

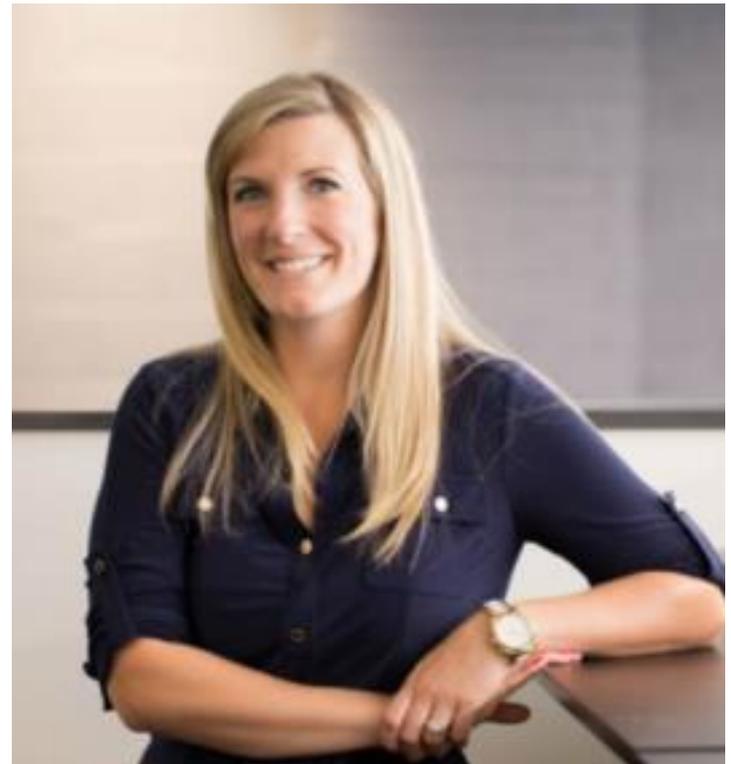


Sexual Assault on Campus: A Public Relations Analysis



About Me

- Caroline Laurin
- Director of Media Relations/Crisis Communications at Reingold
- Former deputy chief spokesperson for the Washington Metropolitan Area Transit Authority (Metro)
- Chaired Metro's Sexual Assault Prevention Task Force
- Former national television news producer



Session Goals

- Learn the fundamentals of crisis communications.
- Understand the principles of crisis response.
- Discover the consequences of inaction.
- Learn how to turn the negative into a positive.



What We'll Cover



Crisis 101

The Basics

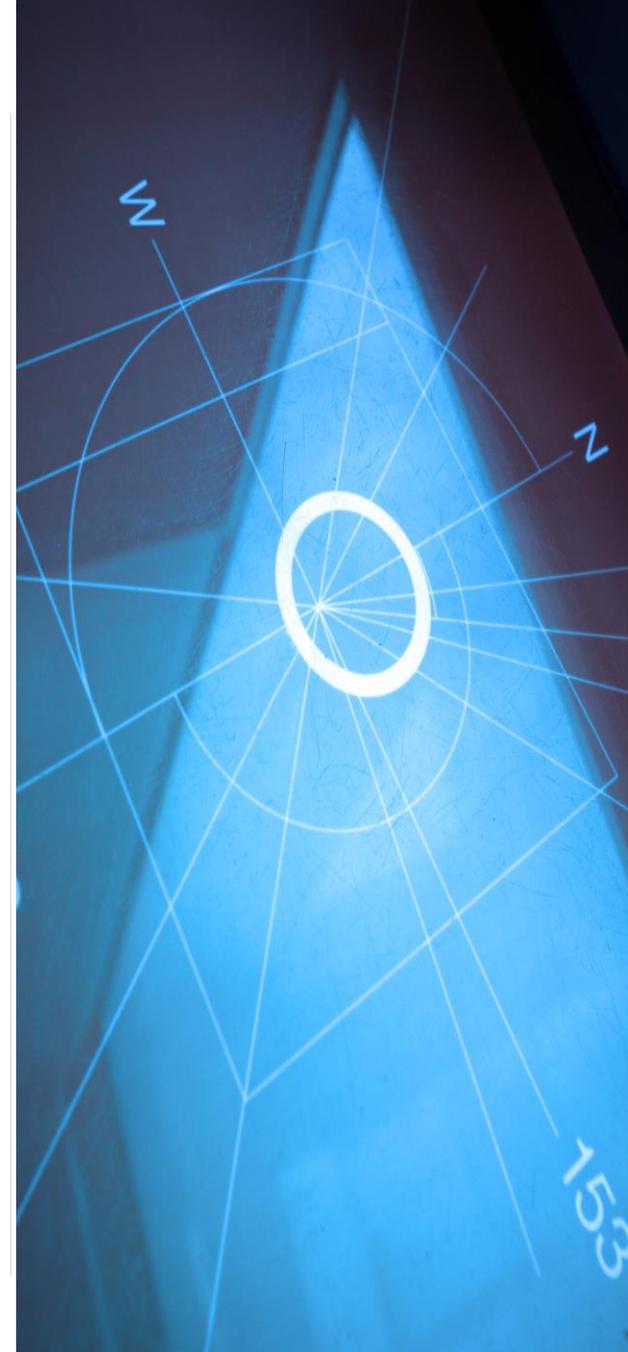
What Is Crisis Communications?

- It is reactive and urgent.
- It is a strategic response to an unexpected event that threatens an organization or its reputation.
- It may involve rapid response to an evolving media story.
- It encompasses both internal and external messaging.
- Communication goals:
 - Defuse the immediate crisis.
 - Minimize any negative impact.
 - Ensure that accurate information is disseminated.
 - Identify opportunities to build positive public perceptions.



What Is Crisis Planning?

- It is thoughtful, strategic, and anticipatory.
- It analyzes potential threats and prepares responses to achieve desired outcomes.
- It aims to mitigate a situation before it becomes a crisis.
- It encompasses both internal and external messaging.
- Communication goals:
 - Identify key audiences for each crisis scenario.
 - Prepare messaging targeted to key audiences.
 - Outline a chain of command and establish standard operating procedures (SOPs).
 - Identify opportunities to build positive perceptions.



What Crisis Communications Requires:

- Leadership support and buy-in
- Trained and practiced spokespeople
- Informed and prepared leaders
- Tested communication channels
- An established SOPs
- A clear chain of command
- Rapid identification and assessment



Failure to Plan Means...

You lose control because:

- The organization is too slow to communicate.
- Messages are not vetted and ready for use.
- Spokespeople are not prepared to deliver messages and answer questions.
- Stakeholders, members, and partners hear the news from the media first.
- Rumors or misinformation may dominate the news cycle.
- There is confusion over roles, responsibilities, and the chain of command.
- The process for approving messaging is unknown or unclear.
- The organization is unable to quickly target and speak to key audiences.

What Makes News?

- New elements, facts, events lead to news coverage.
- Scandal, sensationalism, the unexpected, are all water cooler fodder and are appealing to news outlets.
- The more things trickle out, the more sustained the coverage will be.
- Sometimes it's best to rip off the Band-Aid.



The News Media's Perspective

- Breaking news is reactive, urgent, and wall-to-wall.
- Reporters are often educating themselves while covering an evolving issue.
- Their job is to identify facts and report on them.
- They have urgent need for experts or spokespeople.
- They may use anonymous/unofficial sources for information.
- They can bring national attention to your crisis.
- Misinformation can be rampant, and rumors can be difficult to quell.

The Spokesperson's Role

- Communicate key messages.
- Represent the organization, the brand, and the organization's emotional response to the issue.
- Bolster the organization's reputation.
- Build the public's trust in the organization.
- Reassure the public.
- Gain audience support for the response.



Baylor Bears, Art Briles, and Title IX

A Case Study

It Begins

- April 27, 2012: Coach Art Briles announces that Tevin Elliott is suspended indefinitely for violating an “unspecified team policy.”
- April 30, 2012: Elliott is arrested and indicted on two counts of sexual assault.
- Jan. 23, 2014: Elliott is convicted after three other women testified they were also assaulted. He is sentenced to 20 years in prison.



The Media Coverage

Baylor DE Tevin Elliott suspended indefinitely after arrest for sexual assault



Baylor football player facing sexual assault charges

It Happens Again



- June 25, 2014: Sam Ukwuachu is indicted on two counts of sexual assault against a female student athlete.
- Ukwuachu misses 2014 football season for reasons the school never specifies.
- The indictment goes unreported for more than a year, and a gag order is issued, preventing anyone connected to the case from speaking on the record.

Ukwuachu, Continued

- June 2015: Baylor Defensive Coordinator Phil Bennett gives a speech to Baylor alumni saying that Ukwuachu is expected to play in the 2015 season.
- August 17, 2015: Ukwuachu's trial begins.
- August 20, 2015: Ukwuachu is convicted and sentenced to six months in jail and 10 months probation.



Details About Ukwuachu Emerge

- Dismissed from Boise State for violating team rules
- Violent history
- Domestic abuse charges
- Mental health issues



Baylor's First Missteps

- Baylor President Ken Starr orders an investigation into how Ukwuachu was allowed to transfer to Baylor.
- Coach Art Briles claims he was uninformed by Boise State about the reason for the dismissal (Ukwuachu's abusive relationship with his girlfriend).
- Former Boise State Head Coach Chris Petersen disputes Briles' claims, saying Briles was told everything about Ukwuachu's disciplinary record and dismissal.

Baylor Makes More Headlines

Baylor President Releases Statement on Art Briles' Handling of Sam Ukwuachu

**Starr orders investigation of handling
of Baylor player's case**

Baylor And Boise State Won't Stop Playing The Blame Game On Sam Ukwuachu

**Former Boise State Head Coach: Art Briles Knew All
About Sam Ukwuachu's Violent Past [UPDATE]**

The Story Is Blown Wide Open

Silence at Baylor

A much-talked-about football player at Baylor University—whom coaches “expect back” this fall—is currently on trial for the sexual assault of a fellow student. Questions now swirl around what the program knew and when they knew it.

by DAN SOLOMON and JESSICA LUTHER | AUGUST 20, 2015 | 303 COMMENTS



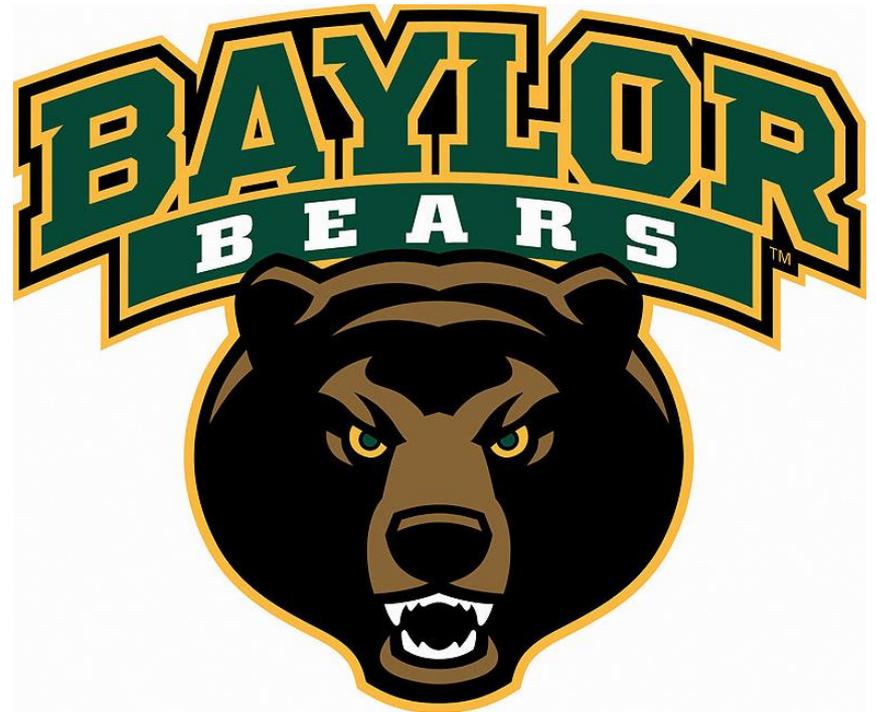
AP PHOTO | WACO TRIBUNE HERALD, ROD AYDELOTTE



Editor’s note: This piece has been updated below to reflect that Samuel Ukwuachu was found guilty of second-degree sexual assault on August 20, 2015.

Baylor in Damage Control

- Pepper Hamilton, a Philadelphia law firm, is brought in to investigate Baylor's handling of sexual assault allegations.



The Story Grows

Spreaker★
ON AIR
STIMMER
iTunes f RADIO
XII BAYLOR
SUBSCRIBE NOW
BAYLOR FOOTBALL
THE SHORT SPORTS SHOW
RAPE AT BAYLOR
#THESHORTSPORTSSHOW @SHORT_SPORTS247

The Silence Becomes Deafening

- Starr sends an email to the student body following the ESPN report.
- He cites federal student privacy laws for not speaking publicly about the incidents.
- He says commenting would tarnish the Pepper Hamilton investigation.

President Ken Starr reveals reason for silence on sexual assault information

By **Kalyn Story** · February 3, 2016



The Hits Keep Coming

Baylor Player Dismissed For "Team Rule Violation" Was Subject Of Rape Investigation



Diana Moskovitz
4/13/16 7:05pm · Filed to: BAYLOR BEARS



- New allegations of gang rape by football players emerge.
- Former TE Tre'Von Armstead and practice squad player Mike Chatman are investigated.
- Baylor did not investigate for more than two years.
- Armstead was dismissed from the team and eventually expelled.
- Chatman left Baylor before the investigation began.

Pepper Hamilton Investigation Findings

- The athletic department prioritized football above campus safety.
- The university leadership hindered the enforcement of rules and policies, creating a culture that football was above the rules.
- Baylor discouraged complainants from reporting sexual violence.
- Coaches or their staff members contacted victims of sexual assault directly and did not report misconduct to anyone outside the athletic department.
- One case of retaliation against a complainant was confirmed.
- Baylor was ill-equipped to impartially handle allegations of sexual assault.

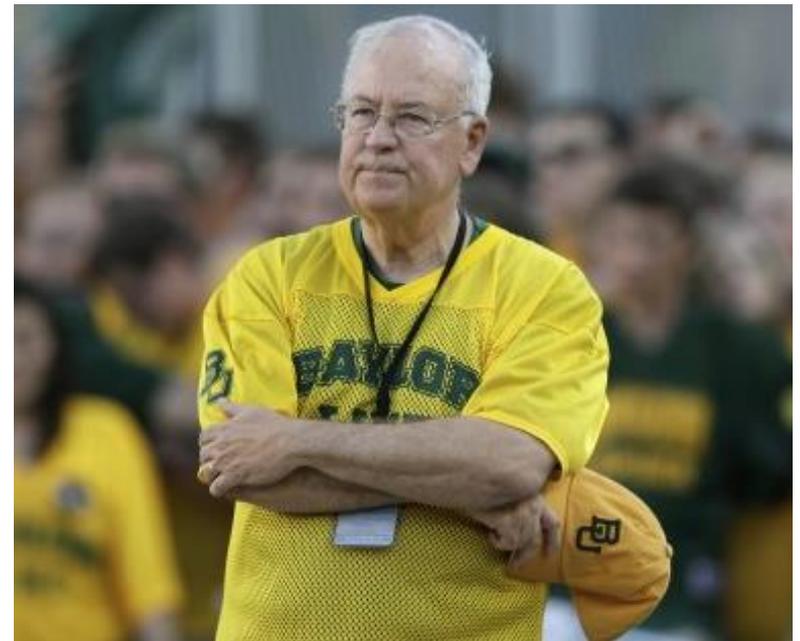
Failure to Comply With Title IX

- Baylor took more than three years to comply with a federal directive to hire a full-time Title IX coordinator.
- The federal directive (“Dear Colleague” letter) was issued in 2011. Baylor hired Title IX Coordinator Patty Crawford in the fall of 2014.
- The school did little to educate administrators about Title IX.
- University administrators discouraged complainants from participating in the Title IX process.

Heads Roll



Head Coach Art Briles is fired



Baylor President Ken Starr is demoted

5 Tenets of Crisis Communications

*“Falsehood flies, and the truth comes limping after it.” –
Jonathan Swift*

Respond Quickly and Decisively



Be Transparent



Accept Responsibility



Show Respect



Make Changes



What Baylor Should Have Done

- Dismissed Tevin Elliot immediately and made a public statement about why.
- Made it clear that any other player caught in the same situation would be treated in the same manner.
- Offered full support to victims.
- Enlisted a sexual assault prevention group to create a training program for athletes and new students.
- Issued a statement to students and alumni apologizing for wrongdoing and vowing to make changes.
- Released a full Pepper Hamilton report and taken immediate steps to implement changes.

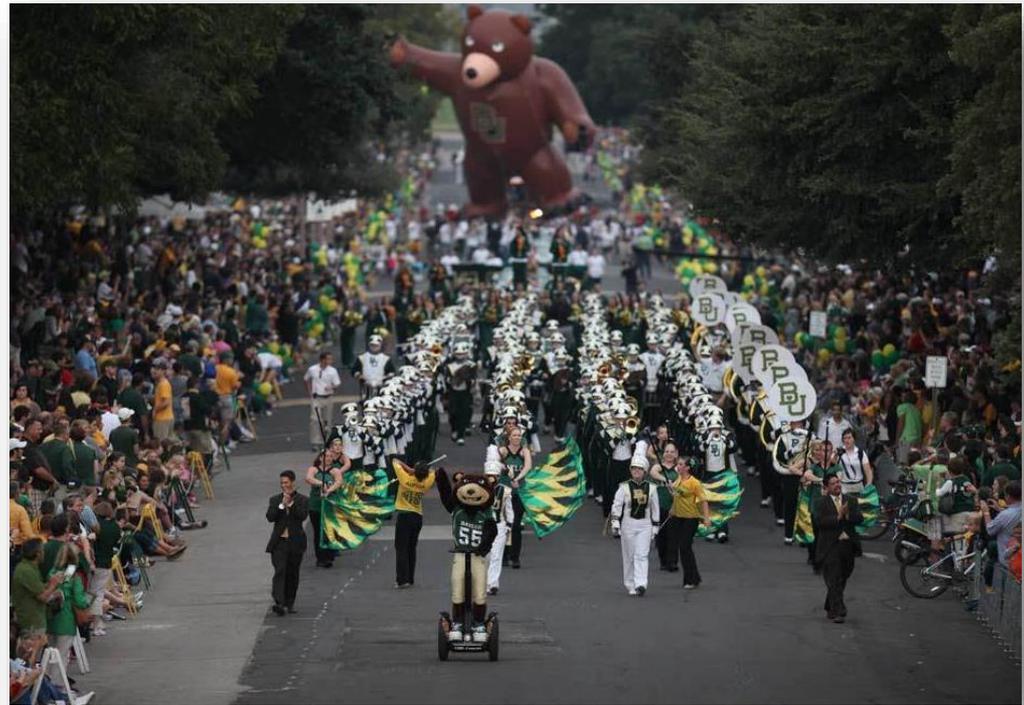
Crisis Lessons Learned

- When faced with a crisis, meet it head-on.
- Believe it's the worst-case scenario.
- Sustained silence is damaging.
- The news media will tell a story with or without you.
- Issuing a statement will only get you so far.
- Skeletons in the closet will come out.
- Everyone wants their 15 minutes of fame.



How to Turn the Story Around

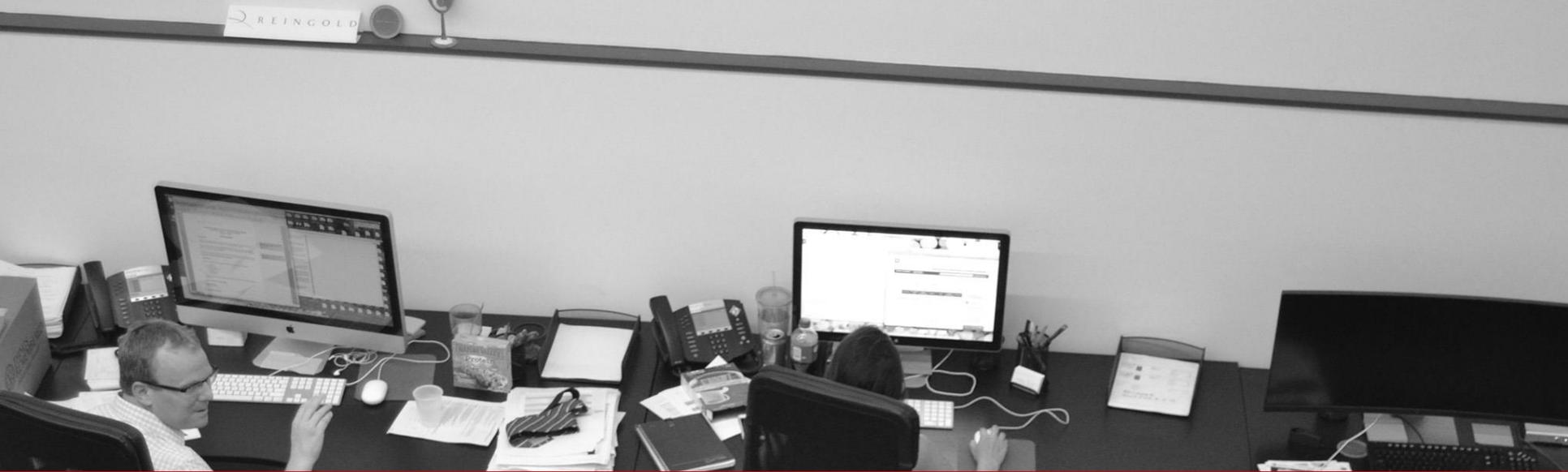
- Accept ownership.
- Take immediate, concrete steps.
- Turn adversaries into allies.
- Walk the walk.
- Become a role model for others.
- Keep it up.



Final Thoughts

- No matter the crisis, do the right thing.
- Don't turn a blind eye to the problem.
- Take care of those hurt by your actions.
- Be an active participant in the solution.
- Set an example for others.





Questions?

