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CENTER FOR MANAGEMENT & ECONOMIC RESEARCH

# IT'S A CAMPUS EMERGENCY

*Let's Run the Crisis Communication Drill*

HigherEdWeb Regional Conference

#hewebAL

June 29 ,2015

Karen Yarbrough - UAH CMER

Barbara Nash, APR – Barbara Nash & Associates



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# Objectives

- Defining Crisis – Emergency
- How You Could Be Engaged
- Standing Up a JIC
- Communication Tools
- Messaging
- Practice
- Resources
- Questions



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# What is a Crisis - Emergency?

# Being Thrown From TN Walking Horse



# Natural Disasters - Tornadoes



Source: nytimes.com

# Natural Disasters – Hurricane -Floods



Image:www2.cnr.edu

# School Shootings – Other School-Based Attacks



Photo by:Khalid Tantawi



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# Terrorism

 **Team Digi7al**  
@TeamDigi7al

 Follow

Looks like good ole' DHS shutdown their vuln link. Makes me sad. Especially since we started dumping the tables ;)

8:13 PM - 5 Jun 2012

  4 

 **Team Digi7al**  
@TeamDigi7al

 Follow

We've got two big #dumps coming :) the #Toronto #PD and one yet to be disclosed :)

4:57 AM - 28 May 2012

  3 



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# Definition of Disaster – FEMA

“A disaster is a non-routine event that exceeds the capacity of the affected area to respond to it in such a way as to save lives; to preserve property; and to maintain the social, ecological, economic, and political stability of the affected region.”

## Definition of Crisis – DOE

In essence, a crisis is a situation where Universities could be faced with inadequate information, not enough time, and insufficient resources, but in which leaders must make one or many crucial decisions.



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# Levels of Response

## **Level I – Routine response**

- No significant impact on local response resources
- Executive teams normally not activated

## **Level II – Non-routine response**

- Exceeds capability of initial on-scene or on-duty response, personnel and equipment – requires multiple level response/resources
- Executive teams – partial or full activation may occur

## **Level III – Critical incident**

- Exceeds capability of available emergency response personnel and resources –even from mutual aid agencies. Requires full mobilization of University resources and substantial from government levels.
- Executive teams – full or partial activation may occur

# Level III – Standing up a JIC

## Joint Information Center

- Determine Physical Location
- Appropriate infrastructure and tools
- Designation of JIC team members
- Process to contact team members to report



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# Organizational Issues

- Check Personal Emotions at the Door
- Role Assignment
  - Who Is Best for What
  - Everyone Stays in Their Lane
- Strategy Development
  - Input from the Team
  - Discipline to Stick to the Plan
- Taking Care of the Team
  - Food
  - Emotional Support
  - Adequate Rest
- Daily Messaging Plan and Schedule



Preparation is Key



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# Communication Tools

## Social Media

- Use Hubspot or similar software to control when and where messages post.

## Temporary Website Home Page Or Message Crawler

- Create a dark page that will stand VERY HIGH traffic count
- Load high quality imaged with compressed files
- Combine external JavaScript and external CSS where possible
- Use browser caching
- Keep the site as static as possible (temporarily)
- Launched the temporary Homepage in HTML to Load fast
- Minimize Dynamic Content
- Do a load test (if possible)

# Message Development

- Identify the **2 or 3** most important elements that needs to be conveyed.
  - Be specific
  - Keep it simple
- Determine the **order of importance**.
- Use your **“headline” as the lead message** in any public setting.
- **Follow up** with additional messages.
- Be able to **explain thoroughly** when asked.
- Apply this practice to nearly **any situation**.

# Message Preparation

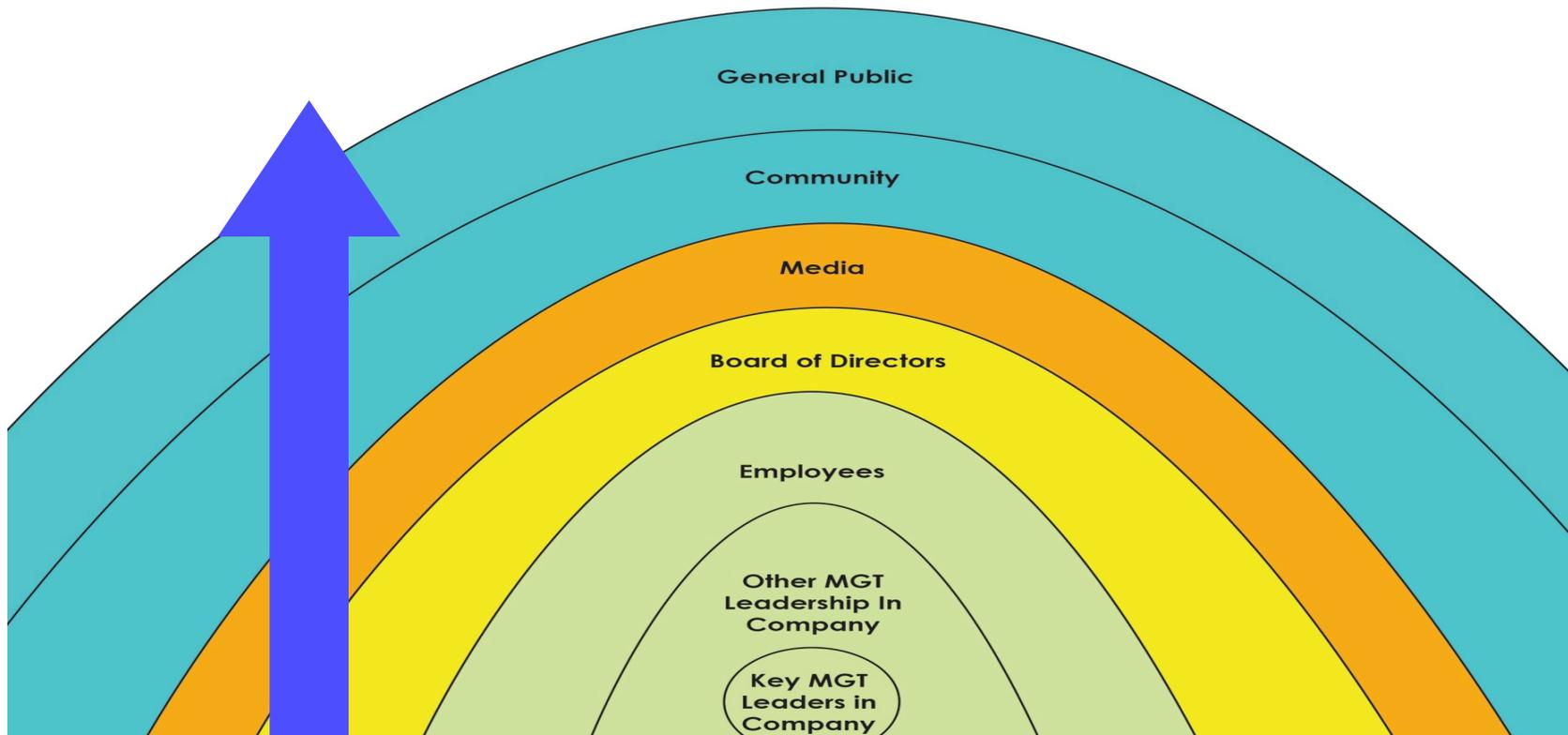
- What do you want to convey?
  - Concise
  - **Compelling**
  - **Accurate** & Factual
- Why should anybody care?
  - 2-minute “speech”
  - Make it **memorable**
  - Prepare draft messages for various levels of response

# Stakeholders

People or organizations that are concerned about, affected by , have a vested interest in, or are involved in some way with the issue at hand.

# Reaching out

## Stakeholders





# How to Communicate to Media

- Personal interaction
- Through media advisories
- Formal news releases
- Via your website
- Social Media channels



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# Message Delivery

- Focus on reaching your **intended audience/stakeholders**. Use appropriate communication channels to reach them.
- **Tailor** your key messages accordingly.
- Vary the **order of messages** depending on venue and situation.
- Generally **lead** with your first key message.
- Stay on Message – Focus, Focus, Focus
- Feed the Beast



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## Message content

- Keep messages to **12-15 seconds** in length when spoken.
  - *One or two short sentences*
  - *Speak in Sound Bites*
  - *Offer Quotable Quotes*
- Support your position with **credible facts**.
- Offer as a further reference -- your website or a phone number
- Be entertaining, informative, honest, caring, even **provocative** (when necessary)



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# It is not just a ?

- Never simply “answer” a question ...
- Answer + Key Message = RESPONSE
- Offer as a Narrative – tell a **persuasive** story
- Stick to your message – repetition -variants
- **Stay in Your Lane – in Your Wheelhouse**



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# Practice

“Despite the ever-growing awareness of how crises and disasters instantaneously affect companies, table-top exercises and dress rehearsals *are still not given much attention by management*,” Torrenzano asserted. “While social media evolves on fast forward, cultural, political and security environments are producing more uncertainty than any time since the 1960s.

**Richard Torrenzano**

chief executive of reputation and high-stakes issues management firm

**The Torrenzano Group**

May 28.2015

*Source: PR Newswire*



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# Practice

## Table top and Live drills (Simulations)

- For just JIC team members
- Participate w full University crisis team
- Participate w a live drill with mutual response resources



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# Resources

## FEMA

-Offers extensive on line training via Independent Study Program Course

- Higher Ed uses the Incident Command System

Recommend these Independent Study Courses:

-[Public Information Officer Awareness](#)

-[Social Media in Emergency Management](#)

- [Effective Communications](#)

- [Intro to Incident Command System](#) (required overview)

- [Intro to Incident Command System for Higher Ed](#)

## Department of Education

- [The Handbook for Campus Safety and Security Reporting](#)

- [Develop An Emergency Communication Plan for Institution of Higher Education](#)

# FEMA Communication Strategy Manual

- *Guidance document that establishes a team concept of capturing and promoting effective mitigation ideas and techniques.*
- Table of Contents includes: Executive Summary  
Introduction    Background Strategy Objectives  
Criteria Target Audiences Key Messages/Benefits  
Materials and Methods Delivery Plan  
Roles and Responsibilities Standard Operating Procedures
- *Step-by-step process for team member functions before, during and after disaster response and recovery operations*

Find the Manual Here :

<http://www.fema.gov/media-library/assets/documents/3751>



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# Questions



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Thank You



# Contact Info

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# After Presentation Bonus Slides “Media Focused” for PR Professionals

# What not to say.. In Media Interviews

- Every Word Counts!
- Phrases to Avoid
  - I can tell you
  - What we know
  - ummm
  -

# Appearance - Media Interviews

- Wear solid colors if possible – avoid clothing w/ large print patterns
- Don't wear distracting jewelry.
- Make sure you are **focused**.
  - Maintain eye contact
  - Don't be nonchalant
  - If sitting, lean forward – do not swivel in chair
  - If standing, put one foot slightly forward with your weight on the back foot to maintain balance

## Criteria - Spokesperson

- Usually **Chairman/President – CEO/Executive Director**
- **OR** Senior Manager who has **authority** and **ability** to get messaging across
- Will be living billboard for your company –face/ brand
- Knowledge of subject – can be an opinion leader
- In Crisis – Size & Scope dictates spokesperson selection –  
Larger – go higher up the ladder
- Use of CEO - physical presence sends two powerful messages
  - I care
  - I am accountable



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# Selection is Key

- Use the Head/heart principle –selection of spokesperson in crisis
- Have familiarity, authority, and credibility
- “Gift of gab” – eloquence
- Good judgement – can exercise restraint
- Think quick on their feet
- Can gain rapport with media
- Willing to practice and perfect media presence



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# Slide notes -1

**Slide 5** -Tornado photo: nytimes.com - F5 Tornado coming through Tuscaloosa – April 27, 2011- Killed 64 people including 6 Univ of AL students - impacting emotional toll on the University of AL students, faculty, and staff along w both mental and emotional greater community.

**Slide 6** - Xavier University of New Orleans – totally under water. Every building on the campus was flooded and ravished by damaging winds. . image credit: www2.cnr.edu

- University of New Orleans – main campus - Hurricane Katrina hit Aug 29, 2005. Damage caused by winds, rain-driven water, and human activity. Levee breach caused flooding of campus dormitories and apartments and Engineering bldg. Used web based courses that fall till reopened Dec 2005
- Tulane University – suffered w/ one half of their campus with flooding from Katrina and declared a formal evacuation of all its campus. Closed for four months.

**Slide 7** - University of Alabama in Huntsville – February 12, 2010 – (photo by Khalid Tantawi on Wikipedia page) during the course of a routine meeting of the biology department on 3<sup>rd</sup> floor of Shelby Center for Technology – Amy Bishop, a biology professor stood up and killed 3 fellow faculty members and wounded three others. Definition of **school shooting – Wikipedia** - is an occurrence in which an individual or group of individuals launches a gun attack on a educational institution, such as an elementary school, secondary school, post-secondary institution, or at an education-related setting. The definition given from the report on school shooters by the Secret Service and Department of Education is "school shootings and other school-based attacks where the school was deliberately selected as the location for the attack and was not simply a random site of opportunity."<sup>[1]</sup> A school shooting can happen anywhere in the world where a person takes a gun into a school setting. U.S. has highest # of school-related shootings.

**Slide 8** - - Nicholas Knight (Sailor aboard Navy aircraft carrier who was former Navy systems admin) and **Daniel Krueger** (computer network engineering student –Salem, Illinois) former members of Team Digi7al. Guilty of hacking US Navy, National Geospatial-Intelligence Agency, Department of Homeland Security, Library of Congress & other gov/ educational institutions such Harvard University. Sentenced to 2 yrs – Nov 21, 2014.



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## Slide notes -2

**Slide 11** - <https://www.uwrf.edu/Emergency/ResponseLevels.cfm> Univ of Wisconsin-River Falls Level I – student related incident, minor water pipe break or chemical spill. Level II – structure fire, isolated power failure greater than 4 hrs, impending severe winter storm, IT issues. Level III – Tornado, long term power failure, significant IT breach

**Slide 15** -

[http://blog.hubspot.com/marketing/how-to-prepare-website-for-traffic-influx?utm\\_campaign=blog-rss-emails&utm\\_source=hs\\_email&utm\\_medium=email&utm\\_content=18043203](http://blog.hubspot.com/marketing/how-to-prepare-website-for-traffic-influx?utm_campaign=blog-rss-emails&utm_source=hs_email&utm_medium=email&utm_content=18043203) Shark Tank – can see the types of traffic and sources in article. +50% from smart phones.

**Slide 26** - Recommend hold a table top at least once a year and participate in a live drill every two years.

**Slide 27** –Recommended FEMA online Independent Study courses:

Public Information Officer - <http://training.fema.gov/is/courseoverview.aspx?code=IS-29>

Social Media in Emergency Management -

<https://training.fema.gov/is/courseoverview.aspx?code=is-42>

Effective Communications -

<https://training.fema.gov/is/courseoverview.aspx?code=is-242.b>



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# Slide notes -3

## **Slide 27 (cont'd) -**

- Intro to Incident Command System (required overview)

<http://training.fema.gov/is/courseoverview.aspx?code=IS-100.b>

- Intro to Incident Command System for Higher Ed

<http://training.fema.gov/is/courseoverview.aspx?code=IS-100.He>

- The Handbook for Campus Safety and Security Reporting

<chrome-extension://oemmndcbldboiebfnladdacbfdmadadm/https://www2.ed.gov/admins/lead/safety/handbook.pdf>

Develop An Emergency Communication Plan for Institution of Higher Education

[chrome-extension://oemmndcbldboiebfnladdacbfdmadadm/http://rems.ed.gov/docs/FY10EMHE\\_FGM\\_ATGA\\_EmergencyCommPlanIHE.pdf](chrome-extension://oemmndcbldboiebfnladdacbfdmadadm/http://rems.ed.gov/docs/FY10EMHE_FGM_ATGA_EmergencyCommPlanIHE.pdf)

## **Slide 28 - FEMA Communications Manual**

<http://www.fema.gov/media-library/assets/documents/3751>