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ICRC

Accountability, Metrics and Critique

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2015 ICRC Conference Guide
March 2-4, 2015
Hosted by the Nicholson School of Communication, UCF

Welcome!

On behalf of the Nicholson School of Communication (NSC) I am pleased to welcome you to the University of Central Florida (UCF) for the fifth annual International Crisis and Risk Communication (ICRC) Conference. The 2015 conference presenters are comprised of fifty top thought leaders in crisis and risk communication and represent a wide range of knowledge, insights and best practices from the United States and countries around the world. Over the next few days, it is our hope to prove ourselves a worthy host for such a unique gathering of honored guests.

The idea for an international crisis and risk communication conference was born from a desire to create a forum for academic scholars and professional practitioners to come together to share research findings, lessons learned from field experience and concepts gleaned from scholarship. We strive to provide a place to facilitate the exchange of ideas from diverse perspectives. We encourage your networking and interactive participation to help achieve this goal.

The theme for the 2015 is accountability, metrics and critique. In a world of intense scrutiny and immediate consequence for an action, this theme highlights that reality and is purposed to facilitate dialog around related challenges.

The presenters and session leaders at the 2015 ICRC Conference offer an exceptional blend of scholarly and professional expertise. The conference format and agenda have been designed to foster dialogue and discussion among you, the participants, who come from around the globe to address the important issues surrounding the subject areas of crisis and risk communication.

Our conference planning team and event staff have worked to ensure that your experience is comfortable. We are glad that you are here.

Warmly,
Robert C. Chandler, Ph.D.
Director
Nicholson School of Communication

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The International Crisis and Risk Communication (ICRC) Conference:

Mission and Vision

The concept for an international crisis and risk communication conference was created by the conference convener, Dr. Robert C. Chandler, and his work in crisis and risk communication applied research. It became apparent that research scholars tended to "talk with" and interact predominately with other research scholars at academic conferences and meetings. Likewise, professionals seemed to be sharing with other professionals in a variety of conventions, expos and trade shows driven by vendor sales. There was a need for expanded idea sharing and conversations to create a new synergy that engaged the perspectives of both practitioners and academics.

The vision for the annual ICRC Conference remains consistent with its origin. The priorities remain to keep the conference as a conversational forum, to sustain a climate for personal interaction, to feature leading professionals and top scholars, and to provide information and new ideas that are useful and meaningful to conference participants.

Robert C. Chandler, Conference Convener
Director, Nicholson School of Communication, UCF

Robert C. Chandler, Ph.D. is the director of the Nicholson School of Communication (NSC) at the University of Central Florida (UCF). Chandler is also the founder and convener of the International Crisis Communication (ICRC) Conference.

Chandler's research spans the range of crisis communication, leadership, teamwork, decision making, psychometric variables during crises and emergency communication including specific areas of crisis and incident notification, warning messages, cognitive processing and message comprehension. He also investigates organizational communication, communication and conflict, risk communication, multicultural and intercultural communication issues and business ethics. He is the creator of several widely used planning models for crisis and emergency communication preparedness, including "Communication Planning for the Six Stages of Crisis," the "3-3-30© Principle for Incident Notification" and "Message Mapping: The Chandler Model."

Chandler is an internationally recognized social scientific researcher with more than 150 academic and professional papers, including widely circulated "white papers" on emergency and crisis communication. He has authored more than 75 academic and professional publications, and is the author or co-author of eight books.

Tim Brown, Conference Moderator
Associate Professor & Radio-Television Coordinator, Nicholson School of Communication, UCF

Tim Brown, Ph.D. joined the Nicholson faculty in fall of 2004. Previously he taught broadcast reporting and writing for three years at the University of South Carolina. For 12 years, Brown was a reporter, anchor and news manager at television stations around the southeast. He's been honored by education organizations in Georgia and South Carolina for his reporting on education. At the Nicholson School, Brown teaches primarily broadcast reporting, but also courses in media and society.

This is the third ICRC Conference Brown has been asked to moderate.

Acknowledgements

The Nicholson School of Communication would like to thank the following for their help throughout the planning process:

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Smoke-Free Policy

As of August 2012, UCF joined hundreds of colleges and universities around the United States that have a tobacco and/or smoke-free policy in place. This applies to employees, students, visitors, vendors and others while on UCF-owned or leased properties, including university vehicles. UCF prohibits smoking on all university owned properties in order to maintain a healthy and safe environment for its faculty, staff, students and visitors. Since offering smoking areas does not support our goal to create a healthy environment, we are asking everyone to support our initiative and not smoke on campus.

Connect to Wi-Fi

To connect to the UCF wireless internet, follow these instructions. Please note that connecting through the guest network has limited access and is insecure.

1. Use your networking software to locate UCF_Guest in your list of available networks.
2. Use your networking software to connect to UCF_Guest.
3. Start your web browser and try to load a web page.
4. The UCF Guest Wireless page should load.
5. Read the terms and conditions, and click "I Agree."

ATM Info

FAIRWINDS Federal Credit Union is the official financial services provider on the UCF campus. There are FAIRWINDS ATMs located next to the Marketplace dining hall in Ferrell Commons and at the branch office located in the John T. Washington Center across the street from the Student Union. Within the Student Union there are ATMs for SunTrust Bank, Bank of America, Chase Bank and the UCF/CFE Federal Credit Union.

Student Union – Second Floor Emergency Plans

Defibrillators (AEDs) are located: Guest Services on the first floor
Emergency exits are located:
        All stairs indicated on the Student Union map
      Two exits near the back meeting rooms (Sand Key and Pensacola)
        By the restrooms next to the Key West Ballroom
        Main exit in the atrium
Evacuation meeting place is: Outside the College of Sciences building
Fire alarms are located: Next to every emergency exit
Fire extinguishers are located: Showed by an X on Student Union map
First aid kit is located: Guest Services on the first floor
Person(s) trained in CPR are: Guest Services
Tornado Shelter: Pegasus Ballroom
Emergency evacuation plan/route: See dotted line on map

Emergency Information

The University of Central Florida will make reasonable efforts to provide notification about emergencies and natural or man-made disasters affecting the university. Each individual who has the authority to activate the UCF ALERT messaging system has the responsibility of ensuring that it is activated primarily for life safety situations and is not used for routine notifications. The University of Central Florida will, without delay, and taking into account the safety of the community, determine the content of the notification and initiate the notification system, unless issuing a notification will, in the professional judgment of responsible authorities, compromise efforts to assist a victim or to contain, respond to, or otherwise mitigate the emergency. To enroll in UCF Alert please visit: http://emergency.ucf.edu.

Examples of situations where text messages and emails might be sent include, but are not limited to, bomb threats, chemical spills, significant traffic or parking issues, extreme weather alerts, etc.
At all times the best source for official news and information is the UCF website (www.ucf.edu). The site will be updated during an emergency as information becomes available. For questions about UCF Alert and how it is used, please contact the UCF Office of Emergency Management at 407-823-6300. During emergencies, UCF's Emergency Notification System Plan and Protocol calls for immediate notification of emergency responders and all members of the campus community.

The following may be activated for lightening or other weather related threats:

Outdoor Notification System (Sirens)
Four sirens are located on the UCF main campus
Siren tones with Giant Voice will provide instruction for individuals who are outdoors

Indoor Notification System (INS)
UCF buildings with fire voice evacuation systems are equipped with INS
Giant Voice will provide instruction for individuals who are in these buildings

UCF Emergency Alert System (EAS)
Most university televisions will have scrolling text with emergency information and notices

Emergency Contact Numbers
Police/Fire/Rescue Emergency: 9-1-1
UCF Police Non-Emergency: (407) 823-5555
Victim Services: (407) 823-2425
Victim Services - Crisis Advocate [24/7]: (407) 823-5555
Safety Escort Patrol Services [SEPS]: (407) 823-2424

Nicholson School of Communication

The Nicholson School of Communication (NSC) seeks to be one of the leading communication schools in the nation. NSC facilities include state of the art teaching facilities, research lab, student learning opportunities, complete high definition television studio, audio and video editing labs, a multimedia newsroom, an online radio station and computerized classrooms. Committed to two core critical mission goals, NSC strives for excellence in education and excellence in research.

Bachelor of Arts in Advertising-Public Relations This major gives students the entry-level aptitude in news and promotional writing, marketing and event coordinating. Students can learn to plan, write and execute advertising campaigns, as well as public relations strategies. They also learn about legal and ethical issues in the profession, oral presentation skills and mass communication research	**Bachelor of Arts in Human Communication** This major focuses on human communication in its broadest sense. Students prepare for their career by studying in areas such as conflict resolution, debate, gender issues, intercultural and interpersonal communication, nonverbal and organizational communication and research methods.
Bachelor of Arts in Journalism This major is designed to provide students with the skills and knowledge leading to careers in print and electronic journalism. The program prepares students to work as writers, editors and photographer for the news media, primarily websites, newspapers and magazines.	**Bachelor of Arts in Radio-Television** This major prepares students for jobs in broadcast and cable television, production facilities and corporate and digital media. Student in this major choose from focus areas of broadcast journalism, production or generalist.
M.A. Degree in Communication This degree offers a blend of theory, research and application designed to serve the needs of interested students who plan to continue their graduate education in a doctoral program as well as students who seek professional development to enhance and expand their career opportunities	**Global Communication Studies Program** NSC offers semester-long study abroad opportunities throughout the world with regionally accredited international partner institutions. Students earn credit in their major with international articulated course work. NSC currently has partnerships with six universities including: Jönköping, Sweden; Canberra, Australia; Salzburg, Austria; Segovia (Madrid), Spain; Bournemouth, United Kingdom; and Illmenau, Germany.
Graduate Certificate in Corporate Communication The certificate offers students additional training in creating, managing and communicating corporate reputation. Students can take courses in crisis public relations, theories of public relations and electives to enhance communication skills in corporate environments.	Undergraduate Certificate in Health Communication The undergraduate certificate in health communication is designed to provide students in health-related fields training in facilitating health communication processes. The certificate allows communication students to demonstrate that they have conceptual and applied knowledge about the role of communication in health care.

For more information about any of our programs, please contact the Nicholson School of Communication Academic Student Services Center at nassc@ucf.edu or (407) 823-2681.

Things to Do Nearby

Warm and sunny all year round, Orlando, Florida, is one of the largest tourist destinations in America and is known to millions all around the world. However, there's more to the 110.2 square miles of Orlando than just being home to some of the nation's greatest theme parks. Going shopping and visiting museums are only a few of the many ways to fill your Orlando days. With a diverse terrain, you get the option of experiencing the stunning outdoors by day, to the exhilarating city life of downtown by night. Known as "The City Beautiful," Orlando is sure to not disappoint.

Shopping

- Waterford Lakes Town Center (15 minutes), 413 N. Alafaya Trail, Orlando 32828
- Oviedo Mall (15 minutes), 1700 Oviedo Mall Boulevard, Oviedo 32765
- Orlando Fashion Square (21 minutes), 3201 East Colonial Drive, Orlando 32803
- Winter Park Village (22 minutes), 400 North Orlando Avenue, Winter Park 32789
- Park Avenue Shopping District (25 minutes), Park and Fairbanks Avenues, Winter Park 32789

Museums / Art Galleries

- National Vietnam War Museum (10 minutes), 3400 North Tanner Road, Orlando 32826
- Crealde School of Art (18 minutes), 600 St. Andrews Boulevard, Winter Park 32792
- City Arts Factory (22 minutes), 29 South Orange Avenue, Orlando 32801
- Charles Hosmer Morse Museum of American Art, (24 minutes), 445 North Park Avenue, Winter Park 32789
- Cornell Fine Arts Museum (23 minutes), 1000 Holt Avenue, Winter Park 32789
- Winter Park Historical Museum (23 minutes), 200 W. New England Avenue, Winter Park 32789
- Orlando Museum of Art (25 minutes), 2416 North Mills Avenue, Orlando 32803
- Orlando Science Center (25 minutes), 777 East Princeton Street, Orlando 32803
- Holocaust Memorial Center Museum (28 minutes), 851 N. Maitland Avenue, Maitland 32751
- Audubon Center for Birds of Prey (30 minutes), 1101 Audubon Way, Maitland 32751

Parks / Gardens

- Albin Polasek Museum and Sculpture Gardens (21 minutes), 633 Osceola Avenue, Winter Park 32789
- Harry P. Leu Gardens (23 minutes), 1920 North Forest Avenue, Orlando 32803
- Lake Eola Park (24 minutes), 195 N Rosalind Avenue, Orlando 32801
- Mead Botanical Garden (26 minutes), 1300 S Denning Drive, Winter Park 32789

Activities

- Twin Rivers Golf Club (12 minutes), 2100 Ekana Drive, Oviedo 32765
- Tee It Up Driving Range (13 minutes), 320 W Mitchell Hammock Road, Oviedo 32765
- Black Hammock Adventures (20 minutes), 2356 Black Hammock Fish Creek Road, Oviedo 32765
- Scenic Boat Tour (23 minutes), 312 E Morse Boulevard, Winter Park 32789
- SAK Comedy Lab (23 minutes), 29 S Orange Avenue, Orlando 32801
- Big Oaks Ranch (24 minutes), 615 Grand Chenier Cove, Chuluota 32766
- Central Florida Zoo and Botanical Gardens (29 minutes), 3755 NW Highway 17-92, Sanford 32773

WELCOME!

Guests staying at Homewood Suites (the ICRC Conference host hotel) may enjoy breakfast at the hotel prior to event opening time, in time for scheduled shuttle transportation to venue.

Transportation To/From the UCF Student Union:

Guests staying at Homewood Suites (the ICRC Conference host hotel) may enjoy breakfast at the hotel prior to taking the scheduled shuttle transportation to the venue.

Please note: The opening reception at the host hotel (Homewood Suites) on Monday night now begins at 6:00 p.m. The hotel stops serving dinner at 7:30. Please arrive sufficiently early to meet other attendees, relax and enjoy dinner!

Homewood Suites Shuttles:
• There will be an ICRC Conference (ESCOT) Shuttle departing from and returning to Homewood Suites daily.
• There is only one, timely departure per day in the morning from Homewood Suites and returning in the afternoon from UCF. Please note the shuttle departures times on the agenda.

Homewood Suites by Hilton UCF
3028 N. Alafaya Trail
Orlando, FL 32826
407-282-0067

Parking:
• For your convenience, we have arranged for attendees not staying at the Homewood Suites* to park next to the hotel, near the Walgreens store location, and utilize the shuttle which will drop off directly at the Student Union. This is strongly encouraged, to make getting to and from the venue as easy as possible.
• If parking on your own, park in Garage I. Then, walk toward the back of the garage to exit. Take the main sidewalk to your left and follow the ICRC Conference signs to the Student Union. Please allow 10 – 15 minutes for walking. You will need a printed parking pass for each day, which can be obtained by emailing icrc@ucf.edu or you may pay the $5.00 daily rate at one of the kiosks upon parking. (The Student Union is in the center of campus; there are no parking options directly nearby.)

Airport Transportation:
• There will not be an ICRC Conference (ESCOT) Shuttle going from/to the airport.
• All attendees receive $5 off of the round-trip shared-ride shuttle service to and from the airport, courtesy of SuperShuttle Orlando. Please use the discount code, FSA2Z to book your transportation and call 1-800-258-3826. For other options, please refer to our website.

Contact Us
ICRC Conference
+1 (407) 823-1711
www.icrcconference.com

PRE-CONFERENCE Day: Agenda

Monday, March 2, 2015

Note: All workshops are located on the third floor of the UCF Student Union.

7:30 a.m.	**ICRC Conference (ESCOT) Shuttle departs host hotel (Homewood Suites) to UCF**		Departs directly outside the Homewood Suites front lobby
7:45 a.m.	**UCF Student Union conference venue opens**		Student Union 3rd Floor Cape Florida A and B
Preconference Workshops:	**Option #1:**	**Option #2:**	
Morning Workshops 8:00 a.m. – 12:00 p.m.	**Calming the Storm: Helping Those in Crisis** **Workshop Speaker/ Facilitator** **Ann SanCartier, The Crisis Compass**	**Measureable and Scalable Social Media Risk Strategies** **Workshop Speaker/ Facilitator:** **Karen Masullo, Firestorm Solutions;** **Jim Satterfield, Firestorm Solutions**	**Student Union 3rd Floor Cape Florida A and B**
12:00 – 1:00 p.m.	**Lunch on your own.** **Several restaurant vendors from which to choose are available on the first floor.**		
Afternoon Workshops 1:00 p.m. – 5:00 p.m.	**Emergency Communication Effectiveness** **Workshop Speaker/ Facilitator:** **Robert C Chandler, NSC** **With Contributors/ Presenters:** **Federico Subervi, Kent State;** **Arlyn Rivera-Elizee, Access Consulting;** **Katie Coronado, NSC** **Tony Morejon, Hillsborough County, FL**	**Message Matrix© Workshop** **Workshop Speaker/ Facilitator:** **Dan Ward, Curley & Pynn;** **Roger Pynn, Curley & Pynn**	**Student Union 3rd Floor Cape Florida A and B**
5:15 p.m.	**ICRC Conference (ESCOT) Shuttle departs UCF for Homewood Suites**		
6:00 p.m. - 8:00 p.m.	**ICRC Conference Opening "Warm-up" Reception at Homewood Suites** **Welcome! All attendees are invited to an informal and relaxed poolside opening reception to be held at the conference host hotel. Come relax and enjoy dinner and beverages, and meet and greet fellow conference attendees. Dinner, beer and wine will be served.**		

Please note that on Pre-conference Day, breakfast and lunch are on your own.
(Several restaurant vendors from which to choose are available on the first floor.)

Main ICRC Conference Day 1: Tuesday, March 3, 2015

This schedule is subject to change; please check with an ICRC staff person for any updates.

Note: All Day 1 sessions are located on the second floor of the UCF Student Union.

Welcome to the 2015 International Crisis & Risk Communication Conference!

8:00 a.m.	**ICRC Conference (ESCOT) Shuttle departs from Homewood Suites to UCF**	
8:15 – 8:45 a.m.	**Morning Coffee and Networking Conversation**	
8:45 – 8:50 a.m.	**Day 1 - ICRC Conference Convenes: Welcome**	
9:00 – 9:35 a.m.	**Keynote Address:** W. Timothy Coombs – University of Central Florida **"Black Swan, Focusing Events and Anomalies: Distractions to Crisis Communication's Development"**	Key West
9:35 – 10:05 a.m.	Michael Chu'no Ike – Founder of InstaCare.NG Nigeria **"HaltEbo.la, The Successful Nigeria Risk Communication Campaign"**	
10:05 – 10:15 a.m	Break	
10:15 – 10:45 a.m.	ImadMouline – Everbridge **"Quantitative Data on Emergency Crisis Communication and Incident Risk Notification Effectiveness"**	Key West
10:45 – 11:15 a.m.	Lisa Malone – NASA, Kennedy Space Center **"Challenger and Columbia Communication Comparisons"**	
11:15 – 11:25 a.m.	Break	
11:25 – 11:55 a.m.	**Breakout Sessions #1:**	
	Linda Hanwacker – LSH Group, LLC **"Crisis and Risk Communication: Accountability and Metrics Tracking Software Criteria"**	Key West
	CajaThimm – Bonn University **"Digital Firestorms"**	Pensacola
	Federico Subervi – Kent State University **"Assessing a University's Emergency Communication Policies for Its Vulnerable Populations: Not Good News at Kent State"**	Sand Key
	Anthony S. Eseke – University of Florida **"Effects of Scandal and Post-Scandal News Conference"**	Cedar Key
	Ann-Marie Gagne – TELUQ **"Communication in Times of Crisis: Hazardous Tool or Effective Strategy?"**	Egmont Key

12:00 – 12:50 p.m.	**CONFERENCE LUNCH** **Breakout Sessions #2:**	
1:00 – 1:30 p.m.	Rick Reed – Intel Corporation **"Social Media: Intercepts, Issues and Crisis Management"**	Sand Key
	Jana Telfer – Centers for Disease Control **"Fighting Ebola with Words"**	Egmont Key
	Anna Olofsson, Susanna Ohman, Katarina Giritli-Nygren, and Saman Rashid – Mid-Sweden University **"The Unintended Consequences of Human Crisis Communication – A Critical Analysis"**	Pensacola
	Arlyn Rivera Elizee – Access Consulting **Multilanguage Emergency Alerting: Firsthand Experiences from the Frontlines"**	Cedar Key
1:30 – 1:40 p.m.	Break	

(Continued)

1:40 – 2:10 p.m.	**Breakout Sessions #3:**	
	Keri K. Stephens – University of Texas at Austin **"Using Technology to Reach Employees with Crisis and Health Information"**	Egmont Key
	Benjamin Garnett – Active Heroes **"Social Media Communication and the 2013 Federal Government Shutdown"**	Sand Key
	J. D. Wallace (Abilene Christian University), RC Chandler (University of Central Florida), Denise Ferguson (Pepperdine University in Malibu) **"Crisis Relationship Repair Framework (CRRF): Illumination, Explanation and Normative Framework"**	Cedar Key
2:10 – 2:20 p.m.	**Break (Hospitality Suite closes at 2:20)**	
2:20 – 2:50 p.m.	**Breakout Sessions #4:**	
	Ken Jenkins – Ken Jenkins, LLC **"Ebola and the Airlines"**	Sand Key
	Ann Marie van den Hurk – Mind the Gap Public Relations **"When the Social Hits the Fan: How to Prepare for and Manage a Social Media #FAIL"**	Egmont Key
	Britt-Marie Leivik Knowles – Jonkoping University **"Crisis Communication Between the Authorities and the Media: A Study of the Estonia Catastrophe of 1994 when 852 People Lost Their Lives"**	Cedar Key
	Charles Hughes- University of Central Florida ***"Avatars and Surrogates: Remote Presence for Improved Collaboration, Education, and Healthcare"***	Pensacola
Attendees please quickly collect your items and prepare to depart to buses for off-site excursion.		
3:05 p.m.	***KENNEDY SPACE CENTER Coach Buses Depart UCF for NASA Kennedy Space Center Visitors' Center*** ***-ICRC Conference (ESCOT) Shuttle Departs from UCF to Homewood Suites***	
4:00 – 8:00 p.m.	**Visit/Tour Atlantis Exhibit at Kennedy Space Center** **4:00 – 5:45 p.m.** **Reception in Debus Center Rotunda** **Bar opens at 5:45 p.m.** **ICRC Conference Dinner** **NASA Presentation** *Lisa Malone , NASA Kennedy Space Center* *Doug Isbell, NASA Jet Propulsion Laboratory* **The Power to Explore:** **Risk Communication and the Launch of Missions Using Space Nuclear Power**	
8:00 p.m.	***KENNEDY SPACE CENTER Coach Buses Depart Kennedy Space Center Visitors' Center***	
9:00 p.m.	***Buses Arrive Back at Homewood Suites Hotel and UCF at approximately 9:00 p.m.***	

All day two sessions from <u>8:15 a.m. – 2:00 p.m.</u> are located on the <u>second floor</u> of the UCF Student Union.
Important: All sessions from 2:00 – 4:30 p.m. are located in Cape Florida on the third floor of the UCF Second Union.

8:00 a.m.	**CRC Conference (ESCOT) Shuttle departs from Homewoo**	
8:15 – 8:45 a.m.	**Morning Coffee and Networking Conversation**	
8:45 – 8:50 a.m.	**Day 2 - ICRC Conference Convenes: Welcome!**	
8:50 – 9:50 a.m.	Michael Cech – BASF Corporation/Sandy Hook, Connecticut Resident **"What To Do When a Mass Shooting Occurs in Your Town"**	Key West
9:50 – 10:20 a.m.	Ken Jenkins – Ken Jenkins, LLC **"Crisis Communication: Malaysia Airlines MH 370"**	
10:20 – 10:30 a.m.	Break	
10:30 – 11 a.m.	**Breakout Sessions #5:**	
	Jim Satterfield and Karen Masullo (Firestorm Solutions) and Karen Freberg (University of Louisville) **"Crisis Message Preference Model: Collaborative Efforts from Practice to Research"**	Sand Key
	Glen Nowak (University of Georgia) **"When the Trouble Is Doubled: An Assessment of the Center for Disease Control and Prevention's Ebola Communication and Reputational Crisis Management"**	Egmont Key
	George Karagiannis (Technical University of Crete) and Costas Synolakis (Technical University of Crete) **"Using Social Media and Telecommunications to Manage Disaster"**	Cedar Key
	Xiao Zhang – The Chinese University of Hong Kong **"A Framing Analysis of Newspaper Coverage of GM Issue from 2009 to 2014 in China"**	Pensacola
11:00 – 11:30 a.m.	**Breakout Session #6:**	
	Anthony Morejon, Hispanic Affairs Liaison, Hillsborough County, FL **"Taking it to the Streets and Bringing it Home: How Local County Government Can Get Minority Language Communities Engaged and Informed"**	Sand Key
	Deanna Sellnow and Timothy Sellnow – University of Kentucky **"Effective Crisis and Risk Communication Message Design: Considering Ecological Validity"**	Egmont Key
	Abdulla Riyami – Michigan State University **"Crisis Communication in Autocratic Regimes: Image Repair Strategies During and After Arab Spring"**	Cedar Key
	Thomas Pappert – Cologne University of Applied Sciences **"Event-Based Decision Support Systems to Improve User-Oriented Communication of Cross-Border Disaster Events"**	Pensacola
11:30 a.m. – 12:15 p.m.	***CONFERENCE LUNCH*** ***Sponsored by Everbridge (Short Welcome)***	
12:15 – 12:45 p.m.	Gavin Macgregor-Skinner – Pennsylvania State University Hershey **"Ebola Virus Disease: Whole Community Approach Builds Resilience Capacity"**	Key West

12:55 – 1:25 p.m.	**Breakout Sessions #7:**	
	Douglas M. Isbell – NASA/Caltech Jet Propulsion Laboratory **"Issues, Challenges, and "IAWN": Public Communication Relating to Near-Earth Object Risks"**	Sand Key
	Edward (Ted) Kian – Oklahoma State University **"Examining the Crisis Communication Failures of Roger Goodell, the National Football League and the Baltimore Ravens Franchise on Ray Rice Assault Case"**	Egmont Key
12:55 – 1:25 p.m.	Bruce Blythe – Crisis Management International **"Crisis Communication Leadership"**	Cedar Key
	Jun Tomio – University of Tokyo Hospital **"Risk Communication on Ebola in Healthcare Settings in Japan"**	Pensacola
1:30 p.m.	**Hospitality Suite closes at 1:30**	
1:30 – 2:00 p.m.	**Breakout Session #8:**	
	Carl Taylor – Frasier Institute for Health and Risk Analytics; XCH, LLC (Kenya) **"Keep the Change: Demonstrable Best Practices in Health Risk Communication"**	Sand Key
	Mark Lupo – University of Georgia **"Challenging the Why of Small Business Preparedness"**	Egmont Key
	Dennis Wenk – Symantec **"Turning Business Continuity Into a Competitive Advantage"**	Cedar Key
	Matt Daniels – Good of All **"Privacy Rights in Digital Communication: The Crisis Threatening Fundamental Human Rights"**	Pensacola
2:00 – 2:10 p.m.	**Special Hospitality Break in Cape Florida, 3rd Floor**	
2:10 – 2:40 p.m.	Barbara Reynolds – Centers for Disease Control **"Overview of the CDC's Crisis and Emergency Risk Communication Principles"**	Cape Florida 3rd Floor
2:40 – 3:50 p.m.	***Global Expert Panel on Health Risk Communication for Ebola and Pandemics*** Gavin Macgregor Skinner – Pennsylvania State University Carl Taylor – Frasier Institute for Health and Risk Analytics; XCH, LLC (Kenya) Barbara Reynolds – Centers for Disease Control (CDC) Glen Nowak – University of Georgia Ken Jenkins – Ken Jenkins, LLC Michael Ike – HaltEbo.la Nigeria Jana Telfer – Centers for Disease Control (CDC)	Cape Florida 3rd Floor
3:50 – 4:00 p.m.	Break	
4:00 – 4:30 p.m.	**Closing Plenary:** David Geddes – Geddes Analytics, LLC **"From Theory to Practice in Crisis and Risk Communication Measurement and Evaluation"**	Cape Florida 3rd Floor
4:30 p.m.	**Conference Adjournment**	
4:45 p.m.	**ICRC Conference (ESCOT) Shuttle departs from UCF to Homewood Suites**	

CALMING THE STORM: STRATEGIES ON HOW TO HELP THOSE IN CRISIS

Ann SanCartier, The Crisis Compass

This interactive training will give you a deeper understanding of people in crisis, provide you with strategic, proven methods on how to compassionately communicate and care for those experiencing a critical event and offer the opportunity for you to practice the skills learned in a controlled environment with small group exercises. This workshop addresses how to compassionately care for individuals and large groups.

Additionally, you will receive a handbook full of practical applications. Many have commented on how helpful it is after getting back to the office.

Participants will learn:

- The three key components of psychological first aid
- Crisis communication techniques, including the dos and don'ts
- How to manage the masses with five organizational strategies for humanitarian support
- Increase their resilience in managing a crisis, personally and victim-related

Executives and leaders from well-known corporations have consistently rated this a five-star workshop.

What People are Saying

Recently, the executive leadership from the largest employer in Orlando stated,

"The training was outstanding! I would like to pass it onto my team."
"This should be a regular training for executives."

Bank of America's business continuity professionals responded with,

"One of the BEST! So many times we don't know what to say to the people impacted."
"Ann was an amazing speaker and brought a lot of passion to her presentation!"
"Very informative on how best to handle emotional stress during emergencies."
"The examples brought reality to the issue and getting the audience involved helped to keep it interesting."

Ann SanCartier is the founder of The Crisis Compass which provides crisis management consultation, training, plan development and response support. SanCartier has unique expertise and experience on managing the human side of a crisis with organizational excellence and compassion.

Previously a crisis manager for a major international airline, she developed and executed emergency response plans for aviation accidents, mass casualties, operational continuity plans and man-made and natural disasters. Her experience includes response to aircraft accidents and incidents, hurricanes, earthquakes, tornados and operational disruptions. She is a national speaker on crisis management, family assistance and grief and loss support.

PROTECTING YOUR ORGANIZATION OR COMPANY WITH A SCALABLE SOCIAL MEDIA RISK STRATEGY

Karen Masullo and Jim Satterfield, Firestorm Solutions

Led by Karen Masullo, executive vice president of social media at Firestorm® Solutions, LLC, and Jim Satterfield, president and COO of Firestorm Solutions, LLC, this workshop will examine the components of a sound social media risk strategy then replicate a variety of crises that require crisis messaging. Throughout this highly interactive session, participants will be organized into response teams to manage rapid-fire scenarios that replicate the "blind-side" of social media risk.

Karen Masullo is executive vice president of social media for Firestorm® Solutions, LLC. In addition to serving as Firestorm's own in-house social media advisor, she serves on the Firestorm Expert Council and delivers social media strategy and policy services for Firestorm clients.

As a marketing technologist, with specific experience in social media marketing and emerging technologies, her passion and experience are focused on technology innovation, policy development and training, risk mitigation, customer usability, and customer and community interaction.

Jim Satterfield, President and COO of Firestorm® Solutions, LLC, is a nationally-recognized expert on crisis management, threat assessment, disaster preparedness and business continuity planning. Satterfield has spoken to hundreds of groups advocating a culture of preparedness.

Satterfield has extensive public and private company experience in the identification of problems and designing solutions. His added experience as CEO and COO of various public and private companies provides for a substantive background in addressing the significant risks and exposures many corporate boards face in today's highly regulated, dynamic environment.

Satterfield's analysis and experience in working with thousands of businesses has led to his creation of Firestorm's PREDICT.PLAN.PERFORM.® process. This process is the basis of Firestorm's 'readiness before a disaster strikes philosophy.'

Satterfield led the Firestorm team that provided the crisis and media management support at Virginia Tech in response to the shootings as well as numerous other crises. He is currently leading a national focus on the failure of disaster and violence plans, the role of schools in protecting their students and the impacts of disaster discrimination.

Satterfield's philosophy is that every crisis is a human crisis. He co-authored "Disaster Ready People for a Disaster Ready America."

Notes

Workshop Feedback

Please indicate which workshop you attended:

_____   Ann SanCartier, **Calming the Storm: Strategies on How to Help Those in Crisis**
_____   Karen Masullo and Jim Satterfield, **Protecting Your Organization or Company**

We would appreciate your comments and feedback of the presentation. Please rate your level of satisfaction for the following items:

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Usefulness of presentation					
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Presentation met my expectations					
Overall Rating					

Do you have any additional comments or feedback?

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EMERGENCY COMMUNICATION EFFECTIVENESS

Robert Chandler, Ph.D., University of Central Florida
With Discussion Section on Multilanguage Emergency Alerting Issues, to include:
Federico Subervi, Arlyn Rivera-Elizee, Katie Coronado and Anthony Morejon.

The capability to provide effective disaster alerts during major or logistically complex disasters involves preplanning to ensure that notifications can be understood rapidly by diverse audiences, by individuals who will be experiencing heightened stress.

This presentation outlines the stages of crisis and the crisis-stress factor, which may significantly impact human cognitive functioning. Types of specific information needs at each stage will be outlined, and considerations for effective message construction and delivery will be discussed. The phenomena of "first language reversion during crisis" will be addressed.

Appropriate language and vocabulary choice, as well as possible cultural contexts will be shared, along with several other strategy suggestions for creating better emergency messages.

In the U.S., growing multi-language populations, including those with limited English proficiency, challenge the feasibility of providing effective emergency alerts during disasters. Recent crises such as Hurricane Sandy have shown significant vulnerabilities in this area. Crisis and risk communication professionals, including public service providers, national and local broadcast professionals, and legal experts weighed in with the Federal Communication Commission earlier this year with concerns and issues on this complex topic, initially raised as a result of tragic implications during Hurricane Katrina. Many questions and challenges remain. Participants in this workshop will form case study-based discussion groups, wherein they will share what tools and techniques they use, in order to effectively analyze audience demographics, prepare messaging strategy, address language factors, and otherwise optimize their emergency messaging communication effectiveness.

Robert C. Chandler, Ph.D. is the director of the Nicholson School of Communication (NSC) at the University of Central Florida (UCF). Chandler is also the founder and convener of the International Crisis Communication (ICRC) Conference.

Chandler's research spans the range of crisis communication, leadership, teamwork, decision making, psychometric variables during crises and emergency communication including specific areas of crisis and incident notification, warning messages, cognitive processing and message comprehension. He also investigates organizational communication, communication and conflict, risk communication, multicultural and intercultural communication issues and business ethics. He is the creator of several widely used planning models for crisis and emergency communication preparedness, including "Communication Planning for the Six Stages of Crisis," the "3-3-30© Principle for Incident Notification" and "Message Mapping: The Chandler Model."

Chandler is an internationally recognized social scientific researcher with more than 150 academic and professional papers, including widely circulated "white papers" on emergency and crisis communication. He has authored more than 75 academic and professional publications, and is the author or co-author of eight books.

Katie Coronado is a journalist and an instructor of broadcast journalism. After working in both English- and Spanish-language media more than 13 years, NSC appointed her to the instructor position in 2011. Her area of specialization is in broadcast journalism with a focus on Hispanic media. She currently teaches news writing as well as on-air delivery. As part of her commitment to educating the next generation of journalists, she launched the university's first Spanish-language product, Knightly Latino, which offers students an outlet to cover issues of interest to the Latino community in both English and Spanish.

Coronado is also a NATPE fellow. Additionally, she participated in the Broadcast Education Association's first ever "Air Check en Español" panel at the NAB/BEA convention. She continues to work as a bilingual freelance reporter which helps her bring real-world experience into the classroom. Her latest collaboration was with WFTV Channel 9, the ABC affiliate in Orlando; and Mega TV, for which she covered the Zimmerman trial in Spanish. As part of her community involvement, she will serve as the keynote speaker for NASA's Hispanic Heritage event in 2014.

When she's not teaching or freelancing, Katie enjoys traveling with her husband and her son.

Tony Morejon is Hillsborough County's Hispanic Affairs Liaison and he brings 32 years of working in minority communities. His background as a social worker prepared him for understanding communities from the people to people level. He was instrumental in implementing the first bilingual hurricane preparedness conference in Tampa, Florida back in 2005. He also has 15 years of Spanish language television experience hosting and coproducing Hillsborough County's Informes Latino. He has lead the push for hurricane and disaster preparedness in Latino communities for the past 10 years. Developed community outreach strategies for the diverse Latino communities from migrant farmers to urban Latinos from the inner city. Tony was selected by FEMA to participate in the Latino Leadership Summits 2010, 2011. He has presented various times at the Florida governor's Hurricane Conference. Tony has a BA degree from The University of Tennessee.

Arlyn Rivera Elizée is one of a few bilingual emergency management consultants and trainers in the country. Day by day, the need to expand emergency management trainings, information and risk communications to the Latino and bilingual populations is becoming quite urgent, especially with the increasing risk of epidemic/pandemic outbreaks such as with the ebola epidemic in West Africa. Her background of more than 15 years as a public health and bilingual social marketing and communications consultant, who worked on various national and international public health campaigns with the CDC, the Robert Wood Johnson Foundation and other foundations and programs, has helped her to identify the need and expand into the field of emergency management. She holds a Master's Certificate in Emergency Management from the Emergency Management and Homeland Security Program at Florida State University (FSU) Center for Disaster, Risk and Policy.
She is also trained in the newly emerging use of social media in emergency response and risk communications as one of the first Social Engagement Interns at the new and nationally recognized Digital Operations Center of the American Red Cross National Headquarters in Washington, DC.
Since then she has had boy/girl twins which has added new meaning to emergency management for her

Federico Subervi, Ph.D., is a researcher and scholar on Latino media and audiences. Before joining the JMC faculty at Kent State University in fall 2013, Subervi served as professor and director of the Center for the Study of Latino Media & Markets at the School of Journalism and Mass Communication at Texas State University in San Marcos, Texas, where his research and teaching focus was on exploring the relationship of ethnic minorities to the mass media, especially the Latino community.
He is the editor and author of The Mass Media and Latino Politics: Studies of U.S. Media Content, Campaign Strategies and Survey Research: 1984-2004, along with more than 25 book chapters, more than 20 journal articles and more than 15 independent reports.
Subervi has held other distinguished academic positions such as associate professor and graduate advisor, Department of Radio-TV-Film, University of Texas at Austin, and assistant professor at the University of California at Santa Barbara. and he has also taught abroad as a visiting professor at several distinguished universities. In 1988-89 he was a Fulbright Research Scholar in Brazil, and in 2011 a Fulbright Latin American Specialist in Chile.
Throughout his career, Subervi has obtained many research grants, obtained from the Ford Foundation, the McCormick Foundation, the Kaiser Family Foundation, among others.

MESSAGE MATRIX® WORKSHOP

Dan Ward, APR, CPRC, Curley & Pynn Public Relations
Heather Keroes, APR, Curley & Pynn Public Relations
Roger Pynn, President and CEO of Curley & Pynn

Led by Curley & Pynn Vice President, Dan Ward, APR, CPRC, and Communications Strategist Heather Keroes, APR, this workshop guides participants through a process of issue identification and message consistency, allowing spokespeople to view questions not as requirements to answer but as opportunities to respond with consistent, prepared messaging. Participants will be provided with a step-by-step process to communicating in times of crisis, so that when a crisis occurs, they are confident, composed and prepared to respond to any question.

Dan Ward, APR, CPRC, is vice president and partner with Curley & Pynn, providing advice and counsel to a wide range of clients and offering experience in issues management, strategic communications, publicity and community relations.

An accredited member of the Florida Public Relations Association (FPRA)—which named him the 2013 PR Professional of the Year—and Public Relations Society of America (PRSA), for which he served as president of the Orlando Regional Chapter in 2004, Ward has practiced public relations in Florida for nearly 20 years.

Roger Pynn is founder, president and CEO of Curley & Pynn. He has been involved in Florida's communications community since the late 1960s, starting his career as a journalist with the Orlando Sentinel. He began his public relations career in the mid-70s with an Orlando advertising agency where he helped establish The Public Relations Group … the city's first dedicated public relations consulting practice.

After corporate public relations stints at The Coastal Corporation's east coast arm Belcher Oil Company and Westinghouse Electric Corporation's Power Generation Systems headquarters in Orlando, he co-founded Curley & Pynn in 1984. The firm has become one of Florida's most award-winning agencies and, in fact, was the first agency in the state ever to win the coveted Silver Anvil Award … highest recognition of The Public Relations Society of America.

A graduate of the University of Central Florida, he has been named UCF Distinguished Alumnus and in 2008 the UCF Alumni Association recognized him in its first-ever presentation of Jefferson Awards for Volunteer Service. In 1993, he received the Distinguished Achievement Award of his Alma Mater's College of Arts & Sciences, and in 1997, the UCF Alumni Association gave him its Distinguished Service Award.

He is a past chairman of the board of directors and now an emeritus member of the UCF Foundation. He also chairs the Dean's Advisory Board of the UCF College of Sciences and serves on the Board of Visitors of UCF's Nicholson School of Communications.

Pynn studied in the graduate management program of the Crummer School of Business at RollinsCollege in Winter Park.

He is a director and member of the Executive Committee of The PRISM Project – a 10-county initiative to improve math and science education.   He previously served as a director of the Orlando-Orange County Convention & Visitors Bureau and myregion.org, a seven-county initiative that seeks a better future for Central Florida.

Roger is accredited by both the Florida Public Relations Association (FPRA) and the Public Relations Society of America (PRSA) and in 2010 earned FPRA's designation as a Certified Public Relations Counselor. A former president of both organizations' Central Florida chapters, he served three times as a statewide vice president of FPRA, and is a past co-chair of the Ethics Judicial Panel of PRSA for Florida. In 1987 he was named Outstanding Public Relations Professional by FPRA in Orlando.

Workshop Feedback

Please indicate which workshop you attended:

_____ Robert Chandler, Ph.D., Katie Coronado, Tony Morejon, Arlyn Rivera-Elizee and Federico Subervi, **Emergency Communication Effectiveness**

_____ Dan Ward, APR, CPRC, and Heather Keroes, **APR, Message Matrix ® Workshop**

We would appreciate your comments and feedback of the presentation. Please rate your level of satisfaction for the following items:

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Organization of presentation					
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Overall Rating					

Do you have any additional comments or feedback?

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Thank you for taking time to provide this valuable feedback.

BLACK SWAN, FOCUSING EVENTS, AND ANOMALIES: DISTRACTIONS TO CRISIS COMMUNICATION'S DEVELOPMENT

W. Timothy Coombs, Ph.D., University of Central Florida

On the academic side of crisis communication, our research focus is often on the extreme cases, the black swans. This presentation considers how this focus has been a distraction that limits our understanding of crisis communication. I will focus on the negative effects this emphasis on black swans and major crisis has on the evaluation of crisis communication results and how to correct this problem.

Dr. W. Timothy Coombs is a professor in the Nicholson School of Communication and recognized global thought leader in crisis communication. Dr. Coombs has consulted with agencies specializing in crisis communication in the US, Norway, Denmark and Belgium. He has delivered presentations about crisis communication around world including Australia, Austria, Belgium, Denmark, Finland, Germany, Hong Kong, Norway, Sweden and the United Kingdom. He is the author of three books on crisis communication: the award-winning book "Ongoing Crisis Communication" (now in its third edition), *"Code Red in the Boardroom"* and co-edited *"The Handbook of Crisis Communication."*

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Presentation Feedback

_____ W. Timothy Coombs, Black Swan, **Focusing Events and Anomalies: Distractions to Crisis Communication's Development**

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HALTEBO.LA, THE SUCCESSFUL NIGERIA RISK COMMUNICATION CAMPAIGN

Michael Chu'no Ike, InstaCare.NG Nigeria

BACKGROUND

Everyone is concerned that despite concerted efforts to contain this latest outbreak of Ebola in West Africa, its spread continues. Ebola outbreak has led to disruptions in normal flow of activities, lifestyles and relationships at individual level through families to communities and countries. It has put additional strain on travelers, closed some tourist destinations and denied many of livelihoods and life itself.

THE IDEA

HaltEbo.la is digital platform that uses voice technologies to connect rural communities to information, expertise and practices on Ebola. The focus is on rural communities due to the fact that this demography constitutes about 80% of populations in the most affected countries in West Africa. This puts at risk about 209 million people in Guinea, Liberia, Sierra Leone, Senegal, Mali and Nigeria.

Michael has practical understanding of the delicate nature of crisis and risk communication; demonstrated in his latest innovative idea called HaltEbo. la – a digital platform that aims to use voice education to effect behavioural changes in the fight against Ebola.

In the past few months as the Founder of InstaCare.NG, Michael has gained deep, practical insights into the reality of business environment in an emerging economy; especially the delicate interplay between the private sector, academia, Government and civil society. From envisioning a technology product that is set to revolutionize the healthcare delivery, Michael learnt to patiently navigate regulatory bureaucracies while retaining the agility and focus required to keep a team motivated and, constantly refining the product based on real-time stakeholder feedback.

Michael has come to subscribe that it is possible to simultaneously deliver financial returns and make social impact as a profit-oriented, socially conscious entrepreneur.

Earlier in his career, Michael developed a 3rd Party ATM application, Cash ForMe, which piloted how a 3rd party can help one withdraw money from the ATM without one disclosing PIN.

Michael holds an MBA in Entrepreneurship as well as Certificate in Entrepreneurial Management.

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Presentation Feedback

_____Michael Chu'no Ike,**HALTEBO.LA, THE SUCCESSFUL NIGERIA RISK COMMUNICATION CAMPAIGN**

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QUANTITATIVE DATA ON EMERGENCY CRISIS COMMUNICATION AND INCIDENT RISK NOTIFICATION EFFECTIVENESS

ImadMouline, Everbridge

How can your organization remove global, regional, and technology barriers to quickly communicate and collaborate, with the right context, to the right individual, on the right device?

The answer can be obtained through a mix of business intelligence and refined critical communication best practices. Everbridge's CTO, ImadMouline, will unveil, for the first time, new proprietary system data about the behavior of people, devices and "things" to reinforce, and redefine, these communication best practices.

When Imad analyzed the system data, he uncovered new insights from over 100 million different types of interactions, revealing the behavior of employees, residents and more during all types of disasters and continuity incidents. How do these people prefer to consume critical communication to ensure they act accordingly? How do they consume these communication when on their mobile devices? Is that interaction different based on demographics, and what does that tell us? The answers are all here, and they reveal the significance of timeliness, context and location, location, location.

Imad will cover a range of data–including, for example, how individuals are almost twice as likely to confirm receipt of a critical message if the communication was delivered to multiple contact paths (email, SMS, phone, etc). These findings will refine how we develop our business continuity and disaster response plans– we'll have data that covers an updated/evolved way to view emergency message cadence, construction, situational intelligence and incident management templates. What's the ideal length of a critical message for IT operations staff during an outage? The data will illuminate. In this session you will learn suggestions on how to optimize your emergency communication? No, the data will reveal how no contact path is ever 100% reliable, and therefore, to mitigate risk, every path should be leveraged.

This is presentation is not a sales pitch, but it will explore many broader technology trends, ranging from enterprise to the Internet of Things, to help us all refine our thinking as we approach crisis communications across sectors.

ImadMouline is the chief technology officer for Everbridge. In this role, Mouline is responsible for Everbridge's market strategy, product roadmap, innovation, and research and development.

Mouline joined Everbridge in 2011, when the company acquired CloudFloor, an enterprise cloud management company where he was co-founder and CTO. Prior to CloudFloor, Mouline served as CTO of Compuware's Application Performance Management Solutions division, which was formed when the company acquired Gomez, a provider of web performance management solutions, where Mouline was CTO. Before this, he served as CTO of S1 Corporation, a provider of financial services solutions.

Mouline is a regular presenter at industry, technology, and academic conferences, including APCO, NEDRIX, the World Conference on Disaster Management, Cloud Connect, Interop, Internet World, and the MIT CIO Symposium. He is frequently quoted in leading publications including The New York Times, USA Today, BBC News, BusinessWeek, CNN Money, Fortune, Forbes, Investor's Business Daily, Network World, CIO Zone, and InformationWeek.

Mouline is a graduate of the Massachusetts Institute of Technology, and has been awarded four US patents.

Notes

Presentation Feedback

_____ImadMouline,**QUANTITATIVE DATA ON EMERGENCY CRISIS COMMUNICATION AND INCIDENT RISK NOTIFICATION EFFECTIVENESS**

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CHALLENGER AND COLUMBIA COMMUNICATION COMPARISONS

Lisa Malone, NASA, Kennedy Space Center

When the National Aeronautics and Space Administration experienced tragic accidents with the Space Shuttles Challenger and Columbia, the families and employees were in shock and grieving, while the media and the world demanded immediate answers. This national tragedy required a unique and careful approach to crisis communication, as well as different tactics that were not standard practice for the NASA Communications team. On hand for both incidents, the former director of Kennedy Space Center Public Affairs compares and contrasts communication approaches and results for both incidents. She will share lessons learned through these crisis situations which drew thousands of worldwide media headlines.

Lisa Malone, APR, CPRC, is serving as the NASA Kennedy Space Center (KSC) Liaison to the University of Central Florida's Nicholson School of Communication.

With 30 years of experience at Kennedy Space Center Public Affairs, she served in roles leading every aspect of disseminating information to the public about NASA's achievements. She led a multi-disciplined team of civil servants and contractors in performing work to engage worldwide news media, the public at the KSC Visitor's Complex, legislators, educators and students and VIP guests. She also served as a launch commentator for 15 years for Space Shuttle and expendable launches.

Malone was directly involved in Public Affairs for almost all of the Space Shuttle launches, including the Challenger and Columbia accidents. She has planned contingency communications for numerous expendable launches, such as the Saturn-bound Cassini nuclear-powered spacecraft.

An accredited member of the Florida Public Relations Association for more than 20 years, she was honored with the organization's highest recognition in 2013, the Lt. Col. John W. Dillin award.

She serves on the UCF Nicholson School of Communication Board of Visitors and the University of Florida College of Journalism and Communications Advisory Council. She is a University of Florida Bob Graham Center Knight Fellow, as of Fall 2014.

Ms. Malone received her bachelor's degree in Communication from the University of Alabama, Tuscaloosa and her master's degree in management from the Florida Institute of Technology, Melbourne.

Notes

Presentation Feedback

_____Lisa Malone,**CHALLENGER AND COLUMBIA COMMUNICATION COMPARISONS**

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CRISIS AND RISK COMMUNICATION: ACCOUNTABILITY AND METRICS TRACKING SOFTWARE CRITERIA

Lisa Hanwacker, LSH Group, LLC

There are a multitude of software packages in the industry available and each has unique characteristics for crisis and risk communication and planning. Communication and Continuity software is essential for demonstrating effectiveness in making the case for crisis communication, readiness, sustaining relationships with key stakeholders, justifying resource allocations and acting with due diligence. Some software applications provide total solutions including "What If" scenarios while others are industry specific. Some packages include third party vendors. What are your options, what features should you consider and what are the advantages of using such software?

This talk will take a look at different aspects of Crisis and Risk Communication software that are presented in a valuable checklist of the requirements that your organization should consider in the selection of Crisis & Risk Communication tracking and planning software. The checklist includes criteria sections on General Features, Security, Risk Assessment/Management, Business Impact Analysis, Plan Creation, Plan Maintenance, Incident/Crisis Management, Benchmarking, Reporting, Ease of Use, Flexibility, Reporting, Mass Notification and Training. Additionally, the software should be evaluated by ease of implementation, total functionality, performance and support. This checklist is from a user perspective not a vendor offering.

There are fourteen primary categories to consider in refining the selection process – General Features, Security, Risk Assessment/Management, Business Impact Assessment, Plan Creation, Plan Maintenance, Incident/Crisis Management, Benchmarking, Reporting/Approvals, Ease of Use, Flexibility, Reporting, Emergency/Mass Notification and Training.

Ms. Hanwacker is President and founder of The LSH Group, LLC located in Fort Myers, Florida. The LSH Group is a professional services group of Business Continuity, Continuity of Operations, Crisis & Risk, Emergency Management and IT Disaster Recovery. The LSH Group works closely with Businesses and Government Agencies in their various continuity planning efforts. Ms. Hanwacker is an experienced executive leader with over 35 years of experience.
Ms. Hanwacker has held several executive positions in BC/DR and Network/IT Security. She also served on the National Sarbanes-Oxley audit team.

Ms. Hanwacker is an accomplished author writing several IT and Business Continuity books. She has also published several business continuity white papers, and is currently working with colleges to develop BC programs along with publishing an academic course for "Business Continuity & IT Disaster Recovery" and "Software Apps as a Business Entrepreneur". She is also a professor at Florida Southwestern College.

Prior to The LSH Group, Ms. Hanwacker was the Director of BC/DR Professional Services at AT&T. Ms. Hanwacker managed the implementation of the $30+ million BC/DR program that included managing and planning for all core AT&T network operations. Her team played a major role in the 9/11 crisis recovery effort for NYC. She has also worked for Bell Labs research and development and Lucent Technologies.

Ms. Hanwacker holds an MBA in Finance, MS in Computer Science, BA in Fine Art and an AT&T Executive Leadership Certification.

Notes

DIGITAL FIRESTORMS

CajaThimm, Bonn University

One of the more recent issues in online organizational communication is the usage of social media for marketing and advertising purposes. On the one hand, social media are a highly beneficial environment for the propagation of new ideas and products, and this has consequently made them a focus of marketing communications. On the other hand, companies and their brands as well as politicians, governmental institutions, and celebrities have increasingly been facing the impact of negative online reactions and complaint behavior. Every single day, brands and companies are challenged to deliver their opinion in the online discourse – often, it is important to constructively accept criticism and find good solutions for the stakeholders' concerns. But every now and then, emotions won't be calmed down with factual arguments. One of the subsequent reactions are the so-called "digital firestorms" (or "shitstorms"), which can take on any organisation any time.

Based on the traditional communication mode of "word of mouth" communication, the speed and range of global digital communication has lead to fast, connected and sometimes harmful campaigns, be it against an individual or an organisation. In reaction to any questionable statement or activity, social media users can create huge waves of outrage within just a few hours. During such a social media crisis, feelings run high, and in some cases can't be stopped with traditional measures of crisis communication. Due to the ubiquity and global reach of social media, particularly Twitter, Facebook and Instagram, a local crisis of an organisation can even turn into a fierce global battle. These digital firestorms pose new challenges for marketing and crisis communications.

The paper wants to explore these dynamics in more detail by taking two approaches. Firstly, selected firestorms will be analyzed with respect to dynamics and outcome; secondly, reactions and methods to deal with the crises are assessed by means of expert interviews, which were conducted with the heads of the communication management of larger companies (like ING Diba, Telecom, or DHL logistics). Based on the detailed analysis of the selected firestorms, which range from large car manufactures to banks or telecommunication and food companies, a model of the communication dynamics was developed. The typology, which can be drawn from the empirical data, shows that is particularly the tip-over-point into the traditional media, which determines the impact of a digital firestorm.

Set in the framework of a larger research project on digital crisis communication and mediatized scandals, the dynamics of the selected digital firestorms are being analyzed by a phase approach. Also selected crisis intervention methods will be demonstrated and evaluated in terms of communicative effectiveness.

Caja Thimm (PhD) Born in Frankfurt/Germany, studies in Munich, Heidelberg, San Francisco and Berkeley (USA), in Linguistics, Political Science, Communication. Since 2001 full professor for Media Studies and Intermediality in Bonn/Germany. Visiting professor in Santa Barbara/US, Cardiff, Liverpool (UK), Dijon (France). Member of the Committee on the Future of the Aging Society (Federal Government of Germany) from 2007-2010; member of the state committee on "Internet Responsibility" (2010-2012). Book publications include eLeaning (2005), Online Marketing (2007), Computer Games (2009), Social Web (2011) and Mobile Media (2014). Various funded research projects, currently (1) "Online Deliberation" , funded by the German Science Foundation since 2010, extended until 2016; (2) "Digital Firestorms in Business and Politics", funded by the BAPP Foundation; (3) "Twitter in the EU Elections – A comparison between France and Germany"; funded by the German Exchange Agency and the French Procope Program

Notes

ASSESSING A UNIVERSITY'S EMERGENCY COMMUNICATION POLICIES FOR ITS VULNERABLE POPULATIONS: NOT GOOD NEWS AT KENT STATE

Federico Subervi, Kent State University

The presentation will offer a summary of the case study of the emergency communication policies and procedures currently used at Kent State University to communicate during emergencies with the most vulnerable segments of the campus' population: limited-English speaking students, handicapped, and children. Data show many shortcomings, especially in the University's policy to outsource to third parties the communication flows in any other language, especially given that the outsourced entities themselves have limited personnel to offer timely transmission of critical information.

Federico Subervi, Ph.D., is a researcher and scholar on Latino media and audiences. Before joining the JMC faculty at Kent State University in fall 2013, Subervi served as professor and director of the Center for the Study of Latino Media & Markets at the School of Journalism and Mass Communication at Texas State University in San Marcos, Texas, where his research and teaching focus was on exploring the relationship of ethnic minorities to the mass media, especially the Latino community.

He is the editor and author of The Mass Media and Latino Politics: Studies of U.S. Media Content, Campaign Strategies and Survey Research: 1984-2004, along with more than 25 book chapters, more than 20 journal articles and more than 15 independent reports.

Subervi has held other distinguished academic positions such as associate professor and graduate advisor, Department of Radio-TV-Film, University of Texas at Austin, and assistant professor at the University of California at Santa Barbara. and he has also taught abroad as a visiting professor at several distinguished universities. In 1988-89 he was a Fulbright Research Scholar in Brazil, and in 2011 a Fulbright Latin American Specialist in Chile.

Throughout his career, Subervi has obtained many research grants, obtained from the Ford Foundation, the McCormick Foundation, the Kaiser Family Foundation, among others.

Subervi is an active member of the Association for Education in Journalism and Mass Communication, serves on the Task Force on AEJMC in the Global Century, and previously chaired the Task Force on Latino/Latin American Outreach, the Minorities and Communication Division and the Commission on the Status of Minorities. He serves as Vice-Chair of the Ethnicity, Race in the Media Division of the International Communication Association.

Notes

EFFECTS OF SCANDAL AND POST-SCANDAL NEWS CONFERENCE
Anthony S. Eseke, University of Florida

This study was a 3 (organization type: profit, religious non-profit and political non-profit.) X 2 (post-crisis news type: acquittal vs. conviction) embedded in an online survey distributed by Qualtrics software. The study examined the effects of the sexual scandal news of an organizational leader and the probability of an acquittal or conviction news on the perceptions of stakeholders toward the organization of that leader. Students at a southeastern U.S university participated in the experiment. The study found that when the scandal of aorganizational leader ends in an acquittal, stakeholders tend to significantly perceive the organization's reputation in a favorable manner. The study therefore concluded that in times of scandal crisis, an organization's crisis management team needs to be on top of the post-crisis developments. It needs to follow the news and trends in the social media as the case plays out in the legal courts and in the courts of public opinion, and intentionally refocus and redirect its stakeholders to the organization's own post-crisis narrative. If the scandal ends in an acquittal, the crisis team needs to maximally use that outcome to favorably persuade its stakeholders.

Anthony Eseke's academic background includes BA Philosophy (University of Ibadan); BA Theology (Urbaniana University, Rome); BA English (University of Ibadan); MA Public Relations (University of Nigeria); MAMC International and Intercultural communications (University of Florida). His area of interest in Communication studies includes Media, crisis and peace management.

Notes

COMMUNICATION IN TIMES OF CRISIS: HAZARDOUS TOOL OR EFFECTIVE STRATEGY?
Ann-Marie Gagne, TELUQ

This presentation reveals the results of a qualitative study of corporate senior managers' perceptions of crisis communication. A company uses various means and techniques to prepare for a potential crisis. The example most often mentioned is the crisis management plan. Communication generally plays a vital role in these plans. According to Libaert (2009, p. 3), crisis management is 80% communication. We might therefore be inclined to believe that communication for an organization facing a crisis is a clearly defined concept whose practices are well established. But is that really the case?

Although crisis communication is now recognized as a corporate communications branch (Bland, 1998; Heiderich, 2010; Libaert, 2005; Ogrizek, 2000; Tixier, 1991), it has been shown that many companies adopt crisis management strategies that end up tarnishing their image and their credibility, and can have a highly negative impact on the parties involved. Total silence, evasion, systematic denial and looking for scapegoats are generally considered poor communication strategies. If these strategies only exacerbate the effects of a crisis, why are they still being used? In order to answer this question, we conducted a qualitative study whose aim was to analyze how corporate managers perceive the role that communication plays, or should play, during a crisis. Thirty semi-structured interviews of presidents and vice-presidents of large companies that had experienced crises in the past five years were conducted in order to determine the importance that senior managers place on communication in times of crisis. An analysis of the verbatim transcripts led us to identify five major themes that explain why some strategies are used instead of others. They are as follows: difficulty implementing the communication strategies outlined in the crisis management plan (where such a plan exists), issues related to social media and the speed at which information spreads, issues involving relations with the "traditional" media, and the need to control and centralize information. Analyzing these themes led to the conclusion that senior managers are ambivalent about how they view the role of crisis communication: when the crisis occurs, communication is seen as both a management tool and a weapon that can backfire against the company if used improperly.

Professor at Télé-Université (Montréal, Québec) since February 2009, Anne-Marie studied communications, more specifically organizational communication and public relations at Université du Québec à Montréal (UQAM) and Simon Fraser University (SFU) in British-Columbia, Canada. Her teaching and research interests are related to the major functions of corporate communication departments within organizations, PR professionals' perceptions of their own roles and decision-making power, civil society's expectations of PR practitioners and ultimately, the wide range of PR practices. During the course of the last years, her researches gave her the opportunity to meet a great diversity of people: communication specialists, consultants, journalists, members of advocacy and lobbying groups, elected officials, etc.

Notes

Breakout Session #1 Feedback

Please indicate which session you attended:

_____ Linda Hanwacker
   CRISIS AND RISK COMMUNICATION: ACCOUNTABILITY AND METRICS TRACKING SOFT WARE CRITERIA
_____ CajaThimm
   DIGITAL FIRESTORMS
_____ Federico Subervi
   ASSESSING A UNIVERSITY'S EMERGENCY COMMUNICATION POLICIES FOR ITS VULNERABLE POPULATIONS: NOT GOOD NEWS AT KENT STATE
_____ Anthony S. Eseke
   EFFECTS OF SCANDAL AND POST-SCANDAL NEWS CONFERENCE
_____ Ann-Marie Gagne
   COMMUNICATION IN TIMES OF CRISIS: HAZARDOUS TOOL OR EFFECTIVE STRATEGY?

We would appreciate your comments and feedback of the presentation. Please rate your level of satisfaction for the following items:

	Extremely Satisfied	Satisfied	Neither Satisfied nor Unsatisfied	Unsatisfied	Extremely Unsatisfied
Organization of presentation					
Relevance of presentation					
Usefulness of presentation					
Visual aids (i.e., slideshow or videos) used during the presentation					
Presentation met my expectations					
Overall Rating					

Do you have any additional comments or feedback?

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Thank you for taking time to provide this valuable feedback.

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SOCIAL MEDIA: INTERCEPTS, ISSUES AND CRISIS MANAGEMENT
Rick Reed, Intel Corporation

In the past decade, even the most casual observer would agree that there has been a continual stream of corporate crises: product defects and recalls, insider trading, corporate malfeasance, mortgage fraud and other wrongdoing that has led to global financial crises. There is a corresponding need for corporate crisis managers to develop a set of communication tools that will ensure consumers that a corporation is taking appropriate action in response to crises with the consumers' best interest in mind. The purpose of this presentation is to investigate the role of post-crisis communication strategies delivered via both "traditional" online news sites and online social media in rebuilding lost brand trust as a result of a corporate product crisis. My research compared the effectiveness of post-crisis communication via traditional online news sources versus online social media sites. This study ultimately aimed to provide practical guidance for crisis managers about which online media channel is most effective at communicating post-crisis messages, and what type of post-crisis strategies most effectively recover lost or damaged consumer brand trust following a corporate product crisis, to affect positive social change in the form of increased/recovered trust. I'll also review how Intel listens for, and responds to issues in the online environment.

My research has examined the psychological impact of messages developed in the wake of a corporate product crisis delivered through two types of online media. This research measured and described the relationship between, and the positive impact of, post-crisis communication media (both online traditional and online social), and consumer behavior as manifested in levels of trust regained. This study investigated the brand trust levels of 458 consumers in response to a variety of crisis response communications following a hypothetical product crisis presented through two simulated media channels: (1) traditional online media (e.g., CNN.com website) and (2) online social media (e.g., a post about the crisis viewed on a friend's Facebook News Feed).

The main findings of this study include (a) product crises have a negative impact on consumer brand trust; (b) there is a significant relationship between accommodative and blended crisis response strategies and increased levels of post-crisis recovered brand trust, and (c) there was no significant effect of media channel, age, education, nor gender on the amount of brand trust damaged nor recovered through the current research scenario.

Rick Reed is a media psychologist and crisis manager who is moving Intel's corporate reputation dial upward with customer-focused responses to product and corporate reputation issues, helping the Intel Corporation detect and manage issues that if left unattended, may develop into crises that could impact Intel's $40 billion brand.

His commitment to lifelong learning allows him to bring best methods to his crisis management practice. He's currently helping Intel to better understand how social media plays in this space.

Born somewhere in the hills of San Francisco, Rick (barely) graduated from Woodside High School. Thanks to a swift kick from a brilliant mentor, Rick returned to school and completed degrees at College of Notre Dame (BS), Pepperdine University (MS), & Fielding Graduate University (MA), where he also earned a PhD in Psychology, with an emphasis in Media Psychology. His dissertation research was on recovering damaged consumer trust following a corporate product crisis.

He began his career working for several San Francisco radio and TV stations in a variety of news, marketing, and engineering positions. Rick spent the better part of two decades working in and around San Francisco Bay Area public safety agencies first as a search and rescue volunteer, then as an emergency medical technician, crisis communicator, and emergency manager.

Since 1998, Rick has been leading teams to address Intel's product and corporate reputation issues and crises. Most recently leading a global effort to prepare for and effectively respond to issues discovered in social media.

Notes

FIGHTING EBOLA WITH WORDS
Jana Telfer, Centers for Disease Control

Even though science has known about Ebola for nearly 40 years, the world was unprepared for the first Ebola epidemic. When the disease flared in West Africa, then crossed national borders and oceans in international travel, what began as a small outbreak flared into an international debate on global health security. It was a black swan moment.

At the height of the rainy season in Liberia, international emergency responders responded by the hundreds. But the country's infrastructure had been destroyed during 15 years of civil war. Without enough beds for patients, without a vaccine, and with health care workers among the most affected, communication became the first line of defense against the disease.

This case study of the 2014 Ebola epidemic in Liberia will examine the effects and limitations of risk communication in the midst of a complex humanitarian emergency in the world's fifth poorest nation.

Growing up in small town Indiana, Jana Telfer always wanted to make the world a better place. She's recently returned from nearly 3 months in West Africa working with the Liberian Ministries of Health and Information in the Ebola response. During the Fukushima nuclear incident, she was in Japan to help the U.S. Ambassador. As an expert in applied crisis, emergency and risk communication, she values sharing information to help people under stress make better decisions.

Notes

THE UNINTENDED CONSEQUENCES OF HUMAN CRISIS COMMUNICATION – A CRITICAL ANALYSIS

Anna Olofsson, Susanna Ohham, Katarina Giritli-Nygren and Saman Rashid, Mid-Sweden University

This presentation will take as departure the questions of 'How do value systems related to nature and society figure in crisis communication during a natural disaster?' and 'What unintended consequences might this have on the way crisis communication is designed and for the recipients?' The presentation is based on original academic research of a national natural disaster; the crisis communicating flow during the one month long widespread and devastating wildfire in Sweden, the summer of 2014.

Even though fires occur regularly in Sweden, the scale and intensity of the wildfire that raged through boreal forests in August 2014 was the largest wildfire Sweden has seen in at least four decades. It charred more than 150 square kilometers (60 square miles), killed one person, and forced thousands to evacuate their homes We already know that the media are crucial players in the construction of, and communication about, risk but they might have even more influence when the public feel that they are not getting information from responsible organizations, as happened in Sweden during the summer in 2014. It is obvious that Sweden was not prepared, and by critically analyzing the reporting in mass media, we can shed light on the developments of risk discourses, struggles over discursive legitimacy, and shifts in argumentation to legitimate or un-legitimate certain actors and actions in relation to the disaster. Hence, trace relations of power expressed through the language of risk and blame. Using such perspectives, opens up for questions of how notions of risk and crisis come to delimit what it is possible to communicate at natural disaster such as this, what consequences it has not only for the involved organizations but also on a societal level, and who the winners and losers of this process are. The critical perspective is central to ensure that questions of ideology, conflict, and power enter the equation. Starting with 'values', 'power', 'creation of meaning', and 'legitimacy', attention will be brought to bear on questions such as the value systems through which meanings are ascribed to a crisis or disaster; the forms of understanding used to legitimize crises; and the consequences for different societal actors. The presentation is based on first hand empirical analyses, employing a critical discourse analysis, of newspaper articles from three different newspapers; one national agenda-setting morning newspaper, one national tabloid and one local newspaper. All coverage in these newspaper from the period of the wildfire (24th of July to 24th August 2014) has been selected and analyzed.

The tentative result shows how Swedish values about nature as sacred is mirrored in the beginning of the fire, which to some extent overrules the reporting of the magnitude and spread of the fire. The results also show that the content of the coverage was very different between the three newspapers. The local media worked with local and regional authorities to efficiently communicate relevant information about the fire, whereas the national media tended to start a blame game pretty fast, which mirrored traditional values of societal responsibility and individual vulnerability. From these results the two questions raised in the beginning will be analyzed and answered.

Anna Olofsson is Professor of Sociology and Director of RCR. She is the chair of the European Sociological Association's Risk and Uncertainty Research Network (RN22) and member of Riskkollegiet's Board of Experts. She has more than 15 years' experience studying risk, concentrating primarily on risk perception and communication as well as social vulnerability from a gender, ethnicity and age perceptive.

Notes

MULTILANGUAGE EMERGENCY ALERTING: FIRSTHAND EXPERIENCES FROM THE FRONTLINES
Arlyn Rivera Elizee, Access Consulting

The ability to quickly provide accurate and effective emergency alerts in multiple languages is a challenge of increasing urgency in the United States and other regions worldwide.

This presentation by a uniquely qualified and experienced, 15-year multilingual/multicultural messaging expert discusses related issues she observed firsthand on the front lines of risk and crisis communications for such agencies as the Red Cross, National Institutes of Health, and the Centers for Disease Control. The emerging significance and utility of access to social media resources during disaster will also be discussed.

Arlyn Rivera Elizée is one of a few bilingual emergency management consultants and trainers in the country. Day by day, the need to expand emergency management trainings, information and risk communications to the Latino and bilingual populations is becoming quite urgent, especially with the increasing risk of epidemic/pandemic outbreaks such as with the ebola epidemic in West Africa. Her background of more than 15 years as a public health and bilingual social marketing and communications consultant, who worked on various national and international public health campaigns with the CDC, the Robert Wood Johnson Foundation and other foundations and programs, has helped her to identify the need and expand into the field of emergency management. She holds a Master's Certificate in Emergency Management from the Emergency Management and Homeland Security Program at Florida State University (FSU) Center for Disaster, Risk and Policy.

She is also trained in the newly emerging use of social media in emergency response and risk communications as one of the first Social Engagement Interns at the new and nationally recognized Digital Operations Center, of the American Red Cross National Headquarters in Washington, DC. Since then, she has had boy/girl twins, which has added new meaning to "emergency management" for her.

Notes

Breakout Session #2 Feedback

Please indicate which session you attended:

_____ Rick Reed
SOCIAL MEDIA: INTERCEPTS, ISSUES AND CRISIS MANAGEMENT
_____ Jana Telfer
FIGHTING EBOLA WITH WORDS
_____ Anna Olofsson
THE UNINTENDED CONSEQUENCES OF HUMAN CRISIS COMMUNICATION – A CRITICAL ANALYSIS
_____ Arlyn Rivera Elizee
MULTILANGUAGE EMERGENCY ALERTING: FIRSTHAND EXPERIENCES FROM THE FRONTLINES

We would appreciate your comments and feedback of the presentation. Please rate your level of satisfaction for the following items:

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Organization of presentation					
Relevance of presentation					
Usefulness of presentation					
Visual aids (i.e., slideshow or videos) used during the presentation					
Presentation met my expectations					
Overall Rating					

Do you have any additional comments or feedback?

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USING TECHNOLOGY TO REACH EMPLOYEES WITH CRISIS AND HEALTH INFORMATION

Keri K. Stephens, University of Texas at Austin

"Call me or text me if you want to reach me quickly, but the official communication channel is still email. I might check Twitter or Facebook, but get the information to me quickly during a crisis. I work for you and quite often I learn more about crises through sources outside of our organization. Get on the ball; communicate with me in ways that work for me."

This presentation turns crisis and health communication around 180 degrees to look insideorganizations. We examine the growing complexity involved in trying to capture the attention of employees. We present two different cases of organizations facing contemporary challenges when they try to communicate crisis and health information to employees. In these cases we discuss mobile device use and share five specific ideas concerning how health-crisis information might be improved. These include using specific types of messages and technologies to communicate effectively.

Keri K. Stephens (Ph.D. The University of Texas at Austin) is an associate professor in the Moody College of Communication and a research affiliate with the Center for Health Communication at The University of Texas at Austin. She has published over 40 peer-reviewed articles and book chapters and her work is regularly featured in the media outlets such as NPR, USA Today, Huffington Post, Dallas Morning News, and Texas Enterprise.

Her crisis and emergency research has recently won the Best Research Paper Award at the 2014 International Information Systems for Crisis Response and Management (ISCRAM) Conference, Article of the Year (2014) in Human Communication and Technology at the National Communication Association, and a 2014 Top Paper Award in the Communication and Technology Division of the International Communication Association.

Her research examines how organizations are entwined with technology, health, and crisis communication. She is interested in redundant communication, brevity, and the complexities involved when multiple communication technologies are present. She has studied emergency alerts using mobile phones and social media, organizations communicating about crises, and organizational digital divides and their impact on safety. Before she pursued an academic social science career, Stephens used her biochemistry undergraduate degree working as an analytical chemist, a field engineer for Hewlett-Packard's Chemistry Division, and in sales, marketing, project management, and corporate training.

Notes

SOCIAL MEDIA COMMUNICATION AND THE 2013 FEDERAL GOVERNMENT SHUTDOWN

Benjamin Garnett, Active Heroes

Social media is an online communications medium which, since the delivery of the first email in 1971, has expanded to a position of unrivaled global influence. By 2014, an estimated 25 percent of the Earth's population were users of social media, while ¾ of that percentage were users on one or more social networking sites. In the United States, nearly 200 million people are active on social media and a great deal of businesses and organizations maintain a social media presence (Curtis, 2013). Included in this number are a great many employees of the branches and arms of the United States federal government. Results from previously conducted studies have shown that the U.S. public's level of trust in its government can be influenced (positively or negatively) by the outcome of its experience with government websites and social media platforms (Hong, 2013). This exploratory case study examines the effect of the 2013 federal government furlough and shutdown, and the potential for use of social media as a cost-effective communications platform by the government to maintain open lines of communication with the national population in the event of another shutdown. In addition to this case study, in-depth interviews with government representatives who manage social media accounts on behalf of federal agencies will be conducted to answer the question: "Are there enough social media users active within the United States for communiques from the government to be effectively distributed across the nation?" Future implications and recommended practices for government social media use will also be discussed.

Benjamin Garnett is the Director of Communication for Active Heroes, a national non-profit veterans' organization headquartered in Louisville, Kentucky. He also serves as the Operations and Public Affairs NCOIC for the 100th Army Band, U.S. Army Reserve, Fort Knox KY, managing all public outreach and social media programs on behalf of the unit.

Garnett is currently working towards a Master of Arts Degree in Communication at the University of Louisville, with concentrations in social media management and crisis communication. He expects to complete the program in the fall of 2015. Garnett graduated from Otterbein University in 2007 with a Bachelor of Arts Degree in Music Business.

Notes

BREAKOUT SESSION: CRISIS RELATIONSHIP REPAIR FRAMEWORK (CRRF) ILLUMINATION, EXPLANATION AND NORMATIVE FRAMEWORK

J.D. Wallace, Abilene Christian University
Co-presenters: Robert C. Chandler, Ph.D. and Dr. Denise P. Ferguson, APR

There are a number of theoretical models and frameworks that are intended to explain, critique and guide normative practices for crisis communication. Many of these models or their underlying assumptions are imported from a wide range of disciplines and fields. Each model is useful and can offer important insights. However, none were sufficiently able to offer a completely satisfying explanation of certain empirical findings: Certain crisis communication message strategies seemed to be consistently perceived as effective, ethical and recommended despite wide differences in latent excellence, existing social capital, situational context, or other explanatory variables.

Advanced as a heuristic conjecture, the Crisis Relationship Repair Framework (CRRF) is described and presented as an approach − grounded in both communication and public relations core theories and practices − which might explain the findings of stable, consistent perceptions of message strategies regardless of source or type of crisis event. The CRRF framework could be helpful as an aid to understand why some crisis communication works and some doesn't work, and to offer some practical normative guidance for choice of crisis communication strategies and tactics.

J. D. Wallace, Ph.D. is a Professor of Communication at Abilene Christian University, as well as the former Chair of "Human Communication and Technology" and "Training and Development" Divisions of the National Communication Association. He is an award winning teacher and scholar at Abilene Christian University who specializes in the study of various kinds of organizational communication with particular emphases in crisis communication, technology and assessment. His most recent scholarship has been in the areas of corporate image restoration, enhancing organizational training and organizational civility.

Notes

Breakout Session #3 Feedback

Please indicate which session you attended:

_____Keri Stephens
USING TECHNOLOGY TO REACH EMPLOYEES WITH CRISIS AND HEALTH INFORMATION
_____ Benjamin Garnett
SOCIAL MEDIA COMMUNICATION AND THE 2013 FEDERAL GOVERNMENT
_____J.D. Wallace
CRISIS RELATIONSHIP REPAIR FRAMEWORK (CRRF) ILLUMINATION, EXPLANATION AND NORMATIVE FRAMEWORK

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Organization of presentation					
Relevance of presentation					
Usefulness of presentation					
Visual aids (i.e., slideshow or videos) used during the presentation					
Presentation met my expectations					
Overall Rating					

Do you have any additional comments or feedback?

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EBOLA AND THE AIRLINES

Ken Jenkins, Ken Jenkins, LLC

An aircraft disaster is a horrifying event, especially for the families of those involved. More tragic is when a plane goes missing and no one knows where it is, what happened to it, or whether their loved ones are alive or not. How do you balance communication between the emotion of an event and the technical aspects of the response?

How does an airline navigate the delicate communication of this information (or lack thereof) to the families and to the airlines' customers?

What was missing in the communication to the families of the missing aircraft of Malaysia Airlines flight 370? What role did the airline and the government play in exacerbating the stress of families needing to have information?

What could have been done differently to work with the families, in order to lessen their stress in this tragic situation?

Ken Jenkins is an experienced aviation disaster response consultant with extensive experience in planning, logistics, training, deployment, response and after-action analysis. His recent deployment was for the disappearance of Malaysia Airlines Flight 370, in which he consulted with the airline and other key stakeholders on the response. Ken has built a remarkable track record, successfully preparing for and responding to emergencies, ranging from the 9/11 terrorist attacks to severe turbulence encounters. He has personally assisted air crash survivors and victims' family members; directed a large corporate response team; led multiple Go-Team deployments; set up and led command centers, both headquarters-based and on-site; and coordinated with call centers answering inquiries through a publicized toll-free number.

Along with his diversified background and extensive technical knowledge, Ken possesses true compassion and a deep understanding of relevant issues. Originally a volunteer member of the American Airlines Customer Assistance Relief Effort (CARE Team), Ken was later selected to train prospective CARE members, earning a reputation as an exceptional instructor. Following a promotion to Senior Analyst, he worked exclusively on CARE readiness, policies, procedures, training, facilities and logistics.

Ken assumed leadership of the program as Manager in 2001, serving seven years in that capacity and directing more than 500 CARE Team Members deployed following the 9/11 attacks and the Flight 587 crash later that year. All told, Ken has responded to 12 major accidents and numerous lesser emergencies.

After leaving American, Ken became Vice President – Emergency Services, for BMS Global, where he worked for five years. He earned a Masters Degree (with Distinction) in Aeronautical Science from Embry-Riddle Aeronautical University and in January, 2014 began his own consulting group, Ken Jenkins, LLC.

Notes

WHEN THE SOCIAL HITS THE FAN: HOW TO PREPARE FOR AND MANAGE A SOCIAL MEDIA #FAIL

Ann Marie van den Hurk, Mind the Gap Public Relations

Social media has changed how organizations must plan for and react to crises. Most organizations, however, haven't updated their crisis strategy and aren't prepared to manage a potential PR nightmare that starts on one online site, quickly expands to others, and jumps the fire line into business or even general news.

In this presentation, attendees with gain an understanding of the importance of social media in crisis communications. They will learn in depth about the changing dynamics social media has caused, such as how social media has affected the news media, how people interact, create community outrage, change expectations, etc. Also, how it is more important now than ever to be listening to the conversations. The basics of crisis communications and integrating social media effectively will be covered.

Having a good foundation is key in managing a crisis successfully. The presentation will share the building blocks essential for a solid plan, including the importance of monitoring your brand and listening to social media as an early warning system and a means of sampling community sentiment.

Real world case studies will be used.

Ann Marie van den Hurk APR, is principal of Mind The Gap Public Relations. She is an award winning PRSA-accredited public relations counselor bridging the gap between traditional PR and digital with over a decade of experience assisting businesses and non-profits in taking leadership in sensitive issues, crisis communications, and navigating successfully the digital sphere.

In addition to running Mind The Gap Public Relations, Ann Marie is a nationally distributed business columnist for Lexington (KY) Herald-Leader and is part of the Tribune Content Agency (formerly McCatchy-Tribune Information Services.) Her award-winning column focuses on public relations, marketing, and social media for businesses often addressing topics before they become adapted mainstream. In 2013, Ann Marie published her first book, Social Media Crisis Communications: Preparing for, Preventing, and Surviving a Public Relations #FAIL through Que.

Ann Marie formed the consulting company of Van den Hurk PR with the purpose to provide quality, realistic, sound public relations to grow and protect organizations in 2007. It evolved into Mind The Gap Public Relations, LLC. Before Van den Hurk PR and now Mind The Gap, she was the Vice President, Communications and Advocacy for the Girl Scouts of the Chesapeake Bay Council located on the Delmarva Peninsula.

Ann Marie graduated from the University of Delaware with a BA in International Relations and a certificate in Nonprofit Management. Additionally, she holds the professional designation of Accredited in Public Relations. She is a member of the Public Relations Society of America, National Federation of Presswomen, Delaware Press Association.

Notes

CRISIS COMMUNICATION BETWEEN THE AUTHORITIES AND THE MEDIA: A STUDY OF THE ESTONIA CATASTROPHY OF 1994 WHEN 852 PEOPLE LOST THEIR LIVES.

Britt-Marie Leivik Knowles, Jönköping University

Since the beginning of crisis communication research, two separate paths seem to have developed. One has studied crisis communication in the area of Public Relations within commercial enterprises, whilst the other has focused on crisis communication between different societal actors in connection with serious accidents, catastrophes and severe societal disturbances. Crisis communication on the societal level though, has in general low priority among international researchers. Such research is of practical importance, because this type of crisis communication can affect the rescue work of the authorities, the journalists´ news reporting and the development of a societal extraordinary event into a crisis situation. The aim of the study is to describe and explain the initial actions of Swedish authorities and media, their contacts, strategies for information, communication patterns, and levels of dialogue in connection with the Estonia catastrophe. The study is based on 50 interviews. An important assumption is that the rescue work of the authorities and the news reporting of the media, can both benefit from a well-functioning interplay between the actors. The study is part of a forthcoming doctoral thesis. Results show that most authorities lacked preparedness for a disaster of the magnitude of Estonia, because it was unthinkable, not because of the type of accident. The media was not taken by surprise, as they have a constant preparedness. Another result is that planning and practice are not sufficient if capability is lacking in implementing the plans and taking advantage of the preparedness. Most authorities used a publicity strategy for disseminating information to the media, and the media used primarily a neutral strategy in gathering information from the authorities. This study contributes with a normative crisis leadership perspective to the field of crisis communication between the authorities and the media. A severe disaster which occurred 20 years ago can give us knowledge about mechanisms that only appear in difficult situations, lessons that can be of use in our preparedness for new serious catastrophes in society.

Since the 1990:s I have worked with different types of communication problems connected to the ability of society to manage societal disturbances, including communication studies connected to the civil preparedness of Swedish municipalities, and studies of the unexpected arrival of boat refugees in Sweden. During these years I have participated in several multi-disciplinary research projects as well as national, Scandinavian and international conferences. National conferences were organized by the universities of Umeå, Uppsala, Gothenburg and Lund. Scandinavian conferences have been arranged by Nordmedia in Sweden, Island, Denmark, Finland and Norway. International conferences in which I have participated have been "Local authorities confronting disasters and emergencies" (Tel Aviv, Amsterdam) and ECREA (Lisbon). I have also been part of networks with practitioners from civil defence organizations, and been engaged by several Swedish municipalities to give a series of lectures. Apart from the research, I have worked as a teacher in Media and Communication Science at different universities in Sweden including Gothenburg and Örebro. I have taught at Jönköping university for the last ten years. Special fields of interest included in my teaching are organizational communication, crisis communication on the societal and organizational level, journalism, and global communication, for example leadership in a global environment. In 2006 I was awarded the Students Union Pedagogic Prize for being the best teacher at Jönköping university.

Notes

AVATARS AND SURROGATES: REMOTE PRESENCE FOR IMPROVED COLLABORATION, EDUCATION, AND HEALTHCARE

Charles Hughes, University of Central Florida

The focus of this presentation is on how remote human surrogates, ranging from purely virtual avatars to physically manifested proxies such as robots, can afford users the opportunity to safely rehearse and reflect on their performances of real-world, human-to-human skills. We illustrate this by introducing avatar-enabled scenarios that range from professional development for teachers to effectively dealing with complex interpersonal situations such as cross-cultural interactions, resistance to peer pressure and participation in job interviews (either as the interviewer or the interviewee). We then consider how these affordances can apply to the professional development of individuals involved in health and wellness; emergency management; media relations; and any other situation involving the culture of an enterprise.

Dr. Charles Hughes has been in the computer industry for over 50 years, starting at RCA's aerospace division in 1962. He holds Ph.D. and M.S. degrees in Computer Science, and a B.A. in Mathematics. He is Professor of Electrical Engineering and Computer Science at the University of Central Florida. He is also Co-Director of the Synthetic Reality Laboratory, Professor in the School of Visual Arts & Design, a member of the university's Modeling & Simulation faculty, and was honored as a Pegasus Professor in 2007 and a Dean's Research Professor in 2013. He served on the faculties at Penn State University and the University of Tennessee prior to joining UCF in 1980.

Charlie's research expertise is in virtual environments, with his current activity primarily involving human surrogates – virtual and/or physical avatars remotely controlled by humans. The work with virtual avatars was initially focused on professional development for teachers through an environment called TeachLivE™ that he and his colleagues developed over the last eight years. TeachLivE is currently in use at 55 universities and school districts with over twenty new universities scheduled to adopt it later this year. In addition to professional development, the environment and its underlying framework, AMITIES™, have been applied to help children, especially those with autism, develop better social skills, including those useful for successfully interviewing for workforce and college entry. Other uses of the technology include affording people the opportunity to practice protective strategies for self and others, helping people to recognize and address implicit biases that may affect their dealings with others, especially those from different cultures, and training healthcare professionals (counselors, nurses and physicians). The latter two of these often involve physical avatars as does our work in human telepresence through robots and animatronics. Charlie is also actively involved in digital heritage and its use in helping young people understand the opportunities and challenges in STEM disciplines.

Active research projects on which Dr. Hughes serves as a principal or co-principal investigator are funded by the Bill & Melinda Gates Foundation, the National Science Foundation (NSF) and the Office of Naval Research (ONR). Recently completed projects were funded by the National Institutes of Health, the National Endowment for the Humanities, the Army PEO-STRI, and the US Department of Veterans Affairs, as well as NSF and ONR. Over the last decade his funding has exceeded $15M and he has authored or co-authored approximately 85 research articles.

Notes

Breakout Session #4 Feedback

Please indicate which session you attended:

_____ Ken Jenkins
EBOLA AND THE AIRLINES
_____ Ann Marie van den Hurk
WHEN THE SOCIAL HITS THE FAN: HOWTO PREPARE FOR AND MANAGE A SOCIAL MEDIA #FAIL
_____ Britt-Marie Leivik Knowles
CRISIS COMMUNICATION BETWEEN THE AUTHORITIES AND THE MEDIA: A STUDY OF THE ESTONIA CATASTROPHY OF 1994 WHEN 852 PEOPLE LOST THEIR LIVES
_____ Charles Hughes
AVATARS AND SURROGATES: REMOTE PRESENCE FOR IMPROVED COLLABORATION, EDUCATION, AND HEALTHCARE

We would appreciate your comments and feedback of the presentation. Please rate your level of satisfaction for the following items:

	Extremely Satisfied	Satisfied	Neither Satisfied nor Unsatisfied	Unsatisfied	Extremely Unsatisfied
Organization of presentation					
Relevance of presentation					
Usefulness of presentation					
Visual aids (i.e., slideshow or videos) used during the presentation					
Presentation met my expectations					
Overall Rating					

Do you have any additional comments or feedback?

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Thank you for taking time to provide this valuable feedback.

Please complete the feedback questionnaire on the other side of this page after the presentation. Once you are done, tear this page out of the conference guide and place it in the dropbox located at the registration table.

WHAT TO DO WHEN A MASS SHOOTING EVENT OCCURS IN YOUR TOWN
Michael Cech, BASF Corporation

"In case you hear, shooting in our school is real…" On Dec. 14, 2012, the worst mass shooting of children in U.S. history occurred at the Sandy Hook Elementary School in Newtown, Connecticut. Michael Cech's wife, Yvonne, was the Library Media Specialist at Sandy Hook and was present that day. She was responsible for saving 18 students and three other adults in her library that morning. Yvonne lost her best friend, Principal Dawn Hochsprung, 20 first graders who she taught and five adult colleagues who were also murdered that day. Michael, a former reporter and crisis communications specialist, will recount the details of that fateful day, analyze the ensuing media coverage, discuss how a lack of planning for such a crisis led to confusion both during the event and in the aftermath and share his thoughts on how to plan ahead for such an event in your community.

Michael Cech has extensive experience in crisis and risk communication, as a practicing journalist for ten years and, subsequently, in roles in both government and the corporate arena.

Michael has been instrumentally involved with risk communication and crises involving human health, the environment, murders, plane crashes and mass shootings.

In journalism, Michael served as President of the Connecticut Associated Press Broadcasters Association and published numerous articles, including in The New York Times. He produced feature-length documentaries for Boston NPR affiliate WBUR-FM. He was News Director of Connecticut radio stations WINE/WRKI-FM, in the greater New York City area.

In government, Michael served as Press Secretary to the Mayor of Danbury, CT, as well as serving as a Commissioner-level advisor to two County Executives in Rockland, NY on environmental policy.

After spending seven years working in Basel, Switzerland, Michael and his family relocated to Newtown, CT, where his wife became the Library Media Specialist at the Sandy Hook Elementary School.

Currently, Michael is responsible for new business development throughout North America for the largest chemical company in the world, BASF. He lectures frequently on communication and marketing and is currently writing a book on trends in journalism. Michael holds a Bachelor of Science degree from Boston University's School of Public Communications.

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Presentation Feedback

_____ Michael Cech, **BASF Corporation, WHAT TO DO WHEN A MASS SHOOTING EVENT OCCURS IN YOUR TOWN**

We would appreciate your comments and feedback of the presentation. Please rate your level of satisfaction for the following items:

	Extremely Satisfied	Satisfied	Neither Satisfied nor Unsatisfied	Unsatisfied	Extremely Unsatisfied
Organization of presentation					
Relevance of presentation					
Usefulness of presentation					
Visual aids (i.e., slideshow or videos) used during the presentation					
Presentation met my expectations					
Overall Rating					

Do you have any additional comments or feedback?

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CRISIS COMMUNICATION: MALAYSIA AIRLINES MH 370
Ken Jenkins, Ken Jenkins, LLC

An aircraft disaster is a horrifying event, especially for the families of those involved. More tragic is when a plane goes missing and no one knows where it is, what happened to it, or whether their loved ones are alive or not. How do you balance communication between the emotion of an event and the technical aspects of the response?

How does an airline navigate the delicate communication of this information (or lack thereof) to the families and to the airlines' customers?

What was missing in the communication to the families of the missing aircraft of Malaysia Airlines flight 370? What role did the airline and the government play in exacerbating the stress of families needing to have information?

What could have been done differently to work with the families, in order to lessen their stress in this tragic situation?

Ken Jenkins is an experienced aviation disaster response consultant with extensive experience in planning, logistics, training, deployment, response and after-action analysis. His recent deployment was for the disappearance of Malaysia Airlines Flight 370, in which he consulted with the airline and other key stakeholders on the response. Ken has built a remarkable track record, successfully preparing for and responding to emergencies, ranging from the 9/11 terrorist attacks to severe turbulence encounters. He has personally assisted air crash survivors and victims' family members; directed a large corporate response team; led multiple Go-Team deployments; set up and led command centers, both headquarters-based and on-site; and coordinated with call centers answering inquiries through a publicized toll-free number.

Along with his diversified background and extensive technical knowledge, Ken possesses true compassion and a deep understanding of relevant issues. Originally a volunteer member of the American Airlines Customer Assistance Relief Effort (CARE Team), Ken was later selected to train prospective CARE members, earning a reputation as an exceptional instructor. Following a promotion to Senior Analyst, he worked exclusively on CARE readiness, policies, procedures, training, facilities and logistics.

Ken assumed leadership of the program as Manager in 2001, serving seven years in that capacity and directing more than 500 CARE Team Members deployed following the 9/11 attacks and the Flight 587 crash later that year. All told, Ken has responded to 12 major accidents and numerous lesser emergencies.

After leaving American, Ken became Vice President – Emergency Services, for BMS Global, where he worked for five years. He earned a Masters Degree (with Distinction) in Aeronautical Science from Embry-Riddle Aeronautical University and in January, 2014 began his own consulting group, Ken Jenkins, LLC.

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Presentation Feedback

_____ Ken Jenkins, CRISIS COMMUNICATION: MALAYSIA AIRLINES MH 370

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Relevance of presentation					
Usefulness of presentation					
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Overall Rating					

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CRISIS MESSAGE PREFERENCE MODEL: COLLABORATIVE EFFORTS FROM PRACTICE AND RESEARCH

Jim Satterfield, Firestorm Solutions
Karen Masullo, Firestorm Solutions
Karen Freberg, University of Louisville

Crises are unpredictable, yet are not expected. Each situation has different associated characteristics and factors to them, and while there may be some similarities to these based on whether or not they are created by nature or by human, there are different perceptions of them by the audience.

Crisis communication professionals have explored various ways to measure and analyze how individuals perceive these situations and the crisis messages that come with them, but more exploration into predictive behavior models can help better inform how to best communicate and inform our audiences in a time of crisis. Most existing academic research in crisis communications has focused on evaluating the effectiveness of crisis message strategies through surveys, questionnaires, experiments, and interviews.

However, through the partnership with Hootsuite, Firestorm Solutions, and two researchers in the area of crisis communications, we have initiated a joint collaborative project implementing the Riverside Situational Q-sort (RSQ; Sherman, Nave, & Funder, 2010; Funder et al., 2012) to help determine what these differences in audience perceptions of a crisis situation.

Two situations (workplace violence and natural disaster) were explored to help create the Crisis Preference Message Model. Findings and implications will be explored not only to the crisis literature and field, but also provide a new measurement tool to help practitioners determine the most appropriate and effective message at the right time in the right crisis situation.

Jim Satterfield, President and COO of Firestorm® Solutions, LLC, is a nationally-recognized expert on crisis management, threat assessment, disaster preparedness and business continuity planning. Jim has spoken to hundreds of groups advocating a culture of preparedness.

Jim has extensive public and private company experience in the identification of problems and designing solutions. His added experience as CEO and COO of various public and private companies provides for a substantive background in addressing the significant risks and exposures many corporate boards face in today's highly regulated, dynamic environment.

Jim's analysis and experience in working with thousands of businesses has led to his creation of Firestorm's PREDICT.PLAN.PERFORM.® process. This process is the basis of Firestorm's 'readiness before a disaster strikes philosophy.'

Jim led the Firestorm team that provided the crisis and media management support at Virginia Tech in response to the shootings as well as numerous other crises. He is currently leading a national focus on the failure of disaster and violence plans, the role of schools in protecting their students and the impacts of disaster discrimination.

Jim's philosophy is that every crisis is a human crisis. He co-authored "Disaster Ready People for a Disaster Ready America."

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WHEN THE TROUBLE IS DOUBLED: AN ASSESSMENT OF THE CENTER FOR DISEASE CONTROL AND PREVENTION'S EBOLA COMMUNICATION AND REPUTATIONAL CRISIS MANAGEMENT

Glen Nowak, University of Georgia

This presentation focuses on two types of communication crises simultaneously faced by the Centers for Disease Control and Prevention (CDC) in the Ebola situation: one related to communicating with public about the virus and the health threat it posed; the other related to responding to criticism of the agency's communication efforts, including in news and social media. Using both risk and organizational crisis communication frameworks, this presentation identifies strategies and approaches used by CDC (e.g., press conferences, press releases, website and social media efforts) to 1) communicate about the infectious disease threat and 2) respond to concerns and criticisms. This case analysis will be include examples of both traditional and social media content, including CDC's news media-related materials, news media messaging, news media criticisms, Facebook, and Twitter communications about Ebola risk as well as highlight some of the major media concerns/criticisms related to CDC's Ebola communications. These, in turn, will be used as the basis for suggestions and recommendations as to how government agencies and healthcare organizations can more effectively manage infectious disease-related communication responses.

Glen Nowak is a professor of advertising and public relations in the Grady College of Journalism and Mass Communication at the University of Georgia. He is also director of the Grady College's Center for Health and Risk Communication. Dr. Nowak re-joined the University of Georgia faculty in January 2013 after working 14 years at the Centers for Disease Control and Prevention (CDC). Dr. Nowak joined CDC in 1999 as Associate Director for Communications for the National Immunization Program, where he was responsible for developing and managing NIP's office of communication. In 2005, Dr. Nowak became the CDC's Chief of Media Relations, including serving as director of CDC's Division of News and Electronic Media. In this position, he served as the senior media advisor to the CDC director and senior agency managers and was a senior CDC spokesperson. He was responsible for CDC's media strategies and messaging during the 2009 H1N1 pandemic. In 2011, Dr. Nowak joined CDC's National Center for Immunization and Respiratory Diseases as a senior advisor to its director, providing leadership and expertise in communication science, risk communication, news media and public engagement. He then re-joined the Grady faculty in 2013.

Since re-joining the Grady faculty, Dr. Nowak has continued working with CDC as well as the National Vaccine Program Office in the U.S. Department of Health and Human Services. He is actively involved in projects related to vaccine and immunization acceptance and confidence. He also recently assisted the Association of State and Territorial Health Officials in developing Ebola-related messages for state and local health departments. In 2013-14, he also served as a senior communications consultant to the Task Force for Global Health, working on the development of strategic communication plan related to the transition from oral polio vaccines to inactivated polio vaccines in the 125 countries still using OPV. This project involved collaborations with the World Health Organization, UNICEF and the Gates Foundation. Dr. Nowak has authored or co-authored a number of peer reviewed journal articles as well as serves on the editorial review boards of Journal of Interactive Advertising and Journal of Current Issues and Research in Advertising. He has a PhD in mass communication and MA in journalism from the University of Wisconsin, and a BS in mass communication and economics from UW-Milwaukee.

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USING SOCIAL MEDIA AND TELECOMMUNICATIONS TO MANAGE DISASTER

George Karagiannis, Technical University of Crete
Costas Synolakis, Technical University of Crete

The purpose of this study is to assess the effectiveness of a variety of means of communication in the management of disaster volunteers on Greece. Our research hypothesis has been that the effectiveness and efficiency of various means of communication can be different during disaster preparedness, response and recovery. We have focused on the Hellenic Red Cross Samaritan, Rescuer and Lifeguard Division.

The Hellenic Red Cross was established in 1877 and is the largest Greek volunteer organization active in disasters. The Samaritan, Rescuer and Lifeguard Division is the operational branch of the Hellenic Red Cross. It was established in 1932 with a focus on first aid, rescue and disaster services. It is organized on a Local Branch basis, with 36 Branches nationwide. We used a combination of semi-structured interviews with Local Branch Managers and Likert-scale questionnaires with individual volunteers. Our study has focused on the range of communications means typically used to manage volunteers during each disaster management activity.

We found that two parameters shape the effectiveness of different communications solutions during each emergency management activity, namely speed of message delivery and message volume. The speed of message delivery was slower for social media (essentially Facebook messages) and e-mail, and considerably faster for text messages and phone calls. On the other hand, text messages provide for a limited message volume compared to e-mail, Facebook messages and, of course, voice calls.

Based on these two parameters, Hellenic Red Cross Local Branch Managers use each communication means differently. A reasonable message length is required during everyday activities, but speed of delivery is less important. Therefore e-mail and Facebook messages are used as an inexpensive way of reaching multiple volunteers within a reasonable timeframe. However, when disaster strikes, Local Branch Managers traditionally turn to mobile telephones to mobilize volunteers. Voice calls are the preferred method, but text messages have also been used recently, however intermittently.

Social media are a readily available and inexpensive method of communication for volunteer organizations active in disaster. Although voice call and data services are nearly equally vulnerable to traffic surge, voice calls are often preferred for post-disaster communication. Text message service has often been proven to remain functional until after voice and data services become unavailable, but it is difficult to determine the delay in message delivery. In addition, the volume of information required to send to individual volunteers for them to mobilize after a disaster may be extremely small, provided that a procedure has been put in place and practiced beforehand. However, emergency managers oftentimes voice concerns about security, reliability and speed of delivery.

Communications redundancy seems to be the solution in the absence of further evidence. The need to frequently exercise any planned solution cannot be overemphasized. Further research should focus on the reliability and effectiveness of communications solutions in the aftermath of major disasters.

Dr. Georgios Marios "George" Karagiannis is a Senior Research Associate at the Natural Disasters and Coastal Engineering Laboratory at the Technical University of Crete (TUC). He is a professional disaster risk manager and has extensive experience in disaster prevention, preparedness and response. He has worked as an external expert on a number of European Union projects, including several simulation exercises. His research interests focus on disaster risk assessment, hazard mitigation, disaster prevention, emergency planning and disaster response.

Prof. Costas Synolakis is Professor of Natural Disasters and Coastal Engineering at the Technical University of Crete and the Director of TUC's Natural Disasters and Coastal Engineering Laboratory. He is the Chairman of UNESCO's IOC Review Board on the Pacific Tsunami Warning Center and formerly, he was the President of the Hellenic Center for Marine Research. He is also the Director of the University of Southern California Tsunami Research Center. He was awarded the 2014 Sergey Soloviev Medal of the European Geosciences Union on natural hazards and the 2001 County of Los Angeles Award on Leadership in Emergency Preparedness. TRC has produced all official inundation maps for tsunami preparedness and hazard mitigation since 1999 for the State of California. His research interests focus on natural hazard management and coastal Engineering, including long waves, wave climb prediction and wave induced floods, erosion and protection of the coast from waves, as well as operational Oceanography and design of monitoring systems of the marine environment.

Notes

## A FRAMING ANALYSIS OF NEWSPAPER COVERAGE OF GM ISSUE FROM 2009 TO 2014 IN CHINA

Xiao Zhang, The Chinese University of Hong Kong

GMO (genetically modification organism) issue is probably one of the most controversial and noticeable issues
in the world and much of debate have taken place through mass media. Mass media can largely reflect and shape public perceptions associated with GMOs. Although China is at the forefront of plant biotechnology research, there is a large and rising reservoir of resistance from different groups and especially the public. Actually, China presents a much more ambiguous and interesting picture in terms of GM revolution. The need for effective and efficient science communication is urgent while the situation of Chinese news coverage on GMOs remains an underdeveloped area. This study examines newspapers coverage of GM issue, especially risk dimension, and focus on both elite press and local newspapers to present a comprehensive and diverse picture. Both quantitative content analysis and qualitative analysis was conducted to analyze total 11589 news articles reporting on GM crops and food issue on 602 national and local newspapers within 5-year period (2009-2014) in China. Some interesting results have been found. For example, story volume for GM issue began to increase fast since 2009 and reached peak in 2013, and showed cyclical trends (about 4 months). In addition, analysis of newspaper attribution reveals that as high as 86% newspapers reporting on GM issue are local and 63.46% newspapers are daily, however, national and evening newspapers performance better. Provinces with most media attention are exactly 4 top provinces with most GDP for the last 5 years. In addition, over half of all news articles are short (less than 500 words). This study contributes to empirical analysis of media GMO representations and serves as basis for further interviews to journalists about journalistic risk reporting practice and professionalism in China.
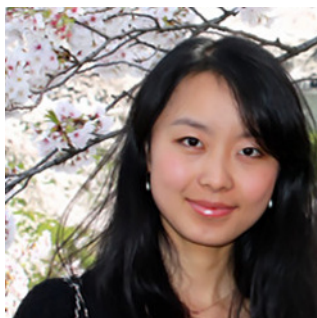
Xiao Zhang is a PhD student (2016 expected) at the Graduate School of Interdisciplinary Information Studies, Global Leader Program for Social Design and Management (GSDM), at the University of Tokyo. Her research focuses on risk coverage and science risk communication in China. The recipient of several fellowships and other awards, her oral presentation, "A Framing Analysis of Newspaper GMO Coverage in China," was presented previously at the Seoul National University-University of Tokyo Symposium in 2014.

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Breakout Session #5 Feedback

Please indicate which session you attended:

_____ Jim Satterfield, Karen Masullo and Karen Freberg
   CRISIS MESSAGE PREFERENCE MODEL: COLLABORATIVE EFFFORTS FROM PRACTICE TO RESEARCH
_____ Glen Nowak
   WHEN THE TROUBLE IS DOUBLED: AN ASSESSMENT OF THE CENTER FOR
   DISEASE CONTROL AND PREVENTION'S EBOLA COMMUNICATION AND REPUTATIONAL CRISIS MANAGEMENT
_____ George Karagiannis and Costas Synolakis
   USING SOCIAL MEDIA AND TELECOMMUNICATIONS TO MANAGE DISASTER
_____ Xiao Zhang
   A FRAMING ANALYSIS OF NEWSPAPER COVERAGE OF GM ISSUE FROM 2009 TO 2014 IN CHINA

We would appreciate your comments and feedback of the presentation. Please rate your level of satisfaction for the following items:

	Extremely Satisfied	Satisfied	Neither Satisfied nor Unsatisfied	Unsatisfied	Extremely Unsatisfied
Organization of presentation					
Relevance of presentation					
Usefulness of presentation					
Visual aids (i.e., slideshow or videos) used during the presentation					
Presentation met my expectations					
Overall Rating					

Do you have any additional comments or feedback?

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Taking it to the Streets and Bringing it Home

Complete communities exist and thrive but yet are disconnected from the mainstream. They may be different ethnicities, speak different languages and have different beliefs from mainstream America but they too are at risk from disasters man made or natural. The difference may be how they react according to the information they receive or do not receive.

I will present a case study of how local county government was able to get the minority language communities engaged and informed. Thinking out of the box and a boots on the ground approach to community outreach has changed how people prepare for disasters.

Tony Morejon is Hillsborough County's Hispanic Affairs Liaison and he brings 32 years of working in minority communities. His background as a social worker prepared him for understanding communities from the people to people level. He was instrumental in implementing the first bilingual hurricane preparedness conference in Tampa, Florida back in 2005. He also has 15 years of Spanish language television experience hosting and coproducing Hillsborough County's Informes Latino. He has lead the push for hurricane and disaster preparedness in Latino communities for the past 10 years. Developed community outreach strategies for the diverse Latino communities from migrant farmers to urban Latinos from the inner city. Tony was selected by FEMA to participate in the Latino Leadership Summits 2010, 2011. He has presented various times at the Florida governor's Hurricane Conference. Tony has a BA degree from The University of Tennessee.

Notes

EFFECTIVE CRISIS AND RISK COMMUNICATION MESSAGE DESIGN: CONSIDERING ECOLOGICAL VALIDITY

Deanna Sellnow and Timothy Sellnow, University of Kentucky

Although internal and external validity are critical to any high quality social scientific research study, we argue that ecological validity is equally important when formulating and testing crisis and risk communication messages. To achieve ecological validity, the methods, materials, and setting must be representative of the real-world crisis or risk situation being examined. When designing and testing instructional crisis and risk messages intended to achieve affective, cognitive, and behavioral learning, we contend that ecological validity ought to be addressed from the outset, that is, when designing messages and measurement tools. In this session, we illustrate how we attempted to accomplish ecological validity by describing the participatory processes we employed in two funded research projects. First, we invited participation from food scientists, professional television news broadcasters, and communication experts when designing mock television news stories intended to empower receivers to make informed choices for self-protection regarding tainted food products. Second, we facilitated a design storm involving seismologists, emergency managers, engineers, graphic designers, and communication experts to develop earthquake early warning messages delivered via a phone app. Through this participatory approach, these projects more closely emulate real-life crisis and risk communication challenges and allow for more valid measurement of audience perceptions.

In this session, we will share the insights gleaned from these two research projects.

Deanna D. Sellnow (Ph.D.) is the Gifford Blyton Endowed Professor of Communication at the University of Kentucky where she also serves as Assistant Provost for Transformative Learning and Faculty Director of Presentation U. The former President of the Central States Communication Association and former Editor of Communication Teacher has published several books (e.g., Confident Public Speaking, Communicate!, The Challenge of Effective Speaking in a Digital Age, The Rhetorical Power of Popular Culture) and articles in a variety of international, national, and regional outlets. Together with Tim Sellnow, they have presented their research on instructional risk and crisis message design and testing across the US, as well as in numerous countries throughout the world.

Timothy L. Sellnow (Ph.D.) is Professor of Communication and Information Science at the University of Kentucky. His primary research and teaching focus is on risk and crisis communication. Much of his recent research focuses on comprehension of risk messages and strategic communication for mitigating the impact of and maintaining resilience in response to crises. He has co-authored five books and published many refereed journal articles focusing on strategies for effective risk and crisis communication. His most recent book, co-authored with Matthew Seeger, is entitled, Theorizing Crisis Communication. He is also a past editor of the Journal of Applied Communication Research. He has served as a risk and crisis communication advisor for the Centers for Disease Control and Prevention, The World Health Organization, National Academy of Sciences, United States Geological Survey, and the United State Department of Agriculture.

Notes

CRISIS COMMUNICATION IN AUTOCRATIC REGIMES: IMAGE REPAIR STRATEGIES DURING AND AFTER THE ARAB SPRING

Abdullah M. Riyami

This study is undertaken to test the applicability of image repair theory on autocratic governments. By quantitatively content analyzing stories of response of governments in different news sources during the Arab Spring, and focusing on the strategies taken by the governments of Oman and Bahrain, the research tries to find out the most used strategies, types of news sources used to deliver those strategies and whether any other strategies will emerge during the research. It is expected that the strategies related to transparency of the government will not be used while image bolstering and transcendence will be extensively used. This study extends the theory of Image Repair to autocratic governments which adds to the current knowledge on cross-cultural comparative studies investigating the theory.

Education: MICHIGAN STATE UNIVERSITY East Lansing, Michigan, USA (fall 2012-present)
PhD student in Media and Information Studies (Dept of Advertising + Public Relations)

BOND UNIVERSITY Gold Coast, QLD, Australia (2009)
Master of Communication
(Public Relations)

JUNIATA COLLEGE Huntingdon, PA, USA (2005-2007)
Bachelor of Arts: LIBERAL ARTS
Major: International Affairs and English

ASHLAND UNIVERSITY, Ashland OH, USA (Summer, 2005)
Access Program, English as a Second Language
Human Communication (3 credit course)

SULTAN QABOOS UNIVERSITY, Oman (2000-2004)
English Language and Literature
Credits Completed: 91

Skills:
LANGUAGES: Arabic: Native; English: Fluent.
Professional LECTURER, College of Applied Sciences (April 2009 – 2012)

Notes

EVENT-BASED DECISION SUPPORT SYSTEMS TO IMPROVE USER-ORIENTED COMMUNICATION OF CROSS-BORDER DISASTER EVENTS

Thomas Pappert, Cologne University of Applied Sciences

Introduction

Incidents such as flooding are often multinational and cross-border events. With climate change, such events have become all the more frequent, posing a challenge to disaster and emergency management institutions in coordinating action to cope with them jointly. This causes manifold problems in a common understanding of semantics, language, work procedures, and tactical standards. Current social developments force emergency management services to deal with different languages, legislations, and semantics arising from the merger of autonomous member states, while the fundamental structures of emergency management vary considerably among EU member states. The existing IT-based management systems do not provide cross-country data interoperability yet. Hence, data exchange has to be done by telephone, written correspondence, or personally, slowing down decision-making and often resulting in misunderstandings. Cross-border cooperation already exists as an effort in the European Union (EU). It is nowadays applied at institutional, operational, and informational levels in the daily work of emergency management services.

Objectives

The EU Commission initiated the research project DISASTER (Data Interoperability Solution AtSTakeholders Emergency Reaction) to provide a methodical basis for connecting IT-based emergency management systems in a practicable way based on the end-user requirements.

Thomas Pappert was born and grew up in Germany. He currently lives in Cologne. He worked for several years as a paramedic in Emergency Medical Services, which enabled him to gain profound insights in day-to-day emergency response.

In 2008, he started studying Rescue Engineering at Cologne University of Applied Sciences with focus on safety technology and disaster management. In interdisciplinary courses and internships (e.g., at the fire department of Cologne) he obtained a broad knowledge in emergency management and disaster response. He has capability in problem solving by applying engineering methodologies.

After reaching his Bachelor's degree, he started working at the Institute of Rescue Engineering and Civil Protection as a research associate. His work focuses on research on information management and data transfer in multinational incidents within the European Union. He has expertise in global emergency management structures and stakeholders' requirements in data management. Furthermore, crisis communication and risk management are elements of his research activities.

He is also a team member of the Laboratory of Major Incidents, which develops indicators for evaluating exercises in emergency response using scientific methodologies. Together with his team, he works on defining metrics and benchmarks for an objective assessment of relief units' performance.

Simultaneously he is pursuing his Master's degree in Rescue Engineering.

Notes

Breakout Session #6 Feedback

Please indicate which session you attended:

_____ Tony Morejon
 Taking it to the Streets and Bringing it Home
 _____ Deanna and Timothy Sellnow
 EFFECTIVE CRISIS AND RISK COMMUNICATION MESSAGE DESIGN: CONSIDERING ECOLOGICAL VALIDITY
_____ Abdulla Riyamia
 CRISIS COMMUNICATION IN AUTOCRATIC REGIMES: IMAGE REPAIR STRATEGIES DURING AND AFTER ARAB SPRING
_____ Thomas Pappert
 EVENT-BASED DECISION SUPPORT SYSTEMS TO IMPROVE USER-ORIENTED COMMUNICATION OF CROSS-BORDER DISASTER EVENTS

We would appreciate your comments and feedback of the presentation. Please rate your level of satisfaction for the following items:

	Extremely Satisfied	Satisfied	Neither Satisfied nor Unsatisfied	Unsatisfied	Extremely Unsatisfied
Organization of presentation					
Relevance of presentation					
Usefulness of presentation					
Visual aids (i.e., slideshow or videos) used during the presentation					
Presentation met my expectations					
Overall Rating					

Do you have any additional comments or feedback?

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Thank you for taking time to provide this valuable feedback.

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EBOLA VIRUS DISEASE: WHOLE COMMUNITY APPROACH BUILDS RESILIENCE CAPACITY

Gavin Macgregor-Skinner, Pennsylvania State University Hershey

Given the advanced state of the epidemic and the cultural and social ecologies most profoundly affected by Ebola, stopping the transmission and translocation of Ebola is no longer feasible through medical isolation and palliative clinical care alone. Resilience Capacity Zones (down to the neighborhood and village level) are being developed in and around the Ebola-affected areas to build the equivalent of behavioral and social "immunity" in these areas crucial to stopping Ebola transmission and translocation. Secondarily, other mission critical functions in the Resilience Capacity Zones are being addressed to stem other negative Ebola-related cascading effects (e.g., collapse of health systems, the breakdown in trust regarding key institutions, collapses in food and water security, social unrest, increases in violence, as well as supply chain and economic collapses).

Three objectives:
1. The goal is to certify each Resilience Capacity Zones as Ebola-resistant, and then Ebola-free during the months ahead to reach containment and eradication far more quickly by preventing translocation into new areas and flattening the epidemic curve in each affected community.
2. The advantage of Resilience Capacity Zones development, is that through Web 3.0 intelligent social networks, behavioral and social immunity can be established in the absence of widespread vaccine and curative therapeutics.
3. Through the Resilience Capacity Zones (as nested subsystems of the Resilience Systems and Resilience Networks in Sierra Leone, Liberia, and Guinea), the roughly 40 mission critical functions in each community, neighborhood, and village can quickly stop negative cascading effects from the Ebola social crisis. This approach provides a solid path toward sustainability in community and societal level recovery during and after the Ebola epidemic.

Gavin Macgregor-Skinner is an assistant professor in the Department of Public Health Sciences at Penn State Hershey and teaches three graduate courses on Public Health Preparedness for Disasters and Terrorist Emergencies. He has worked in public health leadership positions with U.S. and international governments, United Nations agencies, the private sector, and military, designing public health preparedness and disaster response programs in Africa, Asia, Europe, Middle East, and Latin America.

Dr. Macgregor-Skinner recently was invited by the Nigerian Government to lead a team from the Elizabeth R Griffin Foundation to conduct training workshops and establish Hospital Ebola Isolation Suites. At the invitation of US State Departments of Health, he has conducted biorisk management risk assessments for Ebola in the States of California, Georgia, Florida, Pennsylvania and Tennessee. He has worked with Ebola patients in Liberia, Nigeria, and at Emory University Hospital. He has provided expert opinions on Ebola in TV interviews on CNN, BBC, Aljazeera, C-SPAN, Canada CTV, Australia ABC that are available here http://www.ergriffinresearch.org/about/news.php.

For the U.S. government, Dr. Macgregor-Skinner led a technical team in providing assistance in prevention and control of avian and pandemic influenza outbreaks, and provided direct support by bringing governments and partners together to form task forces that generated comprehensive national preparedness plans in Africa, Asia, and Latin America. At the Centers for Disease Control and Prevention (CDC), he was deployed to Banda Aceh after the 2004 Tsunami and led a team to design and conduct rapid health risk assessments, and developed integrated strategies with government, UN agencies, and non-governmental organizations. He served in the Australian and British armies and coordinated public health programs in post-conflict environments. With the British government, he implemented community-based participatory approaches for disease surveillance and outbreak response.

Dr. Macgregor-Skinner has a bachelor's in veterinary science from the University of Queensland, Australia, a master of science in emerging infectious and zoonotic diseases from the University of London, England, and a master of public health in epidemiology and international health from the Johns Hopkins Bloomberg School of Public Health. His passion is engaging networks of experts who share knowledge and experiences to increase the global understanding of risk and preparedness.

Notes

Presentation Feedback

_____Gavin Macgregor-Skinner, **EBOLA VIRUS DISEASE: WHOLE COMMUNITY APPROACH BUILDS RESILIENCE CAPACITY**

We would appreciate your comments and feedback of the presentation. Please rate your level of satisfaction for the following items:

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Organization of presentation					
Relevance of presentation					
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Do you have any additional comments or feedback?

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RISK COMMUNICATION AND NEAR-EARTH OBJECTS: RAMPING UP TO MEET A GLOBAL IMPACT HAZARD

Doug Isbell, NASA/JPL/Caltech

More than 100 tons of dusty debris from asteroids and comets impacts the upper atmosphere of Earth each day; space rocks about one meter in diameter hit every other week. Meteorites larger than about 50 meters in diameter have the potential to cause serious damage, starting at local and regional scales on upward to global effects. Sky surveys supported by NASA and other space agencies have found over 96 percent of the most dangerous objects (> one-kilometer in diameter), but the smaller ones remain challenging to detect, and an unknown "near-Earth object" (NEO) could impact our planet at any time.

In association with the United Nations, an International Asteroid Warning Network (IAWN) is taking shape, which aims to use the principles of risk communications to build a reliable, global strategic communications system to educate and inform the public about the general NEO hazard, and the statistical prospects for future impacts from all known objects.
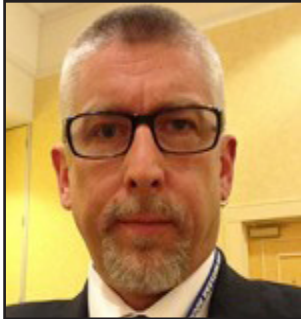
Douglas Isbell is the Cross-Program Risk Communication Coordinator for the NASA/Caltech Jet Propulsion Laboratory in Pasadena, CA, where he works on communication issues related to missions that would carry nuclear power systems or visit places in the solar system that may have the conditions for life to exist—now or in the past—as well as issues related to the growing public awareness of the global hazard from near-Earth objects that could impact our planet.

Doug has more 25 years of diverse experience in aerospace communications. His duties have ranged from serving on the first weekly staff of journalists at Space News newspaper, to being a NASA public affairs officer for space science and Earth science during Mars Pathfinder landing and the launch of Cassini to Saturn, to managing a world-class astronomy education and public outreach group at the National Optical Astronomy Observatory in Tucson, AZ, where he dealt with emergency issues such as wildfires threatening Kitt Peak National Observatory. Doug earned a B.S. in astronautical engineering and a Master's Degree in journalism, both from the University of Illinois Urbana-Champaign.

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EXAMINING THE CRISIS COMMUNICATION FAILURES OF ROGER GOODELL, THE NATIONAL FOOTBALL LEAGUE AND THE BALTIMORE RAVENS FRANCHISE ON RAY RICE ASSAULT CASE

Edward Kian, Oklahoma State University

Never in the history of American sports has a professional association been as popular, powerful, or wealthy as the National Football League is right now.

NFL television ratings keep increasing. Through November 2014, the 11 most-watched fall television shows in the U.S. were all regular-season NFL games (Rovell, 2014). Super Bowls account for the 21 most watched televisions broadcasts in U.S. history.

Unlike all other American sports and sport leagues, NFL fandom cuts across race, gender, socio-economic class, educational level, and geographic regions (ESPN Research, 2014). Accordingly, the NFL makes roughly $7 billion annually from television contracts with CBS, DirectTV, ESPN, Fox, and NBC (Katzowitz, 2014).

However, the NFL's brand and long-term sustainability have been recently challenged through increased media attention on the long-term health effects of concussions in football and especially the NFL's domestic-violence problem, which was magnified by the handling of the Ray Rice assault case.

Dr. Edward (Ted) M. Kian is the Endowed Welch-Bridgewater Chair of Sports Media in the School of Media and Strategic Communications at Oklahoma State University, where he coordinates and directs all three specializations of the largest, stand-alone undergraduate Sports Media major in the world. For more info on the OSU Sports Media programs please visit: http://sportsmedia.okstate.edu

Dr. Kian has 15 years of professional, industry experience in sport communications, working in newspapers, magazines, media relations, Internet sites, and radio. His research focuses on sport media, specifically examining areas such as portrayals of gender and LGBT in content, new media, attitudes and experiences of sport media members, and marketing of sport. Dr. Kian has authored more than 65 journal articles, conference papers, and book chapters. He guest-edited a special issue of the International Journal of Sport Communication and has reviewed more than 70 submissions for 22 different academic journals as an editorial-board member or ad-hoc reviewer. Outlets such as 60 Minutes, Fox Sports, and the Nieman Journalism Lab at Harvard University have cited his research, journalism, or expertise.

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CRISIS COMMUNICATION LEADERSHIP
Bruce Blythe, Crisis Management International

At the heart of any crisis response are strategic decisions that will serve as "defining moments." These strategic decisions have the critical power to bring you and your organization swiftly toward successful resolution . . . or they can spiral you deeper into entanglements that can increase the damage.

Most crisis preparedness is focused at the tactical level; i.e., evacuation, emergency response, notifications, communications, accommodating media, etc. Beyond tactics, the attention here will be on crisis decision-making and strategic crisis management (defined as making the right decisions and doing the right things during high-consequence crisis situations). The content model is based on empirical research and field-tested methods from world-recognized crisis thought leader, Bruce T. Blythe.

Leadership in unexpected crises (involving high visibility, inadequate time and information, personal stress, and high-velocity developments) can require skills and capabilities beyond daily leadership activities. This Strategic Crisis Leadership presentation answers the question, "How can leaders throughout the organization optimize their personal and team effectiveness when an unexpected crisis hits?" The objective is to increase the likelihood that, when needed, participants will become crisis champions.

Individual and team-oriented take-and-use skills will be instilled for each participant (whether senior executives, or managers with crisis leadership responsibilities in their areas of expertise). PersonalStrategic Crisis Leadership concepts will be learned and experienced through expert commentary, interactive participant discussion, and leave-behind materials, including a Strategic Crisis Leadership Checklist.

Bruce Blythe is an internationally acclaimed crisis management expert. He has been personally involved in a great variety of crises and is widely regarded as a thought leader in the area of crisis leadership and crisis management. Author of the book Blindsided: A Manager's Guide to Crisis Management, he has appeared on numerous TV shows and makes over 50 keynote presentations a year. Bruce has served in the Military Police and the U.S. Marine Corps, is a certified clinical psychologist and has been a consultant to the FBI on workplace violence and terrorism.
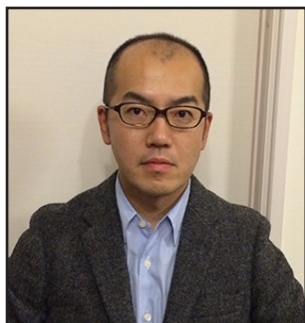
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RISK COMMUNICATION ON EBOLA IN HEALTHCARE SETTINGS IN JAPAN

Jun Tomio, University of Tokyo Hospital

The outbreak of Ebola virus disease (EVD) in West Africa in 2014 has become an international public health emergency. Although we have no confirmed case of EVD in Japan as of the end of November 2014, the experience of three suspected cases highlighted the challenges in crisis and risk communication in the healthcare setting, including hospital preparedness for public communication and information sharing among the relevant organizations.

In Japan, a patient with viral hemorrhagic fever (VHF) including EVD should be managed in the designated hospitals per the Infectious Disease Law, and strict infection control measures should be taken in collaboration with the local government. However, most of the designated hospitals and the relevant public organizations have been concerned about the risk management procedures, including infection control and multiagency coordination.

In response to the demand for improved patient management, the expert physicians and nurses of the research group on the clinical response and preparedness for viral hemorrhagic fever (VHF) funded by the Ministry of Health, Labour and Welfare have started a series of workshops to help the designated hospitals as well as the relevant public organizations, including local health authorities, public health centers, quarantine offices, and fire departments prepare for managing Ebola. The workshop consists of lectures, tabletop exercises, and practice with personal protective equipment (PPE) and is designed to facilitate information sharing and building a good relationship among the key players, essential for successful risk communication. In this study, we illustrate the crisis and risk communication challenges involved in dealing with EVD and evaluate the potential impact of the workshop on risk communication in healthcare facilities.

Dr. Jun Tomio is an assistant professor of the Department of Public Health, Graduate School of Medicine at the University of Tokyo. As a public health specialist and an emergency physician he has involved in various research topics in health emergency management, including disaster medicine, injury prevention, and infectious disease outbreaks. He has been a member of the research group on medical response and preparedness for viral hemorrhagic fever funded by the Ministry of Health, Labour, and Welfare of Japan since 2012, and is tackling a research on crisis and risk communication and legislative issues on high-consequence infectious diseases like Ebola.

Dr. Tomio earned a Doctoral degree in the Graduate School of Medicine at the University of Tokyo in 2010, a European Master in Disaster Medicine from the University of Eastern Piedmont in 2006, and a Master of Science in Public Health from London School of Hygiene and Tropical Medicine in 2004. Before starting public health researches, he received a Medical Degree from the University of Tokyo in 1999 and practiced emergency medicine.

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Breakout Session #7 Feedback

Please indicate which session you attended:

_____ Douglas Isbell
ISSUES, CHALLENGES, AND "IAWN": PUBLIC COMMUNICATION RELATING TO NEAR-EARTH OBJECT RISKS
_____ Edward (Ted) Kian
EXAMINING THE CRISIS COMMUNICATION FAILURES OF ROGER GOODELL, THE NATIONAL FOOTBALL LEAGUE AND THE BALTIMORE RAVENS FRANCHISE ON RAY RICE ASSAULT CASE.
_____ Bruce Blythe
CRISIS COMMUNICATION
_____ Jun Tomio
RISK COMMUNICATION ON EBOLA IN HEALTHCARE SETTINGS IN JAPAN

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Organization of presentation					
Relevance of presentation					
Usefulness of presentation					
Visual aids (i.e., slideshow or videos) used during the presentation					
Presentation met my expectations					
Overall Rating					

Do you have any additional comments or feedback?

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KEEP THE CHANGE: DEMONSTRABLE BEST PRACTICES IN HEALTH RISK COMMUNICATION

Carl Taylor, Frasier Institute for Health and Risk Analytics; XCH, LLC

Challenge and Background Summary: In disasters, particularly those involving highly infectious diseases, crisis leaders are faced with conflicting agendas, muddled and often wrong information, a suspicious public, poorly developed "expert" opinion, and a virus that will chart its own course perhaps more effectively than attempts to manage its growth and spread. Recently in Florida, we saw a leading health official pronounce with confidence the Ebola readiness of Florida's' hospitals to manage an Ebola outbreak. Those working on the ground in those hospitals disagree strongly with that statement. At work behind the scenes is attempt to use "scarecrows" to create confidence, protect the economy, reduce the over exaggerated Ebola threat during the election cycle and marginalize the risk. The problem with the "scarecrow" strategy of preparedness is losing public and business confidence when "it" happens and events occur that lay bare the missteps of public health officials, political leaders and caregivers. Is there a better approach? This session will examine a suggestion that there is a better approach, and with data and clarity and communication you can do better and change the flawed current approach to health risk communication.

The outbreak of Ebola virus disease (EVD) in West Africa in 2014 has become an international public health emergency. Although we have no confirmed case of EVD in Japan as of the end of November 2014, the experience of three suspected cases highlighted the challenges in crisis and risk communication in the healthcare setting, including hospital preparedness for public communication and information sharing among the relevant organizations.

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Carl is a founding partner and Executive Director of the Fraser Institute for Health Risk and Analytics, a Princeton, New Jersey and London based think tank. Frasers' clients include federal and state government agencies as well as global reinsurers and private sector companies. Their work focuses on emerging trends in risk, uncertainty, market dynamics and innovation.

Carl is the former Executive Director of the National Center for Disaster Medical Response. As Director he established the Advanced Regional Training Center which to date has trained over 10,000 healthcare professionals to deal with pandemics and natural disasters. The Center also became a leader in using simulation and predictive modeling to assess pandemic threats and medical surge capacity. He led the development of AIMS the incident management system for disaster response now used in over 1,000 healthcare facilities. He was a member of the New Zealand Health Challenge, a broadband ambassador to the Internet Innovation Alliance in Washington and an advisor to the European Union funded SAVE ME project. He twice won Health Innovator of the Year Awards for his work in patient centric health care. In his spare time he works with a Kenyan development team and other for profit and not for profit organizations creating light weight easily deployable tools for use in Sub –Saharan Africa.

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CHALLENGING THE WHY OF SMALL BUSINESS PREPAREDNESS
Mark Lupo, University of Georgia

Why is it that so few small businesses prepare for emergencies? Or is that even the right question…? Maybe a better question would be, Why do so few small businesses focus on preparedness in response to the avalanche of messages prompting them to do so? This session will explore and challenge the premise that the breakdown is with the business owner not wanting to prepare and more so with the way in which the message of preparedness is structured. Currently, the predominant message within the preparedness effort seems to be, "Either develop a preparedness plan or your business will probably not survive the next disaster". Though this message is statistically true, the message itself is based on inciting a fear response from the receiver (i.e. If you don't follow this advice, something bad is going to happen). The facilitator will combine the works of noted authors Malcolm Gladwell (The Tipping Point) and Simon Sinek (Start With Why) and show how the ideas from these two authors can guide organizations to modify their current messaging to private sector entities, leading to an increase in implementation of preparedness planning. The facilitator will explore participant best practices and current/past experiences and thoughts with the participants.

Learning Objectives:
1. The participants will understand Malcolm Gladwell's model of The Tipping Point (The Law of the Few,The 'Stickiness Factor', and the Power of Context) and how this concept can be applied to building a more effective preparedness 'call to action'.
2. The participants will understand the relevance of Simon Sinek's concept of The Golden Circle, its application to the Law of Diffusion of Innovation and how this model can be used within the preparedness.
3. The participants will discuss and be able to identify at least three new message structures to increase preparedness efforts in private sector.

Mr. Lupo joined The University of Georgia Small Business Development Center in Columbus in 2005 as a Business Consultant and was promoted to Area Director for the Columbus office in July of 2012. He earned his undergraduate Bachelors of Science from Auburn University in 1987 and his Master in Business Administration from Brenau University in 1990. He served with the U.S. Army 5th Special Forces Group at Fort Bragg, NC during the 1980's as the medical supervisor for an "A" detachment, with a language specialty of Turkish. He served in both the Middle East and Europe and was deployed during Operation Desert Shield/ Desert Storm in 1990 and 1991. He is a certified Facilitator for the FastTrac® GrowthVenture™ course and is a Certified Business Continuity Professional (CBCP), accredited through the Disaster Recovery Institute International (DRII) in 2009. Mr. Lupo graduated from the Alabama Law Enforcement Academy in Birmingham in May of 2011 as an APOST certified law enforcement officer for Alabama. He has served with the Russell County Sheriff's Office as a Reserve Deputy since 2009 and was elected as President of the Alabama Sheriff's Reserve Association for 2014-2015. Mr. Lupo specializes in assisting businesses in developing emergency preparedness and business continuity plans. He has a passion for working with entrepreneurs and small business, helping others successfully identify the path, and the resources, needed to develop a successful, profitable, and prepared business.

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## TURNING BUSINESS CONTINUITY INTO A COMPETITIVE ADVANTAGE
Dennis Wenk, Director, Sales Transformation - Seagate Cloud Solutions - United States

We live in a technology driven world. Every possible business processes has been automated; automated to the point where Information Technology is deeply embedded in the operating fabric of the organization. The modern organization is now highly dependent on information technology. Simultaneously, and quite unintentionally, information technology has introduced new, and quite significant, exposures have been created through a combination technologies' complexity, its enmeshed interdependence, and its brittle infrastructure. These deceptive new exposures have oozed into every layer of the organization and across every market-segment. Today even a brief disruption to IT therefore, could significantly reduce the ability for an organization to implement their intended strategy. Moreover, the likelihood that an organization will experience a disruption to IT is far greater than any business interruption caused by a disaster or 'black swan' event.

The "Big Question" is how to optimize scarce resources today, to achieve the greatest reduction in future losses. The Big Question has two components: (1) which risks are the serious ones and (2) what are the optimal risk-reduction actions. The real problem for `traditional' approaches like the Business Impact Analysis (BIA) and qualitative High-Medium-Low Risk analysis, is not that they are wrong, but that they offer no guidance on how to improve the situation. These traditional methods offer little advice for answering the Big Question. In fact, they can be dysfunctional. The unintended consequence of these outdated methods has been that the operational aspects of IT have been systematically neglected: This might be the biggest blunder in business today.

Cloud computing, Big Data, IoT, converged infrastructures, server clustering, virtualization, remote data replication, and other emerging technologies provide fault-avoidance benefits that can significant mitigate the impact of service interruptions. These types of solutions however, are also intricate, multifaceted, complex and costly undertakings. While traditional methods have inherent disconnects and do not answer the Big Question, there are things that can be done to reduce operational risk and keep the odds in our favor.

Using Information Technology as a backdrop, this session will present the rudiments of a economic loss-expectancy (LE) risk model that answers two very important questions: (1) which risks are the serious ones and (2) what are the optimal risk-reduction actions. This model economically-quantifies operational risk to identify the serious and salient risks. In addition, and more importantly, the model provides the 'cause-and-effect' correlation needed to rationally evaluate the risk-reduction tradeoffs essential to deliver competitive advantage.
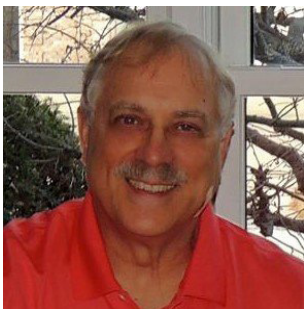
Mr. Wenk has consulted worldwide with large Fortune 500 customers; Generating demand for Cloud Infrastructures and architecting private cloud solutions for technology-intensive organizations in over 20 different countries; tackling some very challenging, complex, and ambiguous problems. His experience includes developing architectures and strategies for highly available, resilient and secure infrastructures in heterogeneous IT environments.

He has performed quantitative operational risk assessments that were used to justify the significant investments required to build, transform and maintain resilient infrastructures; he has performed technology assessments, IT consolidation and transition strategies, and developed site selection criteria for complex heterogeneous technology consolidations. In addition, he has developed charging methodologies, performed capacity planning and performance evaluations in large, complex IT environments. Dennis has developed a number of risk-based services that quantify the return on technology investments that increase resiliency and improve continuity programs.

He earned an MBA in Accounting and Finance, BS in Computer Science from Northern Illinois University. He is a Certified Organizational Resiliency Executive (CORE), a Certified Information Systems Auditor (CISA), Certified Data Processor (CDP), and Certified Systems Professional (CSP), and certified in ITIL Service Management. He was awarded Best Management Paper by Computer Measurement Group, and currently he sits on the Advisory Board for Continuity Insights and Serves as their Technology Chair. He has held the Cloud Special Interest Group Leader for the Outsourcing Institute and the Business Continuity Focus Expert for Information Technology Infrastructure Management Group. He is an advisor to Business Continuity Services Group and The Global Conference on Disaster Management.

Notes

PRIVACY RIGHTS IN DIGITAL COMMUNICATION: THE CRISIS THREATENING FUNDAMENTAL HUMAN RIGHTS

Matt Daniels, Good of All

Privacy of digital communication, particularly in an online/data breach/hacking/information-reselling world is a "right" precariously suspended by thin restraint hanging on a technological thread. This presentation addresses the communication campaign being mounted to recognize that digital communication privacy rights are universal rights, grounded in fundamental human rights essential for democracy to flourish. In both the public and private spheres, the erosion of privacy protections also erodes rights of free speech, free association and conscience. Governments, businesses and the general public are each affected (and can, in turn, effect) the questions of communication and information privacy. Those that make the efforts to do so will change the communication practices, reputation and brand image, perceptions of trustworthiness and communication during contingency situations, including examples of "data breaches," hacking, information theft and/or misuse. In this session, privacy as a human rights issue in the digital communication setting will be considered in both ethical and practical frames.

Matthew Daniels, J.D., Ph.D. was raised in poverty by a single mother in New York's Spanish Harlem. His neighborhood had the highest rate of violent crime in the Borough of Manhattan. His family was forced onto welfare when his mother was assaulted by four men on the way home from work leaving her permanently disabled. Dr. Daniels attended inner-city public schools in NYC until receiving a full scholarship to Dartmouth College. He went on to receive a Public Interest Scholarship to the University of Pennsylvania Law School and a fellowship to do his doctorate in American politics at Brandeis.

Dr. Daniels launched the online video portal Great Americans (www.greatamericans.com) in partnership with venture capital specialist Sequoia Capital, the lead backer of YouTube and Google. In contrast to the shallow or negative role models that are often given celebrity status in the mass media, Great Americans uses Internet video and social media to tell the dramatic and inspiring stories of Americans whose lives offer positive examples for others. Since launching, Great Americans has entered into a partnership with the Congressional Medal of Honor Foundation and become the exclusive digital distribution portal for profiles of Medal of Honor recipients. Great Americans was also invited to launch a branded video channel on Hulu (http://www.hulu.com/great-americans), the premiere destination for professionally produced video content online.

Most recently, Dr. Daniels founded Good of All (www.goodofall.org). Good of All is an international public education movement dedicated to promoting universal human rights in the Digital Age. Good of All has launched 5 academic centers in three countries (US, UK and Republic of Korea) and reached over 16 million people online. The idea virus at the core of the Good of All vision is to utilize the potential of the internet as the most powerful communications and social networking tool of our time – in combination with the UDHR as the most universal expression of human rights in history — to promote freedom and fundamental human rights internationally. Good of All has been publicly endorsed by the Attorney General of UK & Wales, the former Lord Chancellor of the UK, the Chief Crown Prosecutor of the UK, the Martin Luther King Advisory Council, former members of the Constitutional Court of the Republic of Korea, South Korean human rights officials, the Chairman of the Homeland Security Advisory Council, a former Chairman of the Joint Chiefs of Staff, the former Director of the FBI, two former Directors of Central Intelligence and dozens of legal and academic experts around the world.

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Breakout Session #8 Feedback

Please indicate which session you attended:

_____ Carl Taylor
  KEEP THE CHANGE: DEMONSTRABLE BEST PRACTICES IN HEALTH RISK COMMUNICATION
_____ Mark Lupo
  CHALLENGING THE WHY SMALL BUSINESS PREPAREDNESS
_____ Dennis Wenk
  TURNING BUSINESS CONTINUITY INTO A COMPETITIVE ADVANTAGE
_____ Matt Daniels
  PRIVACY RIGHTS IN DIGITAL COMMUNICATION: THE CRISIS THREATENING FUNDAMENTAL HUMAN RIGHTS

We would appreciate your comments and feedback of the presentation. Please rate your level of satisfaction for the following items:

	Extremely Satisfied	Satisfied	Neither Satisfied nor Unsatisfied	Unsatisfied	Extremely Unsatisfied
Organization of presentation					
Relevance of presentation					
Usefulness of presentation					
Visual aids (i.e., slideshow or videos) used during the presentation					
Presentation met my expectations					
Overall Rating					

Do you have any additional comments or feedback?

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OVERVIEW OF THE CDC'S CRISIS AND EMERGENCY RISK COMMUNICATION PRINCIPLES

Barbara Reynolds, Centers for Disease Control

The Centers for Disease Control and Prevention has developed a guiding framework for communicating to people who are experiencing the unthinkable in their community or nation. These principles have been successfully applied by response officials in contagious disease outbreaks and other emergency situations. CDC offers training and materials on Crisis and Emergency Risk Communication principles (CERC).

CERC recognizes that during emergencies, we work under impossible time constraints and must accept the imperfect nature of our choices. CERC draws from lessons learned during public health emergencies and research in the fields of public health and emergency risk communication.

At CDC since 1991, Dr. Reynolds' communication expertise has been used in the planning or response to pandemic influenza, vaccine safety, emerging disease outbreaks and bioterrorism. Internationally, she has acted as a crisis communication consultant on health issues for France, Hong Kong, Australia, Canada, former Soviet Union nations, NATO and the World Health Organization. She is currently serving as the director of CDC's public affairs. Dr. Reynolds is the author of the 2002 and updated 2014 book Crisis and Emergency Risk Communication and CDC's Crisis and Emergency Risk Communication course, which is now taught in universities and other settings nationwide and internationally. She is also an adjunct professor at Tulane University.

Notes

Presentation Feedback

_____ Barbara Reynolds
        OVERVIEW OF THE CDC'S CRISIS AND EMERGENCY RISK COMMUNICATION PRINCIPLES

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Relevance of presentation					
Usefulness of presentation					
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GLOBAL EXPERT PANEL ON HEALTH RISK COMMUNICATION FOR EBOLA AND PANDEMICS

Gavin Macgregor Skinner, Pennsylvania State University
Carl Taylor, Frasier Institute for Health and Risk Analysis; XCH, LLC
Barbara Reynolds, Centers for Disease Control
Glen Nowak, University of Georgia
Ken Jenkins, Ken Jenkins, LLC
Michael Ike, HaltEbo.la Nigeria
Jana Tefler, Centers for Disease Control

A serious epidemic outbreak that has potential to become pandemic in scope, as observed during the 2014 ebola virus disease crisis in West Africa, brings focus to the highly complex and unfolding host of challenges encountered in infectious disease crisis response. The several experienced and distinguished leaders, academics and professionals who join The 2015 ICRC Conference Global Expert Panel on Health Risk Communication for Ebola and Pandemics will discuss firsthand experiences with the ebola virus disease outbreak from several crisis communication vantage points. This panel discussion is intended as an educational forum designed to inform research with key new learnings from the frontlines of infectious health threat response, and to propose ongoing best practice recommendations.

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Presentation Feedback

_____ Gavin Macgregor Skinner, Carl Taylor, Barbara Reynolds, Glen Nowak, Ken Jenkins, Michael Ike, Jana Tefler
GLOBAL EXPERT PANEL ON HEALTH RISK COMMUNICATION FOR EBOLA AND PANDEMICS

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Relevance of presentation					
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FROM THEORY TO PRACTICE IN CRISIS AND RISK COMMUNICATION
David Geddes, Geddes Analytics, LLC

Development of a measurement program for crisis communications is a daunting task indeed. It is not simply a question of measuring social media, Web site hits, Tweets, survey-based awareness and sentiment, or even impact on sales. While the broad nature of the crisis may be something that could be anticipated in a crisis communication plan, the specific nature of the crisis probably is not known. How then, can an organization develop a measurement and evaluation program as part of its crisis communication plan?

This presentation reviews how to apply a Balanced Scorecard approach to the preparation for and implementation of a crisis communications program. A Balanced Scorecard is a strategic management system designed to align organizational mission, goals, and strategy for crisis communications with the organization's operations. In other words, a Balanced Scorecard contains a carefully selected set of quantifiable measures derived from an organization's crisis management strategy and business processes. The strategic management system is a tool for managers to set priorities and to communicate with staff and external stakeholders about the outcomes and performance drivers by which the organization will achieve its mission and objectives during a crisis.

The Balanced Scorecard requires executives to make specific definitions of vision, goals, objectives and strategy, give staff an opportunity to show how activities contribute to strategy, and tie human and financial resources allocation to strategy in crisis situations.

David is a recognized expert in research and analytics for marketing communications, public relations, and branding. He came to Geddes Analytics from evolve24, a business analytics and research firm specializing in the measurement of corporate reputation and risk, where he was vice president of research and development.

From 1995 to 2009, he was Senior Vice President and Partner at Fleishman-Hillard, the largest global public relations firm, where he was a leader of the research group. His clients included major corporations including AT&T, Wal-Mart, Visa, Imation, UNICEF, Avaya, Motorola, Caterpillar, and Emerson. Previously, he worked at market research firm Elrick&Lavidge and at Sprint, and was a researcher at the Centre National de le RechercheScientifique in Toulouse, France. He is past chair of the IPR Measurement Commission of the Institute for Public Relations. He is chair of the Coalition for Public Relations Research Standards, the group of industry leaders that have developed standards for the measurement of public relations.

David earned his B.A. magna cum laude in Social Studies from Harvard, an M.B.A. from the University of Kansas, a Dipl.Et.App. in History from the Ecole des Hautes Etudes en Sciences Sociales (Paris), and a Ph.D. in anthropology from the University of Pennsylvania.

Notes

Presentation Feedback

_____ David Geddes
FROM THEORY TO PRACTICE IN CRISIS AND RISK COMMUNICATION MEASUREMENT AND EVALUATION

We would appreciate your comments and feedback of the presentation. Please rate your level of satisfaction for the following items:

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INTERNATIONAL
CRISIS & RISK
COMMUNICATION

ICRC

Save the Date

International Crisis & Risk Communication Conference
March 7-9, 2016

University of Central Florida
Orlando, Florida

Hosted by Nicholson School of Communication, UCF

www.icrcconference.com