



Crisis Management and Communication

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Clemson University Crisis Management Plan

University-related crises will occur and must be managed efficiently and effectively.



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Critical Incident Management

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**... is the abnormal part
of our normal jobs.**



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Examples of Critical Incidents:

- Accident with minor injuries
- Death from natural causes off-campus
- Student arrest
- Employee arrest, not work-related
- EMS transport
- Disruptive behavior in a class or lab



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Crisis Management

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... requires immediate University
attention and action.



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Examples of Crises:

- Deaths
- Serious accidents
- Major damage to university property
- Threats to the health, safety, or welfare of the University community
- Other incidents unique to the campus demanding special attention



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Authority for Crisis Management

University President delegated authority through Vice President for Student Affairs to:

- Implement a swift, unified, and comprehensive response to a serious incident;
- Investigate and evaluate serious incidents for the purpose of preventing and minimizing the impact of a future incident;
- Handle public and internal communication related to the event.



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The Crisis Management Team (CMT)

- Vice President for Student Affairs
- Associate Vice President and Dean of Students (Chair)
- Associate Vice President and Executive Director of Housing (Vice Chair)
- Associate Vice President for Municipal Services (Vice Chair)
- Chief of Police
- Chief of Fire and EMS
- Senior Public Affairs Officer (University Spokesperson)
- Director of News Services
- Executive Director of Student Health Services
- Director of Counseling and Psychological Services



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The Crisis Management Team (CMT, cont'd.)

- University Legal Counsel
- Chief Human Resources Officer
- Director of Risk Management
- Director of Safety and Environmental Health
- Dean of Graduate School
- Dean of Undergraduate Studies
- Athletic Director's Representative
- ... and Others as Appropriate



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At the CMT meeting:

- Share all available information with the Team.
- Identify all affected parties and assign specific people to follow-up with each of those parties.
 - Counseling and Victim Support
 - Addressing Alleged Violator/Violation
 - Student Conduct and Law Enforcement Agencies
 - Parent/Family Contacts and Support
 - Local Agency Liaisons
 - Media Coordination
 - Goodwill Coordination



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At the CMT meeting (cont'd/):

- Establish the University position statement and spokesperson
- Agree upon information to be conveyed to the campus and/or public by any other members of the Team.
- Agree upon the “next steps”



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Implement the Crisis Plan:

- Begin to take “next steps” with victims and perpetrators
- Implement the Crisis Communication Plan
- Inform all University personnel necessary of the incident and the plan
- Facilitate crisis debriefing sessions, goodwill coordination, and individual follow-up for the University community
- After the crisis, review and make improvements



Crisis Communication Goals:

- Provide information that will help protect lives, safety or property.
- Protect the credibility of the institution and the people who run it.
- Accurate news coverage by having a consistent, accessible source of authorized information.



Crisis Communication Goals:

- Shorten the duration of negative news coverage.
- Prevent or minimize long-term damage to the institution's reputation.



When a Crisis Occurs:

Chief Public Affairs Officer and
News Services Director meet with
Crisis Management Team and alert
crisis communication team members.



Crisis Communication Team:

- Crisis Communication team assembles to assess and manage media situation.
- Staff member(s) go to emergency site.
- Crisis Communication team gathers relevant information, anticipates questions to prepare communication pieces and for press briefing. Gathers any documents that would be helpful to reporters. (student handbook, etc.).



Crisis Communication Team:

- Deliver statement to media at scene and/or news briefing.
- Field questions.
- Tell media when additional information will be available.
- Follow-up news briefings as necessary.



Continuous Flow of Accurate Information:

- Keep president, crisis management team, other key officials apprised.
- Monitor news clips. Correct any misinformation in news coverage.
- Monitor opinions, misperceptions and concerns of faculty, staff, students
- Follow-up communication as warranted.



Crisis Communications:

- News Services staff assists faculty, students, family and friends.
- Maintain file of all news releases, statements, flyers and publications, along with video and photo records and relevant notes.
- Maintain a record of all media inquiries.



Crisis Communications:

- The core crisis communication team includes the Chief Public Affairs Officer, the Director of News Services, the Online Newsroom Manager, the Internal Communication Editor and the News Services Data Coordinator.
- Staff Public Information Directors as appropriate.
- All Public Affairs staff members are on call during a crisis.



Communication Mechanisms during a Crisis:

- Inside Alert
- News Releases
- Media Briefings and News Conferences
- World Wide Web
- Voice Mail
- Flyers
- Housing Residential Staff
- Cable Information Channel
- Phone Bank
- Hotline