South Central College

Crisis Communications Plan

Updated: 8/31/18

South Central College Crisis Communications Plan

The SCC Crisis Communications Plan provides guidance for the coordination of communications both internally and externally in the event of an emergency or crisis. The plan outlines the roles, responsibilities, and protocols to guide the college in promptly sharing information with all of SCC's audiences during an emergency or crisis. Each situation is unique, requiring customized messaging.

The SCC Crisis Communications Plan is part of the SCC emergency management portfolio, which includes an All-Hazard Plan and Continuity of Operations Plan (COOP):

- The All-Hazard Plan provides information to respond to a multitude of situations faced in daily operations of the college.
- The COOP helps facilitate recovery operations for individual departments within the college in the case of a natural or manmade emergency that could endanger the organization's ability to function (See Appendix A Continuity of Operations Plan).
- The Crisis Communications plan is intended to provide a framework for effective coordination and communication should a crisis or emergency occur at the college.

Plan Updates and Location

The Crisis Communications Plan will be reviewed and updated by the Marketing and Communications department every six months. The most recent version will be available at www.southcenral.edu/crisiscommunications.

Definitions

For the purposes of this plan, a **Crisis** is defined as a significant event that impacts our students and/or employees, prompt substantial, often sustained, news coverage and public scrutiny, and/or has the potential to damage the institution's public image or financial stability, or disrupt college operations.

An **Emergency** is as an event that presents a threat and typically involves a response from police, fire, or emergency medical personnel.

Crisis Communications Guidelines

At the onset of a crisis or emergency, any college employee will put the SCC Crisis Communications Plan into effect by making the appropriate initial contacts and following through with the initial planned communications strategies.

All media and public inquiries will be referred without comment to the SCC Marketing and Communications department. Only the official spokesperson, the alternate (as named by the Director of Marketing and Public Relations, the President, or a college administer will articulate the college's position upon the authorization of, and as directed by the President or Director of Marketing and Public Relations.

Key objectives of the plan are to demonstrate responsibility to our students, employees, and stakeholders; protect SCC's image and reputation; and be open, accountable, and accessible.

Action Steps

The plan includes crisis communications strategies for the pre-crisis, during-crisis, and post-crisis phases as follows:

PRE-CRISIS

1. **Crisis Communications Teams**

   SCC has established an SCC Crisis Communications Leadership Team and Crisis Communications Implementation Team made up of the following individuals

   - The **Crisis Communications Leadership Team** is comprised of the Administrative Cabinet (President, Vice President of Student and Academic Affairs, Vice President Finance and Operations, Chief Human Resources Officer, Vice President of Economic Development, and Associate Vice President of Research and Institutional Effectiveness), as well as the Director of Marketing and Public Relations and the Executive Assistant to the President.
   - The **Crisis Communications Implementation Team** includes a Lead Communicator, Media and Messaging Director, Primary Spokesperson, Media Specialist, Media Monitor, Communications Coordinator, Social Media Director, Web Content Director, Hot Line Operators, Photographer, and Videographer.

2. **Team Roles and Responsibilities**

   Creating a Crisis Communications Leadership Team and Crisis Communications Implementation Team with the right mix of skills is vital to the smooth and successful execution of crisis communications. Team members are selected based on their organizational role, skill set, commitment and accountability. Key crisis communications tasks needed to effectively notify stakeholders and monitor activities determine Team Member Roles and Responsibilities (See Appendix B Team Roles and Responsibilities).

3. **Additional Expertise**

   In addition to the Crisis Communications Leadership Team and the Crisis Communications Implementation Team, there are other individuals at SCC and at the Minnesota State system office who may be helpful or need to play a related role during a crisis or emergency. It's essential that we have contact information for these individuals with Additional Expertise (See Appendix C Additional Expertise).

4. **Crisis Inventory**

   It is important that it be determined in advance what types of crisis or emergencies could impact the college by developing a Crisis Inventory (See Appendix D Crisis Inventory).

5. **Spokesperson Training**

   Spokesperson training can make the difference between improving or harming an organization's reputation. The Spokesperson Guidelines (See Appendix E Spokesperson Guidelines) will help prepare the spokesperson to maintain control, project confidence, and stay on message when facing the media and other publics.

6. **Notification and Monitoring**

   Notification Systems

   Preparing notification systems in advance helps facilitate the dissemination of messages to multiple groups of stakeholders simultaneously, so it is essential that available resources and tools be documented prior and updated on an annual basis:

   - Call Tree for initial contact of the SCC Crisis Communications Team as well as others within college (See Appendix F Call Tree)
   - Process for Notifying Publics to dissemination messages to pre-selected audiences by preferred delivery methods (See Appendix G Notifying Publics)
   - Internal Communications Resources: Mass employee and student emails, building PA announcements, STAR Alert text messages and a SharePoint site comprise our Internal Communications Resources (See Appendix H Internal Communications Resources)
   - Media Materials: In a crisis, the vast majority of people will judge SCC on reports from the news media. Effectively working with the media can keep serious incidents from

getting worse and can actually enhance SCC's reputation during a crisis. This requires productive Media Briefings with all Key Media:

- Key Media (See Appendix I Key Media)
- Media Briefings (See Appendix J Media Briefings)
- News Releases (See Appendix K News Release),
- Potential Media Questions: During a crisis, there are tough questions the media may ask. SCC has compiled a list of questions the media are likely to ask (See Appendix L Potential Media Questions)

- Social Media Messages: SCC's social media tools (Facebook and Twitter) are useful in disseminating important information to large numbers of people, almost instantaneously. Social media outlets are an opportunity to communicate information and emotional support. To be effective, communication must meet SCC's Social Media Guidelines (See Appendix M Social Media Guidelines).
- SCC Website: Keeping information front and center on the SCC website is also essential so it's important that a process be established for Website Announcements (See Appendix N for Website Announcements).

Monitoring Systems

Monitoring systems also need to be established in advance of a crisis (See Appendix O Monitoring). Crisis Communications Team members are assigned the responsibility of monitoring and recording traditional and social media content and periodically reporting findings to the lead crisis-messaging person. Monitoring stakeholder feedback allows us to adapt our messaging as needed. Monitoring systems include

- Documenting media attendance at media briefings via a Media Briefing Sign-In (See Appendix P Media Briefing Sign-in)a
- Media Monitoring Log (See Appendix Q Media Monitoring Log)
- Telephone call monitoring with a Call Log (See Appendix R Call Log).

7. **Audiences**

Many different audiences must be reached with information specific to their interests and needs. Determining in advance the internal and external audiences with whom we may need to communicate in a crisis is an essential part of pre-crisis planning. SCC students,

employees, and their families are considered the primary audiences because each student and employee is a public relations representative of the college. Ultimately, all Potential Audiences (See Appendix S for Potential Audiences) will likely share the college's messages if provided to them in a prompt and accurate manner.

8. **Message Templates**

   Full message development is unrealistic until a crisis actually happens. Pre-crisis messages can be prepared for a variety of crisis scenarios, for potential use immediately after a crisis breaks. It is important to establish and continue to update several customizable Message Templates (See Appendix T Draft Message Templates).

9. **Conduct Crisis Drills**

   Rehearsals will occur as part of the tabletop exercises conducted for the All-Hazard Plan and Continuity of Operations Plan (COOP).

DURING CRISIS

Step 1: Implement Crisis Call Tree

Employees encountering an Emergency should immediately contact emergency authorities at 911 and then contact campus security. SCC Safety and Security Officer:

David Armstrong, Vice President of Finance & Operations (Safety and Security)
Office: 507-389-7206
Cell: 813-789-4469

Employees encountering a Crisis should contact their supervisor and provide details of the situation. The supervisor will contact college administration and the Director of Marketing and Public Relations. The Director and administration will determine if the Crisis Communications Team will be activated. If activated, the call tree will be implemented (See Appendix F SCC Call Tree).

Step 2: Crisis Communications Center Location

Predetermined locations have been identified for the Crisis Communications Leadership Team and Crisis Communications Implementation Team, as well as the Command Post for the Crisis Management Team (staff in charge of making decisions pertaining to handling the crisis itself detailed in SCC Go Kit (See SCC Go Kit).

North Mankato Campus: The Crisis Communications Leadership Team will be in the President's Office and the Crisis Communications Implementation Team will be in the Marketing and Communications Offices, which will remain open 24 hours a day during the crisis. In addition, a media briefing room will be established in Heritage Hall to use as needed.

North Mankato Campus Back-up Location: MICO

Faribault Campus: The Crisis Communications Leadership Team will be in the President's Conference Room and the Crisis Communications Implementation Team will be in the Administrative Office area, convening in the President's Office area. In addition, a media briefing room will be established in the Event Center to use as needed.

Faribault Campus Alternative Location: Faribault High School

Telephone hot line: The campus main lines: (Faribault) 507-332-5800 and 800-422-0391 and (North Mankato) 507-389-7200 and 800-722-9359 will be designated as crisis hotline phones for incoming external calls and will have recorded messages about the latest information on the situation for external audiences. The phone numbers will be made available to the media, on the SCC website and in social media at the beginning of a crisis. A staff member will be assigned to update recorded messages for those phones. In addition, campus-wide advisories will be sent via email. The campus main lines: (Faribault) 507-332-5800 and 800-422-0391 and (North Mankato) 507-389-7200 and 800-722-9359 will be forwarded to the two telephone hotlines for the duration of the crisis. An internal hotline 507-389-7277 will be made available for the campus community.

Equipment/Supplies:

The Crisis Communications Leadership and Implementation Teams' locations should contain the following necessary equipment:

- Computers
- Internet access
- Flashlights
- Walkie-talkies
- Contact lists
- Pens/pencils/paper
- Copy machine
- Television access
- Copy of SCC Go Kit
- Cameras
- Extension cords
- Food and beverages

Step 3: Call initial meeting of Crisis Communications Leadership Team (See Appendix U Crisis Communications Leadership Team Meeting Agenda).

Step 4: Assess the Situation

At the onset of a crisis, it is important to determine and document known facts that can and cannot be released to the public. It must be determined whether a response is needed and if that response is needed for all of the college's stakeholders. The scope of the incident must be verified with authorities, and all sources of information should be recorded. Answering the following questions will help to assess the situation:

- What happened?
- Who is affected?
- Who from South Central College is involved?
- When did it happen?
- Where did it happen?
- Why did it happen?

- How did it happen?
- Which safety/government agencies are involved (if any)?
- What is the situation now?
- What are we doing in response?
- What kind of follow-up is necessary?
- What did we know, when did we know it, and what did we do about it?
- What is the extent of the damage? (Number of fatalities, injuries, value of damage etc.)
- What are the most important objectives in managing this crisis?
- Any other confirmed information?

Note: Verify and record all sources of information.

Step 5: Determine What Information to Release, When and to Whom

A. Message Guidelines:
    - In cases involving employee or student injuries or death, families will be notified by appropriate personnel before the information is released to the public.
    - Personal information released must adhere to FERPA guidelines and must be authorized by SCC cabinet member and/or family, student, faculty, or staff member involved prior to distribution. Approval is also necessary before images, such as photos of victims, are posted online or released to the media or elsewhere.
    - Information will be distributed to employees and students just prior to its release to the public whenever possible.
    - Adapt messages to address public concerns as monitored during the crisis.
    - Provide visuals such as drawings, graphics, and diagrams to help illustrate complicated items.

Step 6: Draft Fact Sheet and Determine Key Messages, Deadlines

A. Messages normally include:
    - Compassion, concern and empathy
    - Recommended specific harm-reducing actions for those affected by the crisis
    - Details on how and when more information will be disseminated, and, if possible, a regular scheduled for updates, regardless of whether there is any new information.

- Information on where the public can go to find more information.
  (See Appendix V Holding Statements/Talking Points and Appendix W Message Strategies as resources)

Step 7: Finalize Messages

With the draft messages as a starting point, the Media and Messaging Director must develop crisis-specific messages for the current situation. The Director will determine audience-specific messages for each stakeholder group based on the known facts about this specific crisis and the audience interests and needs (See Appendix T Draft Message Templates). All final messaging must be approved in advance (See Appendix X News Release Approval Form).

Step 8: Assign Crisis Communication Implementation Team Roles and Responsibilities

A. Lead Communicator: Coordinates all aspects of communication about the crisis among all internal parties and is the liaison with other personnel involved.
B. Media and Messaging Director: Key communicator with the media.
C. Media Specialist: Assist Media and Messaging Director with media inquiries.
D. Primary spokesperson: Assists in crafting and implementing external/internal message; oversees implementation of the media strategy; maintains an open dialogue with the media; and coordinates communications to additional audiences.
E. Communications Coordinator: Responsible for drafting and distributing messages in traditional channels.
F. Social Media Director: Responsible for writing and posting messages on the college's social media outlets.
G. Web Content Director: Responsible for posting information on the college’s website and crisis update sites.
H. Media Monitor: Responsible for monitoring chatter about the crisis.
I. Hot Line Operator(s): Responsible for answering Hot Line phone numbers
J. Photographer/Videographer: Responsible for documenting visual content.

Step 9: Implement Team Roles and Responsibilities and Timelines

A. The team will identify the tasks to be completed, who is responsible for completing them, and when they will be completed.

B. Deadlines will be determined according to the situation. In crises, a speedy public response (within two hours) often is warranted. (See Appendix Y Crisis Communications Task Log).

Step 10: Identify Audiences

A. Audiences normally include:
   - Participants/those involved in situation (and parents when participants are minors or students)
   - Faculty and staff and/or their families
   - Students
   - Media
   - Neighbors
   - Alumni
   - Elected officials
   - Stakeholders

(See Appendix S Potential Audiences)

POST-CRISIS

Step 1: Contact System Office Subject Matter Experts:

- Chief of Staff, General Counsel, Public Affairs, Security, Emergency Management and others as incident dictates.
- Follow up at both leadership and functional levels:
  - Chief of Staff/Vice Chancellor<->President
  - Staff <-> Staff, i.e.
  - System Office facilities <-> campus security
  - System Office marketing/public affairs <-> campus key communicator
- Follow through until "closed"
- Provide debrief document to system office and/or Leadership Council

Step 2: Post-Crisis Analysis

Within a week of the crisis, the Marketing and Communications Department will issue media updates as long as warranted. Upon termination of the crisis, the Director of Marketing and Communications will schedule a meeting of all the Crisis Communications Team to review all actions taken and identify corrective action and change needed. These will be included in an after-action report to be provided to the President and reported at the Crisis Management Team debrief meeting.

A. Compile monitoring reports Media Briefing Sign-in, Media Monitoring; Media Inquiry Log; Crisis Communications Call Log;
B. Determine effectiveness and whether Crisis Communications Team response could have been better. Was information disseminated through one spokesperson? Were there any miscommunications? What did we learn from this?
C. Review list of publics and key media to determine if any should be added or removed.
D. Review commitments made during the crisis and evaluate the college's response in order to improve procedures.
E. Review stakeholder relationships to identify any relationships damaged by the crisis.
F. Report findings at the Crisis Management Team debrief session.

Step 3: Post-Crisis Restoration and Renewal Communications

When the crisis is determined to be over or nearing the end, consider the following actions:

A. Evaluate how to help our community recover, return to normal, and if needed, regain faith in the college after crisis is over. This may include the need for town hall meetings, letters from the President expressing sympathy and/or gratitude for assistance, and/or detailed plans to prevent another such crisis;
B. Prepare strategic messages likely to repair the image of the organization;
C. Paid advertising containing an apology or final details;
D. Putting apology/final details on all communications channels;
E. Video apology/final details on home page.

   (See Appendix Z Restoration and Renewal Communications)

Step 4: Corrective Action and Change

A. Examine similar scenarios. What will we do in similar situations in the future? What have others done in similar situations? Explain how future incidents will be handled/prevented.

B. Improve elements of crisis preparedness.

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Appendix A: Continuity of Operations Plan (COOP)

South Central College's Office of Safety and Security coordinates the Continuity of Operations Plan, which assists departments and offices in developing plans to maintain operations and services in the face of a disruptive event.

For more information contact:

David Armstrong
Vice President of Finance & Operations (Safety and Security)
Office: 507-389-7206
Cell: 813-789-4469
Email: david.armstrong@southcentral.edu

Appendix B: Team Roles and Responsibilities

Crisis Communications Leadership Team

The Crisis Communications Leadership Team provides direction and approvals for the Crisis Communications Implementation Team. The team is comprised of the Administrative Cabinet (President, Vice President of Student and Academic Affairs, Vice President Finance and Operations, Chief Human Resources Officer, Vice President of Economic Development, and Associate Vice President of Research and Institutional Effectiveness), as well as the Director of Marketing and Public Relations and the Executive Assistant to the President.

Crisis Communications Implementation Team

The Crisis Communications Implementation Team provides recommendations and implements the decisions of the Crisis Communications Leadership Team, through the following roles.

A. Lead Communicator

Role: Coordinates all aspects of communication about the crisis among all internal parties and is the liaison with Crisis Management Team and all involved personnel.
Responsibilities:

1. Mobilize Crisis Communications Team.
2. Determine crisis communications center location.
3. Leads Crisis Communications Team meetings.
4. Develop strategy for communication to each audience.
5. Determine key messages for each audience.
6. Work with the Crisis Management Team to designate spokesperson; selection is dependent on the crisis and the personnel best suited for working with the media.

B. Media and Messaging Director

Role: Key communicator with media outlets.
Responsibilities:

1. Gather and assess information and determine messages for key audiences and media.
2. Supervise work of Communications Coordinator.
3. Approve drafts and delegate distribution of news releases to media.
4. Implement and track approval process of news releases.
5. Determine social media messages.
6. Schedule and manage media briefings.
7. Respond to media inquiries collected by media specialist.

8. Stay in constant communications with media monitor to keep abreast of public opinion about the crisis.

C. Media Specialist

Role: Assist Media and Messaging Director with media inquiries.
Responsibilities:

1. Receive inbound media calls and document content on Media Inquiry Log.
2. Periodically provide copy of Media Inquiry Log to Media and Messaging Director.
3. Assist with set-up and execution of media briefings.
4. Help distribute media briefing announcements and news releases.

D. Communications Coordinator

Role: Draft and distribute messages for media and key audiences, support Media and Messaging Director.
Responsibilities:

1. Draft and distribute news release messages.
2. Draft e-mail messages to internal and external audiences.
3. Draft spokesperson talking points.
4. Draft "fast facts" (history of institution including enrollment, employment, etc.) for distribution to media.
5. Draft and record hotline messaging following approval.
6. If media briefings are needed, arrange room and all details for briefing.
7. Arrange for videotaping and audiotaping media briefings; assist with livestreaming media briefings.
8. Arrange for food for Crisis Communications Team.
9. Maintain a record of all communications (news releases, copies of webpage postings, call log sheets, media coverage, etc.).
10. Monitor local media websites for references to and discussion of crisis.
11. Establish Google Alerts tracking on the crisis, and periodically report activity to Media and Messaging Director.
12. Coordinate live steaming technology to broadcast media briefings online.

E. Social Media Director

Role: Write and distribute messages on the college's social media outlets.
Responsibilities:

1. Write messages for audiences on SCC Facebook and Twitter.
2. Post messages on social media outlets.
3. Monitor social media for references to and discussion of crisis.
4. Respond to social media inquiries and comments.

F. Media Monitor

Role: Monitor news sources about the crisis by reading, watching or listening to the editorial content of media sources on a continuing basis.
Responsibilities:

1. Monitor editorial content of news sources including newspapers, TV, radio stations and the Internet.
2. Identify mentions of the crisis and SCC's handling of the crisis.
3. Track the success of news releases and news briefings.
4. Document content on Media Monitoring Log; periodically provide a copy of the Media Monitoring Log to the Media and Messaging Director.
5. If possible, help the Social Media Director monitor social media mentions about the college and the crisis.

G. Web Content Director

Role: Maintain content on the college's main webpage and the crisis update webpage(s).
Responsibilities:

1. Post content on main webpage and crisis update webpage(s).
2. Monitor local media websites for references to and discussion of the crisis.
3. Establish Google Alerts tracking on the crisis and report activity to Media and Messaging Director.
4. Coordinate live streaming technology to broadcast media briefings online.

H. Hot Line Operator(s)

Role: Receive inbound calls from SCC publics with questions or concerns about the crisis.
Responsibilities:

1. Provide encouragement and affirmation to callers such that they feel supported.
2. Document caller concerns on Crisis Communications Log.
3. Provide Crisis Communications Log to Media and Messaging Director periodically or as requested.

I. Photographer/Videographer

Role: Capture and document visual content of the crisis.
Responsibilities:

1. Capture and record crisis conditions, events, and resources. Photos/Videos will be used in reports, presentations and as documentation.
2. Use a systematic method of recording information about each photo/video; include name, contact information, general location, date and time, specific information about the photo subject(s) and a short narrative description

Appendix C: Additional Resources and Expertise

The effective management of risk requires that significant events are reported quickly and accurately to SCC's administrative leadership. In conjunction with the college's safety and security department.

To assist with the notification of SCC's Critical Incident Team, the President's Office will maintain a confidential current listing of all members with contact information including office direct dial phone, home phone, and cell phone. A jump drive with this confidential contact information is located in SCC's go kits.

Minnesota State System Resources:

Office of the Chancellor
Devinder Malhotra, Interim Chancellor
Office: 651-201-1696
chancellor@minnstate.edu

Chief of Staff
Jaime Simonsen
Office: 651-201-1669
Cell: 651- 398-5756
jaime.simonsen@minnstate.edu

Public Affairs
Noelle Hawton
Office: 651-201-1801
Cell: 952-201-3940
noelle.hawton@minnstate.edu

General Counsel
Gary Cunningham
Office: 651-201-1818
gary.cunningham@minnstate.edu

Facilities
Brian Yolitz, Assoc. Vice Chancellor for Facilities
Office: 651-201-1777
Cell: 571-278-4726
brian.yolitz@minnstate.edu

Emergency Management
Tracy Worsley, Emergency Preparedness Manager
Office: 651-201-1797
Cell: 612-388-4055
tracy.worsley@minnstate.edu

Department of Risk Management
Scott Johnson, Claims Manager
Office: 651-201-2592
Cell: 612-875-0170

Gallagher Bassett Services
866-489-5797

Security
Don Beckering, Director of Public Safety and Compliance
Office: 651-201-1790
Cell: 651-338-3193
don.beckering@minnstate.edu

Appendix D: Crisis Inventory

A. All-Hazard Plan List

- Abduction/Kidnapping/Hostage
- Accident/Damage
- Bomb Threat/Explosive Device
- Civil Disturbance/Riot
- Communicable Disease and Pandemic
- Data Breach/Theft
- Debris Management
- Disruptive/Aggressive Individual
- Environmental Hazard Response
- Evacuation and Relocation
- Explosion
- Fire Caused by Accident or Arson
- Gas Leak
- Hostage Situation
- Medical Emergency
- Missing Person
- Public Works and Utilities Restoration
- Radiological Exposure
- Robbery
- Sexual Assault
- Suicide
- Suspicious Package/Mail
- Weapons Possession
- Weather-Related Incident (Flood, Tornado)

B. Other Possible Crisis and Emergency List

- Alcohol/Drug Abuse
- Accidental Death
- Arrest of an Employee for Inappropriate or Abusive Behavior
- Boycott
- Chemical Spill/Leak
- Discrimination
- Downsizing/Rightsizing/Layoffs
- Drug Trafficking
- Flood
- Foodborne Illness Outbreak Resulting from a SCC Sponsored Event
- Hate Crimes
- Homicide
- Lawsuit
- Organizational Misdeed
- Physical Assault
- Severe Vandalism
- Stalking

- Strike
- Technological Crisis
- Terrorist Attacks
- Violent Crime

Note: The appropriate administrator will handle communications about situations that are controversial or sensitive in nature, but are not a crisis (lawsuits, regulatory investigations, negative news coverage, etc.); however, the President or the Marketing and Public Relations Director will issue the official statement if applicable.

Appendix E: Spokesperson Guidelines

- Always defer to civil authorities when asked by the media about things like fires, accidental death, possible criminal activity, injuries, etc.; (When in doubt, discuss with legal before commenting.)
- Demonstrate organizational concern about people;
- Address the college's response, not the cause;
- Place most important points at the beginning of a response;
- Be concise;
- Respond with simple answers;
- Use everyday language, not jargon;
- Keep the message consistent with all constituencies;
- Do not respond to hypothetical questions;
- Avoid negatives. Be positive;
- Do not guess or speculate. It is okay to say, "I don't know." Alternatively, offer to track down the answer;
- Do not provide damage estimates, discuss responsibility for the incident, or discuss legal liability in any way;
- Never respond with "no comment," instead explain why you cannot answer the question (e.g. we do not have those details confirmed at this time);
- There is no such thing as "off the record.";
- Stop talking when you feel you have answered the question, ~~and~~ don't be baited by silences;
- Bridge to your key messages. (e.g. "Well, I can't address that question, but what I can tell you is…");

Sample Redirect/Bridging Statements, to be used if Question is Off-Target:

- "Fortunately, that didn't happen…"
- "My opinion is not what is important right now…"
- "I can't really address that, but what I can tell you is…."
- "What's really important is…."
- "I'm not sure where you're going with that, but I'd like your audience to know …"
- "The larger question is…"
- "Our first concern is always…"
- "The real issue is…"
- "It's important to point out…"
- "Let's not lose sight of…"
- "From a broader perspective…"

Appendix F: SCC Call Tree

1. Employees encountering an emergency should immediately contact emergency authorities at 911. Employees encountering a crisis should immediately contact their supervisor and provide details of the situation.
2. For any college crisis contact the SCC Safety and Security Officer:
   Al Kluever, Safety and Security Officer
   Office: 507-389-7412
   Cell: 507-995-4021
3. The supervisor will contact college administration and the Director of Marketing and Public Relations. The Director and President will determine if the Crisis Communications Leadership Team will be activated.
4. Contact System Office Subject Matter Experts
   - Chief of Staff, General Counsel, Public Affairs, Security, Emergency Management and others as incident dictates.
5. Contact teams

Crisis Communications Leadership Team Contact Information			
Contact	**Cell Phone**	**Office**	**Home**
Annette Parker - NM Campus	859-907-4232	507-389-7207	859-907-4232
Annette Parker - FB Campus	859-907-4232	507-332-5801	859-907-4232
DeAnna Burt	507-508-9360	507-389-7228	
David Armstrong	813-789-4469	507-389-7206	813-789-4469
Dawn Pearson	612-743-1163	507-389-7219	612-743-1163
Marsha Danielson	507-508-2853	507-389-7426	507-381-0727
Narren Brown	563-380-4981	507-389-7462	563-380-4981
Shelly Megaw	507-381-0404	507-389-7289	507-385-1985
Carol Freed - NM Campus	507-210-0091	507-389-7211	507-210-0091
Carol Freed - FB Campus	507-210-0091	507-332-5809	507-210-0091

Crisis Communications Implementation Team Contact Information				
Role	**Contact**	**Cell Phone**	**Office**	**Home**
Lead Communicator	Marsha Danielson	507-508-2853	507-389-7426	507-381-0727
Media and Messaging Director	Shelly Megaw	507-381-0404	507-389-7289	507-381-0404
Primary Spokesperson	TBD			
Media Specialist	Carol Freed	507-210-0091	507-389-7211	507-332-8779
Communications Coordinator	Lisa Kinowski	507-381-0929	507-389-7942	507-625-6451

Social Media Director	Kelsey Woods-Nord	507-380-7625	507-389-7466	507-380-7625
Media Monitor	Brian Yingst	507-262-1616	507-389-7390	507-262-1616
Web Content Director	Steve Pottenger	612-750-3793	507-389-7256	612-750-3793
Hot Line Operator(s)	Joy Hansen	507-327-2453	507-389-7378	507-327-2453
	Mary Hutchens	507-382-2782	507-389-7210	507-382-2782
Photographer	Scott Rahe	507-382-1506	507-389-7258	507-382-1506
Videographer	Wes Taylor	507-351-5029	507-389-7213	507-351-5029

In certain situations, other personnel may be contacted (to be determined by Administrator and Director of Marketing and Communications).

SCC Crisis Team Contact Information				
Role	**Contact**	**Cell Phone**	**Office**	**Home**
Facilities and Operations - NM Campus	Russ Berndt	507-327-2614	507-389-7214	507-327-2614
Facilities and Operations - FB Campus	Rick Sanders	507-334-3392	507-332-5826	507-334-3392
Safety and Security	David Armstrong	813-789-4469	507-389-7206	813-789-4469
Information Technology	Steve Mills	507-381-5432	507-389-7330	507-381-5432
System Office Contact Information				
Role	**Contact**	**Cell Phone**	**Office**	**Home**
Chief of Staff	Jaime Simonsen	651-398-5756	651-201-1669	
General Counsel	Gary Cunningham		651-201-1818	
Public Affairs	Noelle Hawton	952-201-3940	651-201-1801	
Security Emergency Management Facilities	Don Beckering Tracy Worsley Brian Yolitz	651-388-4055 651-388-4055 571-278-4726	651-201-1797 651-201-1797 651-201-1777	

Appendix G: Notifying Publics

The following are the proposed leads for reaching each of the potential audiences and the preferred methods for reaching them. This list is only a guide for the college's Crisis Communications Leadership Team.

President

Office of the Chancellor
    Phone, Text
President's Advisory Board
    Email, Phone, Text
MN State System Presidents
    Email, Phone, Text
Federal and State Legislators, Governor
    Email, Phone, Text

Vice President of Economic Development

SCC Administrators
    Phone, Text, Email
Elected Officials: County Commissioners & City Councils
    Email, Phone
Superintendents, Principals, and School Boards
    Email, Phone
Community Leaders (civic groups)
    Email, Phone
Major Employers (manufacturing, health care, retail trade, and educational services)
    Email, Phone

Director of Marketing and Public Relations

Crisis Communications Team
    Phone, Text
Local and State News Media
    Email, Phone, Press Conference
General Public, Taxpayers, & Community Members
    Social Media, News Media, SCC Website

Dean of Student Affairs

Students & Families
    Social Media, Email, STAR Alert, Campus Intercom, SCC Website

Prospective Students and Parents
    Social Media, Email, STAR Alert, Campus Intercom, SCC Website

Foundation Presidents

North Mankato Foundation Board
Email, Phone
Faribault Foundation Board
Email, Phone
Alumni
Email, Phone

Donors and Friends of the College
Email, Phone

Chief Human Resource Officer

Employees & Families
Email, STAR Alert, Campus Intercom
Emeriti Faculty
Email, Phone
Collective Bargaining Unions
Email, Phone

Designated by Director of Marketing and Public Relations

Vendors & Suppliers
Local Colleges and Universities (Perhaps Source of Assistance)
Chambers of Commerce/Economic Development Agencies
Campus Neighbors
Groups Renting College Facilities

Appendix H: Internal Communication Resources

All Employee and Student Mass Email:
Everyone on the Crisis Communications Leadership Team has the ability to send emails to all SCC employees and students.

PA Announcement:

PA System (Faribault)
Dial 2076
After Tone Dial 54321#
Speak Clearly and Loudly

PA System (North Mankato)
Dial 2075
After Tone Dial 54321#
Speak Clearly and Loudly

STAR Alerts:

The SCC Star Alert Emergency Text Messaging System provides rapid notification via text messages to alert students, faculty and staff of an emergency situation that requires them to take immediate action to preserve their safety and security. Participants must sign up to receive messages.

To access the Star Alert Emergency Messaging System the following personnel are available as resources:

David Armstrong, Vice President of Finance & Operations (Safety and Security)
Office: 507-389-7206
Cell: 813-789-4469
Home: 813-789-4469

Brodie Cownie, IT Support
Office: 507-389-7398
Cell: 507-720-7375

Heidi Andersen, Facility Scheduler
Office: 507-389-7370
Cell: 507-276-7688

SharePoint Emergency Management site:

- EOP and COOP templates, checklists, table top exercises, and scenarios
- https://mnscu.sharepoint.com/sites/pscu/SitePages/Emergency%20Management.aspx
- Search ‘Safety Library” for additional resources

Appendix I: Key Media

	Contact	E-mail	Phone
Mankato			
Mankato - KEYC News	General News	keycnews@keyc.com	507-625-7905
Mankato - Radio Mankato - KTOE-AM, KDOG, KXAC, KXLP, KATO-MN 93	General News	news@ktoe.com	507-625-1420
Mankato - Radio Mankato - KTOE-AM, KDOG, KXAC, KXLP, KATO-MN 93	Annette Weston, News Director	annette@ktoe.com	507-625-1420
Mankato - Radio Mankato - KTOE-AM, KDOG, KXAC, KXLP, KATO-MN 93	Dan McCarger, Morning Blend Interviews	dan@ktoe.com	507-345-4537
Mankato - Radio Mankato - KTOE-AM, KDOG, KXAC, KXLP, KATO-MN 93	Pete Steiner, Interview News Program	Pete@radiomankato.com	507-345-4537
Mankato/St. Peter - Alpha Media - KRBI-AM, KRBI-FM (105.5), KEEZ, Country 103	John Mickelson	john.mickelson@alphamediausa.com	507-388-2900
KMSU	Jim Gullickson	james.gullickson@mnsu.edu	507-389-5678
Mankato - The Free Press	General News	editor@mankatofreepress.com	507-625-4451
Mankato - The Free Press	Kristine Goodrich	kgoodrich@mankatofreepress.com	507-625-4451
Mankato - The Free Press	Joe Spear, Managing Editor	jspear@mankatofreepress.com	507-625-4451
Mankato - MN Valley Business	Tim Krohn, Editor	tkrohn@mankatofreepress.com	507-344-6383
Southern MN - Connect Business Magazine	Lisa Cownie, Editor	editor@connectbiz.com	507-232-3463
Faribault			
Faribault Daily News	Sam Gett, Publisher and Editor,	sgett@faribault.com	507-333-3105
Faribault Daily News	Suzanne Rook, Regional Editor	srook@faribault.com	507-333-3134
Faribault Daily News	Philip Weyhe, Reporter	pweyhe@faribault.com	507-333-3132
Faribault Daily News	Gunnar Olson, Reporter	golson@faribault.com	507-333-3128

Faribault Daily News	Ida Mojadad, Reporter	imojadad@faribault.com	507-333-3130
Faribault - KDHL/Power96 Radio	Gordy Kosfeld	gordy.kosfeld@townsquaremedia.com	507-334-0061
Faribault - TV	Bruce Krenke	contact@FCTV10.org	507-333-6169
Regional			
Albert Lea - Tribune	Sarah, Stultz, Managing Editor	sarah.stultz@albertleatribune.com	
Belle Plaine - Herald	General News	bpherald@frontiernet.net	952-873-2261
Blue Earth/Winnebago - Faribault County Register	Chuck Hunt, Managing Editor	chunt@faribaultcountyregister.com	
Hanska - Herald		hh@prairiepublishingmn.com	
Hutchinson - Leader	General News	news@hutchinsonleader.com	
Janesville - Argus	Suzanne Rook, Regional Managing Editor	srook@wasecacountynews.com	
Kenyon - Leader	Terri Washburn, Publisher and Editor	twashburn@thekenyonleader.com	507-333-3148
Kenyon - Leader	Jaci Smith, Managing Editor	editor@thekenyonleader.com	507-333-3134
Lake Crystal Tribune	General News	tribune@hickorytech.net	507-726-2133
Le Center - Leader	Stephanie Hill, Publisher and Editor	shill@lecenter.com	507-357-2233 ext. 2
Le Center - Leader	Suzanne Rook, Regional Managing Editor	srook@lecenter.com	507-357-2233 ext. 3
Le Sueur - News Herald	Stephanie Hill, Publisher and Editor	shill@lesueurnews-herald.com	507-665-3332 ext. 2 or direct 507-931-8571
Le Sueur - News Herald	Suzanne Rook, Regional Managing Editor	srook@lesueurnews-herald.com	507-665-3332 ext. 3
New Richland - Star Eagle	General News	news@newrichlandstar.com	507-463-8112
New Ulm - The Journal	General News	editor@nujournal.com	507-359-2911
New Ulm - KNUJ		knuj@knuj.net	507-359-2921

Northfield - News/Londsdale - Area News Review	General News	news@northfieldnews.com	507-645-5615
Northfield - News/Londsdale - Area News Review	Sam Gett, Publisher and Editor	sgett@northfieldnews.com	507-645-1112
Northfield - News/Londsdale - Area News Review	Jerry Smith, Managing editor	jcsmith@northfieldnews.com	507-645-1136
Mapleton - Maple River Messenger	General News	mrm@prairiepublishingmn.com	507-524-3212
Owatonna - People's Press/Booming Prairie-Ellendale - Leader	General News	news@owatonna.com	507-444-6020
Owatonna - People's Press/Booming Prairie-Ellendale - Leader	Ron Ensley, Publisher and Editor	rensley@owatonna.com	507-444-2367
Owatonna - People's Press/Booming Prairie-Ellendale - Leader	Jeffrey Jackson, Managing Editor	jjackson@owatonna.com	507-444-2371
St. James - Plaindealer	Duane Durheim	ddurheim@stjamesnews.com	507-375-3161
St. Peter - Herald	Stephanie Hill, Publisher and Editor	shill@stpeterherald.com	507-931-8571
St. Peter - Herald	Suzanne Rook, Regional Managing Editor	srook@stpeterherald.com	507-931-8567
Stewartville - Star	General News	starnews@stewiestar.com	
Waseca - County News/Janesville - Argus	General News	news@wasecanews.com	507-835-3380
Waseca - County News/Janesville - Argus	Julie Frazier, Publisher and Editor	jfrazier@wasecacountynews.com	507-837-5442
Waseca - County News/Janesville - Argus	Suzanne Rook, Regional Managing Editor	srook@wasecacountynews.com	507-931-8567
Waterville/Elysian - Lake Region Life		lrlife@frontiernet.net	507-362-4495
State Media - Broadcast			
Minnesota News Network	General News	newsroom@mnnradio.com	612-321-7211
Minnesota Public Radio	General News	newsroom@mpr.org	651-290-1424

Minnesota Public Radio	Jennifer Vogel, Reporter	jvogel@mpr.org	651-290-1245
WCCO - Radio	General News	newstips@wccoradio.com	612-333-9181
KARE 11 TV	General News	news@kare11.com	763-797-7215
WCCO 4 TV	General News	http://wcco.com/contact	612-339-4444
KSTP TV	General News	gennewstips@kstp.com	612-588-6397
FOX 9	General News	http://www.myfoxtwincities.com/subindex/about_us/contact_us	
KMNV 97.9 FM LaRaza	Spanish Radio	http://979laraza.lamusica.com/	310-520-0979
FM 99.7 La Invasora	Spanish Radio	https://tunein.com/radio/La-Invasora-997-FM-s89098	
KVSC 88.1 FM	Somali-American Radio	http://www.kvsc.org/somaliradio/	
KALY 101.7 FM	Somali-American Radio	http://kalyradio.org/	717-623-4287
KFAI 106.7 FM	Somali-American Radio	http://kfai.org/	612-341-3144
State Media - Newspapers			
Star Tribune	Maura Lerner, Higher Education Reporter	maura.lerner@startribune.com	612-673-7384
Star Tribune	Maureen McCarthy, Education Team Leader	mmccarthy@startribune.com	612-673-7112
Star Tribune	Newsroom General Tips	releases@startribune.com	612-673-4414
St. Paul Pioneer Press	Josh Verges, Higher Education Reporter	jverges@pioneerpress.com	651-228-2171
St. Paul Pioneer Press	Christopher Magan, Ed. Policy Reporter	cmagan@pioneerpress.com	651-228-5557
St. Paul Pioneer Press	Newsroom General Tips	http://www.twincities.com/2011/09/29/submit-a-news-tip-to-twincities-com-and-the-pioneer-press/	651-228-5490

Appendix J: Media Briefings

WHEN TO HOLD A MEDIA BRIEFING

Media briefings are an effective and efficient way to give one set of answers to many questions and many reporters at one time; a briefing also conveys openness and accountability. In general, we should *consider* holding a briefing only when:

1. There has been a loss of life, serious injuries or significant property damage.
2. There has been significant inconvenience to or endangerment of the public, employees, etc.
3. There are damaging accusations or questions about the institution's integrity, workplace, or practices, especially with respect to responding to the crisis or emergency.
4. The situation depends on an in-person response.
5. The designated spokesperson has the skills and character to conduct a briefing. A briefing should include new information about the situation as well as key messages.

ON CAMPUS LOCATION

North Mankato Campus: Heritage Hall

Faribault Campus: Events Center

OFF CAMPUS LOCATION

North Mankato: MICO

Faribault: High School

MEDIA BRIEFING ROOM

The media briefing room for in-person briefings should be equipped with the following:

1. Lectern and one microphone (Note: the speaker should be able to exit the room without walking by or among the media)
2. Chairs and tables arranged classroom style
3. Electrical outlets for cameras and computers
4. Neutral background behind the lectern; no signage or logos should be displayed
5. Snacks and beverages
6. Restroom facilities should be available nearby

CONDUCTING A MEDIA BRIEFING

The Marketing and Communications Director should open the briefing and:
1. Bring the room or conference call to order
2. Give the speaker's name, spelling and title
3. Set any ground rules (length of briefing, time for Q&A, etc.)
4. Give media time to prepare
5. Ask if everyone is ready and wait for them
5. Introduce the speaker
6. Supervise and end the briefing

The briefing should be videotaped and streamed live on the web site if possible.

Use this form to alert media of a briefing concerning the crisis.

FOR IMMEDIATE RELEASE: _____ (insert time and date)

ATTN: Assignment Editor: (insert appropriate others)

South Central College Schedules Media Briefing To Discuss (nature of crisis)

WHAT: South Central College will conduct a media briefing regarding today's (insert nature of crisis). Follow an opening statement reporters will have a question and answer period.

WHO: Name, title of spokesperson

WHEN: Time and Date

WHERE: Location and parking, driving instructions, if appropriate or how to participate by conference call

ON-LINE ACCESS: (if available)

The media briefing will be available live online at (web address)

CONTACT: Name, Title and Affiliation, phone

Appendix K: News Releases

For more information, contact:

(Contact name and telephone number)

FOR IMMEDIATE RELEASE: (insert day and date)

(NATURE OF CRISIS) REPORTED AT SOUTH CENTRAL COLLEGE

(DATELINE) (Number) people (killed-wounded-injured-taken hostage) today when (nature of crisis) took place at _____ (of: name of location if appropriate) at (street address).

(Number) of those involved are employees, (Number) of those involved are students and the rest are (insert description).

Full details regarding the incident are not yet available.

"We are shocked that such a horrible event could occur," (President or Spokesperson) said of the incident, which began about (time) today. "The safety of our students, faculty, and staff is our top priority, and our thoughts are with them now."

If there are deaths, "Our thoughts and our sympathy are with the families, and _____is at work trying to help these family members in every way we can."

(Name of spokesperson) added, "We are cooperating fully with the authorities. No one wants to know more than we do how such a terrible thing could occur at_____, and we will do whatever we can to prevent it or ever happening again."

Insert any other confirmed facts about the situation.

Appendix L: Potential Media Questions

Casualties

- Number killed or injured or who escaped (use caution with initial numbers).
- Nature of injuries received.
- Care given to the injured.
- Disposition of the dead.
- Prominence of anyone who was killed, injured or escaped.
- How escape was handicapped or cut off.

Property Damage

- Estimated value of loss.
- Description of property.
- Importance of the property.
- Other property threatened.
- Insurance protection.
- Previous emergencies in the area.

Causes

- Testimony of participants.
- Testimony of witnesses.
- Testimony of key responders—the crisis management team, police, fire, etc.
- How emergency was discovered.
- Who sounded the alarm.
- Who summoned aid.
- Previous indications of danger.

Rescue and Relief

- The number of people engaged in rescue and relief operations.
- Any prominent person in relief crew.
- Equipment used.
- Physically disabled persons rescued.
- Care of destitute and homeless.
- How the emergency was prevented from spreading.
- How property was saved.
- Acts of heroism.

Description of the Crisis

- Extent of emergency.
- Blasts and explosions.
- Crimes of violence.
- Attempts at escape or rescue.
- Duration.
- Collapse of structures.
- Color of flames.

- Extent of spill.

Accompanying Incidents

- Number of spectators, spectator attitudes and crowd control.
- Unusual happenings.
- Anxiety, stress of families, survivors, etc.

Legal actions

- Inquests, coroner's reports.
- Police follow-up.
- Insurance company actions.
- Professional negligence or inaction.
- Suits stemming from the incident.

Appendix M: Social Media Guidelines

SOCIAL MEDIA IN A CRISIS: SCC's social media tools can be useful in disseminating important information to large numbers of people, almost instantaneously. Facebook and Twitter are the main tools we can use. We also need to monitor these tools to see what others are saying about a crisis situation; we may be able to clear up dangerous misinformation and rumors and also may get information from people who are in close physical proximity to the crisis.
Not all crises will warrant a social media presence.

FACEBOOK:

- Post an update on the SCC Main Facebook page to briefly explain the situation and tell followers where they can get the most up to date information from the college.
- Post an update on all SCC affiliated pages directing them to where to get the most up-to-date information from the college.
- Post a status update with the same information: What's happened, where the best information will be.
- Post status updates as we have new and important information.
- Monitor comments for information and misinformation; pass along pertinent information to lead communicator and respond if necessary (i.e. to clear up bad and harmful info).

TWITTER:

- Set up Twitter to automatically tweet anything that is posted to Facebook as a status update. If information is in excess of 140 characters, posts are abbreviated and link back to Facebook.
- Automatic updates pulled from Facebook status.
- Consider asking followers to "Please retweet" so the information gets out.
- Ask college members with Twitter accounts to retweet.
- Use # symbol for tracking purposes.
- Ask news media to retweet important updates.
- Monitor twitter for information and misinformation; pass along pertinent information to lead communicator and respond if necessary (i.e. to clear up bad and harmful info).

YOUTUBE:

- Post video to YouTube as directed.

Social Media uses:

- Volunteer recruitment during and post crisis
- Encourage donations, supplies needed
- Promote blood donations, vaccination sites
- Provide instructions and information
- Real time alerts and warnings
- Emergency telephone numbers and website address
- Counter inaccurate press coverage, counterbalance rumors
- Communicate, "What SCC is doing."
- Send messages about recovery and reconstruction

Appendix N: Website Announcements

Keeping information front and center on the SCC Website will keep phone calls and other communications to a minimum. This is often the first place people will look.

1. The SCC website should be immediately updated with the initial news release on the home page.
2. The image sliders should be replaced with one static image or message pertaining to the crisis. It should link to southcentral.edu/updates.
3. Remove all flash features.
4. The online news release should be updated regularly. Other releases should not replace it, simply update the contents of the page.
5. If deaths or injuries have occurred, provide a place where people who are unharmed can check in to say they are OK where family and friends can look them up. A Google Form might be a quick way to set this up. That way the names can be sorted alphabetically and the public can view names as they are entered in real-time.
6. As soon as possible, if determined necessary, a video statement from the President should be placed on the home page and wherever else possible

Individuals who can make broad website changes:

Steve Pottenger

Scott Rahe

Appendix O: Monitoring

At least one individual should be dedicated to monitoring chatter about the crisis.

Effective monitoring includes:

- Flipping through television channels.
- Google News-searching the college's name and keywords associated with the crisis.
- Monitoring related websites as follows:

- **Weather**
  All Areas: www.weather.com, www.wunderground.com, http://www.kare11.com/weather, http://kstp.com/weather/, http://minnesota.cbslocal.com/category/weather/
  Greater Mankato: www.ktoe.com/weather/, www.keyc.com/weather
  Faribault: http://kdhlradio.com/faribault-weather/
- **Chambers of Commerce**
  Greater Mankato: Greater Mankato Growth - www.greatermankato.com
  Faribault: Faribault Area Chamber of Commerce & Tourism - www.faribaultmn.org/
- **Hospitals**
  Greater Mankato: Mayo Clinic Health System - http://mayoclinichealthsystem.org/locations/mankato
  - Faribault: District One Hospital- https://www.allinahealth.org/District-One-Hospital/
- **Local Government**
  Greater Mankato: City of Mankato - www.mankatomn.gov/, City of North Mankato - www.northmankato.com/, Blue Earth County - www.blueearthcountymn.gov/, Nicollet County - www.co.nicollet.mn.us/
  Faribault: City of Faribault - www.ci.faribault.mn.us/, Rice County - www.co.rice.mn.us/
- **Public Health Agencies**
  Centers for Disease Control National - www.cdc.gov/
  Centers for Disease Control Minnesota - www.cdc.gov/foodsafety/centers/sites/minnesota.html
  Minnesota Department of Health - www.health.state.mn.us/foodsafety/index.html
  Minnesota Department of Health Infectious Disease, Epidemiology, Prevention and Control (IDEPC) -ww.health.state.mn.us/divs/idepc/
- **Law Enforcement Agencies**
  Greater Mankato: Mankato Dept. of Public Safety - www.mankatomn.gov/government/service-areas/public-safety, North Mankato Police Dept. - https://www.northmankato.com/police
  Faribault: Faribault Police Department http://www.faribault.org/149/Police
  Minnesota: State Patrol (click on district offices) - https://dps.mn.gov/divisions/msp/Pages/default.aspx

Monitoring the local News Websites and Social Media as follows:

Greater Mankato

- **The Free Press:**
  Website: www.mankatofreepress.com
  Facebook: /MankatoFreePress
  Twitter: @Mankatonews

- **KEYC News**
  Website: www.keyc.com
  Facebook: /keycnews12
  Twitter: @keyc

- **KTOE/Radio Mankato News**
  Website: www.ktoe.com
  Facebook: /KTOEnews
  Twitter: @ktoenews

- **Alpha Media (Southern Minnesota News) – KEEZ/KYSM**
  Website: www.southernminnesotanews.com
  Facebook: /SouthernMNnews
  Twitter: @southernMNnews

Faribault

- **Faribault Daily News**
  Website: www.southernminn.com/faribault_daily_news
  Facebook: /faribaultdailynews
  Twitter: @FboNews

- **KDHL**
  Website: http://kdhlradio.com/category/local-news
  Facebook: /kdhlradio
  Twitter: @KDHLRadio

- **Listening to the local radio stations as follows:**

  Greater Mankato

  - KTOE AM 1420
  - KYSM AM 1230
  - KATO FM 93.1
  - KDOG FM 96.7
  - KEEZ FM 99.1
  - KMSU FM 89.7

- KRBI FM 105.5
- KXAC FM 100.5
- KYSM FM 103.5

Faribault

- KDHL AM 920
- KBGY FM 107.5
- KQCL FM 95.9

A report of findings should be generated every half hour and presented to the Director Marketing and Communications. The individual responsible for monitoring should record findings throughout the process, including nature of message, time monitored, where the information was published.

Appendix P: Media Briefing Sign-in

USE: Remove and make multiple copies; return original to manual

Date _____ Time _____ Location _____

NAME	AFFILIATION	EMAIL

Appendix Q: Media Monitoring Log

USE: Remove and make multiple copies; return original to manual

Date	Time	Media Source	Nature of Information

Appendix R: Call Log

USE: Remove and make multiple copies of this form; return blank original to the Crisis Communication Plan manual. This form serves as a record of calls received during the crisis and should be updated periodically throughout a prolonged crisis.

Date	Time	NAME, AGENCY & CONTACT INFO.	Response By	Nature/Subject of Inquiry

Appendix S: Potential Audiences

Current and Prospective Students and Families

Employees and families

Campus Neighbors

Alumni, Donors & Friends of the College

Emeriti Faculty

Office of the Chancellor

President's Advisory Board

North Mankato and Faribault Foundation Board

Collective Bargaining Unions

Groups Renting the College Facilities

MN State System Presidents

Governor, Federal and State Legislators

County Commissioners & City Councils

Superintendents, Principals, School Boards

Major Employers (manufacturing, health care, retail trade, services)

Community Leaders

General Public, Taxpayers, and Community Members

Vendors and Suppliers

Local Colleges and Universities (perhaps source of assistance)

Local and State News Media

Chambers of Commerce/Economic Development Agencies

Appendix T: Draft Message Templates

A. Generic

We are deeply concerned about the (incident description) that took place (time and location). We have implemented our crisis response plan which places the highest priority on the safety and well-being of (our students/faculty/employees). We are currently working with (agency/agencies) to learn more about this incident, and we will communicate more information as it is available. We do not have an exact time but we expect this information to be issued shortly.

B. More Information

We have released all of the confirmed information that we have at this time. As soon as we have additional facts, we will share them with you.

C. Safety

Safety is our top priority, and we are cooperating fully in the investigation to ensure that such an accident never happens again. Our thoughts are with those who were in harm's way and we hope that they are well.

D. Cause of an Accident

It is much too early to talk about the cause of this incident. It may take days or weeks of investigation to determine why this happened so that we can prevent this kind of thing from ever happening again. The investigation will be conducted by the _____, and we will cooperate fully in the investigation. We will not speculate about what may have been the cause, and we encourage others to avoid speculation as well.

E. Victim(s) Information

Confirming identities of victims is one of the most difficult and sensitive matters we face after an incident like this. We are working as rapidly and as accurately as we can. This does not mean that we are ignoring the needs of the families; in fact, we are working closely with them. As names are confirmed, we will notify relatives first before we release any names to the public. This can be a time-consuming process but we want to avoid errors. We know that this process appears slow, but we hope you will understand.

F. For Situations Involving Inappropriate Behavior

South Central College is aware of the situation involving (insert employee/volunteer/stakeholder) at (insert location), and we share the concern expressed within the community. It is SCC's policy that we do not discuss specific disciplinary matters regarding employees or volunteers; however, we have taken appropriate action. Specific questions should be referred to the appropriate investigating authority.

G. For Controversial Organizational Decisions

It was with regret that (part of organization) felt it had to (describe decision). We do feel this is the best decision under the circumstances, which include (describe rationale for decision). We have been in contact with the (individuals, other stakeholders) involved and will continue to work with them if they wish to do so.

H. Injuries

We understand that (number) people have been injured and are being treated at/transported to (medical facility). Until we have more information, we will defer to (agency) for information on the condition of those injured. Our thoughts are with those who were in harm's way and we hope that they are well.

I. Fatalities

We are deeply saddened by this terrible event and mourn the loss of (number) members of the South Central College family. Out of respect for the families, we are unable to add any information to what (agency) has confirmed publicly. Our concern is for our students and employees, their families, and the community at this time.

Note: Preserve the confidentiality of information in crisis situation

Although South Central College is a public institution, certain information by law must be kept private, even in a crisis. That information includes personally identifiable student information (other than directory information), home addresses and phone numbers, social security numbers, and medical information. Contact the Minnesota State System Office of Legal Affairs for guidance.

Attachment U: **Crisis Communications Team Meeting Agenda**

During an initial briefing about the crisis, the following specific agenda items will be reviewed:

1. Situation report:
   - What appears to have happened?
   - Confirmed facts (when, immediate known consequences, likely consequences).
   - Scope of proposed situation.

2. Initial response status:
   - What is being done, why, by whom?
   - Likely implementation time and hoped-for results.

3. Initial communications status:
   - Who knows? Who needs to know immediately, and later on?
   - Establish hot line recordings.

4. Short-term response requirements:
   - Delegate crisis communications responsibility.
   - What must be done in the next several hours and how?
   - What human and material resources are available or needed?

6. Short-term communication process:
   - Staff, faculty, students, families, etc.

7. Next meeting time.

Appendix V: Holding Statements, Talking Points

To be used for news media in first hours after an incident before all information is gathered.

A. Generic

We are deeply concerned about the (incident description) that took place (time and location). Our first priority is for the safety and well-being of (our students/ faculty/employees/those involved in our programs). We are currently working with (agency/agencies) to learn more about this incident, and we will communicate more information as it is available. I do not have an exact time but we expect this information to be issued shortly.

B. More Information

We have released all of the confirmed information that we have at this time. As soon as we have additional facts, we will share them with you.

C. Safety

Safety is our top priority, and we are cooperating fully in the investigation to ensure that such an accident never happens again.

D. Cause of an accident

It is much too early to talk about the cause of this incident. It may take days or weeks of investigation to determine why this happened so that we can prevent this kind of thing from ever happening again. The investigation will be conducted by the _____, and we will cooperate fully in the investigation. We will not speculate about what may have been the cause, and we encourage others not to speculate.

E. Victim(s) information

Confirming identities of victims is one of the most difficult and sensitive matters we face after an incident like this. We are working as rapidly and as accurately as we can. This does not mean that we are ignoring the needs of the families; in fact, we are working closely with them. As names are confirmed, we will notify relatives first before we release any names to the public. This can be a time-consuming process but we want to avoid errors. We know that this process appears slow, but we hope you will understand.

F. For situations involving inappropriate behavior

South Central College is aware of the situation involving (insert employee/volunteer/stakeholder)
at (insert location), and we share the concern expressed within the community. It is SCC's policy that we do not discuss specific disciplinary matters regarding paid staff or volunteers; however, we have taken appropriate action. Specific questions should be referred to the appropriate investigating authority.

G. For controversial organizational decisions

It was with regret that (organization(s)) felt it had to (describe decision). We do feel this is the best decision under the circumstances, which include (describe rationale for decision). We have been in contact with the (individuals, other stakeholders) involved and will continue to work with them if they wish to do so.

H. Injuries

We understand that (number or descriptor) people have been injured and are being treated at/transported to (medical facility). Until we have more information, we will defer to (agency) for information on the condition of those injured.

I. Fatalities

We are deeply saddened by this terrible event and mourn the loss of (number) members of the South Central College family. Out of respect for the families, we are unable to add any information to what the (agency) has confirmed publicly. Our concern is for our students/employees/faculty/program participants/stakeholders, their families, and the community at this time.

Note: Preserving the confidentiality of information in crisis situation

Although South Central College is a public institution certain information by law must generally be kept private, even in a crisis situation. That information includes personally identifiable student information (other than directory information), home addresses and phone numbers, Social Security numbers, and medical information. Contact the Minnesota State System Office of Legal Affairs for guidance.

Appendix W: Message Strategies

The following are potential message strategies used in response to a crisis:

A. Nonexistence Strategy

The nonexistence strategies attempt to eliminate the crisis by denying its existence and clarifying why there is no crisis.

B. Distance Strategy

The distance strategy attempts to weaken the link between the crisis and the college. Clearly acknowledge the crisis but then begin to make excuses or justify the crisis. Excuses minimize the organization's responsibility by denying intention or blaming someone else for the crisis. Justification attempts to minimize damage by convincing the publics the crisis was not that serious or claiming the crisis was misrepresented.

C. Ingratiation Strategy

Thee ingratiation strategy focuses on ways to gain public approval such as bolstering the existing organizational image, transcending the crisis to a more desirable position, and praising others in an attempt to gain approval.

D. Mortification Strategy

The mortification strategy attempts to win forgiveness and create acceptance. These include remediation to offer compensation to the victims, repentance to ask for forgiveness, and rectification to clearly show that mechanisms are in place to prevent a similar crisis from occurring again.

E. Suffering Strategy

The goal of the suffering strategy is to portray the organization as a victim and draw sympathy from the public.

Appendix X: NEWS RELEASE APPROVAL FORM

This form should be used to obtain approval for each news release or prepared statement.

Date: _____Time:_____ Draft#_____ Release#_____

Headline: _____

To Be Released on (date) _____at (time) _____

Source(s) of Information: Information in the attached news release was obtained from:

Name:_____

Name:_____

Approved By: OK:___ (initials) President

(or designee):

Chief Spokesperson:

Marketing and Communications:

Other:

Other:

Legal (if necessary)

Human Resources (employee

information)

Student Affairs (student information)

Appendix Y: Crisis Communications Task Log

Date	Time	Task	Audience	Responsible	Notes

Appendix Z: Restoration and Renewal Communications

Note: The President should deliver the post-crisis communications if possible. Stakeholders most trust the leaders following a crisis.

Recommended message content:

- Recovery, rebuilding, and moving beyond the crisis;
- Explain how and why a misdeed or catastrophe occurred;
- Motivate employees and others stakeholders to stay with the organization and rebuild it to a level that surpasses the pre-crisis status;
- Organizational leader models optimism and commitment in hopes of inspiring others;
- Renewal communications project the values and virtues of the organization and its leader. "We have chosen to rebuild the institution due to the deep commitment for our employees and the communities in which we operate;"
- Capitalize on the opportunities embedded in the crisis: (a) heroes are born, (b) change is accelerated, (c) latent problems are faced, (d) new strategies evolve, (e) early warning systems are developed, (f) new competitive advantages appear, and (g) the organization is safer in the future;
- Rebuild the organization so they will be better able to support the families of the employees who lost their lives in the crisis;
- New facilities can be built to accommodate new technology and more streamlined workflow;
- Commit to rebuilding and correcting the problem that created the crisis in the first place.

Appendix AA: Protocol for Notification of the Chancellor's Office

The system office has resources that are available to assist campuses when incidents occur or issues arise. Many campus leaders have established effective relationships with system office subject matters experts and appropriately call upon these experts when issues arise. This particular protocol should not disrupt those communications; rather, it is designed to ensure that the *system leadership* is aware of potentially high-impact incidents or issues so it can offer support and advice, when appropriate.

When to share information? Examples would include:

- Active or threatened violence or act of terrorism
- Missing student
- Student death on or nearby campus
- Financial or other serious impropriety by an administrator
- Racist speech or conduct on campus or involving students
- Significant student protest
- Significant data breach
- Significant media (and/or social media) attention to any serious matter
- Campus on lock-down or campus closure
- Significant damage to campus facilities/property impacting operations
- Unscheduled visits form state or federal regulators

Once notified of an incident or situation, the system office response team members coordinate with system office subject matter experts in their areas and others throughout the system office, provide advice and support to the president and campus leaders as needed.

What information should be provided?

Campus leaders should share the following information to the appropriate system office subject matter expert. The president should share this information with the chief of staff, who will in turn share it with members of the system office response team.

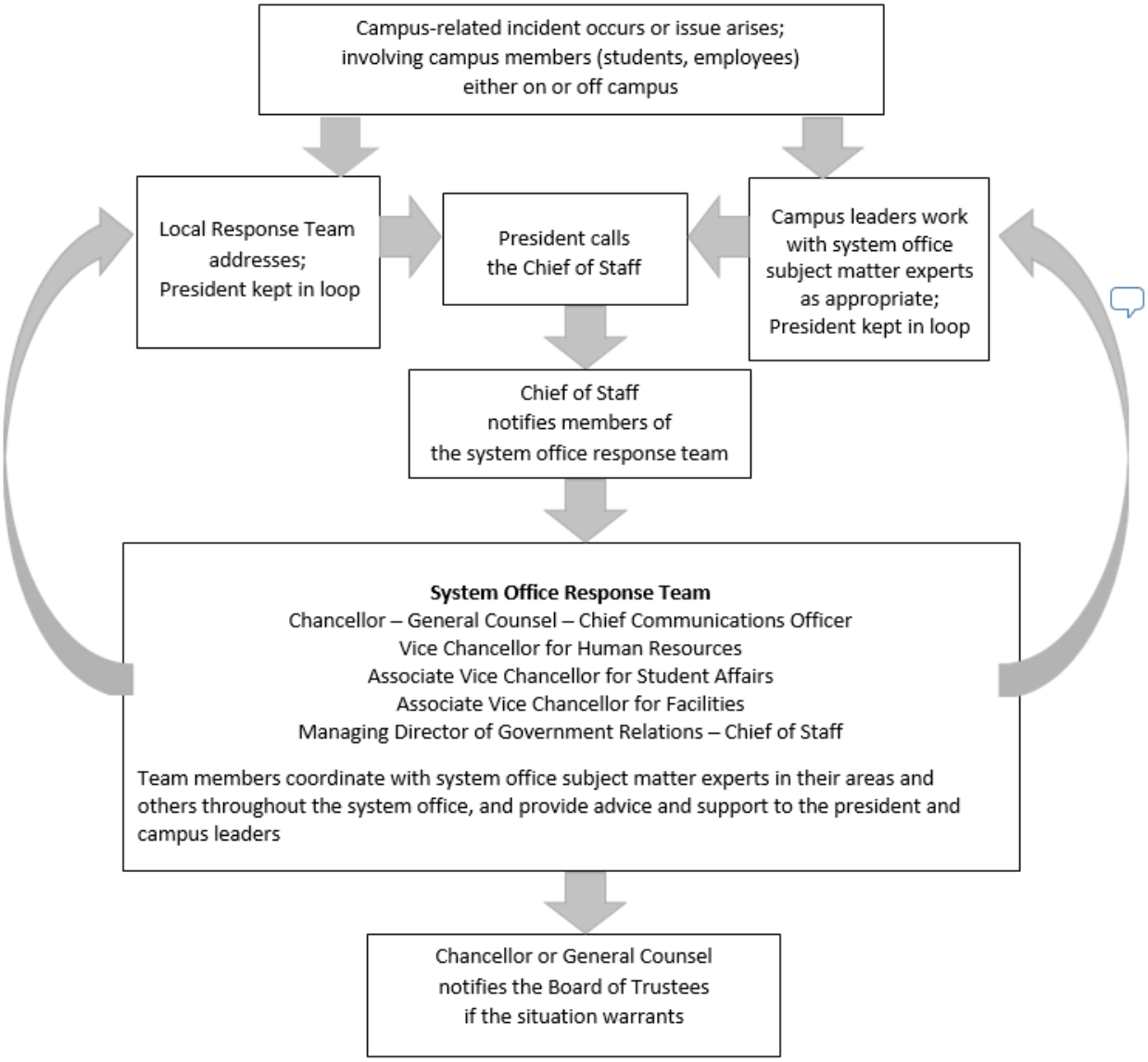
- What happened? What is known at the present time?
- When did this occur? What is the status of the matter (has it been resolved or alleviated?)
- Is student or employee health at risk?
- Was anyone injured? Who are they and what is the extent of the injuries?
- What authorities have been notified?
- Who is involved and what is/are their roles?
- Existence of media attention

Appendix AA: Notification of Chancellor's Office

Protocol for Notification of the Chancellor's Office

Quick Reference

The system office has resources that are available to assist campuses when incidents occur or issues arise. Many campus leaders have established effective relationships with system office subject matters experts and appropriately call upon these experts when issues arise. This particular protocol should not disrupt those communications; rather, it is designed to ensure that the system leadership is aware of potentially high-impact incidents or issues so it can offer support and advice, when appropriate.



Appendix BB: Plan Review

The Marketing and Communications department will be responsible for reviewing the plan and updating the call list every six months.

The most recent version is available online at: www.southcentral.edu/crisis.