

Communications & Crisis Management

Issues, Challenges and Suggestions

Rick Ginsberg, Ph.D.

University of Kansas

Kathryn Chval, Ph.D.

University of Missouri





A Self Assessment

1. What professional development have you pursued to learn to communicate with different stakeholders?
2. What resources do you use to communicate important messages (to the media; to colleagues; to legislators)?
3. How do you establish relationships with local media?
4. How do you stay informed about local, state, and federal policies related to education?
5. How often do you meet with state and federal legislators?
6. What sites do you regularly visit to learn about critical current issues?
7. How do you use social media as a tool? Who do you follow on Twitter?

Not Everyone Likes Your Decisions...OR... You Can't Win!!

- **Example: to close or not to close schools with pending snow, that is the question:**

- Snow is forecast – you close schools

Storm hits!!!! Breathe easy, though some might ask why you waited so long to decide!!!...

- Snow is forecast – you close schools,

No storm!! (Angry parents, happy kids)

- Snow is forecast – you don't close schools

No storm!! You're a genius, but....some still

think you were too risky

- Snow is forecast – you don't close schools

Storm hits!! You're a blithering idiot....



KEY – Be prepared, even when YOU CAN'T WIN!! Be ready with information framing your decision

– Expect the reactions even for events well beyond YOUR control!

What Should/Can You Disclose?

- Dealing with students and parents
 - FERPA
- Personnel Issues
- Stories in the news you can't comment on



Social Media – The Great Unknown

- Who is at Risk – Everyone!
 - Groups target faculty in the online space
 - Untenured, adjunct, faculty of color most vulnerable
- Support faculty, students, & staff 1st amendment rights
- Know university policies
- Faculty Rights & Responsibilities
- Faculty support planning
 - Crisis Team
 - Colleagues count
 - Administrative assurances
 - Statements of support
 - Get help – IT, Legal, psychological, communication experts



Managing Media Storms

- Did you say the wrong thing?
 - Did a faculty, staff or student?
- Keep Supervisors in loop
 - (e.g. provost, legal)
- Get help from professionals on your campus
- Pray.....



Get to Know Your Faculty, Staff and Students

- Periodic Mini-ethnographies (Deaning 101)
 - Meet in faculty/staff offices
- How to deal with your “high-maintenance” colleagues?
 - “The No Asshole Rule,” Robert Sutton
 - “Extra Grace Required”
- Go to Department/Staff Meetings at least once a year
- Hold forums for students



The Joy of E-Mail

- If you don't want it on the internet or in the newspaper, DON'T put it in an e-mail
- Try "Ph" or "F"
- The "Send" button is NOT your Friend
TIP: Hit Forward when composing a response then Delete and Restart the Conversation
- Never Use "Reply All"
- Double check attachments
- Delete really doesn't mean Delete
- Document what you must
- If you are MAD, go exercise, go eat, go drinkjust don't e-mail.....



Alumni Challenges

- How to get & keep alumni involved and happy
- Advisory Board
- Alumnus raises a stink
 - about something going on in the School/College
- Donor control:
 - Donor not happy with scholarship recipient



REMEMBER -- You ARE the Boss

- You will hear over and over again:
 - “That’s why you earn the big bucks!”
- Own the School or College problems
- What image will you portray?
 - For many, “there’s no crying in baseball”
- Know when to hold, when to fold
- Get your message out
 - Here, social media is your friend



Suggestions for Maintaining Your Sanity!!

- Don't go it alone (we literally do, "get by with a little help from our friends")
- Set up informational and feedback loops
 - Internal & external electronic newsletters and blogs
 - Make it possible for students, faculty and staff to share anonymous feedback
- Don't be the "Imperial Dean" – Be visible, get out there
- Be Transparent/Communicate
 - Key for important budget decisions, incentive plans, buy-out policies, etc.
- Get involvement and consensus when you can
 - Example of on-line initiative



Strategic Communication

Purpose/ Objectives	Audiences	Messages	Tools and Activities	Resources	Evaluation and Continuous Improvement
<p>What do you want to accomplish?</p> <p>What communication is needed to achieve your core objectives?</p>	<p>Which audiences do you need to communicate with in order to achieve the objectives?</p>	<p>What are the key messages that need to be conveyed to each audience?</p>	<p>What are the most appropriate methods to communicate key messages to the audiences? Communications is all about storytelling: use interesting narrative, human interest stories & imagery</p>	<p>What are resources that you can draw on to support your efforts?</p>	<p>How will you assess the effectiveness of the communication strategy and adjust as necessary?</p>

Source: <https://www.odi.org/publications/5186-planning-tools-how-write-communications-strategy>



Audience

- ▶ Media
- ▶ Alumni
- ▶ Donors
- ▶ Faculty
- ▶ Staff
- ▶ General public/community
- ▶ Current Students
- ▶ Parents of current students
- ▶ Prospective Students
- ▶ Parents of Prospective Students
- ▶ Community Colleges / Transfer Students
- ▶ Current Educators & Administrators
- ▶ UM System
- ▶ Mizzou (central campus)
- ▶ Google (SEO)



From the Strategic
Communication's Office
Project Request Form:

THE MOST
IMPORTANT QUESTION:
**WHO IS THE
AUDIENCE
FOR YOUR
REQUEST?**



College of Education
University of Missouri

STRATEGIC COMMUNICATIONS

Contact name of project requester

Name
Email
Department

Title of project

The most important question: who is the audience for your request?

Type of project requested (multiple responses can be submitted.)

- Flyer - standard page size
- Poster - larger than standard page size
- Brochure - printed piece with at least one fold
- Booklet - multiple pages
- Email graphic - graphic image built for email
- Escreen - television monitors throughout college buildings
- Publicity - coverage of an event
- Press release
- Website edit - please include the url of the page you would like to edit



OUR PRINCIPLES

- ✘ Tailored approach for the audience
- ✘ Customer focused
- ✘ Content based
- ✘ High quality, visually appealing
- ✘ Timely & efficient
- ✘ Systematic
- ✘ Aligned to strategic plan



HOW DO WE PROMOTE

ACTIVITIES



flyers
escreens
online calendars
photography
signage
social media
website

ACADEMICS



brochures
flyers
escreens
online calendars
photography
presentations
signage
social media
videos
website

RESEARCH



email newsletters
escreens
faculty spotlight
videos
news releases
photography
presentations
research day
research posters
signage
social media
targeted
communications
website

ACHIEVEMENTS



award recognition
email newsletters
flyers
news releases
photography
presentations
targeted
communications
social media
website

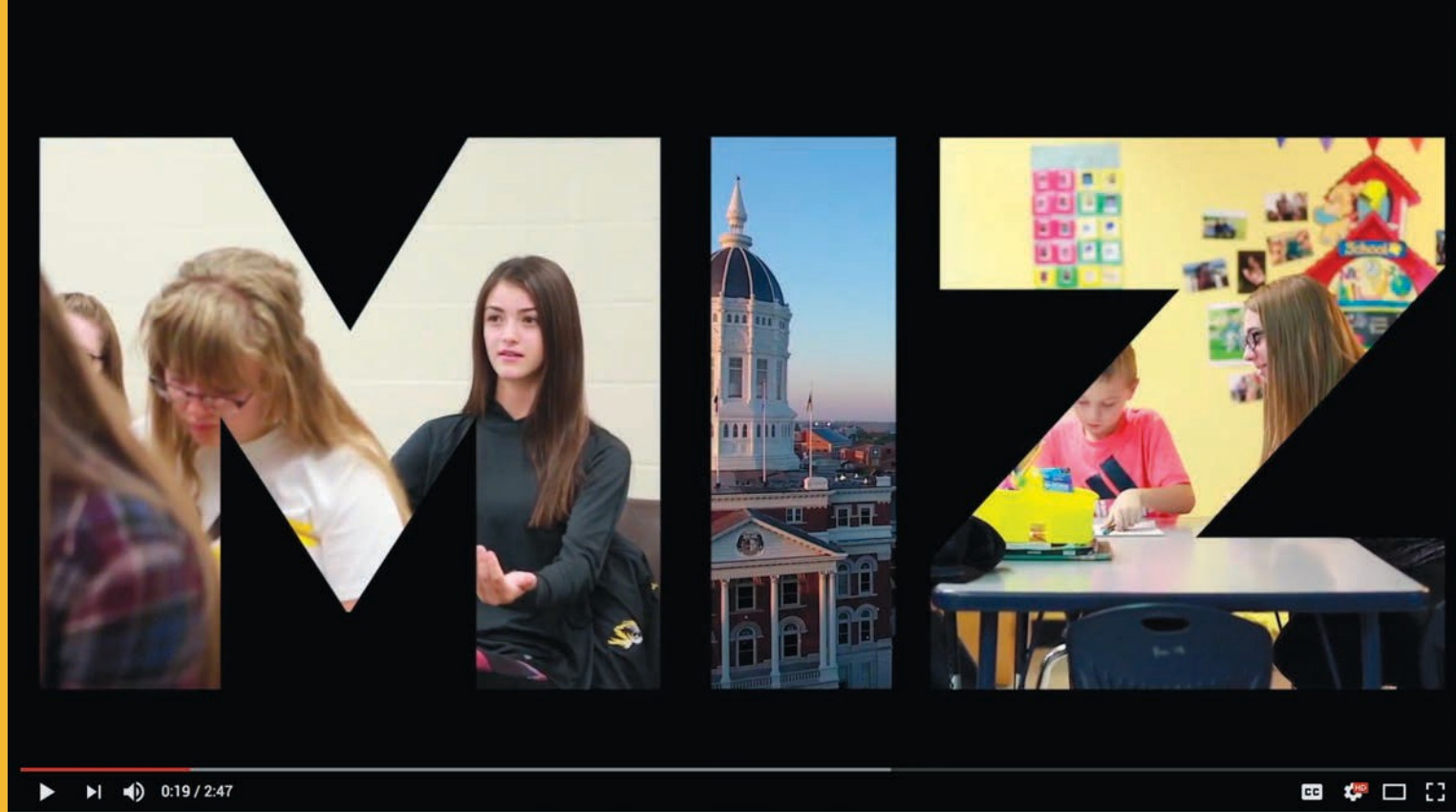
OUR IMPACT



email newsletters
flyers
Missouri impact
signage
news releases
photography
presentations
signage
social media
targeted
communications
videos
website

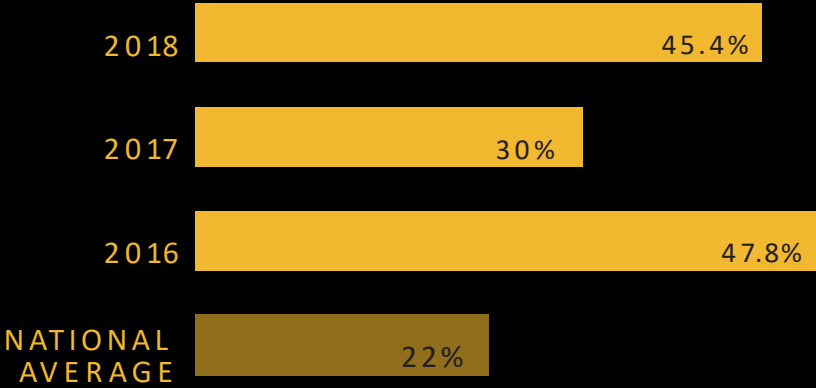
Internal Communication

- Open Houses with Faculty, Professional Staff, & Students
- College-wide Meetings
- The Bridge—Brave Space for Courageous Conversations
- Emails and Newsletters
- Flat Screens
- Phone Calls, Texts
- Videos (Tenure & Promotion)

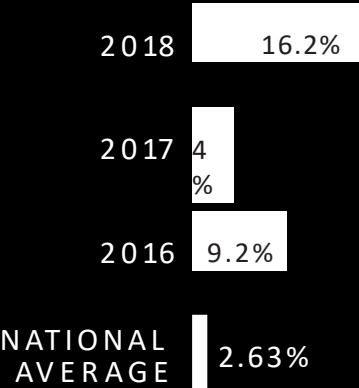




EMAIL OPEN RATES



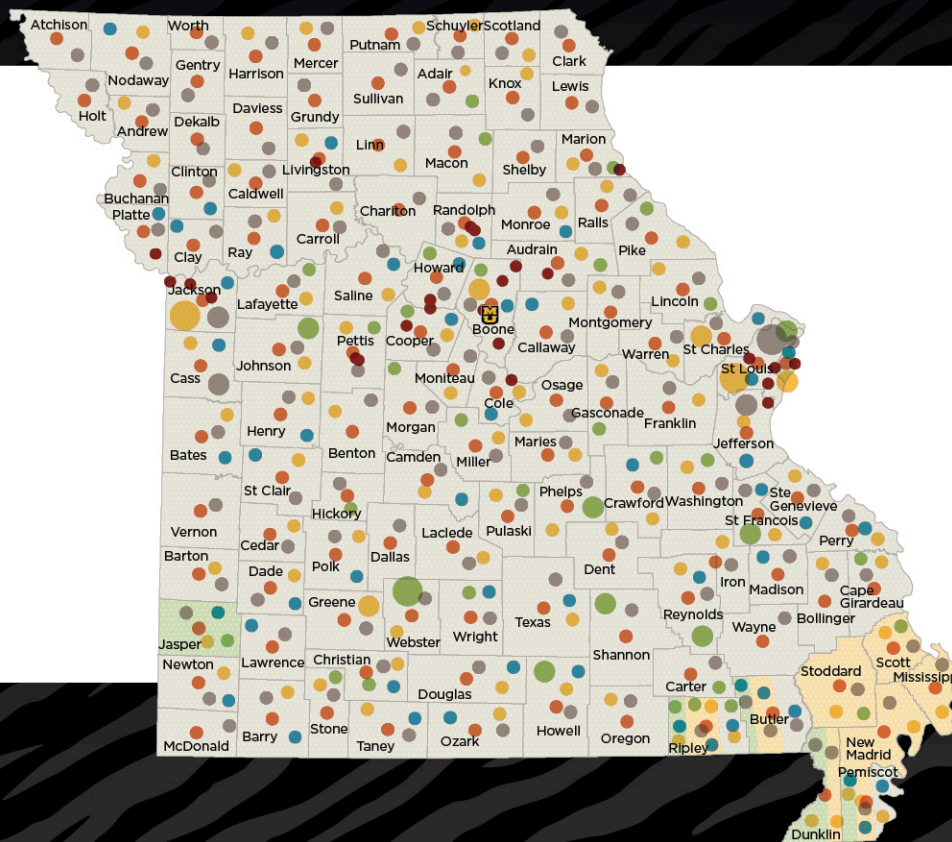
EMAIL CLICK RATES



National education email campaign average open rate and click rate data according to mailchimp.com

MISSOURI IMPACT

Programs and Outreach In
EVERY COUNTY
IN MISSOURI



○ 1-10 locations ○ 11-20 locations ○ >20 locations

● Missouri School Wide Positive Behavior Support (MO SW-PBS)

● Mizzou K-12 Online

● Network for Educator Effectiveness (NEE)

● eMINTS/eLearning Events

● ARCAAlign

● Bootheel Baby Connect

● Help Me Grow Network

Hook Center for Educational Leadership and District Renewal

● MU Partnership for Educational Renewal (MPER)

● Pre-Employment Transition Services (Pre-ETS)

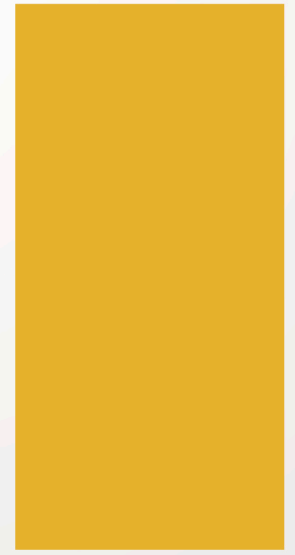


**Employed by
the College of
Education with
funds from state
appropriation**

**258
PEOPLE**



**643
PEOPLE**



**Employed by the
College of Education
in outreach and
engagement units
outside of state
appropriation**

Alumni Engagement

STRATEGY





Mizzou Ed
@MizzouEduca



Kimberleigh Doyle

@Kimberleigh_D

Follow

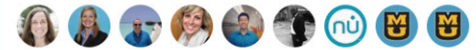


Love the energy @MizzouEducation getting to know their @NurevaEducation #Spansystem @ChristieTerry @lammersst



2:16 PM - 29 Aug 2017

5 Retweets 14 Likes



5



14

Questions???

