I. Purpose

This plan provides guidelines for communicating within the university, and from the university to the media and the public, in the event of an emergency, crisis, or incident where there is a need to provide crucial information immediately to the university community.

Disasters, emergencies and crises disrupt the university's normal activities and may require activation of the UW's Emergency Management Plan (http://www.washington.edu/emergency/ep/). This Crisis Communications Plan describes the role of the University of Washington Police Department (UWPD), Media Relations and Communications, News & Information, and Web Communications in communicating vital information to members of the UW community and the public.

This plan is to be flexibly used with emergency decision-making procedures of the university.

Elements should be tested annually in conjunction with campus-wide emergency drills. Appendices should be checked for accuracy and completeness at least annually.

II. Objectives

1. Determining whether the situation requires invoking this plan.
2. Convening a Crisis Communications Team to recommend responses.
3. Implementing immediate actions to:
   a. Identify key constituencies who need to be informed.
   b. Communicate facts about the situation and minimize rumors.
   c. Restore a sense of confidence and order.

III. Procedures

1. Assessment – People who become aware of a potential crisis or emergency must contact UWPD immediately. UWPD will determine whether to invoke this plan and convene a Crisis Communications Team, or confer with the Associate Vice President for Media Relations and Communications (AVP). If the plan is invoked, the AVP will inform the President and the Vice President of External Affairs, as well as other appropriate university officials.
2. Crisis Communications Team – The Crisis Communication Team comprises people whose organizations may play a critical role in addressing the crisis, including representatives of the following:

- Media Relations and Communications
- University Police
- UW Information Technology
- UW Emergency Management
- Web Communications
- Human Resources
- Student Life
- Environmental Health and Safety
- Attorney General's Office
- Office of the President
- Facilities Services
- The affected unit(s)

The above list is not meant to be exhaustive.

Time is of the essence in communicating crucial information to the university community and the news media, and the team will be assembled as quickly as possible. Based on the timing, location, and severity of the incident(s) or event(s), this may occur either in-person or virtually. The AVP will determine when a sufficient number of the team is engaged.

Appendix A contains a list of key Crisis Communications Team members and their contact information. For each primary member, there is at least one alternate designated and trained.

The Crisis Communications Team will authorize the following:

3. Spokesperson(s): Generally, this is the highest-ranking individual who has direct knowledge of the events or the AVP. The individual selected will have the highest credibility and understanding of the events surrounding the crisis. Public information officers may fill in for these individuals if the crisis is prolonged, but they should not be the initial responders to the general public, the media or the university community.

4. Notifying Key Constituencies: The Crisis Communications Team will determine which groups need to be informed first. It is important to keep in mind that people will seek – and believe – other sources of information (e.g., news reports, social media, rumors, word of mouth) in the absence of official communication. Effective communication will help quell rumors, maintain morale and ensure public safety. Appendix B contains a description of the communication tools, their possible applications in a crisis, and who can operate those tools.
Key constituencies include:

- Students
- Faculty
- Staff
- Parents of students
- Board of Regents
- Public officials—Governor, Legislators, Mayors
- Alumni
- Neighbors
- General Public
- News Media

5. **Fact sheet:** As soon as possible after the incident, a fact sheet will be prepared to supplement communication with key constituencies and information provided to reporters by the spokespersons. It will be approved by the AVP and checked for accuracy by those with a direct knowledge of the crisis. Fact sheets released publicly or posted to the Internet must be time stamped and updated as information changes.

6. **Alerting the media:** The Director of News and Information, in consultation with the AVP, should decide on the best way(s) of reaching the news media. In cases where a crisis is likely to be prolonged and/or especially complex, the director may choose to create a Joint Information Center and/or a news media briefing center to coordinate the information flow and assure that the right people are involved in collecting and disseminating information. Consideration will be given to appropriate media staging locations that can accommodate vehicles such as satellite trucks. Communication with the media must occur frequently as new information is known. Information from news briefings may be captured in audio and/or video and posted to the Internet, along with updated fact sheets. Effort will be made to monitor news coverage in key media and correct significant inaccuracies, either in those media themselves or in material distributed by the university. The Media and Communications Room in the UW’s Emergency Operations Center (EOC) located in Suite C-140 of the UW Tower may act as the central location to coordinate media relations if required.

In general, the university will welcome reporters and allow them as much access as public safety and good taste permit. Public information officers will facilitate access to key knowledgeable individuals and respond quickly to as many requests as possible. Communication must occur early and often but be confined to the facts. All information must be conveyed with an eye toward what will be most important to various publics.

**IV. Plan Testing and Validation**

This plan shall be updated and tested at least once a year. Full activation of the plan will be incorporated into the UW’s annual Emergency Operations Center disaster exercise. Responsibility for updating the Crisis Communications Plan rests with the AVP.
V. After-action Report/Review (AAR)

Within a week of the crisis, the AVP will convene the Crisis Communications Team for a review of lessons learned. This AAR may be used to provide summary information to a more comprehensive campus-wide AAR coordinated through UW Emergency Management.

Attachments

Appendix A: Crisis Communications Team contact information
Appendix B: Crisis and Mass Communications Tools
# Appendix A: Crisis Communications Team Call-out List

<table>
<thead>
<tr>
<th>NAME</th>
<th>WORK</th>
<th>CELL/PAGER</th>
<th>HOME</th>
<th>E-MAIL</th>
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<tbody>
<tr>
<td><strong>Media Relations &amp; Communications</strong></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Norm Arkans*</td>
<td>543-2560</td>
<td></td>
<td></td>
<td><a href="mailto:arkans@uw.edu">arkans@uw.edu</a></td>
</tr>
<tr>
<td>Victor Balta*</td>
<td>543-2580</td>
<td></td>
<td></td>
<td><a href="mailto:balta@uw.edu">balta@uw.edu</a></td>
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<tr>
<td><strong>University Police</strong></td>
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<tr>
<td>John Vinson*</td>
<td>543-0521</td>
<td></td>
<td></td>
<td><a href="mailto:vinso1jn@uw.edu">vinso1jn@uw.edu</a></td>
</tr>
<tr>
<td>Steve Rittereiser*</td>
<td>616-8347</td>
<td></td>
<td></td>
<td><a href="mailto:ritters@uw.edu">ritters@uw.edu</a></td>
</tr>
<tr>
<td>Randall West*</td>
<td>616-2114</td>
<td></td>
<td></td>
<td><a href="mailto:randallw@uw.edu">randallw@uw.edu</a></td>
</tr>
<tr>
<td>Sue Carr</td>
<td>543-4548</td>
<td></td>
<td></td>
<td><a href="mailto:suecarr@uw.edu">suecarr@uw.edu</a></td>
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<tr>
<td><strong>UW Information Technology</strong></td>
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<tr>
<td>Kent Kurth</td>
<td>685-6281</td>
<td></td>
<td></td>
<td><a href="mailto:kkurth@uw.edu">kkurth@uw.edu</a></td>
</tr>
<tr>
<td>Ben Roy</td>
<td>616-6258</td>
<td></td>
<td></td>
<td><a href="mailto:benroy@uw.edu">benroy@uw.edu</a></td>
</tr>
<tr>
<td>Andy Ward*</td>
<td>221-4522</td>
<td></td>
<td></td>
<td><a href="mailto:award@uw.edu">award@uw.edu</a></td>
</tr>
<tr>
<td><strong>Web Communications</strong></td>
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<tr>
<td>Gina Hills*</td>
<td>543-2561</td>
<td></td>
<td></td>
<td><a href="mailto:ghills@uw.edu">ghills@uw.edu</a></td>
</tr>
<tr>
<td>Jeff Hendrickson*</td>
<td>543-2736</td>
<td></td>
<td></td>
<td><a href="mailto:jh1@uw.edu">jh1@uw.edu</a></td>
</tr>
<tr>
<td><strong>Human Resources</strong></td>
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</tr>
<tr>
<td>Mindy Kornberg</td>
<td>685-4730</td>
<td></td>
<td></td>
<td><a href="mailto:mindyk@uw.edu">mindyk@uw.edu</a></td>
</tr>
<tr>
<td>Liz Coveney</td>
<td>543-2815</td>
<td></td>
<td></td>
<td><a href="mailto:econ@uw.edu">econ@uw.edu</a></td>
</tr>
<tr>
<td><strong>Student Life</strong></td>
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</tr>
<tr>
<td>Denzil Suite</td>
<td>543-0128</td>
<td></td>
<td></td>
<td><a href="mailto:disuite@uw.edu">disuite@uw.edu</a></td>
</tr>
<tr>
<td>Lincoln Johnson</td>
<td>221-6323</td>
<td></td>
<td></td>
<td><a href="mailto:llj@uw.edu">llj@uw.edu</a></td>
</tr>
</tbody>
</table>
**Facilities Services**
Charles Kennedy 685-1428 kennec@uw.edu
John Chapman 543-3860 jchapman@uw.edu

**Attorney General's Office**
Quentin Yerxa 685-5372 quentiny@uw.edu
Karin Nyrop 685-7234 knyrop@uw.edu

**Office of the President**
Rolf Johnson 616-8550 rolfbj@uw.edu

**Environmental Health and Safety**
Jude Van Buren 616-4146 judev@uw.edu
Gene Hutchinson 616-3770 geneh@uw.edu

**Emergency Management**
Steve Charvat* 897-8080 charvat@uw.edu
Scott Preston 897-1882 scottpre@uw.edu
Siri McClean 897-8081 sirim@uw.edu

**UW Bothell**
Laura Mansfield (425) 352-5406 lmansfield@uwb.edu
Lisa Hall (425) 352-5461 lhall7@uw.edu

**UW Tacoma**
Mike Wark (253) 692-5771 mwark@uw.edu
John Burkhardt (253) 692-4536 johnbjr@uw.edu

*Asterisk indicates member of Crisis Communications Core Team*
Crisis Communications Plan

Appendix B: Crisis and Mass Communications Tools

Note: In a crisis situation no single medium will suffice to notify all constituencies. Depending on the particular situation, some combination of the communication tools listed below may be employed to reach the widest number of people as quickly as possible.

<table>
<thead>
<tr>
<th>Communication Tool</th>
<th>Application</th>
<th>Characteristics</th>
</tr>
</thead>
</table>
| **UW Website Banner Postings**  
  - UW Homepage  
  - MyUW | Short messages posted as banners on official UW Web sites |  
  - Used to disseminate official information during emergencies or crisis situations that may disrupt the normal operation of the UW or threaten the health or safety of members of the UW community.  
  - Great source of information if UW community knows when and where to check.  
  - Does not provide active notification.  
  - Crisis Communications Team posts information.  
  - Messages are usually less detailed and shorter.  
  - Banners are color-coded by the severity of the event. |
| **“UW Alert Blog” web site**  
  - emergency.uw.edu | More detailed messages posted on this Web site |  
  - Used to disseminate official information during emergencies or crisis situations that may disrupt the normal operation of the UW or threaten the health or safety of members of the UW community. |
<table>
<thead>
<tr>
<th>Information Source</th>
<th>Details</th>
</tr>
</thead>
</table>
| **UW Information Hotline** | - Great source of information if UW community knows when and where to check.  
- Does not provide active notification.  
- Crisis Communications Team posts information.  
- Messages can be as detailed and as long as needed.  |
| **Messages recorded on official UW hotline.** | - Used to disseminate official information during emergencies or crisis situations that may disrupt the normal operation of the UW or threaten the health or safety of members of the UW community.  
- Great source of information if UW community knows when and where to check.  
- Does not provide active notification.  
- By default, the content of messages is automatically taken from the UW Alert Blog website, but can be manually updated as needed.  
- Messages are usually less detailed and shorter, but can be manually updated to provide more detail as needed.  |
| **UW Alert** | - e2Campus (service provider for the mass notification system)  
- Facebook  
- Twitter | - Used to disseminate official information during emergencies or crisis situations that may disrupt the normal operation of the UW or threaten the health or safety of members of the UW community.  
- Provides active notification to subscribers (opt-in) of UW Alert.  
- Subscribers need to sign up separately for the Facebook and Twitter capabilities.  
- Crisis Communications Team posts information.  
- Messages limited to approximately 140 text characters due to SMS text and Twitter limitations.  |
| **Short messages sent to SMS text, email, and social networking accounts.** | - SMS text message  
- UW email  
- Alternate email  
- Facebook  
- Twitter |
| **UW Indoor Alert** | - Short messages broadcast to loudspeakers inside UW Seattle campus buildings. UW Bothell and UW Tacoma have separate systems. | - Used to disseminate official information during emergencies or crisis situations that may disrupt the normal operation of the UW or threaten the health or safety of members of the UW community.  
- Messages sent using the mass notification capabilities of |
<table>
<thead>
<tr>
<th>System Type</th>
<th>Description</th>
<th>Additional Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>UW Outdoor Alert</td>
<td>Short messages broadcast to loudspeakers on UW Seattle Campus. UW Bothell and UW Tacoma have separate systems.</td>
<td>Used to disseminate official information during emergencies or crisis situations that may disrupt the normal operation of the UW or threaten the health or safety of members of the UW community.</td>
</tr>
<tr>
<td>UW ListServ Email</td>
<td>Messages sent directly to recipients’ email.</td>
<td>Can be used to disseminate official information during emergencies or crisis situations that may disrupt the normal operation of the UW or threaten the health or safety of members of the UW community.</td>
</tr>
<tr>
<td>Bulk Email</td>
<td>Email message sent to entire campus or large-scale recipient list</td>
<td>Can be used to disseminate official information during emergencies or crisis situations that may disrupt the normal operation of the UW or threaten the health or safety of members of the UW community.</td>
</tr>
</tbody>
</table>
- Provides active notification to email. However, recipients may not necessarily be able to read/receive email messages.
- Message delivery dependent on network conditions and the number of recipients (expect the entire campus list to take at least two hours or more to complete).
- Messages can be as detailed and long as needed.