- 15. Maintain the media center during clean up and restoration activities.**

VIII. Emergency Messaging System

An emergency alert will be issued when leadership determines a danger or threat to the campus community. That decision can be made by the president, provost, vice president for student affairs, chief of police or any of their designees. The Office of Public Affairs will determine the method of communication and issue the emergency alert.

The Emergency Messaging System employs several communication methods in order to notify the university community of emerging situations. Emergency alerts can be issued via campus-wide emails, mobile text and voice messages, emergency postings on the homepage of the university's website, campus phone voicemail recordings, and Loyola's emergency hotline recording, 504-865-2186, or toll-free, 1-888-94LOYNO.

Protocol for Initiating Emergency Messaging System:

For Hurricane Alerts:

1. When a storm enters the Gulf of Mexico, the Emergency Management Team meets/discusses any potential threat and commences emergency planning procedures.
2. When New Orleans is placed within the storm's cone of uncertainty, or if a watch or warning is posted for the area, Public Affairs will issue an emergency website posting and send out a campus-wide email notifying the LU community of the potential threat.
3. When it has been determined that New Orleans will be directly affected by the storm, Public Affairs will issue an emergency website posting and send out a campus-wide email notifying the LU community of the situation and will advise them to begin implementing their personal emergency plans. If the decision to evacuate has been made by LU administration, then PA will issue that statement via all communication vehicles.

For an Immediate Threat on Campus:

1. LUPD is notified of emergency situation.
2. LUPD responds to incident to verify/assess the situation.
3. LUPD determines if there is a threat to campus. If so, LUPD calls LU President and Public Affairs to provide all known details about the situation.
4. Public Affairs initiates communication response:
 - Post emergency message on website homepage
 - Draft an emergency voice/text message and send to IT
 - Draft an emergency hotline message and send to IT
 - Draft email message for LU campus community
5. Contact IT to have them distribute campus-wide email and emergency text/voice messages, and record emergency hotline message.

6. Public Affairs sends voicemail and text alert to Core Team to notify them of the incident and to provide them directions for assembling the Emergency Management Team.

For Suspension of Operations (i.e. Campus Closing):

1. Leadership determines the campus will suspend operations.
2. Public Affairs is notified of the suspension, the reason for it, and the details regarding which personnel will still need to report for work.
3. Public Affairs sends out notification via text, voicemail and website communications.
4. Public Affairs notifies IT to send out a campus-wide email and hotline recording.
5. Public Affairs notifies media of campus closing.

IX. Communication Vehicles Available for an Event:

Vehicle	Audience	Under Control Of:
Campus-Wide Email	Students, faculty, staff, Board of Trustees	Bret Jacobs, Meredith Hartley, Catherine Koppel, JoAnn Wellmeyer, Jay Locascio
Mobile Text Message Alert	All subscribers	M. Hartley, B. Jacobs, C. Koppel, James Shields, Sean Snyder
Mobile Voice Message Alert	All subscribers	M. Hartley, B. Jacobs, C. Koppel, J. Shields, S. Snyder, Mike Klein
Web Postings to loyno.edu	Anyone with internet access	M. Hartley, C. Koppel, J. Shields, S. Snyder, B. Jacobs, John Bolles, Andy Forester
Phone Hotline Recording: 504-865-2186 1-888-94LOYNO	General Public	B. Jacobs, J. Locascio, J. Wellmeyer, M. Hartley, C. Koppel
Campus Phone Mail	Employees, residence halls, students on campus	B. Jacobs, J. Locascio, J. Wellmeyer, M. Hartley, C. Koppel
Email to Parents	Parents listed with LORA	Kathy Gros, M. Hartley, J. Bolles, J. Shields, S. Snyder, B. Jacobs, C. Koppel
Media Alert/ News Conference	Media	M. Hartley, C. Koppel, J. Shields, S. Snyder
Alumni e-newsletter/ email	Alumni in our database	Monique Gardner, David Robinson-Morris, Aimee Pote, J. Bolles
Police Vehicle Loudspeakers	Pedestrians on campus	Paul Fleming, Pat Bailey
Blackberry PIN Message	University Administrators	Blackberry users with PIN Number access
Push-to-Talk	University Administrators	Blackberry users on AT&T network

XII. Crisis Scenarios and Message Templates

Death-related crises (on/near campus):

1. Death (general) of student/staff
2. Suicide of student/staff
3. Suicide jumper
4. Weapons-related death
5. Meningitis death
6. Drug overdose
7. Drowning in pool
8. Automobile death (alcohol or non-alcohol related)
9. Unexplained death (finding body on campus)

Campus/workplace violence:

10. Sexual assault/rape
11. Car jacking
12. Stabbing/shooting on campus
13. Hostage situation
14. Hazing
15. Hate-/bias-related assault
16. Domestic dispute on campus
17. Stalker
18. Medication-related assault
19. Active shooter on/near campus
20. Weapons situation on/near campus
21. Dangerous suspect on/near campus
22. Explosion on/near campus
23. Bomb threat
24. Terrorist activity

Miscellaneous crises on/near campus:

25. Fire in residence hall or other university building
26. Drug bust on campus
27. Avian flu outbreak
28. Food-borne illness (weather-related, E. Coli, salmonella)
29. Chemical/biological hazard
30. Power outage (short-term/long-term)
31. Major vehicular collision on campus
32. Weather-related (tornado, flooding)
33. Animal attack

1. Death (general) of student/staff

(Campus Ministry to initiate communication)

Internal Preparation

Acquire confirmation of death and information about the subject from the appropriate party. Confirm notification of death to family. Gather information about funeral/memorial services both on and off campus for the individual as it becomes available.

Communication (Internal)

To: Faculty, staff, students

Vehicle(s): Campus email.

Message (Campus Ministry):

It is with great sadness that we inform the Loyola community that one of our students, (name), passed away (date) (morning, afternoon, night) as a result of (reason for death). This is a tragedy for the entire Loyola community and we ask for your prayerful support.

For anyone who may have known the student or has been affected by this tragedy, the University Counseling Center offers grief counseling. For information, call 504- 865-3835.

*Funeral arrangements for (name) can be found at:
(Website link)*

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APPENDIX #1
UNIVERSITY EMERGENCY CONTACTS

(updated 7/23/08)

Name	Office Phone	Cell Phone	Home Phone	Email
University Police	504-865-3434			
Loyola Emergency Info Line	504-865-2186			
Kevin Wildes, President	504-865-3849			wildesk@loyno.edu
Ed Kvet, Provost	504-865-3034			ekvet@loyno.edu
Cissy Petty, VP, Student Affairs	504-865-3030			mlpetty@loyno.edu
Jay Calamia, VP, Finance/Admin	504-865-3946			calamia@loyno.edu
Vicki Frank, VP Institutional Adv.	504-861-5431			vfrank@loyno.edu
Ted Dziak, VP Mission & Ministry	504-865-2304	504-	n/a	dziak@loyno.edu
Terrell Fisher, AVP Mkt./Comm.	504-861-5881		n/a	tffisher@loyno.edu
Paul C. Fleming, AVP Administration	504-864-7354			pcflem@loyno.edu
Bret Jacobs, Exec. Director IT	504-865-3979			bljacobs@loyno.edu
Chris Cameron, Dir., Danna Stud. Ctr.	504-865-3622		n/a	ccameron@loyno.edu ccameron70115@gmail.com
Robert A. Reed, Director, Res Life	504-865-3735			rareed@loyno.edu
Ric Bell, Dir., Risk Management	504-865-3141		n/a	bell@loyno.edu
Meredith Hartley, Director Public Affairs	504-861-5883		n/a	mhartley@loyno.edu
Patrick X. Bailey, Director, LUPD	504-865-3434			pbailey@loyno.edu
Ross Matthews, Director, HR	504-864-7914		n/a	rdmatthe@loyno.edu
Tommy Screen, Director, IOP	504-864-7082			tscreen@loyno.edu
Kristine Lelong, Board Relations	504-865-3858			klelong@loyno.edu
Cade Cypriano, President, SGA	504-865-2132		n/a	rccypria@loyno.edu
Brooke Duncan, Legal Counsel	504-585-0220			brooke.duncan@arlaw.com
Catherine Koppel, PA	504-861-5448			ckoppel@loyno.edu
James Shields, PA	504-861-5888			jshields@loyno.edu
Sean Snyder, PA	504-861-5882			smsnyder@loyno.edu
Angela Turnbull, PA	504-861-5848			amvachet@loyno.edu
Jacee Brown, Web	504-861-5767			jbergero@loyno.edu
John Bolles, Web	504-861-5695			jabolles@loyno.edu
JoAnn Wellmeyer, IT, Info Mngmt.	504-865-3979			jrwllme@loyno.edu
Lynette Hess, IT, Distribution	504-865-3363			lhess@loyno.edu
Paula Ruiz, IT, Client Svcs.	504-865-3592			ruiz@loyno.edu
Joe Locascio, IT, Computer	504-865-3833			locascio@loyno.edu

**BLACKBERRY EMERGENCY CONTACT
INFORMATION/INSTRUCTIONS**

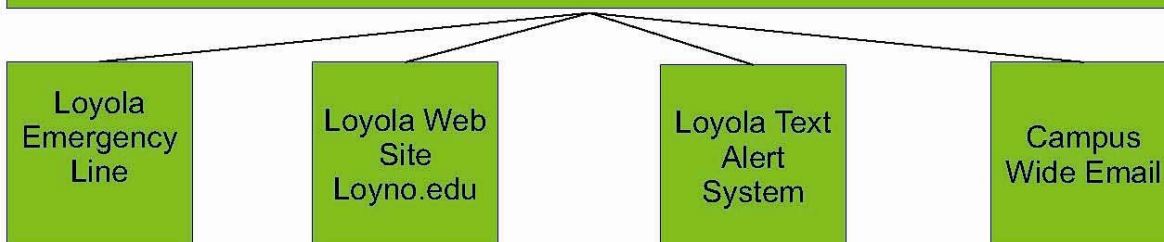
Blackberry Users Contact Information

User Name	PIN Number	Phone Number	Carrier
Anthony Decuir	2439A7D5		AT&T
Bret Jacobs	2424D7B5		AT&T
Brian Bromberger	247744B6		AT&T
Cissy Petty	23FA0BEE		AT&T
Ed Kvet	23FEDB2D		AT&T
Jay Calamia	242B362A		AT&T
JoAnn Cruz	247C8213		AT&T
Kevin Wildes	24847C72		AT&T
Leon Mathes	240B0A31		AT&T
Meredith Hartley	243D1213		AT&T
Paul C. Fleming	2451A180		AT&T
Terrell Fisher	241CD381		AT&T
Vicki Frank	23FD412D		AT&T

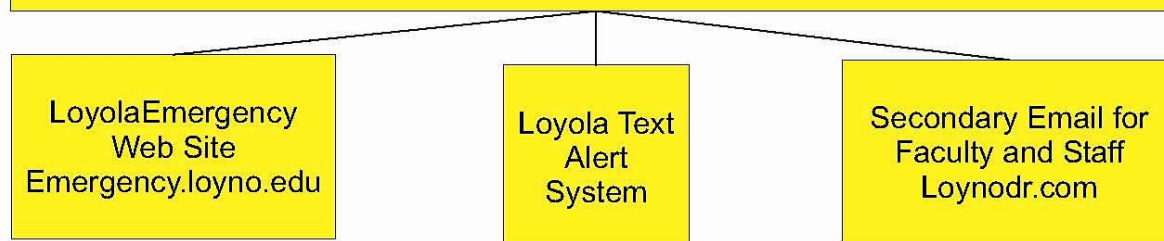
APPENDIX #5

Loyola University New Orleans Emergency Communications Systems

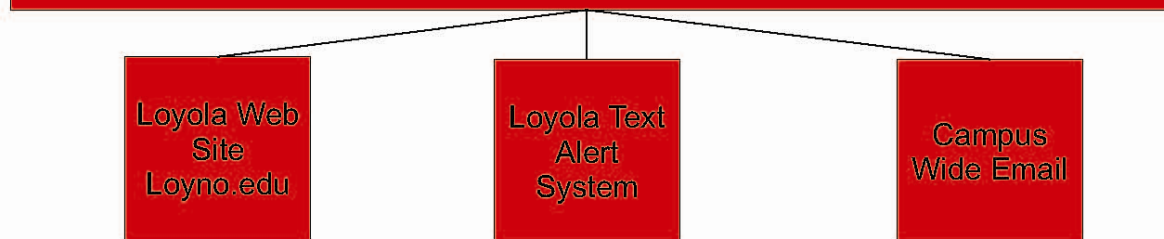
Communication Systems - When Local Systems Are Available



Communication Systems - When Local Systems Are NOT Available



Communication Systems -After Activitation of Hot Site



Quick Facts About Loyola's Response to Hurricane Gustav

Loyola University New Orleans resumed on-campus operations Monday, Sept. 8, after the threat of Hurricane Gustav forced the campus community to evacuate. Here's a look at the highlights of Loyola's response:

- The university's Emergency Response Team made the call to evacuate the campus on Thursday, Aug. 28 and cancelled all classes the next day to allow students, faculty and staff time to prepare for the campus evacuation, scheduled for Saturday, Aug. 30.
- All students who reside in Loyola's residence halls are required to have their own Personal Evacuation Plans. The university received more 1045 PEPs from these students in addition to 469 PEPs from students housed off campus.
- Loyola suspended operations and safely evacuated 14 students, 5 student staff and 6 professional staff on Saturday, Aug. 30, to Baton Rouge, La.
- The university's Emergency Response Team is an interdisciplinary group comprised of senior university administration, all deans, and representatives from the University and Administrative Senates, student affairs, information technology, public affairs, risk management, facilities, university police, government relations, and board relations.
- The decision-making arm of the Emergency Response Team successfully evacuated to Dallas on Sunday, Aug. 31, and initiated all emergency communications to keep students, parents, faculty, staff and alumni apprised of information about the effect of Gustav on the campus and a timeline for resuming operations and classes. The team met twice a day and maintained regular communications with the Louisiana governor's office, the New Orleans mayor's office, the New Orleans Police Department and Loyola's on-campus emergency team.
- The university employed a number of emergency messaging tools, including daily website alerts, text and voicemail messages to mobile phones, phone hotline recordings, and campus-wide emails.
- Between Wednesday, Aug. 27 and Monday, Sept. 8, a total of 14 different notices were sent via email to 18,898 individual constituents, which included students, faculty, staff, parents, alumni and news media.
- The university also employed its emergency text and voicemail messaging system during the call for evacuation and the call to resume classes. In attempting to reach 4,164 people both times, 4,041 connections were made with the evacuation message, and 3,435 connections were made with the return-to-campus message.
- During the evacuation period, there were 24,686 logins to Blackboard, Loyola's online distance learning program, which allows faculty and students to continue their course work regardless of suspension of on-campus classes.
- The university's facilities team and university police remained on campus during and after the storm to restore operations. The facilities team also was responsible for all cleanup and building mediation after the storm. The team worked closely with Entergy and power was restored to the main campus on Wednesday, Sept. 3.
- After power was restored, the facilities team diligently checked all systems (sprinklers, fire alarms, elevators, ect.) to ensure the campus was ready and safe for the return of the university community.
- The university resumed campus operations and opened residence halls on Sunday, Sept. 7.
- Classes resumed on Monday, Sept. 8.

Additional Plans, Books, and Articles

Crisis Communications Plans

Institutions should specifically address communications as part of their crisis planning. The following are citations to a variety of college and university crisis communication plans.

Bryn Mawr College

Crisis-Communications Plan

www.brynmawr.edu/emergency/documents/crisis_communications.pdf

The plan outlines the basic protocols during a crisis, including which departments to contact, issues to consider, and people to take charge of media relations.

Ithaca College

Communications and Media Relations Principles

www.ithaca.edu/emergency/comm.php

This is a specific plan for communicating to the college's different audiences in a crisis. It includes a description of the institution's communication philosophy, strategies for handling the media, and different modes used to alert the campus.

Louisiana State University

Crisis Communications Plan

www.lsu.edu/pa/crisis.html

The plan identifies the different types of crises the institution may face, steps necessary to prepare and handle a crisis, methods for effectively communicating during a crisis, and procedures for evaluating the institution's performance afterward.

North Carolina State

Crisis Communications Plan

www.ncsu.edu/ehs/BCP/regulations/crisis_com_plan.php

The plan describes the responsibilities of crisis team members, the communication of information to the media and internal audiences, and strategies for communicating.

University of Chicago

Emergency Management Plan—University Communications

http://emergency.uchicago.edu/emp/university_communications.shtml

This brief plan is part of the institution's larger emergency response plan. It states the institution's philosophy for communicating in a crisis and basic protocols in a time of crisis

University of Louisville

Crisis Communications Plan

http://php.louisville.edu/advancement/ocm/crisis_comm/

This detailed communications plan lays out the institution's communication's philosophy, strategies for preventing crises, methods for handling different types of crises, internal and external communications, and post-crisis evaluation.

Crisis Communications Books

Hoffman, Judith C. *Keeping Cool on the Hot Seat*.

Highland Mills, N.Y.: Four C's Publishing, 2001.

The author offers advice and strategies for handling communication effectively in a crisis. The book includes case studies to illustrate how different industries, including higher education, have managed crises.

Simpson, Christopher. *Weathering the Storm*. Washington, D.C.: Council for Advancement and Support of Education, 2007.

The author offers lessons from his experiences directing communications during a variety of high-profile crises, including the termination of the legendary college basketball coach Bob Knight, the downfall of a University of South Carolina president, and the Texas A&M bonfire tragedy.

Smith, Larry L., and Millar, Dan P. *Before Crisis Hits: Building a Strategic Crisis Plan*. Washington, D.C.: Community College Press, 2002.

This book clearly lays out the different types of crises a college or university is likely to face, the steps institutions should take to develop a solid crisis communications plan, methods for practicing the plan, and resources for assisting institutions in the process. There are several examples of real life crisis situations faced by colleges cited throughout the book.

Crisis Communications Articles

Carlson, Scott. "When a Campus Is in the Spotlight Public-Relations Officers Feel the Heat." Chronicle of Higher Education 53(34), April 27, 2007.
<http://chronicle.com/weekly/v53/i34/34a01701.htm>

Carlson, Scott. "Emergency at Virginia Tech Shows the Power of the Web, Says Campus Official," Chronicle of Higher Education 53(48), Aug. 3, 2007.
<http://chronicle.com/weekly/v53/i48/48a02802.htm>

Chabotar, Kent John. "How to Communicate in a Difficult Economy," Chronicle of Higher Education 55(23), Feb. 13, 2009.
<http://chronicle.com/weekly/v55/i23/23a04501.htm>

Fain, Paul. "Wanted: Crisis President," Chronicle of Higher Education 53(35), May 4, 2007.
<http://chronicle.com/weekly/v53/i35/35a01701.htm>