



EXECUTIVE COMMUNICATIONS PROTOCOL

OVERVIEW

The following protocol is intended to provide a clear and consistent approach to executive communications for a variety of possible scenarios that Emory Campus Life (ECL) may encounter. As the division works to provide timely and critical information under a myriad of circumstances in such scenarios, it will be important to inform and engage employees, students, and other Emory Campus Life stakeholders in a consistent manner.

The protocol outlines key communications considerations for addressing strategic initiatives and projects, student-related critical incidents, and operational or technical disruptions. It outlines triggers, spokespersons, and working groups for scenarios that require a multi-pronged communications approach to reach multiple stakeholder audiences.

PRINCIPLES

- Decision-making processes will be anchored by Campus Life strategy, based on the unit’s long and short-term goals.
- Decision-making processes will align with Emory University and Campus Life values and operational standards.
- Campus Life will strive to inform its employees first, prior to external dissemination of information or engagement on an issue.
- Campus Life critical incident leadership and working groups will debrief after every response effort.
- Confidentiality will be prioritized appropriately, and working groups will follow all applicable laws and regulations governing individual privacy rights.
- Campus Life’s Senior Director of Communications serves as the official spokesperson to the media; all media inquiries will be directed to that individual during critical incidents.

The Senior Director of Communications serves as the chief communications officer for Campus Life and counsels the Vice President and Executive Leadership Team (ELT) on communications response and appropriate vehicles for dissemination of information. The Senior Director of Communications, supported by the ECL Communications staff, will coordinate with the university’s central communications team, as appropriate, as well as with the appropriate ECL Executive Leadership Team (ELT) members to gather information and develop key messaging.

PROCESS

SPOKESPERSON(S) PRACTICE

To ensure consistency in messaging, one message or series of messages will be developed with the understanding that the number of spokespersons may vary based on circumstances and depending on the number of phases involved in communications planning. However, primary spokespersons typically will include the Vice President of Campus Life, Senior Director of Communications, and one or more members of the Executive Leadership Team.

POTENTIAL TRIGGERS + WORKING GROUPS

Various scenarios – both on and off campus – can trigger the need to activate the Executive Communications Protocol. While it is not possible to list every scenario that Campus Life could face, following are some examples to illuminate the process and key considerations for developing and implementing an optimal response. When certain critical incident triggers activate a response, the following working groups and spokespersons are recommended.

CRITICAL INCIDENT TRIGGERS	LEADERSHIP & WORKING GROUP PARTNERSHIPS
PERSONNEL CHANGE (i.e., new hires, retirement, termination, resignation); ORGANIZATIONAL CHANGE (i.e., reorganization, office relocation, dept mergers, new depts); EMPLOYEE PAY/BENEFITS CHANGES (i.e., FLSA)	VP Campus Life/AVP Campus Life <ul style="list-style-type: none"> • Provost/Provost’s Chief of Staff (on ELT changes) • ELT members on respective areas • ECL Human Resources, Emory Legal, ECL Senior Staff, as appropriate • Sr. Director Communications or designee
INFECTIOUS DISEASE CASE/OUTBREAK (i.e., H1N1, TB, Norovirus); STUDENT/EMPLOYEE INJURY, ACCIDENT, OR DEATH	AVP Student Health Services/AVP Community <ul style="list-style-type: none"> • VP Campus Life and Executive Assistant • CEPAR Team • Sr. Director Communications

CRITICAL INCIDENT TRIGGERS	LEADERSHIP & WORKING GROUP PARTNERSHIPS
<p>ACTIVISM</p> <p>Protests / Demonstrations (i.e., Black Live Matters protest on Clifton Road; Latinx students protesting immigration on campus and at the State Capitol)</p>	<p>AVP Community</p> <ul style="list-style-type: none"> • Sr. Director, Community • Open Expression Observers Team • VP Campus Life, as appropriate
<p>PHYSICAL VIOLENCE</p> <p>Sexual Misconduct, Campus Shooting, Acts of Terrorism</p>	<p>AVP Community</p> <ul style="list-style-type: none"> • Sr. Director Community • Open Expression Observers Team • VP Campus Life • Sr. Director Communications
<p>LOCAL/REGIONAL/NATIONAL EVENTS, ENVIRONMENTAL TRAGEDY</p> <p>Major Higher Ed Crisis (i.e., legislative act impacting US higher ed; catastrophic drop/crash in endowment market)</p> <p>Natural Disasters (i.e., tornadoes, earthquakes, hurricanes, etc.)</p>	<p>VP Campus Life</p> <ul style="list-style-type: none"> • AVP Community • AVP Student Health Services • AVP Counseling and Psychological Services • Sr. Director Communications
<p>OPERATIONAL</p> <p>(i.e., major business interruption, construction, utilities, cyber-attack)</p>	<p>AVP Operations, AVP Community</p> <ul style="list-style-type: none"> • VP Campus Life, as appropriate • Sr. Director Communications

* **Note:** Some student-related critical incidents may fall into the Clery notification category.

STAKEHOLDER CONSIDERATIONS

Campus Life has many stakeholders – internally and externally. When a response is triggered, it will be important to raise the question: With whom do we need to communicate and in what priority? The answer may often involve more than one constituency among the following, for example, as well as others:

INTERNAL	EXTERNAL
President/Provost/President’s Leadership Team	Alumni
ECL Executive Leadership Team (ELT)/Senior Staff	Parents (current/incoming students)
All or Targeted ECL departments	Academic Partners/Accrediting Bodies
Impacted Students	Academic Associations/Professional Organizations
Student Organizations, including student newspaper, and their faculty/staff advisors	Community Partners/Media

TOOLS

Some or all of the vehicles listed below will apply in the response effort when activation of the protocol occurs:

- Emory Campus Life ELT E-mail
- Emory Campus Life Senior Staff Listserv
- Targeted emails for alumni, parents, trustees, media, etc.
- Targeted phone calls for donors, parents, alumni, media
- Emory Campus Life Website: campuslife.emory.edu
- Emory Campus Life Social Media
- What’s App
- ECL Newsletter
- Emory Wheel
- Emory Report/Dooley Report