



POLICE LINE DO NOT CROSS

Managing the Unthinkable: Are YOU Ready?

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Today's Speakers

Moderator

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Panelists

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Agenda

- Introduction
- Preparing for Campus Crises
- Communications During and After a Crisis
- A President's Role/Perspective
- The Support System Necessary for a Campus
- Q & A

Preparing for Campus Crises

- Understanding Roles
 - President/
Chancellor
 - Communications
by Vice Presidents
and Senior Leaders





Develop and Practice Your Plan

- An ounce of prevention is worth a pound of cure; proactive crisis mitigation is a **MUST**
- Hire an outside firm to assess your institution's plan and crisis readiness
- Ensure that your crisis response plan is ICS-compliant
- Avoid a potential management crisis; make sure your leadership team participates in tabletop scenarios and drills
- Practice without electricity

Role of the President/Chancellor

- Chief spokesperson at press conferences
- Consultation, advice, and encouragement
- Investigation or assessment: What needs to change?
 - People
 - Processes
 - Policies
- Support and backing for subordinates' rapid decision making
- And remember: *Don't let the crisis deter your role and responsibilities as university president.*



Communications Roles of Vice Presidents and Senior Leaders

Senior Administrator	Communications Audiences
Vice President, Student Affairs	Students and their parents: prospective, current, athletes
Provost	Faculty
Vice President, Human Resources	Staff
Director, International Programs and Governmental Affairs	International issues
Vice President, Advancement	Alumni and donors
Vice President, Governmental Affairs	Government leaders: local, county, state
President	Board; National: Senators, Representatives, US President
Vice President, Finance/Treasurer	Vendors, investors, credit agencies



How To Shape Media Coverage

- You can never go wrong by telling the truth
- Communication must reflect the institution's short- and long-term interests
- Ensure your talking points summarize the current state of events and provide direction for the future
- Provide resources to help tell the story
- Ask national associations to provide context



Media Tips for Presidents and Campus Leaders

- Remember your job is to be a leader—now is the time to live it
- Ensure statements that bear your name sound like words you would say
- Write in words the “average person” understands and avoid jargon
- Share information that tells your story and then *stop talking*
- Watch and learn from others as they navigate through crises



What To Avoid With The Media

- Don't "spin"
- Don't use "no comment" as a response
- Don't go off the record
- Don't take too long to respond to the media's questions
- Don't make a reporter resort to Freedom of Information Act requests to obtain information
- Don't respond when you are exhausted
- Don't take public responses personally



Creative Solutions





Team, Integrity, Community

- The crisis no one planned for
- Moratorium on blame
- Assemble expertise based on needs
- Responsiveness, responsibility, and the community's future

The Support System to Weather a Crisis

- Strong Leadership
 - Set the tone
 - Provide resources
 - Establish roles and responsibilities





The Crisis Response Plan

- Identifying potential crises
 - Question sacred cows
- Practice, practice, practice
- Communicate the plan to the community

Rebuilding the Team



- “Cool Head, Warm Heart” response to crisis
- Provide emotional support to the community and to your team
- Open communication at all levels to rebuild community together



Advice From President and Chancellors

- Make balanced decisions
 - Surround yourself with people who have a huge amount of common sense; take advice from them
 - Take advice from lawyers, but do not allow them to make decisions for you
 - Don't let a single, particular constituency trump your decision making

Advice, continued

- Provide clear communication
 - Speak with one voice
 - Hire the best PR person or firm that you can





Questions?



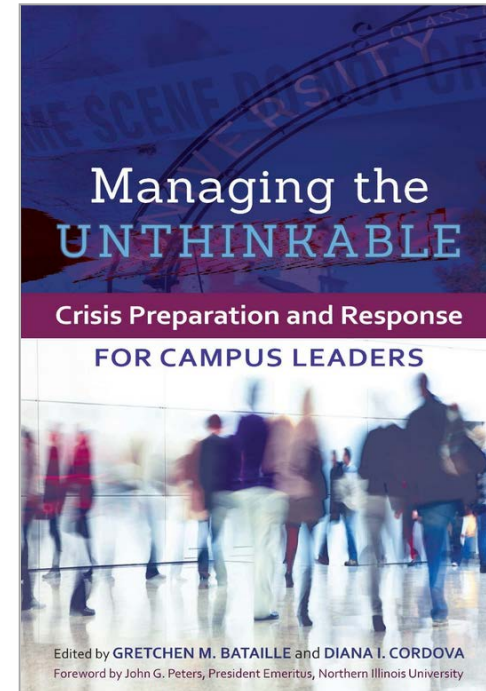
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