THE OHIO STATE UNIVERSITY

COLLEGE OF FOOD, AGRICULTURAL,
AND ENVIRONMENTAL SCIENCES
CRISIS COMMUNICATIONS PLAN

Updated August 2016

THE OHIO STATE
UNIVERSITY

COLLEGE OF FOOD, AGRICULTURAL,
AND ENVIRONMENTAL SCIENCES

Table of Contents

Introduction

The underlying principle in any crisis, including emergencies and disasters, is to responsibly communicate relevant information to key audiences without irresponsibly over-reassuring them about the nature or consequences of the situation. Effective communications strategies, both internal and external, are key to successful crisis management. **Our primary message is always that our first concern is for the students, faculty, staff, alumni, partners and participants in our programs.**

The CFAES Crisis Communications Plan provides procedures for notifying appropriate personnel in the event of a crisis, emergency or disaster situation and outlines policies to determine messages for internal and external audiences.

Definitions

Crises: A crisis situation is defined as an event or an issue that threatens to create an unusually high level of harshly negative media coverage and external criticism. It requires a quick, authoritative and reliable response to reduce the chance of harm to the college's reputation and its resources. There are many examples of what constitutes a crisis, including:

- Severe acts of vandalism
- The arrest of a 4-H volunteer or employee for inappropriate or abusive behavior
- A computer-related security breach involving the possible revelation of confidential and personal information
- A foodborne illness outbreak resulting from an organization-sponsored event
- A severe injury or seriously inappropriate behavior at a 4-H camp (e.g., "fight club" among campers)
- A sudden impending threat to important funding sources
- A spill or release of hazardous material in a public space that could have caused harm to public health or the environment

Emergencies: Emergency situations require a more involved response. In these situations, personnel should first contact emergency authorities, and campus faculty and staff should follow procedures of their building's Building Emergency Action Plan (see **Appendix A**). *However, this CFAES Crisis Communications Plan should be put into effect as soon as emergency officials are notified and the immediate safety of personnel is assured.* Examples of emergencies include:

- Fire
- Flooding
- Violent crime

- Fatality
- Building evacuations
- Chemical spill or other accidental release of a toxin

Disasters: For severe situations that can interrupt normal business operations on a long-term basis (e.g., severe damage from a tornado, fire or flooding; interruption of business due to pandemic illness), The Ohio State University has instituted a Business Continuity Program. Every department in the College of Food, Agricultural, and Environmental Sciences is responsible for developing a Business Continuity plan and activating it when needed. For information about Business Continuity Planning, see **Appendix B**.

Note: This CFAES Crisis Communications Plan should be part of all college Business Continuity plans, and should be put into effect as soon as emergency officials are notified and the immediate safety of personnel is assured.

This plan is primarily focused on the first type of crisis event listed above, but some guidance is offered for emergency and disaster situations.

Examples of crises that could affect the college include:

- Severe cutback planned for county or state budget
- Volunteer/staff member accused of child pornography/child molestation/child abuse
- Fatality occurs at 4-H camp
- Fatality occurs with CFAES student on campus/or on CFAES sponsored event
- Staff person or volunteer steals significant amount of money from college/Extension/OARDC
- Manure storage pond collapses/leaks/overflows
- Pesticide drift with significant resulting damage
- Fish kill in CFAES pond/animal fatality in CFAES facility
- Cow gets loose from Lane Avenue farm, causes severe traffic accident
- Ohio cow diagnosed with bovine spongiform encephalopathy (BSE)
- Ohio deer diagnosed with chronic wasting disease (CWD) (ODNR and ODA would take the lead)
- Ag server goes down for extended period
- High pathogenic avian flu strikes Ohio poultry flock (See Avian Influenza: An Internal Report for the College of Food, Agricultural, and Environmental Sciences, February 2006, online at http://ohioline.osu.edu/avi-fact/pdf/0001.pdf)
- Avian flu strain adapts, becomes human pandemic flu

CFAES Crisis Communication Policies

1. At the onset of a crisis, emergency or disaster situation, any college employee (including those with Academic Programs, Extension, OARDC, and ATI) will put this CFAES Crisis Communications Plan into effect by making the appropriate initial contacts and following through with the planned communications strategy.

2. Only spokespersons designated for each situation will talk with the media. Spokespersons will be chosen under the guidance of Marketing and Communications and CFAES administration.

3. Key objectives are to demonstrate our responsibility to our students, faculty, staff, clientele and the public; maintain and strengthen our reputation and relationships with alumni, friends, partners and the communities we serve; and protect CFAES's name and reputation.

Crisis Communication Action Steps

Step 1: Implement Call Tree

Step 2: Assign communications roles and responsibilities

Step 3: Determine key messages

Step 4: Identify audiences

Step 5: Identify tasks and timelines

Step 1: Implement Call Tree

A. Employees encountering a crisis situation should immediately contact their supervisor, department chairperson, and/or unit director and provide details of the situation.

B. Determine who (you or your supervisor) should contact the **appropriate college-level administrator** (College, Academic Affairs, Extension, OARDC, and/or ATI) or his or her designee, **and the appropriate contact in Marketing and Communications.**

C. Marketing and Communications contacts University Communications.

D. In certain situations, other personnel may be contacted *(to be determined by the college-level administrator, Marketing and Communications, and University Communications).*

See **Appendix C** for Call Tree names and numbers.

Step 2: Assign communications roles and responsibilities

Roles normally include:

- **Lead communicator**: Coordinates all aspects of communication about the crisis among all internal parties, and is the liaison with other personnel involved.
- **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. (See Spokesperson Guidelines, **Appendix D**)
- **Writer**: Responsible for drafting and distributing messages in traditional channels.
- **Social media**: Responsible for posting messages on the college's social media outlets. (See Social Media Guidelines, **Appendix E**)

In addition, web content specialists, photographers, videographers and others may be assigned roles, depending on the situation.

Step 3: Determine key messages/talking points, deadlines

To frame the response, those involved (see Call Tree, above) need to answer these questions:

- What happened?
- Who is affected?
- Who from Ohio State 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 kind of follow-up is necessary?
- What did we know, when did we know it, and what did we do about it?
- **What are the most important objectives in managing this crisis?**
  *See Crisis Communications Objectives (**Appendix F**).*

Messages normally include:

- A statement to distribute to media or a prepared statement to have on hand in case media inquire
- Statements for key publics (e.g., parents, supporters, neighbors, legislators, internal audiences)
- Messages to be shared on social networks (e.g., Facebook, Twitter)

When necessary, pre-prepared initial statements (**Appendix G**) may be used until more information is gathered and strategic messages are prepared.

Step 4: Identify audiences

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
- University personnel (outside of college)
- Elected officials
- Strategic partners

Step 5: Identify tasks and timelines

The team will identify the tasks to be completed, who is responsible for completing them, and when they will be completed. The Crisis Communications Task Log, **Appendix H**, may be helpful in completing this step.

Deadlines will be determined according to the situation. In crisis situations, a speedy public response (within two hours) often is warranted.

Some crises require the notification of the university president's office. See **Appendix I** for details.

Appendix A: Building Emergency Action Plans

Ohio State University's Department of Public Safety lists emergency procedures, including Employee Evacuation Procedures, on its website at http://www.ps.ohio-state.edu/emergency_procedures/.

The university has a Building Emergency Action Plan template on its Emergency Management website, https://dps.osu.edu/emergency-management. Building Emergency Coordinators are responsible for collaboratively preparing and updating the document with the CFAES Health and Safety Coordinator, and distributing the plan to faculty and staff in each building. Building Coordinators for CFAES are:

CFAES Building Coordinators (August 2016)
Columbus

CFAES – Health and Safety Coordinator
Kent McGuire
mcguire.225@osu.edu
614-292-0588; Cell: 740-341-7589
260C Ag Engineering Bldg

Agricultural Administration Building
Emily Storey
storey.32@osu.edu
614-292-6164
140 Agricultural Administration Bldg

Agricultural Engineering Building
Mike Lichtensteiger
lichtensteiger.2@osu.edu
614-292-9351
216 Agricultural Engineering Building
Alternate: Jim Fowler
fowler.2@osu.edu
614-292-6131
200D Agricultural Engineering Building

Animal Science Building
Sandy Bentley
bentley.3@osu.edu
614-292-2201
614-771-6561 (home)
614-565-2037 (cell)
110 Animal Science Building

Bill Weiss (interim dept. chair)
weiss.6@osu.edu
330-263-3622
314 Gerlaugh Hall, Wooster

Beef and Sheep Facility
Martin Mussard (Manager)
mussard.1@osu.edu
614-459-4124
3620 Kays Ave. Columbus, OH 43017

Beef and Sheep Facility (cont.)
Bill Weiss (interim dept. chair)
weiss.6@osu.edu
330-263-3622
314 Gerlaugh Hall, Wooster

Dairy Barn
John Lemmermen (Farm Manager)
lemmermen.3@osu.edu
614-292-6759 (farm)
614-403-6151 (cell)
2433 Carmack Road

Bill Weiss (interim dept. chair)
weiss.6@osu.edu
330-263-3622
314 Gerlaugh Hall, Wooster

Horse Facility
Daniel Rhodeback (Manager)
rhodeback.1@osu.edu
614-459-4208
3658 Kays Ave.

Kimberly Cole
cole.436@osu.edu
614-292-2625
222 Animal Science

Howlett Greenhouses
Jim Vent
vent.1@osu.edu
614-292-1666
Howlett Hall Greenhouse G133

Howlett Hall
Wendy Klooster
klooster.2@osu.edu
614-292-2764
257A Howlett Hall

Kottman Hall
 Ramona Powell
 powell.10@osu.edu
 614-292-3518
 201B Kottman Hall

Nationwide and Ohio Farm Bureau 4-H Center
 Allen Auck
 auck.1@osu.edu
 614-247-8148
 2201 Fred Taylor Dr.

Ornamental Plant Germplasm Center
 Susan Stieve
 stieve.1@osu.edu
 614-292-3726
 100 Ornamental Plant Germplasm Center

Parker Food Science & Technology
 Gary Wenneker
 wenneker.1@osu.edu
 614-247-6865
 165 Parker Food Science & Technology

Plumb Hall
 Joan Jerauld
 jerauld.2@osu.edu
 614-292-6564
 116 Plumb Hall

Riverwatch Tower
 Vacant

Swine Center
 Ken Mays (Manager)
 mays.4@osu.edu
 614-538-9551
 3671 Kays Ave

 Bill Weiss (interim dept. chair)
 weiss.6@osu.edu
 330-263-3622
 314 Gerlaugh Hall, Wooster

Turfgrass Research Facility
 Matt Williams
 williams.1278@osu.edu
 614-292-6264
 614-374-5968 (cell)
 2710 North Star Road

Waterman Farm Headquarters
 Glenn Mills
 mills.168@osu.edu
 614-292-7234
 232 Agricultural Engineering Bldg

Wetlands Research Park, Heffner Hall
 Brent Macolley
 macolley.1@osu.edu
 352 W. Dodridge St.
 614-292-0621

Wooster, OARDC

Administration Building
 Vicki Myers
 myers.26@osu.edu
 330-263-3831
 330-465-4260 (cell)

Edgington Hall
 Linda Michel
 330-263-3749
 330-264-6441 (cell)
 michel.37@osu.edu

Alternate: Daral Jackwood
 330-263-3964
 jackwood.2@osu.edu

Feed Mill
 Research Operations
 Jack Bardall
 330-263-3765
 bardall.1@osu.edu

Fisher Auditorium, Shisler Center, The Stone House, The Thorne House
 Tom Cole
 330-263-5502, 330-621-6549 (cell)
 cole.355@osu.edu

Food, Agricultural, and Biological Engineering
 Mike Klingman
 330-202-3531
 klingman.5@osu.edu

CFAES Crisis Communications Plan

Food Animal Health Research Program
Jeff LeJeune
330-263-3739
lejeune.3@osu.edu

Gerlaugh Hall
Animal Sciences
Julie Morris
330-263-3908
morris.977@osu.edu

Gourley Hall
Kimberly Nolletti
330-263-3823
nolletti.3@osu.edu

Hayden Hall
Natural Resources
David Kost
330-263-3655
kost.2@osu.edu

Hort Insects/Japanese Beetle Lab
Entomology
Mike Reding
330-263-3629
reding.2@osu.edu

Pounden Technology Development Center
Betty Aylsworth
330-263-3715
aylsworth.1@osu.edu
Alternate: Shauna Brummet
216-780-5220 (cell)
brummet.1@osu.edu

Research Operations Services Building
Michael Sword
330-263-3764
sword.5@osu.edu

Research Services
Loren Harper
330-263-3703
harper.202@osu.edu
Rice House
Public Safety
Seth Walker
330-263-3665
walker.439@osu.edu

Secrest Arboretum Headquarters
Jim Karcher
330-263-3612
karcher.2@osu.edu

Selby Hall
Lee Wilson
229 Selby Hall
330-202-3555 x 2865
wilson.40@osu.edu

Thorne Hall and Thorne Annex
Entomology
Lori Jones
330-263-3725
330-264-0764 (cell)
jones.728@osu.edu

Williams Hall
Horticulture and Crop Science
Kimberly Nolletti
330-263-3823
nolletti.3@osu.edu

Physical Plant
Facilities Services
Martha Bollinger
330-263-3995, 330-464-1600 (cell)
bollinger.70@osu.edu

Wooster, ATI

ATI Main Campus (Halterman, Skou and Student Activity Center)
Jeff Strouse
330-287-1362
strouse.17@osu.edu

Hawks Nest Golf Course
Rhonda Billman
330-263-3660
330-317-8903 (cell)
billman.36@osu.edu

ATI Grace Drake Learning Laboratory
Mark Schleppi
330-698-5021
schleppi.9@osu.edu

Appendix B: Business Continuity Planning

Ohio State University's Office of Business and Finance coordinates the Business Continuity Program, which assists university departments and offices in developing plans to maintain operations and services in the face of a disruptive event.

For more information, see: http://u.osu.edu/treasurer/risk/buscon/

Or contact:

Matt Baldwin

Business Continuity Planner

Phone: 614-247-5360

Email: baldwin.89@osu.edu

Appendix C: CFAES Call Tree

A. Employees encountering a crisis situation should immediately contact their supervisor, department chairperson, and/or unit director and provide details of the situation.

Supervisor: _____

      Home: Work: Cell:

Alternate Contact (provided by supervisor): _____

      Home: Work: Cell:

For any university emergency or disaster situation (see description on pages 3-4), also contact the
Emergency Management Director with Ohio State's Department of Public Safety

      Bob Armstrong, armstrong.349

      Home: 614-312-5550   Work: 614-247-4276   Cell: 614-588-2950

B. Determine who (you or your supervisor) should contact the **appropriate college-level administrator** (College, Academic Affairs, Extension, OARDC, and/or ATI) or his or her designee, **and other appropriate contacts, particularly those in Marketing and Communications:**

      ADMINISTRATIVE CONTACTS

      Vice President and Dean (interim)

      Lonnie King, king.1518

      Home: Work: 614-292-6164   Cell: 614-940-0088

      Alternate: Emily Storey, storey.32

      Home: Work: 614-292-6164   Cell:

      Associate VP, Director of Wooster Campus

      David Benfield, benfield.2

      Home: 330-264-0285   Work: 330-263-3703   Cell: 330-317-8903

      Alternate: Rhonda Billman, billman.36

      Home: 330-624-7832   Work: 330-263-3660   Cell: 330-317-3231

      Senior Associate Dean (acting)

      Terry Niblack, niblack.2

      Home: Work: 614-688-1911   Cell: 614-984-0258

      Alternate: Josh Hayes, hayes.644

      Home: Work: 614-292-4218   Cell:

Associate Dean, Academic Affairs

Linda Martin, martin.1371

Home: 614-879-8016   Work: 614-688-5612   Cell: 614-302-5235

Alternate: Steven Neal, neal.2

Note: Dr. Neal is available via email both during and after business hours

Associate Dean, OSU Extension

Roger Rennekamp, rennekamp.3

Home: 740-909-4364   Work: 614-292-7614   Cell: 541-740-5327

Alternate: Ken Martin, martin.1540

Home: 740-548-7294   Work: 614-247-8808   Cell: 614-205-0480

Associate Dean, Research (interim)

Jerry Bigham, bigham.1

Home: Work: 614-292-3897   Cell: 614-256-8104

Senior Administrative Officer

Graham Cochran, cochran.99

Home: Work: 614-292-9028   Cell: 614-378-6608

ATI, Director (interim)

Thom Janini, janini.4

Home: Work: 330-287-1212   Cell: 330-348-3599

Alternate: David Benfield, Associate VP and Director, Wooster Campus Operations, benfield.2

Home: 330-364-0285   Work: 330-263-3703   Cell: 330-317-8903

For 4-H-related issues: Ohio 4-H Youth Development

Kirk Bloir, bloir.1@osu.edu

Home: Work: 614-247-8168   Cell: 614-557-9788

Alternate: Jeff Dick, dick.7

Home: Work: 419-337-9210   Cell: 419-630-6140

For Master Gardener-related issues

Pamela Bennett, bennett.27

Home: Work: 937-521-3860   Cell: 937-408-7900

COMMUNICATIONS CONTACTS

Michelle Ball, ball.1893, director, Marketing and Communications

Home: Work: 614-292-7538   Cell: 614-537-2313

Suzanne Steel, steel.7, assistant director, Marketing and Communications

Home: 614-481-0594   Work: 614-292-9637   Cell: 614-582-3184

Martha Filipic, filipic.3, alternate for Columbus campus or Extension-related situations

Home: 740-368-1629   Work: 614-292-9833   Cell: 740-815-7600

Frances Whited, whited.16, primary contact for situations involving ATI

Home: Work: 330-287-1216   Cell: 330-317-0707

Mitch Moser, moser.26, Social Media

Home: Work: 614-688-3091   Cell: 614-778-9156

Eric Owens, owens.778, Web Content

Home: 614-429-4369   Work: 614-247-5447   Cell: 614-429-4369

John Rice, rice.42, Photography/Videography

Home: Work: 614-688-5724   Cell: 614-580-4813

Ken Chamberlain, chamberlain.1, Photography/Videography

Home: Work: 330-263-3779   Cell:

Note: If not in the office, contact John Rice (see above), who will contact Ken Chamberlain

C. Communications contacts University Communications:

Lindsay Komlanc, komlanc.2, assistant vice president, Strategic Issues Management

Home: 412-512-2949   Work: 614-292-2041   Cell: 412-512-2949

Chris Davey, davey.8, assistant vice president, Media and Public Relations

Home: 614-477-3461   Work: 614-292-5962   Cell: 614-886-8658

Ben Johnson, johnson.7149, director, Media and Public Relations, alternate to Chris Davey

Home: Work: 614-292-9681   Cell: 614-306-9638

Nick Chordas, chordas.3, executive communications specialist, University Communications

Home: 614-406-0507   Work: 614 247-4556   Cell: 614-406-0507

Ann Hamilton, hamilton.847, vice president, University Communications

Home: 614-657-4058   Work: 614-292-1670   Cell: 614-657-4058

D. In certain situations, other personnel may be contacted *(to be determined by the college-level administrator, Communications and/or University Communications).*

- For crises involving an employee, include Human Resources and Legal Affairs
- For crises involving 4-H members or volunteers, include Assistant Director, 4-H or designee, and Legal Affairs when appropriate
- For crises involving protestors or vandalism, include Public Safety and University Communications: Lindsay Komlanc (see above listing)
- For crises involving actual or potential animal, plant or human disease outbreak, include Legal Affairs and University Communications: Lindsay Komlanc (see above listing)
- For crises involving immediate media on site or inquiries: Chris Davey (see above listing)
- For crises involving Public Safety, include the university's Emergency Management Coordinator, Department of Public Safety (Bob Armstrong) (see page 13)

Facilities Operations and Development

Michael Lyles, lyles.17

Home: 614-861-0213   Work: 614-688-0458   Cell: 614-804-9896

Health and Safety Coordinator (OSHA)

Kent McGuire, mcguire.225

Home: Work: 614-292-0588   Cell: 740-341-7589

Information Technology Services

Matt DeVore, devore.38, Chief Information Officer

Home: 330-201-2740   Work: 330-202-3577   Cell: 330-201-2740

Rob Clifford, clifford.158, Information Security Officer

Home: Work: Cell: 614-302-6815

Randy Nemitz, nemitz.1, Educational Technology Services Manager

Home: 440-926-2945   Work: 330-263-3957   Cell: 440-453-5607

Legal Affairs

Anne Evans Schira, schira.17

| Home: | Work: 614-688-1345 | Cell: |

Alternate: Alexandra Schimmer, schimmer.1

| Home: | Work: 614-292-0611 | Cell: |

CFAES Government Relations

Gwen Wolford, wolford.1

| Home: | Work: | Cell: 614-563-1307 |

CFAES Human Resources

Elayne Siegfried, siegfried.20

| Home: 330-241-4495 | Work: 330-263-3932 | Cell: 330-635-1091 |

CFAES Fiscal

Eric Bode, bode.42

| Home: *use cell* | Work: 614-247-7125 | Cell: 614-365-1756 |

CFAES Facilities

Terry Niblack, Senior Associate Dean (acting), niblack.2

| Home: | Work: 614-292-8038 | Cell: 614-984-0258 |

Alternate: Emily Storey, storey.32

| Home: | Work: 614-292-4218 | Cell: |

CFAES Sponsored Program Research Activities

Lori Kaser, kaser.37

| Home: | Work: 330-263-3647 | Cell: 330-231-7165 |

Extension Assistant Directors

4-H Youth Development: Tom Archer, archer.3

| Home: 937-492-9531 | Work: 614-247-8103 | Cell: 937-726-0540 |

Agriculture and Natural Resources: Andrew Londo, londo.2

| Home: | Work: 614-292-4077 | Cell: 614-495-6592 |

Alternate: Teresa Funk, funk.67

| Home: | Work: 614-292-4077 | Cell: 614-309-3487 |

Family and Consumer Sciences: Pat Bebo, bebo.1 (interim)

| Home: | Work: 614-292-1655 | Cell: 614-371-4041 |

Community Development: Greg Davis, davis.1081

Home: 419-306-9404   Work: 614-292-5942   Cell: 419-306-9404

OARDC Outlying Branches

Ken Scaife, scaife.1

Home: 330-201-4276   Work: 330-263-3762   Cell: 330-201-4276

Campus Police/Department of Public Safety, Columbus

614-292-2121 or 911

Campus Police/Department of Public Safety, Wooster

330-287-0111

External stakeholder(s): TBD, such as Ohio Department of Agriculture; Ohio Department of Health; Ohio Farm Bureau

Subject matter expert(s): TBD, such as food safety specialist in the case of a foodborne illness outbreak; an animal scientist in the case of a matter involving livestock

Appendix D: Spokesperson Guidelines

From Ohio State University Crisis Communications Guide

- 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.)
- Address our response, not the cause.
- Place most important points at the beginning of a response.
- Be concise.
- Respond with simple answers.
- Do not respond to hypothetical questions. Bridge back to reality.
- Avoid negatives. Be positive.
- It's okay to say, "I don't know."
- There's no such thing as "off the record."
- Stop talking when you feel you have answered the question and don't be baited by silences.
- Learn to bridge to your key messages. *("Well, I can't address that question, but what I can tell you is…")*
- Use flagging to underscore the importance of a forthcoming comment. *("I think what's most important to remember is this: ….")*

From CFAES College Communications

Sample redirect/bridging statements, to be used if question is off-target:

- "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 something I'd like your audience to know is…"
- "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 E: Social Media Guidelines

Based on Social Media Guidelines in Ohio State University Crisis Communications Guide

SOCIAL MEDIA IN A CRISIS: CFAES'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 to our advantage. We also can use 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: Primary administrator is Mitch Moser, social media program manager.

Initially:

- Send an update to fans. Briefly explain the situation and tell fans where they can 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.

Then:

- Post status updates as we have new and important information.

To do this:

- Go to appropriate Facebook page.
- Update as needed.
- Watch comments for information and misinformation; pass along pertinent information to communications leader and respond if necessary (i.e. to clear up bad and harmful info).

We may also consider asking affiliated pages to post our updates.

TWITTER: The primary Twitter account for the college is @FoodAgEnvNews.

- Consider asking followers to "Please retweet" so the information gets out.
- Ask university members with Twitter accounts to retweet.
- Media Relations may consider asking news media who are active on Twitter to retweet important updates.
- Search Twitter for people writing about the crisis. Pass along pertinent information to Media Relations.

YAMMER: Yammer may be a useful tool for communications that are specific to university staff members.

YOUTUBE: We can post video to YouTube as needed.

Appendix F: Crisis Communications Objectives

From Ohio State University Crisis Communications Guide

While general messages will vary from one crisis to another, the communication objectives remain fairly constant. The objectives are the desired results of communication crisis response, and the effective management of the general messages will help Ohio State reach these objectives.

The overall objectives of the communication crisis plan are:

•   Demonstrate Ohio State's responsibility to its students, faculty and staff
•   Maintain and enhance Ohio State's reputation with its alumni and friends of the university
•   Maintain and enhance Ohio State's reputation with the communities it serves

These strategic objectives will be prioritized for each listed crisis, and supporting tactical responses will be developed and implemented by the public relations group responsible for each individual crisis. A rapid response to all constituencies is an assumed tactic for each of these objectives.

The following table offers Priorities of Key Objectives, By Crisis:

Pandemic	**Major Litigation**
1. Demonstrate Ohio State's responsibility to students, faculty and staff	1. Demonstrate Ohio State's responsibility to students, faculty and staff
2. Maintain and enhance Ohio State's reputation with alumni and friends of the university	2. Maintain and enhance Ohio State's reputation with alumni and friends of the university
3. Maintain and enhance Ohio State's reputation with the communities it serves	3. Maintain and enhance Ohio State's reputation with the communities it serves
Ethical and Legal Issues	**Facilities Emergency**
1. Demonstrate Ohio State's responsibility to students, faculty and staff.	1. Demonstrate Ohio State's responsibility to students, faculty and staff
2. Maintain and enhance Ohio State's reputation with alumni and friends of the university	2. Maintain and enhance Ohio State's reputation with the communities it serves
Consumer Advocate Charges/Scrutiny	**Serious Financial Problems/Large-scale Layoffs**
1. Demonstrate Ohio State's responsibility to students, faculty and staff	1. Demonstrate Ohio State's responsibility to students, faculty and staff
2. Maintain and enhance Ohio State's reputation with alumni and friends of the university	2. Maintain and enhance Ohio State's reputation with alumni and friends of the university
	3. Maintain and enhance Ohio State's reputation with the communities it serves

Executive Death/Incapacitation/Transition	IT failure/major systems or operational interruptions
1. Maintain and enhance Ohio State's reputation with alumni and friends of the university 2. Demonstrate Ohio State's responsibility to students, faculty and staff	1. Demonstrate Ohio State's responsibility to students, faculty and staff 2. Maintain and enhance Ohio State's reputation with alumni and friends of the university
Deranged Employee/Student/Faculty	**Controversial Business Decisions**
1. Demonstrate Ohio State's responsibility to students, faculty and staff 2. Maintain and enhance Ohio State's reputation with alumni and friends of the university	1. Demonstrate Ohio State's responsibility to students, faculty and staff 2. Maintain and enhance Ohio State's reputation with alumni and friends of the university 3. Maintain and enhance Ohio State's reputation with the communities it serves
National Catastrophe	**Student/Faculty/Staff Complaints or Actions**
1. Maintain and enhance Ohio State's reputation with students, faculty and staff 2. Demonstrate Ohio State's responsibility to policyholders and shareholders	1. Demonstrate Ohio State's responsibility to students, faculty and staff 2. Maintain and enhance Ohio State's reputation with alumni and friends of the university 3. Maintain and enhance Ohio State's reputation with the communities it serves
Ohio State Air Incident	**Natural Disaster**
1. Demonstrate Ohio State's responsibility to students, faculty and staff 2. Maintain and enhance Ohio State's reputation with the communities it serves	1. Demonstrate Ohio State's responsibility to students, faculty and staff 2. Maintain and enhance Ohio State's reputation with alumni and friends of the university 3. Maintain and enhance Ohio State's reputation with the communities it serves

Appendix G: Generic 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.

B. For situations involving inappropriate behavior by 4-H volunteers:

Ohio State University Extension's 4-H program is aware of the situation involving a volunteer with the 4-H program in (insert location), and we share the concern expressed within the community. It is university 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.

To respond to questions about our volunteer selection process:

OSU Extension takes very seriously our responsibility to select volunteers who have the necessary skills, interests, and desire to work with young people. In November 2002, Ohio State University Extension adopted a rigorous volunteer selection policy that requires all new volunteers to complete the following: (1) receive a position description; (2) complete an application; (3) participate in an interview; (4) submit to a criminal background check; (5) have references collected; and (6) sign a standards of behavior which outlines expectations of individual volunteers.

To respond to questions about a 4-H club as a result of volunteer disciplinary steps:

We are working with the 4-H club volunteer advisors to ensure that the club continues its activities and that members have the opportunity to complete their project work and take part in the events and activities they have planned.

C. For controversial organizational decisions:

It was with regret that (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.

D. 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.

E. Fatalities

(Note: In most situations, University Communications will take the lead on communications in situations involving fatalities):

We are deeply saddened by this terrible event and mourn the loss of (number) members of the Ohio State 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, their families, and the community at this time.

Note: Preserving the confidentiality of information in crisis situation

Although Ohio State is a public institution and subject to the Ohio Public Records Act, 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 university's Office of Legal Affairs for guidance.

Appendix H: Crisis Communications Task Log

From Ohio State University Crisis Communications Guide

Time	Task	Audience	Responsible	Notes

Appendix I: University-Level Notification and Resources

The below information is taken verbatim from the April 15, 2008, Council of Deans item on Emergency Notification.

The effective management of risk requires that significant events are reported quickly and accurately to the University's senior leadership. In conjunction with the University's risk management and emergency management programs, a rapid notification protocol has been established to ensure the President and his leadership team is appropriately informed.

Notification of the President's Office

The President is the senior University administrative official. Therefore, it is critical that he/she be kept informed as appropriate. That responsibility rests with the Vice Presidents and with the President's staff.

The President, in consultation with the Secretary of the Board of Trustees, will decide how best to inform the Board, as needed.

The following events should trigger automatic notification of the President:

• Homicide on campus

• Terrorist or suspected terrorist incident

• Events resulting in extreme property damage or excessive interruption of campus operations

• Major accident or building evacuation

• Warning of a major weather emergency

• Major fire or environmental threat

• Recommended closing for any reason

The following events may trigger notification, based on size (several individuals affected, involved, injured or dead) and scope (extreme property damage; excessive interruption in operations; employment related; generates public or parental interest):

• Death of an OSU employee or student on campus

• Arrest of an OSU employee or student on campus

• Data breech

• Systems failure

• Demonstrations

• Troubled employee or student

• Threats

• Bomb threat

• Prominent visitor(s)

• Public health problem

• Regulatory mandated reporting that involves research, public safety or could result in significant fines or sanctions

In all cases, the reporting Vice President should also notify these offices:

• Provost

• Board Secretary

• Legal Counsel

• University Relations

• Business and Finance

• Other Vice Presidents should be contacted as appropriate. For example, the Vice President for Student Affairs on anything involving a student; the Vice President for Research on anything involving research, etc.

Protocol for Notification of Vice Presidents and Equivalents

It is the responsibility of key managers in various unites to notify their respective vice presidents of significant events that may reach the level of reporting under these guidelines. If the vice president or his designee is unavailable, then the Office of Emergency Management should be notified at 247-4276. Within each Cabinet area, a protocol shall be in place to notify the respective Vice President from within the college or unit. In addition, the appropriate university office with responsibility in that area should be notified. For example, EHS should be notified in the event of a chemical spill.

To assist with the notification of the President, Emergency Management will maintain a current listing of all members of the President's Cabinet with contact information including e-mail, general phone, direct dial phone, home phone, and confidential electronic list-serve of all Cabinet members. Upon learning of a potential or actual occurrence of one of the above identified events, Emergency Management will encourage a caller to contact the respective Vice President who will then notify the President. If an event occurs after business hours which requires notification, such notification shall be made through the office of Emergency Management by calling 247-4276. This phone simultaneously rings with a designated cell phone or is forwarded to the Police Dispatch. If answered by Police Dispatch, request to speak to the senior officer.

Notification directly to the President may occur if in the judgment of Emergency Management or Enterprise Risk Management, such notification is warranted. Actions in these guidelines are intended to be in conjunction with the university wide Emergency Management Program, the CAT teams operations, and other emergency notification and response procedures already in place.

CAT Teams

In addition to the events identified as requiring rapid notification to President's Cabinet, two university wide teams are in place to provide early intervention in situations that may potentially lead to a threat to the University population or cause physical damage. It is not the purpose of this protocol to alter either function or to require that all CAT team interventions be reported to the President's Cabinet. The CAT team operation is described below.

The university currently has a model program that provides early detection of problem behaviors and early intervention with students as well as employees. There are two main teams: the Crisis Assessment Team (address faculty and staff issues) and the Consultation and Assessment Team (address student issues) (CAT). These informal consultation teams report to the Vice President for Student Affairs and the Associate Vice President for Human Resources, respectively.

The Consultation and Assessment Team has the main purpose of assessing situations involving students who pose a potential risk of harm to persons or property in the university community or of substantial disruption of university activities. The Team develops and recommends a coordinated plan of action to manage the situation that accounts for community safety, individual and student rights, as well as the preservation of the campus learning, living and work environment.

The Crisis Assessment Team is designed to assess and manage incidents involving imminent danger or violence in the employment setting. The Team determines appropriate action to assist the affected unit and develops an action plan to be implemented to prevent re-occurrence.

Office of Academic Affairs

Office of Business and Finance

3/25/08 topiccodeemergencynotification

The below information is summarized from Attachment B of the Sept. 23, 2008, Council of Deans update on Emergency Notification.

Methods of Emergency Mass Communications

The Ohio State University Department of Public Safety has established multiple methods of providing mass emergency communications. These methods are available to CFAES in the event of an emergency. Contact the Department of Public Safety and ask for the senior officer.

Buckeye Alert 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 at http://www. buckeyealert.osu.edu/.

OSU Cable System Alert

OSU owns and operates its own cable TV system, primarily viewed in Columbus campus student housing and in some administrative offices. An approved list of personnel has access to provide a live voice interruption of all basic cable channels and/ or an emergency banner to scroll across the bottom of the screen of all channels.

Bulk Email

A mass email can be sent to everyone who has an email account on the osu.edu system. It is distributed by the Internal Communications office.

WOSU Radio

University Relations can access WOSU radio to broadcast emergency messages. The Department of Public Safety or Emergency Management will work with University Relations on the message that needs to be conveyed.

Web Page Message

University Communications can place emergency messages on the home page (www.osu.edu) during emergencies.

Media Outlets (TV and Radio)

The Department of Public Safety's Public Information Officer, in conjunction with University Communications, will provide advisories to the media on any ongoing emergencies.

The below information is summarized from Attachment C of the Sept. 23, 2008, Council of Deans update on Emergency Notification.

Non-Public Safety First Responder Training

Training is available for faculty, staff, students and others to help them recognize events and alert appropriate officials. Training includes:

See Something, Say Something

This Department of Homeland Security initiative is designed to assist the general public in recognizing suspicious behavior and events. Brochures and other materials are available through the OSU Police at 614-292-2121.

Dealing with Disruptive and/or Disturbed Individuals

A PowerPoint presentation on the "Do's and Don'ts" of dealing with disruptive individuals is available through the OSU Police Community Outreach and Crime Prevention unit. Contact Paul Denton, OSU Police Chief, at 614-292-2121 or denton.25@osu.edu.

Fire and Life Safety Training for Students and Greek Houses

Student Life collaborates with other entities to provide training, including personal and fire safety, for Resident Advisors and for students living in university or Greek housing. Contact Bob Armstrong, director of Emergency Management and Fire Prevention Services, at 614-247-4276 or armstrong. 349@osu.edu.

Appendix J: Crisis Communications Plan Update/Schedule

Marketing and Communications will be responsible for reviewing the plan and updating the call list every six months. Substantial changes are noted here.

The most recent version is available online at http://cfaes.osu.edu/commtech/resources/crisis-communications-plan.

January 2008: Original plan accepted by CFAES Administrative Cabinet

June 2008: University-Level Notification Procedures added

November 2008: University Level Resources added

May 2010: Policy Statement on Working with the Media added

March 2012: Plan streamlined; Elements from Ohio State University Crisis Communications Guide incorporated

October 2012: Updated Appendix A (Building Coordinators lists); Appendix B (Business Continuity contact information) Appendix C (CFAES Call Tree contact information)

October 2013: Streamlined the call tree to ensure Administration and Communications are notified of situations at the same time

January 2016: Adjusted the schedule for revision of plan away from April/October of each year