

The Institute for Crisis Management

**AND
THE ILLINOIS COMMUNITY
COLLEGE BOARD**

PRESENTS

**PREPARING YOUR CAMPUS
FOR
THE NEXT CRISIS**

HOW WOULD YOU HAVE HANDLED THIS?



5 STUDENTS DIED, 1 STAFF DRIVER DIED



Whitney E. Cerak

Laura VanRyn

**ONE LIVED, ONE DIED
MIX-UP DEVASTATED
FAMILIES, STAFF AND
CLASSMATES**

DEFINITION OF A COLLEGE CRISIS

A SIGNIFICANT CAMPUS DISRUPTION WHICH TRIGGERS NEGATIVE STAKEHOLDER REACTION, IMPACTING OPERATIONS & FINANCIAL STABILITY

Different Types of Business Crises

- Sudden
- Perceptual
- Smoldering
- Bizarre

Adverse Impact

- Registrations
- Funding
- School reputation
- Government intervention
- Operating expenses
- Staff/student morale
- Competitive strength
- Legal/Consumer action
- Management mistrust

The Goal



- Prevent loss of faculty, student & alumni confidence & support
- Protect reputation
- Get the campus back to work
- No problem hiring
- Staff & students still trust the College
- Restore community confidence

REALITIES OF A SUDDEN CRISIS

Initial Chaos

1. Crisis timing invariably is awful
2. Human and hardware communications problems
3. News media pressure and rumors

Inevitable Aftershocks

1. Discovery/Disclosure of other problems related to the crisis
2. Investigations by federal, state, local government officials
3. Lawsuits and financial penalties
4. Lost business, management changes, divestitures

BROADER ISSUES



- MASS INFLUENZA PANDEMICS STRIKE EVERY 30-40 YEARS
1918 1957 1968
- 1918 PANDEMIC KILLED 50-MILLION
- WHO AND CDC WARN AI IS A GREATER THREAT THAN SARS OR Y2K

WHY THIS IS IMPORTANT

- **FACULTY/STAFF TOO ILL TO WORK**
- **OTHERS STAY HOME IN FEAR**
- **STUDENTS AFRAID TO GO TO CLASS**
- **HEALTHCARE STRAINED**
- **VENDORS UNABLE TO DELIVER**
- **QUARANTINE STOPS ACTIVITIES**

WHY THIS IS IMPORTANT

- **PUBLIC INFRASTRUCTURE FAILS**
- **TRANSPORTATION IS DISRUPTED**
- **FUNDING SOURCES DRY UP**
- **SOME FACULTY/STUDENTS MAY NOT RETURN – SOME MAY NOT LEAVE**
- **SOCIAL UPHEAVAL**

WHAT TO PLAN FOR

- **WILL YOU PAY FACULTY/STAFF IF YOU HALT OPERATIONS?**
- **WILL YOU REFUND TUITION?**
- **UPDATE STAFF/STUDENT ABSENTEE POLICY**

PANDEMIC PLAN TO DO LIST

- **CONSIDER STAFF/STUDENT ACCESS AND AVAILABILITY OF**
 - **HEALTHCARE SERVICES**
 - **SOCIAL SERVICES**
- **ESTABLISH POLICIES FOR PREVENTING INFLUENZA SPREAD ON THE CAMPUS**
- **COLLABORATE WITH INSURERS, HEALTH PLANS AND LOCAL HEALTHCARE**

PANDEMIC PLAN TO DO LIST

- **WHAT AND HOW WILL YOU COMMUNICATE WITH STAFF/FACULTY/STUDENTS/VENDORS**
- **ENSURE COMMUNICATIONS ARE CULTURALLY AND LINGUISTICALLY APPROPRIATE**
- **ASSURE STAFF/STUDENTS SOONER THAN LATER THAT YOU ARE PREPARING FOR A PANDEMIC**

PANDEMIC PLAN TO DO LIST

- **DEVELOP PROCEDURES AND METHODS FOR COMMUNICATIONS**
 - FACULTY/STAFF HOTLINE
 - STUDENT HOTLINE
 - WEBSITE
 - INTRANET
- **CALLING TREES**
 - FOR FACULTY/STAFF/STUDENTS
 - FOR VENDORS/SUPPLIERS

PANDEMIC PLANNING IS A STRATEGIC ISSUE

- **FOCUS ON THE OPERATIONAL IMPACT**
 - ABSENTEEISM/SAFE CAMPUS CONDITIONS
 - CONTINUE TEACHING/LEARNING
 - LOST ENROLLMENT
- **FOCUS ON THE PEOPLE**
 - FACULTY/STAFF
 - FAMILIES
 - STUDENTS
 - THE COMMUNITY
- **ASSESS THE SCHOOL'S STRATEGIC VULNERABILITIES**
 - WHAT ARE WE DOING TO PREPARE AND PROTECT OUR PEOPLE AND OUR OPERATIONAL RECOVERY?

BOTTOM-LINE ESSENTIALS OF CRISIS MANAGEMENT

CRISIS PREVENTION

- **KNOW THE VULNERABILITIES OF YOUR SCHOOL**
- **KEEP AN EYE ON YOUR CRITICS**
- **ASSESS THE HUMAN INTEREST POTENTIAL**
- **MAINTAIN A REALISTIC RESPONSE PLAN – INCLUDING PR**

CRISIS CONTROL

- **BALANCE LEGAL, OPERATIONS AND COMMUNICATIONS**
- **KNOW THE NEWS MEDIA AND YOUR ADVERSARIES**
- **THINK BEYOND THE CRISIS ITSELF**
- **WORDS ARE NOT ENOUGH – DO SOMETHING**

HHS Secretary Michael Leavitt said recently

**“ANYTHING WE
SAY IN
ADVANCE OF
A PANDEMIC
SEEMS
ALARMIST.**



**ANYTHING YOU’VE DONE TO
PREPARE AFTER IT BEGINS IS
INADEQUATE.”**

WHAT CAN YOU SAY?

FALL BACK ON YOUR BASIC MESSAGES:

- **WE WERE AS PREPARED AS WE COULD BE**
- **OUR SYMPATHY GOES OUT TO EVERY FAMILY THAT LOST LOVED ONES**
- **WE WILL RECOVER AND RETURN TO AS NEAR NORMAL OPERATIONS AS POSSIBLE.**

