

THE GUIDE TO CRISIS MANAGEMENT:

The Delta Upsilon *Guide to Crisis Management* is designed to instruct chapters how to prepare for a crisis. The *Guide to Crisis Management* utilizes a step-by-step approach to assist chapters experiencing any type of crisis situation.

It is the Fraternity's expectation that each chapter develop and prepare for crisis situations before they occur. Part of this process involves developing a crisis management plan before a situation develops. Chapters should also educate their members about crisis management each academic year.

Here are some points to consider before reading through the *Guide to Crisis Management* and prior to developing a crisis management plan for the chapter:

- I. Accidents happen!**
Accidents occur involving death, fire, personal injury, and hazing. Often these accidents result in lawsuits against chapters, alumni, individuals, and the General Fraternity.
- II. These accidents cannot be predicted.**
The best way to avoid tragedy is to be safe, and follow the Fraternity's (FIPG) Loss Prevention Policies.
- III. You must be ready when accidents happen.**
- IV. Develop a crisis management plan now.**
Each chapter should formulate a crisis management plan of its own.
- V. Educate members about what to do in the event of an accident.**
Every member should be educated about crisis management each academic year.
- VI. Remember that a crisis eats time.**
Delegate tasks and use all available resources (i.e., International Headquarters Staff, Legal Counsel, Greek Advisor, Chapter Advisors, and University and Local Police). Utilize conference calls to save time and ensure that the same message is heard.
- VII. Be prepared to deal with the media....and remember:**
If it is good news, they need you to write the story. If it is bad news, you cannot write the story.

Take control of the situation, set time to talk when you are prepared, outline your objectives in advance, move from negatives to positives as quickly as possible, and be wary of student press, they are not always professionals. Student press may misquote, publish unconfirmed facts, and editorialize.

VIII. Assemble the facts as quickly as possible.

Request police reports and school investigation reports.

Appoint a Fraternity investigator who is under your control.

IX. Pitfalls to avoid:

Do not admit guilt.

Do not believe rumors, get the facts.

Do not speak "off the record" in any interview situation.

Secure legal representation at the scene as quickly as possible.

Do not attempt to explain away a crisis by referring to community service and philanthropy, alumni influence, etc. Rights do not justify wrongs.

Do not say "no comment," report what you are doing to obtain facts.

BE PREPARED TO ACT WHEN A CRISIS OCCURS

- I. Be certain that the Chapter President is in command and that every member is aware of this. In the absence of the Chapter President, have a ranking order of officers established and be sure they are aware of where the chapter's Crisis Management Plan is located.
- II. Stay Calm! Every crisis is handled best by calm leadership.
- III. Your first phone call is the **911** emergency number. Do not hesitate to call campus/local police, regardless of the situation.
- IV. Notify school officials (Greek Advisor, etc.).
- V. Notify DU International Headquarters. Call the International Headquarters at 317.875.8900 and someone will be able to direct your call to the appropriate person. You can also contact the headquarters by e-mail at <ihq@deltatau.org>.
- VI. Notify alumni chapter officers, and all chapter alumni/faculty advisors.
- VII. If a tragedy has occurred within the chapter house, close the house at once. You cannot give instructions and information if members are coming and going. Permit only members and appropriate officials to enter the house. Call in all live-out members.

Assemble all members in a group and explain that there is an emergency situation and the house is closed.

Ask members to halt all outgoing calls until the situation is under control. Do not discuss the situation until the chapter advisor arrives.

Instruct members **NOT** to make statements to anyone. The President is the spokesman and will make an appropriate statement after the situation is under control. International Headquarters must review the content of any statement before it is given by the chapter.
- VIII. Notify the chapter's Attorney.
- IX. **DO NOT** notify parents. Medical personnel will notify parents and advise them of the situation. In the event of a death, school officials will notify parents.
- X. Prepare a position statement and have it reviewed by legal counsel and Fraternity Headquarters.

BE PREPARED TO ACT WHEN A CRISIS OCCURS

This checklist is to be used when developing your chapter's crisis management plan. This checklist should also be utilized during a crisis situation.

In Advance:

- ☐ Get the chapter officers and key alumni to agree on a positive plan, one that is spelled out on paper.
- ☐ Educate all chapter members and key alumni on the completed plan and on specific responsibilities.
- ☐ Obtain legal counsel and ask for legal advice regarding crisis planning ahead of time.
- ☐ Designate an official spokesman, preferably the Chapter President, to whom inquiries will be referred. Speak with only one voice.
- ☐ Be aware of local media contacts.

During a Crisis:

- ☐ When an emergency arises, notify members, school officials, DU Headquarters, key alumni, and legal counsel quickly. Activate chapter crisis management plan.
- ☐ Be calm. Eliminate confusion, speculation, and fear.
- ☐ Using the *Crisis Fact Sheet (page 5)*, quickly assemble all of the facts and verify them using reliable sources. Prepare an official statement with approval from legal counsel and International Headquarters Staff. It is critical that the chapter be the source of the facts for the media.

During a Crisis Continued:

- ☐ In the case of illness, injury, or fatality, follow up with details to International Headquarters following prescribed procedures.
- ☐ Release any statement to all media by the quickest means available. Do not play favorites or give exclusives.
- ☐ Circulate official statements to all members, school officials, DU Headquarters, key alumni, and legal counsel. Keep everyone fully informed.
- ☐ Anticipate the needs of news media. Extend the fullest cooperation and have amenities available. Keep the media briefed at all times.
- ☐ Anticipate public and family inquiries, and pressure.
- ☐ Keep the lines of communication open. Establish emergency communication links where needed and monitor news sources.

After:

- ☐ Conduct an evaluation. Determine what were the successes and failures. Revise the chapter's crisis management plan accordingly.
- ☐ Ensure that members and alumni receive appropriate counseling as needed.

CRISIS FACT SHEET

Quickly assemble all of the facts, verify them, and use them in preparing any official statements. The chapter spokesman will be (preferably Chapter President) _____.

What Happened?

Who Was Involved?

When (specific date, and time)?

Where (exact location)?

Why did this occur?

How did this occur?

List Property Damage:

Nature of Injuries:

Applicable Fraternity Policies:

CRISIS NOTIFICATION CHECKLIST

This checklist should be completed as soon as you receive it and in the event of a crisis should be used as a guide to properly notify the appropriate officials.

I. COMMUNITY NOTIFICATION LIST (DO NOT be afraid to call 911 if needed)

A. Civic and Government Agencies

Notified by: _____

| | Phone Number | Contact |
|--|--------------|---------|
| <input type="checkbox"/> Local Police | _____ | _____ |
| <input type="checkbox"/> Campus Police | _____ | _____ |
| <input type="checkbox"/> Hospital/Doctor | _____ | _____ |
| <input type="checkbox"/> Emergency Service | _____ | _____ |

B. University/College Officials

Notified by: _____

| | Phone Number | Contact |
|---|--------------|---------|
| <input type="checkbox"/> President's Office | _____ | _____ |
| <input type="checkbox"/> Greek Official | _____ | _____ |
| <input type="checkbox"/> Student Affairs | _____ | _____ |
| <input type="checkbox"/> Other | _____ | _____ |

II. DELTA UPSILON FRATERNITY

Notified by: _____

| | Phone Number | Contact |
|---|---------------------|--|
| <input type="checkbox"/> Delta Upsilon Headquarters | <u>317-875-8900</u> | <u>Abraham Cross, Executive Director</u> <u>Kevin McCord, Director of Loss Prevention</u> |
| <input type="checkbox"/> Alumni President | _____ | _____ |
| <input type="checkbox"/> Alumni Advisor | _____ | _____ |
| <input type="checkbox"/> Other Key Alumni | _____ | _____ |

MEDIA

Notified by: _____

| | Name | Phone Number | Contact |
|--------------------------|-------|--------------|---------|
| <input type="checkbox"/> | _____ | _____ | _____ |
| <input type="checkbox"/> | _____ | _____ | _____ |
| <input type="checkbox"/> | _____ | _____ | _____ |

Notified by: _____

[illegible]

DEALING WITH THE MEDIA

These are some of the Do's and Don'ts for dealing with the media in a crisis situation. Make sure Fraternity Headquarters and your legal counsel have been contacted before you issue any statement to the media.

The Don'ts:

- ☐ **Don't** Panic.
- ☐ **Don't** assume anything, especially that a conversation is "off the record."
- ☐ **Don't** play hard to get by not being available (at any hour) or try to hide behind "no comment." This only leads to speculation by the media and the public. If you are not yet prepared to issue a statement, inform the media that complete information has not been prepared and promise to contact them immediately once it is available. Assure the media that you are working with them and that they will get the most accurate information as quickly as possible.
- ☐ **Don't** try a cover-up.
- ☐ **Don't** try to quash a story or write protest letters to the editor.
- ☐ **Do** alert the Executive Director at the International Headquarters (317-875-8900) immediately when a crisis develops.
- ☐ **Do** assemble facts, verify them, and have an appropriate statement ready as soon as possible once a crisis hits.
- ☐ **Do** settle on an official spokesman. In most cases, this spokesman should be the chapter president.
- ☐ **Do** keep all members and alumni advised of all developments.
- ☐ **Do** be judiciously cooperative with the media. Confirm a person's association with Delta Upsilon, for example, but remember that you do not have to answer all questions in detail.

The Do's:

- ☐ **Do** recruit a competent public relations person (a chapter officer or alumnus) NOW -- before a crisis hits.
- ☐ **Do** have a crisis communications plan spelled out for all members and key alumni.
- ☐ **Do** consult your legal counsel.
- ☐ **Do** have amenities for the media. If they come to a press conference or on-site location, make certain they have access to telephones, drinking water, restroom facilities, and other necessities.
- ☐ If an individual is a member, admit it. If the person is in good standing, say so. Do not comment on past unfavorable records or on information which should be confidential.

INCIDENT REPORT

Send *original* of this report to Delta Upsilon Fraternity, International Headquarters, 8705 Founders Road, P. O. Box 68942, Indianapolis, IN 46268-0942.

Chapter: _____ Phone: _____

Chapter address: _____

Contact: Name: _____ Phone: _____

Address: _____

Date of Incident: _____ Time: _____

Location: _____

Injured party: _____ Phone: _____

Property damaged: _____

Address: _____

Member of Delta Upsilon: _____ Yes _____ No Resident: _____ Yes _____ No

Brief description of incident _____

Witness(es): Name: _____ Phone: _____

Address: _____

Name: _____ Phone: _____

Address: _____

Police report made: _____ Yes _____ No Officer's name _____

List additional names, addresses and phone numbers of both injured parties and witnesses on the back of this report, plus any additional information that is available.

Individual making report and title

Date

CRISIS TERMINOLOGY

Agreement on terminology can be a problem in crisis communications. Some common terminology is listed below.

- ☐ **Fatality:** Death from any cause.
- ☐ **Fatal Injury:** An injury resulting in death.
- ☐ **Serious Injury:** Hospitalization is required. The injury has resulted in a bone fracture (except simple fractures of fingers, toes, or nose). A serious injury involves cuts and bruises that have caused severe bleeding. Nerve, muscle, or tendon damage has occurred. The victim has sustained an injury to any internal organ. The victim has been burned on more than five percent of the body or has suffered second-and third-degree burns.
- ☐ **Minor Injury:** One that does not fit any of the above categories.
- ☐ **Serious Illness:** One that requires hospitalization and/or could result in death.
- ☐ **Minor Illness:** One that requires little or no hospitalization and is not considered serious.
- ☐ **Missing:** An unexplained absence from normal activity, residence area, or activity area.
- ☐ **Missing and Presumed Lost:** Missing under conditions that raise strong presumption that the person is lost but may be located.
- ☐ **Missing and Presumed Dead:** Missing under conditions that raise a very strong presumption that the person is dead.
- ☐ **En Route Delay:** Use this term for aircraft or surface transportation delays that are temporary and not considered hazardous to the persons involved. Any delay in transportation will be reported to parents, so you may need to get out a statement immediately to reduce rumors and speculation.
- ☐ **Non operational Incident:** Airlines use this term to describe delays caused by hijacking, severe weather conditions, bomb threat, and other outside causes. No injury or personal harm is involved.
- ☐ **Operational Incident:** Describes minor accidents involving nonserious injuries, some light property damage, or potentially hazardous conditions.
- ☐ **En Route Emergency:** A temporary situation in which the safety of an aircraft or surface transportation is in jeopardy or in question due to a lack of information.
- ☐ **Aircraft Accident:** Involves substantial damage. One or more persons have suffered a serious or fatal injury. Usually both damages and fatalities have occurred.

CRISIS COMMUNICATIONS

Before a crisis situation occurs, the chapter should develop, in conjunction with alumni, a written crisis communication plan.

I. Be Prepared!

A public relations crisis may have a direct impact on a chapter's image in the community and affect its ability to function. Experience shows that those organizations best able to survive a crisis are those which anticipate and plan for an emergency. The ability to communicate effectively increases significantly with preparation. Crisis communications should start well before something actually happens. Start by assuming that any situation that might arise will be the worst situation possible. There is no instant cure-all, nor is there only one proven method for dealing with emergencies. Each chapter has its own unique reserve of resources and manpower upon which to call. With careful planning, each chapter should be able to develop its own plan to deal promptly and effectively with a crisis situation.

II. Write Your Plan On Paper.

A crisis communications plan should be spelled out on paper. All chapter members and key alumni should know what this plan is and what their individual responsibilities are. Be sure to define each step, how it will be handled, and who is responsible.

III. Prepare All Notification Lists Ahead of Time.

Emergency situations require prompt notification of key personnel. The Executive Director at Fraternity Headquarters should be notified by phone immediately, in order to be in the most supportive position possible. The Fraternity Headquarters will, in turn, notify other key alumni as appropriate. The Headquarters will then be able to support the chapter should inquiries come from media around North America.

In case of serious illness, injury, or death, chapters should follow up on this notification with a telegram, fax, or overnight letter to the Executive Director. Use the *Delta Upsilon Incident Report Form* for this purpose.

Chapters should also be prepared to notify promptly all officers, key alumni, legal counsel, members, community/ campus officials, and others as appropriate.

Determine in advance who will notify all parties. All chapter members need to be informed of notification procedures so that they understand they are to notify the chapter president at once if a crisis hits while taking part on a chapter related activity.

In case of serious injury or death, next of kin will be notified by medical personnel, campus officials, or clergy. Names of individuals involved in these situations should NEVER be released until next of kin are advised. Anticipate calls from media, public, and family.

How to React to an Accident

Dos and Don'ts

- Do Call 911.
- Do attend to the injured party.
- Do be sensitive and sincere.
- Do not apologize for the accident.
- Do not admit that members/pledges were at fault.
- Do not offer to pay for the medical expenses.
- Do not mention that there is insurance coverage.
- Do not discuss the cause of the accident.
- Do not correct or admonish members/pledges at the scene.
- Do a complete and thorough investigation.
- Do complete and submit an incident report to Delta Upsilon Headquarters.
- Do not discuss the accident or the investigation with anyone who does not absolutely need to know.
- Do not throw away evidence until the case is finalized.