

**Crisis Management Plan
University of West Los Angeles
May 24, 2005**

1. Begin a rigorous program of communication with both the students and the faculty. These emails and printed materials may have nothing to do with the issues at hand – but open the door from a welcoming president and his staff.

Some things that might be useful:

- Nice graphics showing the (new) rates at your client university versus other institutions.

- *(If it's favorable) Stats showing how much rates have gone up (as a percentage) at your school versus others over a 10-year period

- Consider a counter-campaign themed, "We don't want to raise tuition rates, please tell us how we can avoid it." Put the onus on the complainers to be part of the solution.

2. Identify student allies and create a counter group.
3. Create a list of press who have already covered story as well as those who have not, but might be sympathetic. Preempt any negative story that might occur with a positive outreach now.
4. Request editorial board meetings with local media.
5. Draft editorial letters and Op Ed pieces about legal issues that will put UWLA in a good light – these may have nothing to do with the university but you have something important to say about the issue which will give positive press to the school.

6. Create a press package about the university and provide it to interested media and post on the web.
7. Create a list of target audiences in addition to media, and intimately connect with them, including community and political leaders, etc. Cultivate your base.
8. Identify and train one spokesperson along with one or five backups; create message points – bold, assertive.
9. Identify issues that make good counter stories like successful students; focus on the trustees; other solid pitches to be brainstormed.
10. Cross promotions with entertainment radio shows to hit target audiences with positive promotions.
11. Listen to your critics and learn from them.
12. Create a theme – everything that we do will fall under that umbrella.