



DELTA UPSILON GUIDE TO CRISIS MANAGEMENT

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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 develops and prepares for crisis situations before they occur. Part of this process involves developing a crisis management plan before a situation arises.

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:

1. Accidents happen!

Accidents occur involving death, fire, personal injury, and hazing. Often these accidents result in lawsuits against chapters, alumni, individuals, and the International Fraternity.

2. These accidents cannot be predicted.

The best way to avoid tragedy is to be safe, and follow the Fraternity's Loss Prevention Policies.

3. You must be ready when accidents happen.

4. Develop a crisis management plan now.

Each chapter should formulate a crisis management plan of its own.

5. Educate members about what to do in the event of an accident.

Every member should be educated about crisis management each academic year.

6. Remember that a crisis eats time.

Delegate tasks and use all available resources (e.g., International Headquarters Staff, Greek Advisor, Chapter Advisors, and University and local police). Utilize conference calls to save time and ensure that the same message is heard.

7. 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 and you need to consult with the International Fraternity before moving forward. 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 who are not always professionals. Student press may misquote, publish unconfirmed facts, and editorialize.

8. Assemble the facts as quickly as possible.

Request police reports and school investigation reports. The International Fraternity will work with the chapter to provide professional investigators if necessary.

9. 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.

OVERVIEW: CRISIS COMMUNICATIONS

1. Be Prepared!

A 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.

2. 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.

3. Prepare All Notification Lists Ahead of Time.

Emergency situations require prompt notification of key personnel. The director of loss prevention, associate executive director, and executive director at Delta Upsilon should be notified by incident reporting online and follow up with phone immediately, in order to be in the most supportive position possible.

Delta Upsilon International Headquarters will also notify other key alumni as appropriate in conjunction with the undergraduate men. The Headquarters will then be able to support the chapter should inquiries come from media around North America.

BE PREPARED TO ACT WHEN A CRISIS OCCURS

1. 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.

2. Stay calm. Every crisis is handled best by calm leadership.

3. Your first phone call is the 911 emergency number. Do not hesitate to call campus/local police, regardless of the situation

4. Notify school officials (Greek Advisor, etc.).

5. Report the incident to Delta Upsilon International Fraternity online at: <http://www.deltatau.org/membersresources/lossprevention/incidentreportform>.

Then call the Delta Upsilon International Fraternity at 317-875-8900. If you are calling after business hours, please leave message for extension 203, the director of loss prevention. You **MUST** ensure the online form is completed online during closed office hours; this is a direct notification to staff who can respond in a timely manner.

6. Notify alumni chapter officers, and all chapter alumni/faculty advisors.

7. 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.

8. **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.

9. Prepare a position statement and have it reviewed by Fraternity Headquarters.



CRISIS MANAGEMENT PLAN CHECKLIST

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 counsel from the International Fraternity and ask for advice regarding crisis planning ahead of time.
- Designate an official spokesman, preferably the Chapter President, to whom inquiries will be referred.
- Be aware of local media contacts.

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.

DURING A CRISIS:

- When an emergency arises, notify members, school officials, Delta Upsilon International Headquarters, and key alumni 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 International Headquarters Staff. It is critical that the chapter be the source of the facts for the media.
- In the case of illness, injury, or fatality, follow up with details to International Headquarters following prescribed procedures.
- Upon approval by the International Fraternity, 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, and key alumni. 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.

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?

How did this occur?

Who Was Involved?

List Property Damage:

When (specific date, and time)?

Nature of Injuries:

Where (exact location)?

Applicable Fraternity Policies:

Why did this occur?



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.

COMMUNITY NOTIFICATION LIST (DO NOT BE AFRAID TO CALL 911 IF NEEDED)

Assigned to call:

Civic and Government Agencies Notified by phone:

Local Police

Campus Police

Emergency Service

University/College Officials Notified by phone:

Greek Official

Student Affairs

Other

DELTA UPSILON FRATERNITY Notified by online reporting and phone:

Delta Upsilon 317-875-8900
(Director of Loss Prevention ext. 203 or Associate Executive Director ext. 223)

Alumni President

Alumni Advisor

Other Key Alumni

HOW TO REACT TO AN ACCIDENT

THE DOS AND DON'TS:

Do Call 911.

Do attend to the injured party.

Do complete and submit an incident report to Delta Upsilon immediately

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 medical expenses.

Do not mention that there is insurance coverage.

Do not correct or admonish members/pledges at the scene.

Do a complete and thorough investigation with the assistance of the International Fraternity.

Do not discuss the accident or the investigation with anyone who does not absolutely need to know.

Do not discard evidence until notified to do so.

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 the International Fraternity Headquarters have been contacted before you issue any statement to the media

THE DOS AND DON'TS:

Don't Panic.

Do alert the Delta Upsilon International Fraternity Headquarters by reporting the incident online at: <http://www.deltatau.org/membersresources/lossprevention/incidentreportform>, then call the Delta Upsilon International Fraternity at 317-875-8900 ext. 203.

Don't assume anything, especially crisis develops, don't assume that any conversation is "off the record."

Do assemble facts and verify them

Don't play hard to get by not being available or try to hide behind "no comment". This only leads to speculation by the media and the public. Have an appropriate statement ready as soon as possible (at any hour).

Do settle on an official spokesman who is prepared to issue a statement, in most cases this spokesman should be the chapter president.

Assure the media that complete information has not been prepared and promise to contact them immediately once it is available.

Do keep all members and alumni advised of media that you are working with them and all developments. That way they will get the most accurate information as quickly as possible.

Do be judiciously cooperative with the media.

Don't try a cover-up.

Remember that you do not have to answer all questions

Don't try to quash a story or write protest

Do not comment on past unfavorable records or on information which should be confidential

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, rest rooms, facilities, and other necessities.

Do recruit a competent public relations person (a chapter officer or alumnus) -- before a crisis hits.

Do consult the International Fraternity on any statements, set-up, requests or communication.



INCIDENT REPORT

You will always be instructed to complete the online incident form to notify the Fraternity. The content online is inclusive of the information below. Once you have completed this form it will be directly distributed to the director of loss prevention, associate executive director, executive director and loss prevention chairman. After reviewing the information they will determine immediacy and needs of the chapter and respond within 24 hours.

The link to the website is the <http://www.deltatau.org/membersresources/lossprevention/incidentreportform>. You can also access this by choosing the member page function on the home page, then click on "Report and Incident" in the left margin option.

Chapter:

Phone:

Chapter address:

Contact name:

Contact phone:

Address:

Date of incident

Time:

Location of incident:

Brief description of incident

Injured party:

Injured party phone:

Property damaged:

Address:

Member of Delta Upsilon: Yes No

Resident: Yes No

Witness(es):

Name:

Phone:

Address:

Police report made: Yes No

Officer's name:

Reference/case #:

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.