

Missouri S&T Brand Symposium

Protecting Your Brand During Times of Crisis

September 27, 2018

Presentation by Teresa Valerio Parrot TVP Communications

Our List of Vulnerabilities Keeps Growing

- Questions about our value
- Title IX
- Taxing endowments
- DOJ investigations into admissions
- FOIA requests
- Proliferation of "blogs" covering higher education
- DACA repeal
- Protests on campus
- Controversial speakers
- Sensationalism of our work
- Our own emotions

How we are reacting to a rapidly changing world



It is our responsibility to be the voice of reason.

Do Any of These Leadership Responses Sound Familiar?

- "Let's issue a statement."
- "I'm hearing from [fill in the blank audience] that the college/university needs to speak up."
- "We need to correct the record."
- "If we don't say/do something, who will?"

It is your job to ask "why you, why now?"

Only weigh in **if** it ties to your mission, is consistent with your brand, impacts students **Or** has a direct bearing on the short- or long-term health of your institution or community. Don't make strategy changes based on limited feedback. Sample size and connection to the institution matter.

Example of Collaboration

AJCU Statement on DACA Rescission

September 5, 2017

The Association of Jesuit Colleges and Universities (AJCU) expresses deep dismay over today's decision by the Administration to strip the nation's 800,000 Dreamers of their DACA status. These young, innocent people were brought to the United States by their parents, who sought a better life for their families. Dreamers have planted roots here as students and young professionals, but as a result of today's rescission, they will now be forced to become pawns of political maneuvering in Congress. Dreamers have much to contribute socially and economically to our nation, and have not violated the law in any way.

The nation's 28 Jesuit colleges and universities will make every effort to protect the Dreamers among our students and alumni. On behalf of our member institutions and our network of over 2 million alumni, we ask Congress to protect the status of Dreamers, and their right to stay in the United States, by quickly passing the DREAM Act.

Takeaways:

- If you can't say it yourself even if you are on brand, can you support others when they take a bold stance?
- How can you take advantage of your membership dues and affiliations?

Example of Collaboration

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AMILERSI COLLEGE

March 7, 2018

The Honorable Paul Ryan

Washington, DC 20515

Washington, DC 20515

Washington, DC 20515

Washington, DC 20515

U.S. House of Representatives

The Honorable Nancy Pelosi

The Honorable Kevin Brady

The Honorable Richard Neal

U.S. House of Representatives

U.S. House of Representatives

U.S. House of Representatives

The Honorable Mitch McConnell U.S. Senate Washington, DC 20510

The Honorable Charles Schumer U.S. Senate Washington, DC 20510

The Honorable Orrin Hatch U.S. Senate

Washington, DC 20510 The Honorable Ron Wyden

U.S. Senate Washington, DC 20510

Dear Mr. Speaker, Leaders McConnell, Schumer, and Pelosi, Chairmen Hatch and Brady, and Ranking Members Wyden and Neal:

We write together to express our deep objections to Section 4968 of P.L. 115-97, the Tax Cuts and Jobs Act, which will impose an unprecedented and damaging tax on the charitable resources at our and other American colleges and universities. We urge Congress to repeal or amend the tax to preserve resources that support students, teaching, and research.

We serve as presidents and chancellors of diverse higher education institutions – medical schools, research universities, women's colleges, liberal arts and performing arts colleges, among others – which represent a range of academic fields and research interests. Nonetheless, we share a dedication to excellence in education and developing talent, as well as a commitment to affordability for students from all backgrounds, and a responsibility to serve our communities and the country.

The net investment income tax will impede our efforts to help students, improve education, expand the boundaries of knowledge, advance technological innovation, and enhance health and well-being. Each year we spend funds from our endowments to support this critical work. Endowments are not kept in reserve to be drawn on only occasionally or on a rainy day. In fact, across our institutions, endowments support a significant and growing portion of our operations; for many, endowments provide almost half of annual revenues. Takeaway: Sometimes there is power in numbers because the brand hit is bigger than our institution.

Example of What Works

The CU Advocates program is the official grassroots network of the University of Colorado.

Anyone can be a CU Advocate. It is a growing network of people who are informed of opportunities and challenges facing CU.

CU Advocates are empowered to influence public perception and policy affecting CU. CU Advocates take the initiative to attend educational programs to become more informed on and engaged with areas important to CU, the state and public higher education. CU Advocates are encouraged to promote CU's value and opportunities.

POST YOUR PRIDE USING

CU Funding in Focus 🛎

Twenty years ago, Colorado students and their families paid one-third of the cost of their college tuition. State funding covered the rest. Today that's reversed, as students and families pay two-thirds of the cost.



Why Advocate for CU

It is imperative that CU supporters mobilize to advocate on behalf of the university to help influence public policy, shape public opinion, energize support, and secure CU's future.

- Colorado ranks 48th in the nation for state funding per resident college student
- CU boasts five Nobel laureates and 10 MacArthur "genius" fellows
- CU physicians performed the first liver transplant
- CU researchers developed the first shingles vaccine.
- CU has educated 20 astronauts
- CU research has created 182 companies plus 4 FDA-approved drugs

Read more

Advocate On The Go

Takeaway: Even public institutions can advocate for themselves and ready an army.

Example of Picking Battles Specific to Your Institution

NEWS POLITICS ENTERTAINMENT LIFE INNOVATION & SCIENCE



Grade Point . Opinion College president: Schools can't be blue islands in red states

By Raynard Kington December 23, 2016





(Credit: Getty/Stephanie Keith)

#MeToo is a wakeup call: We need to talk to youth about sexual health and ethics

We can't leave it to colleges and workplaces to stop sexual harassment - prevention starts with earlier education

We Red

THE CHRONICLE OF HIGHER EDUCATION NEWS OPINION DATA ADVICE JOBS

E SECTIONS FEATURED: The Ed-School Menace How a Beauty School Beat the Education Dept. Have Academics For

Make Admissions at Elite Colleges 'Access Aware'



Pat Kinsella for The Chronicle

By Raynard S. Kington | NOVEMBER 24, 2014

Example of What Worked

The first institution to issue a statement saying they wouldn't hold participation in school walk outs against applicants.

Example of What Didn't Work

The institution that took too long to agree on language and issued a weak statement filled with adjectives saying they wouldn't hold participation in school walk outs against applicants once it was commonplace and people stopped caring.

Example of What Works

Original Post

- [LINK] Posted Jan. 31 at 8:50 a.m.
 - Timeline:
 - Feb. 5, 5 p.m.: increase of 20 likes and 0 comments
 - Feb. 5, 11:30 a.m.: increase of 11 likes and 2 comments
 - Feb. 5, 9 a.m.: increase of 333 likes 18 comments
 - Feb. 4, 5 p.m.: increase of 242 likes and 12 comments
 - Feb. 3, 12:30 p.m.: increase of 280 likes and 8 comments
 - Feb. 2, 9:30 p.m.: increase of 95 likes and 2 comments
 - Feb. 2, 5 p.m.: increase of 88 likes and 4 comments
 - Feb. 2, 12 p.m.: increase of 165 likes and 10 comments
 - Feb. 2, 7:30 a.m.: increase of 157 likes and 22 comments
 - Feb. 1, 9:30 p.m.: increase of 367 likes and 12 comments
 - Feb. 1, 5 p.m.: increase of 445 likes and 13 comments
 - Feb. 1, 12 p.m.: increase of 400 likes and 20 comments
 - Feb. 1, 7:45 a.m.: increase of 1,360 likes and 67 comments
 - Jan. 31, 9:30 p.m.: increase of 2,829 likes and 103 comments
 - Jan. 31, 5 p.m.: increase of 1,928 likes and 175 comments
 - Jan. 31, 2:30 p.m.: *First Report*
 - Total: 10,000 likes, 550 comments
 - 992K followers

- On Facebook
 - Comments on various @INSTITUTION Facebook posts
 - Feb. 5, 5 p.m.: 0 new posts
 - Feb. 5, 11:30 a.m.: 0 new posts
 - Feb. 5, 9:00 a.m.: 0 new posts
 - Feb. 4, 5 p.m.: 0 new posts
 - Feb. 3, 12:30 p.m.: 0 new posts
 - Feb. 2, 9:30 p.m.: 0 new posts
 - Feb. 2, 5 p.m.: 0 new posts
 - Feb. 2, 12 p.m.: 0 new posts
 - Feb. 2, 7:30 a.m.: increase of 2 comments
 - Feb. 1, 9:30 p.m.: 5 comments *First Report*
 - 1 Facebook message from the uncle of a prospective student

n.: increase of 8 comments
.m.: increase of 10 comments
: increase of 1 comment
.m.: 50 comments *First Report*
th profanity or violence
red negative comments as well

Example of What Always Works

Allowing people to do their jobs.

Messaging Considerations

When Deciding if Communications is Necessary

- Comply with all legal and mandated communications and apply a healthy dose of common sense
 - View the situation through the lens of the Clery Act, Title IX, FERPA and insiders' and outsiders' perspectives
- Does the situation run counter to your institution's ethos?
- Can key audiences credibly ask:
 - "What does this mean for me?"
 - "How am / impacted?"

All Communications and Brand Defense

- <u>Must</u> lead with genuine care, compassion and/or concern
- Need to have an appropriate level of emotion and <u>leadership</u> expressed
 - Sincerity is the ultimate litmus test
 - Can't communicate out of a leadership void
- Should reflect your brand promise, if possible
- Need audience-specific personalization

The Institution's Responsibilities

Are:

To be honest, transparent, work with officials

Review/improve protocols and safeguards

To be fair

Keep the best interest of the institution and the students in mind Think about how this does or doesn't reflect our brand

Aren't:

To serve as spokespeople for issues outside of our areas of responsibility

To chastise anyone or serve as morality police

To damn anyone

To take this personally

What Do We Say?

- The TRUTH!
- Something that reflects a leadership stance
- Consider the average person's perspective
- Monitor how it is being received and act accordingly

Responding personally to tweets and social media posts about our institutions

Consider the Bigger Picture

- Here's what matters:
 - Context
 - History
 - Language
 - Emotion
 - Data
 - Image/reputation
- Here's what doesn't:
 - Ego

