

Reputational Risk

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WILLIAM & MARY
CHARTERED 1693

Why it matters

- Brand damage and expense



Wayne Tilcock, The Enterprise via AP Images

In November 2011 the U. of California at Davis faced scathing criticism after a campus police officer used pepper spray to disperse protesters. Five years later the university has drawn renewed criticism for hiring public-relations firms to bury online references to the incident. The controversy is a case study in the hazards of such tactics.

CHRONICLE OF HIGHER EDUCATION NEWS OPINION ADVICE STC

FEATURED: Broken Ladder: Higher Ed's Unfulfilled Promise The Creativity Challenge The Looming Enrollment Crisis



The Ticker

Breaking news from all corners of academe.

TRENDING For-Profit Colleges Students Legal Leadership The Profession

April 14, 2016 by Don Troop



UC-Davis Paid \$175,000 to Clean Up Its Image After Pepper-Spray Incident

The University of California at Davis waged an aggressive campaign to improve its image on the Internet after [video of a campus police officer](#) calmly misting student protesters with pepper spray went viral [five years ago](#).

In response to requests that [The Sacramento Bee](#) filed last month under the California Public Records Act, the university [released documents](#) showing that it had paid consultants at least \$175,000 to scrub negative postings from the Internet about the incident. As part of the digital makeover, the consultants also sought to improve the reputations of the university and Chancellor Linda P.B. Katehi, who [faced demands for her resignation](#) and condemnation from political leaders over her handling of the matter.

Davis's strategic-communications budget rose from \$2.93 million in 2009 to \$5.47 million in 2015, the [Bee](#) reported.

Reputational Risk

- Crisis Communications
 - Response to active incident
- Issue Management
 - Preparing in advance



Crisis Communications

- Emergency Management Team (EMT)
 - University-wide representatives
 - Emergency Communications
 - WMPD/University Comms Partnership

STAY INFORMED



The university has a number of ways to communicate to the campus community during an emergency. Take an active role in staying informed. [More...](#)

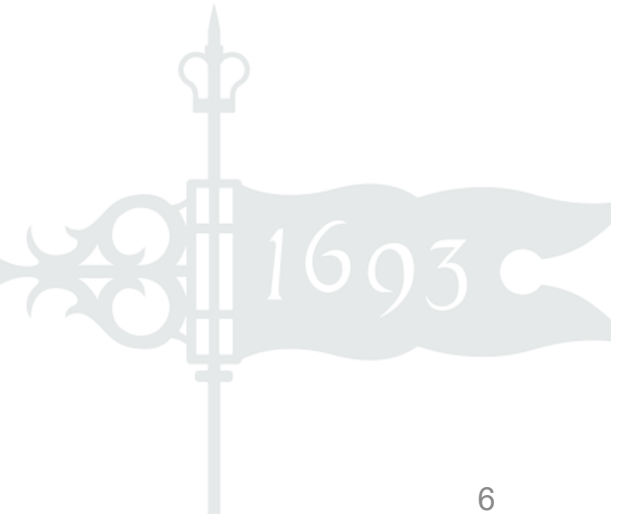
Crisis Communications

- Emergency Communications Protocol
 - Immediate communications
 - WMPD/EMT/University Communications
 - Active incident communications
 - Public Communications within EMT
 - Media Relations
 - Media Monitoring



Media Monitoring

- Routine monitoring
 - University Communications
 - News & Media Team/Social Media Coordinator
- Active-incident monitoring
 - University-wide trained team
 - Social media, traditional media
 - Direct line to PIO



Issue Management

- Constant issues monitoring
 - Over prepare
 - National trends/higher education issues
 - Advance research/preparation
 - Media prep
 - Executive Leadership Team weekly discussions



Issue Management

- Media Tracking
 - Traditional media
 - Social media
 - Media outreach
 - Corrections
 - Responses
 - Networks

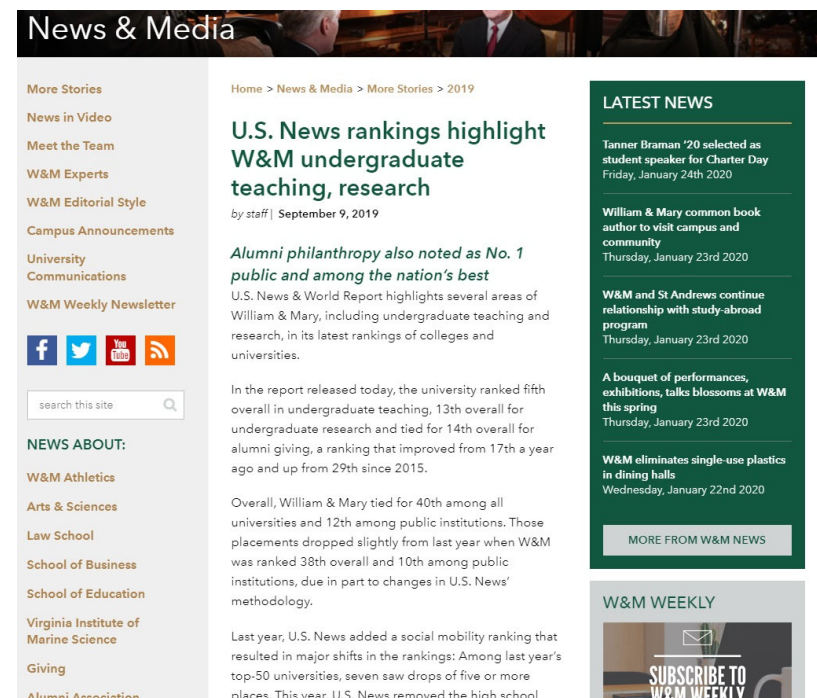
The screenshot displays the 'University Communications Daily News Clips' interface. At the top, there is a header with the text 'University Communications Daily News Clips' and the William & Mary logo. Below the header, the date '01/24/20' is shown. A summary bar indicates 'Total Number of Clips 21' and a 'Collapse All Clips' button. Two news items are listed:

- Item 1:** A Civil War-era 'witch bottle' may have been found on a Virginia highway, archaeologists say. Date Collected: Jan 24, 2020 7:09 AM EST. Category: Online News. Source: The Washington Post. Language: English. A 'Full Article' button is present.
- Item 2:** Possible 19th-Century Witch Bottle Uncovered in Virginia. Date Collected: Jan 23, 2020 3:44 PM EST. Category: Online News. Source: Archaeology Magazine. Market: United Kingdom. Language: English. A 'Full Article' button is present.

The second item includes a brief excerpt: 'WILLIAMSBURG, VIRGINIA—According to a statement released by the College of William & Mary, archaeologists led by Joe Jones of the college's Center for Archaeological Research (WMCAR) recovered a nineteenth-century glass bottle full of nails near a brick-lined hearth ahead of road construction in eastern Virginia. The hearth had been part of Redoubt 9, one of 14 mini-forts constructed by...'

Issue Management

- Challenging News Cycles
 - Proactive approach
 - Own the narrative
 - Context is critical
 - Ex: U.S. News Rankings
 - W&M News story
 - Advance briefings for leadership/communicators
 - Quick response to errors



Issue Management

- Offense v. Defense
 - Targeted pitches
 - Mellon grant/Lemon Project
 - Sustainability/IIC
 - Coaching U
 - Bone marrow donor



Reputational Risk

Questions?

