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1 INTRODUCTION

1.1 Purpose

Adelphi University's Crisis Communications Plan outlines the roles, responsibilities and protocols that will guide the University in disseminating accurate and timely information to all of Adelphi's audiences during a crisis.

This plan will serve as an addendum to the Adelphi University Emergency Operations Plan, which is administered by the Department of Public Safety and Transportation (Public Safety).

This plan is not intended to provide an entirely complete set of communications tools for managing a crisis. It is intended to serve as a set of guidelines for potential scenarios that may occur.

For the purposes of this plan, a crisis is defined as a major event that prompts significant, often sustained, news coverage and public scrutiny and has the potential to damage the institution's reputation, image or financial stability.

A crisis could be precipitated by the following:

Emergency: a situation, such as a natural or man-made event requiring urgent assistance; a situation that poses an immediate threat to human life or serious damage to property or the environment usually occurring unexpectedly.

Issue: an expected or unexpected event that does not constitute an emergency but has the potential to damage the institution's reputation, image or financial stability.

1.2 Scope

The audiences for this plan include and are not limited to prospective and current students (undergraduate, transfer, graduate and international), faculty, staff, alumni, parents, trustees, donors, visitors to campus, high school counselors and leaders, University partners/vendors, neighbors, media, the Garden City community and local, state and federal officials.

2 OBJECTIVES OF THE PLAN

Our guiding principle will be to communicate facts as quickly as possible, updating information regularly as circumstances change, to ensure the safety of the Adelphi community and the continued operation of essential services. Our efforts, to be simultaneously accurate and quick, may mean that some communications are incomplete. We accept this, knowing that how we communicate in a crisis will affect public perceptions of the University. Honesty and speed are the most effective means to avoid lasting damage to the institution and widespread second-guessing by the public, which expects immediate access to accurate information.

A good offense is the best defense. At the same time, we realize that in a crisis, people will likely expect us to have more information than we may actually have. That makes it imperative to speak with accuracy about what we know and not to speculate about details we do not know.

We will use multiple mediums to reach as many people as possible with accurate, timely information. This is especially important in the first hours and days of an emergency or issue. Our goal is to be open, accountable and accessible to all audiences, while also being mindful of legal and privacy concerns.



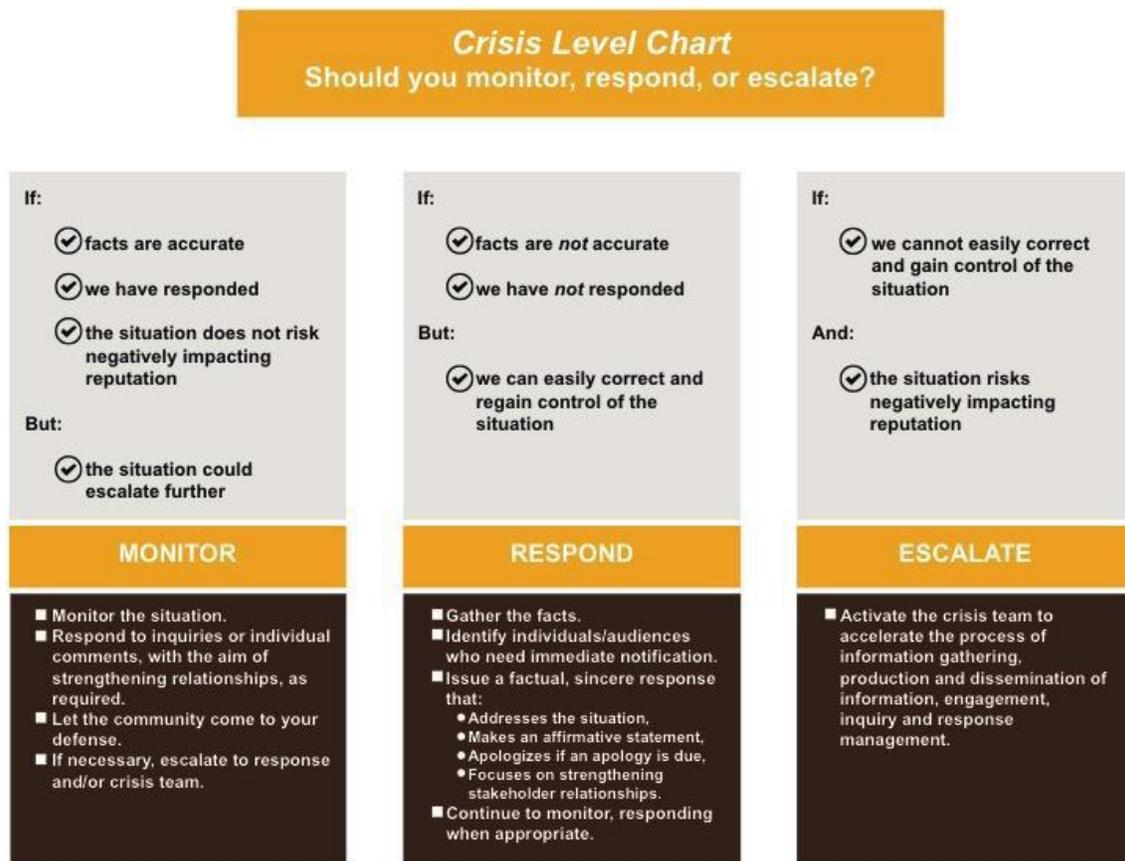
3 DEFINING THE CRISIS

3.1 Review Crisis Level Chart and Complete the Crisis Management Intake Form

When a potential crisis or issue is identified, as a first step, review the Crisis Level Chart to determine the immediate level of response needed.

Once the level is established, the executive from the originating department of the crisis/issue, who will be responsible for managing the crisis/issue, will complete the Crisis Intake Form (available in the appendix) and share it with the core internal group of the Crisis Management and Communications Team to determine next steps.

With the immediate level of response determined and the Crisis Intake Form completed, the crisis can be effectively addressed. The Crisis Intake Form will be used by the core internal group to determine the nature of the crisis, the leadership for the crisis and the steps forward. The chart will be updated by the executive responsible as new information becomes available.



The core internal group of the Crisis Management and Communications Team is identified as follows:

- Associate vice president for brand strategy and university communications
- Assistant vice president for university communications and marketing
- Provost and executive vice president
- Executive vice president of finance and administration
- President's communication manager
- Strategic communications director
- Executive representing the primary area aligned with the crisis
- Other executives/leadership/external expertise as deemed appropriate (including, but not limited to, vice president for diversity and inclusion, executive director of public safety, chief human resources officer, legal counsel, etc.)

3.2 Convening the Crisis Management and Communications Team

A core team, which includes the core group and others as needed, will convene to address the crisis when there is an immediate emergency or issue. Additionally, the team may also meet to assess communications needs for emerging and sustained emergencies/issues.

An Office of University Communications and Marketing (UCOMM) representative will contact each member of the team by phone, text or email to convene the group.

In emergencies when time is of the essence, UCOMM representatives and the University's external communications firm have the authority to take immediate action until a broader decision can be made about how the University should proceed.

The Clery Act requires universities to make timely warnings and/or emergency notifications to the campus community depending on the nature of the event. Once an incident is determined to fall under a timely warning or emergency notification of the Clery Act, an appropriate notice will be promptly distributed to the Adelphi community. Such determinations will be made by the executive director of public safety or his/her designee. Adelphi's goal is to send emergency notification after being notified of the crisis event. More detailed information about the Clery Act can be found in Adelphi's Emergency Operations Plan.

Depending on the nature of the crisis, it may not be possible for the Crisis Management and Communications Team to convene prior to the timely notification. Once the team meets and has the opportunity to determine whether the University is facing an emergency, execution of the plan can be adjusted accordingly.

3.3 Location

When a physical meeting location is needed, the Crisis Management and Communications Team headquarters for most emergencies is the conference room in Levermore Hall, Room 206.

The primary backup location is Nexus Building, Room 301. The secondary backup location is the Center for Recreation and Sports, Campbell Lounge.

Most crises categorized as issues will be handled through conference calls and physical space will be found as necessary.



4 RESPOND TO THE CRISIS

4.1 Implementation

The Crisis Management and Communications Team will implement some, or all, of the steps outlined below based on circumstances, coordinating with Public Safety and its Emergency Response Team when necessary. Throughout a crisis, the team will meet frequently to review changing facts, assess whether key messages are reaching audiences and determine whether strategies need to change. Meeting frequency will be outlined accordingly in the Crisis Intake Form.

Contact information, including office extensions, mobile phone numbers and email addresses for the core group of the Crisis Management and Communications Team, is included as an addendum to this plan.

In an immediate emergency or an issue, our goal is to issue our first communication to key University audiences when conditions warrant and within a reasonable amount of time, with regular updates as needed. Some situations may require even faster initial communications to specific audiences.

4.2 Immediate Response

Based on the nature of the crisis, the team will carry out some or all of these initial tasks immediately:

- Public Safety will activate outdoor public address system for immediate threats (tornado, gunman, etc.).
- Public Safety will send Adelphi ALERT email, text and phone messages.
- Public Safety, UCOMM and the Web Team will activate and post notification on the Adelphi ALERT website.
- Post messages on Adelphi's website and social media as appropriate.
- Update Severe Weather/Emergency Conditions phone line.
- Create and distribute/post timely warnings as needed.
- Send notification text to campus communicators for dissemination as appropriate.
- Send media alert as appropriate.
- Send messages and update content through the University's official social media accounts, including, but not limited to, Twitter, Facebook and Instagram, as appropriate.
- Create incident-specific blogs to convey information directly to particular audiences.
- Convene the Crisis Management and Communications Team.
- Convene Public Safety's Panther Emergency Support Team for activation of emergency telephone bank room or additional assistance.

4.3 Secondary Response

Once the Crisis Management and Communications Team convenes, the following tasks will be carried out by this team:

- **Review and Update the Crisis Intake Form.** Ensure collection of all known facts—noting which can and cannot be released to the public—and determine whether a response is needed and if that response is needed for all of the University's key audiences. These facts will be used to fill in templates to update websites, emails, news releases, telephone responses and other communications channels as necessary. It is critical for the Crisis Intake Form to be updated as the situation changes. The facts will also help guide the team's overall strategy as events unfold.

Daily factual updates will be distributed to the core group as well as the president and the chief of staff. Daily updates will always present known facts only and will not include assumptions or opinions.

- **Develop several key messages**, working, when necessary, directly with the University's external communications firm and legal counsel, to determine who should receive each message and when. In the event of an emergency, one message typically will address what Adelphi is doing to ensure the



safety of students and other community members. Another may need to be forward looking and address what we are doing to make sure the crisis doesn't happen again. All of the messages should evolve as circumstances change but will always aim to restore and maintain confidence and calm, balancing a sense of concern with resolve and action. Sample messages are included in the approved situation templates.

The following process will be used to approve key messages:

1. Initial review: associate vice president for brand strategy and university communications
2. Second review (when needed): Dick Jones Communications
3. Third review: provost and/or representative
4. Fourth review: representative from "owning department"
5. Final internal review: president and/or executive vice president of finance and administration
6. Final legal review: Cullen and Dykman LLP (when needed)

In a crisis situation, it is expected that the approval of key messages will be handled efficiently and in a timely manner. If an executive is not available to review the message, contact the executive's office to assist in bringing the urgent matter to the executive's attention or finding out who will review on the executive's behalf.

- **Determine who will act as spokesperson.** A senior leader of the University, typically representing the area that is taking the lead in managing the crisis/issue, and someone charged primarily with communication responsibilities, will be the public face of the University, while the communicator will run briefings and handle media questions between such formal press gatherings. The strategic communications director or his/her designee will communicate key messages and emerging facts to those spokespeople and handle any last-minute media training. It is critical that senior leaders, including deans and faculty leaders, have copies of the most recent news releases and other messages so everyone is clear on what is being shared with the public.

In a time of an emergency, it is critical for a high-ranking leader of the University—in most cases, the president—to be the University's public face and take the lead in communicating key messages and answering questions. When the president is not available, the executive vice president for finance and administration will take on this role. Such action shows that the situation is under control and that efforts are being made to address any questions that have arisen. It also serves to calm various audiences. As the situation evolves, the senior leader acting as the key spokesperson may change.

- **Assign responsibilities to the Crisis Management and Communications Team** to communicate the facts of the situation and our response to key audiences. Each member will use approved messages and templates for this effort. Whenever possible, the first groups that should be informed about a crisis are internal audiences directly affected, such as students, employees, faculty and trustees. The next groups typically would include parents, alumni, community leaders and other audiences as well as the media. The audiences identified on the Crisis Intake Form will serve as guidance for message development and dispersal.

The channels used to communicate to each audience may differ, so each team member will be expected to develop detailed plans to reach his or her designated audience.



Key audiences include:

- Students (assistant vice president and dean of student affairs or his/her designee and all relevant deans or designees)
- Faculty and staff (provost and associate vice president for brand strategy and university communications)
- Faculty leadership (provost)
- Faculty Senate (provost)
- Faculty unions (provost)
- Senior leaders and trustees (chief of staff and associate vice president of external relations and/or president)
- Deans (provost)
- Parents (assistant vice president and dean of student affairs or his/her designee)
- Alumni (executive director of alumni relations)
- Major donors (vice president for university advancement)
- Garden City community, neighbors and city leaders (strategic communications director)
- Local law enforcement (executive director of Department of Public Safety and Transportation or his/her designee)
- Media (strategic communications director)
- Prospective students and parents (associate vice president for enrollment management)
- High school leaders and counselors (associate vice president for enrollment management)
- Federal leaders, agencies and contacts (lobbying firm)
- State leaders, agencies and contacts (lobbying firm)
- Others (determined based on situation)

The Crisis Management and Communications Team, depending on the circumstances, may identify additional audiences and assign responsibility for them.

- **Update Adelphi ALERT website.** With the assistance of the Web Team, UCOMM will post on the news section of the Adelphi website as a primary source of updates when necessary, setting links from there to other pages with more detailed information. UCOMM may also create special pages or sites about a situation. The Web Team maintains a crisis website, with limited navigation, message boards and other features, which can be used as needed. It has also developed a temporary homepage. The director of web services or his/her designee, working with the UCOMM team and the Web Team, will take responsibility for overseeing all these changes and needed updates.
- **Assign communicators to handle all inbound communications.** When needed, staff will be assigned to assist in responding to inbound communications including, but not limited to, phone calls, emails, social media messages and in-person meetings, using a script developed from the key messages and facts the Crisis Management and Communications Team has developed. These staffers should reach out to other units that handle multiple calls during a crisis, including Adelphi's general number, the IT Help Desk, the Office of the President, the Division of Student Affairs, the Office of University Admissions, the Office of External Relations, the Office of Alumni Relations and the Office of University Advancement. Public Safety will update the recorded message on the University hotline(s).

As part of this effort, a separate, centralized log will be maintained by UCOMM to record all inbound communications—including calls, emails and interview requests from members of the community—and to ensure that all calls and emails are returned as deemed appropriate. Our policy is always to be as responsive as possible to news media. During a crisis, it is important to maintain an organized log of interview requests so that inbound communications are returned promptly. It is a missed opportunity if members of the media don't know our key messages and the facts as we understand them.

Media inquiries should always be directed to UCOMM's strategic communications director.

Dial 5 Only for Emergencies



- **Proactively develop communications from the president**, as appropriate. It may be necessary for the president to communicate to the Adelphi community about the emergency or issue. The associate vice president for brand strategy and university communications, the president's communications manager and the external communications firm (when necessary) will be responsible for generating and reviewing presidential communications, including correspondence, email messages, talking points, speeches or op-eds, in consultation with the appropriate members of the Crisis Management and Communications Team.
- **Determine whether a press conference(s) should be held.** It is Adelphi's normal practice to permit news reporters and photographers to have open access to the campus for the purpose of conducting interviews after they check in with UCOMM. During crisis situations, the strategic communications director or his/her designee, in consultation with the external communications firm, will determine if access needs to be restricted to ensure the safety of the campus and its residents, or to avoid disruption to essential services and programs. If that determination has been made, then news reporters and photographers will be directed to a staging area. UCOMM's strategic communications director or designee will be responsible for opening this facility, bringing needed supplies and determining a schedule for 24-hour staffing. The strategic communications director and/or his/her designee will coordinate press conferences (including logistics) and related media advisories, as needed.
- **Assign UCOMM staff to monitor media and online coverage** according to UCOMM's standard operating procedures to anticipate any problems in the way information is flowing to the news media, in social media and online.

Summaries of inbound communications and relevant coverage, including media relations and social media, will be provided as part of the updates to the Crisis Management and Communications Team on at least a daily basis or more frequently, as needed. These summaries will be information based on facts known and will not include assumptions or opinions. It will be critical to be aware of how the University is being portrayed in early and ongoing coverage to adjust the communications response as needed to limit rumors, correct errors and maintain confidence in the University.

- **Determine situation management steps and communications for internal audiences.** For instance, are there town meetings, demonstrations or vigils that will require proactive and/or reactive secondary communications? UCOMM will be responsible for coordinating print, video and audio coverage of the events for internal publications and web posting.
- **Evaluate how to help our community recover**, return to normal and, if needed, regain faith in the University after the trigger event of the crisis is over, in coordination with senior leadership. This may include the need for town hall meetings, letters from the president or designated leader expressing sympathy, detailed plans to prevent another such crisis, etc.
- **Within 10 business days of the end of a significant event, assess how the plan functioned**, address any needed updates and recognize the work of partners whose help was invaluable (e.g., assistance from communicators from other units or universities).

4.4 Approvals of Outgoing Information

Typically, we use a collegial approach of multiple approvals before we distribute communications pieces, including emails and news releases. That system will not work in a crisis. Seconds matter in a crisis, and we will be judged by how quickly we share information with key audiences.

As a matter of policy, Adelphi is committed to trying to meet these expectations. It recognizes the need for unusually crisp decision-making during a crisis to enable rapid, accurate communications in coordination with the institution's broader process. The process and flow of communication approvals will follow the layers described in section 4.3.



4.5 Staffing

When handling a significant crisis, employees of UCOMM will be relieved of their typical job responsibilities to help execute this plan.

It may also be necessary to have additional help. UCOMM has the authority to enlist the help of communicators from across Adelphi and assign them as needed to the crisis response.

5 CONCLUDE THE CRISIS

5.1 The End of the Crisis

The Emergency Response (in case of an emergency) and Crisis Management and Communications teams will determine when an emergency or issue has ended and routine communication processes can resume. The decision to declare the emergency or issue over will trigger a review of how the crisis was handled and how communications can improve. A debriefing discussion will be held with the core group and any relevant individuals upon closing the crisis. In addition, there will be a review and documentation of any new risks that emerged and policy and procedural changes that need to be modified.

6 EDUCATION AND PLAN MAINTENANCE

6.1 Education and Testing

UCOMM will take the lead in educating our community about how and when members would get messages from Adelphi in a crisis as well as guidelines for the internal community in managing inquiries from key audiences and media during a crisis.

Public Safety will conduct at least one test annually of the Adelphi ALERT communication tools, which include the public address system, email, text messaging and phone line.

Public Safety will conduct an annual drill of emergency management, with participation by members of the Emergency Response Team. The Crisis Communications Plan will be tested at these times, with participation by members of the Crisis Management and Communications Team.

The external communications firm and the strategic communications director or his/her designee will schedule media training sessions and crisis management training sessions for senior administrators and key team members. After the initial session to train all key officials, sessions will be scheduled annually for people who are new to the Emergency Response Team or the Crisis Management and Communications Team. Every two years, all members will attend a refresher course in media training.

Media training also will be necessary for certain officials who are neither part of the Emergency Response Team or the Crisis Management and Communications Team, including, but not limited to, deans, the director of counseling and support services, the environmental health and safety coordinator, the chief human resources officer and staff from the Health Services Center. The strategic communications director or his/her designee will develop a list of such officials and offer media training on an annual basis.

The Crisis Management and Communications Team will participate in ongoing professional development programs to keep updated on best practices in different forms of communication proficiencies that are likely to be expected in managing crisis communications.

6.2 Updating

The assistant vice president for university communications and marketing, or his/her designee, will update phone lists for members of the Crisis Management and Communications Team and work with the Office of Information Technology to oversee updates and improvements to email lists for internal audiences.



The assistant vice president for university communications and marketing, or his/her designee, will update the Crisis Communications Plan annually to ensure relevance and coordination with the Emergency Operations Plan.

The strategic communications director, or his/her designee, will oversee updates of media lists and fact sheets.



APPENDIX (CONFIDENTIAL)

[NAME OF CRISIS]

Crisis Management Intake Form Template

Questions/Actions for Crisis Management and Communications	Notes	Date
What is the issue that has been identified?		
What date did the incident occur?		
Which executive(s) does it fall under? (This individual will be managing updates to this chart and the coordination of all crisis details.)		
Establish and define members of core team (should be kept small), in addition to those regular members listed in the Crisis Management and Communications Plan. <ul style="list-style-type: none"> ● Immediately establish senior executive who will manage the process. ● Immediately establish who will be providing daily updates and coordinate talking points. 		
Establish and define support team, outside of core team.		
Establish regular meetings of core team. First meeting should cover all the following immediate agenda items. <ul style="list-style-type: none"> ● Agenda Item 1: Issue and its severity 		
<ul style="list-style-type: none"> ● Agenda Item 2: What type of investigation(s) is needed and timing of each: <ul style="list-style-type: none"> ○ Title IX investigation ○ Criminal investigation ○ Student conduct review ○ Other types of investigation (e.g., DACA, special investigation) 		
<ul style="list-style-type: none"> ● Agenda Item 3: Is immediate remediation action needed/warranted? 		



<ul style="list-style-type: none"> ● Agenda Item 4: Define which stakeholders need to be considered in communications/interactions. Review all perspectives. Map all action items and communication items as needed. <ul style="list-style-type: none"> ○ Victim(s) <ul style="list-style-type: none"> ▪ Family and friends of victims ○ Accused/Violators <ul style="list-style-type: none"> ▪ Family and friends of accused ○ Students ○ Faculty ○ Staff ○ Parents ○ Alumni ○ Donors ○ Board of Trustees ○ Other University boards/councils ○ Garden City community ○ General community ○ Media ○ Other 	
<p>Implement daily updates to core team (with copies to president and chief of staff, if not part of core team).</p>	
<p>Outline next series of action steps and indicate who is responsible, with corresponding deadlines as needed.</p>	
<p>Follow the steps outlined in the Crisis Management and Communications Plan.</p>	
<p>Repeat steps and update process as warranted.</p>	
<p>Senior executive must update the above fields as new information becomes available.</p>	



APPENDIX (CONFIDENTIAL)

Daily Update Template

CRISIS NAME:

DATE:

TIME:

MANAGING EXECUTIVE:

SITUATION UPDATE (The facts for this section are found in the chronological log developed and managed by the department and the executive responsible for managing the crisis.)

- **TEXT**

COMMUNICATIONS UPDATE (The facts for this section are found in the social summary and inbound communications log developed and managed by UCOMM.)

- **Social Media Update**
 - **TEXT**
- **Inbound Communications Update**
 - **TEXT**
- **Media Relations Update**
 - **TEXT**

LOGISTICS UPDATE (This section includes any updates about future crisis team meetings/calls.)



APPENDIX (CONFIDENTIAL)—CRISIS FLOWCHART



DEFINE CRISIS AND NOTIFY TEAM

Crisis Management and Communications Team:

- Implements steps based on circumstances, coordinating with Emergency Response Team when necessary
- Meets frequently to review changing facts, assess key messages and determine whether strategies need to change
- Ensures collection of all known facts, and updates and reviews the crisis management plan

CRISIS COMMUNICATIONS TEAM RESPONSE

Crisis Management and Communications Team:

- Implements steps based on circumstances, coordinating with Emergency Response Team when necessary
- Meets frequently to review changing facts, assess key messages and determine whether strategies need to change
- Ensures collection of all known facts, and updates and reviews the crisis management plan
- Develops key messages, ensures messages are approved and determines who should receive each message and when
- Identifies spokesperson and ensures he/she is fully briefed at every stage of the crisis
- Assigns staff to monitor media and online coverage
- Notifies key audiences with approved messages
- Ensures the crisis management plan logs are maintained by executive in charge, and sends end-of-day updates to president and executive leadership

END OF THE CRISIS

The Emergency Response and Crisis Management and Communications teams:

- Determine when the crisis has ended and notify stakeholders
- Within 10 business days, set a debriefing meeting with the core group and any relevant individuals