



ASSOCIATION OF
DONOR RELATIONS
PROFESSIONALS
BUILDING
RELATIONSHIPS
FOR GOOD



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2018 ADRP New York City Regional Conference

WHEN CRISIS STRIKES, COMMUNICATIONS IS CRITICAL

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Consulting Vice President

UNIVERSITY CRISES—
NO INSTITUTION IS
IMMUNE

- Virginia Tech Shooting Leaves 33 Dead
 - Virginia Tech
 - *New York Times*—April 16, 2007
- Clout and College: U. of I. applicants may have gotten special consideration
 - University of Illinois at Urbana-Champaign
 - *Chicago Tribune*—May 29, 2009
- Penn State Scandal: Sandusky Case: Who knew what, when?
 - Penn State
 - *Centre Daily Times*—November 6, 2011
- UNC Report finds 18 years of academic fraud to keep athletes playing
 - University of North Carolina at Chapel Hill
 - *CNN*—October 23, 2014
- Michigan State President resigns in wake of Nasser scandal
 - Michigan State University
 - *Associated Press*—January 25, 2018

PRESENTATION
OVERVIEW

- **Brief overview of Sandusky crisis**
- **Type and range of issues Penn State faced**
- **Giving data and net promotor score**
- **Lessons across crises**

SATURDAY, NOVEMBER
5–WEDNESDAY,
NOVEMBER 9, 2011

- **Community hero and retired coach charged with multiple accounts of sexual abuse of minors**
- **Indictment of Athletic Director and of SVP Business on perjury charges**
- **Removal from office of popular University president**
- **Dismissal of iconic coach announced live on national television**
- **400 plus media on-site**

FOR THE FUTURE:
THE CAMPAIGN
FOR
PENN STATE
STUDENTS

- **Goal: \$2 billion**
- **Start date: January 2007**
- **Public announcement: April 2010 at \$1.004 billion**
- **CRISIS: November 2011**
- **Campaign Conclusion: June 2014 at \$2.2 billion**

THE SANDUSKY
CRISIS:
AN UNIMAGINABLE
STORM


- **Horrific crime**
- **Penn State Standard**
- **Joe Paterno**

**SIGNIFICANT
ISSUES AND
EVENTS
FIRST NINE
MONTHS:
NOVEMBER 2011–
JULY 2012**

- **#6 AP story of the year for 2012**
- **Widely publicized grand jury presentment**
- **Up to 400 reporters present on campus and in town**
- **Changes in University governance**
- **Liability insurance**
- **Crisis management counsel**
- **Rating agencies credit watch**
- **Student protest/vigil**
- **Multiple separate investigations**
- **Alumni town hall meetings**
- **4,000 emails received (2 weeks)**
- **“Progress” website**
- **Right to Know legislation**
- **Addressing child sexual abuse**
- **Victim’s fund explored**
- **Death of Paterno**
- **86 candidates for Board of Trustees elections, normally 6-10**
- **THON raises record \$10.7 million**
- **Freeh report – sweeping condemnations**
- **Alumni public opinion survey**
- **Historic NCAA sanctions**



DATA ANALYSIS



“A true alma mater knows her children one by one.”

CONTENT ANALYSIS – 4,000 EMAILS IN NOVEMBER 2011

- Reaction by level of giving
- “Big mouth, little wallet”
- Every message logged/answered
- Rich contextual material

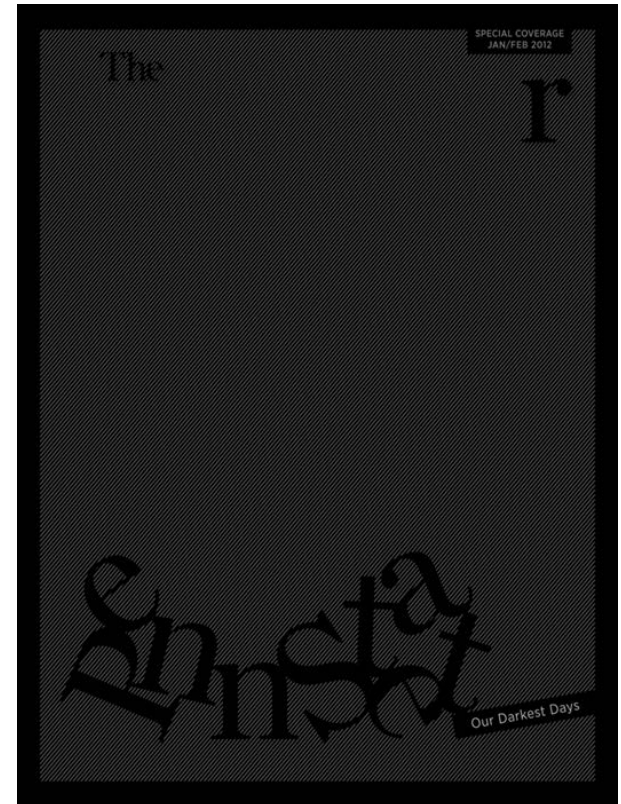
Total Penn State Giving	Number of Responses	Supportive/Constructive	Negative
\$25,000 or greater	756	79%	21%
\$10,000 - \$24,999	359	67%	33%
\$5,000 - \$9,999	403	59%	41%
\$1,000 - \$4,999	863	54%	46%
\$1 - \$999	1161	46%	54%
No Giving to Penn State	444	34%	66%

THE PENN STATER MAGAZINE RESPONSE: OUR DARKEST DAYS

- Overall comments (email, letter, phone, Facebook, Twitter etc.)

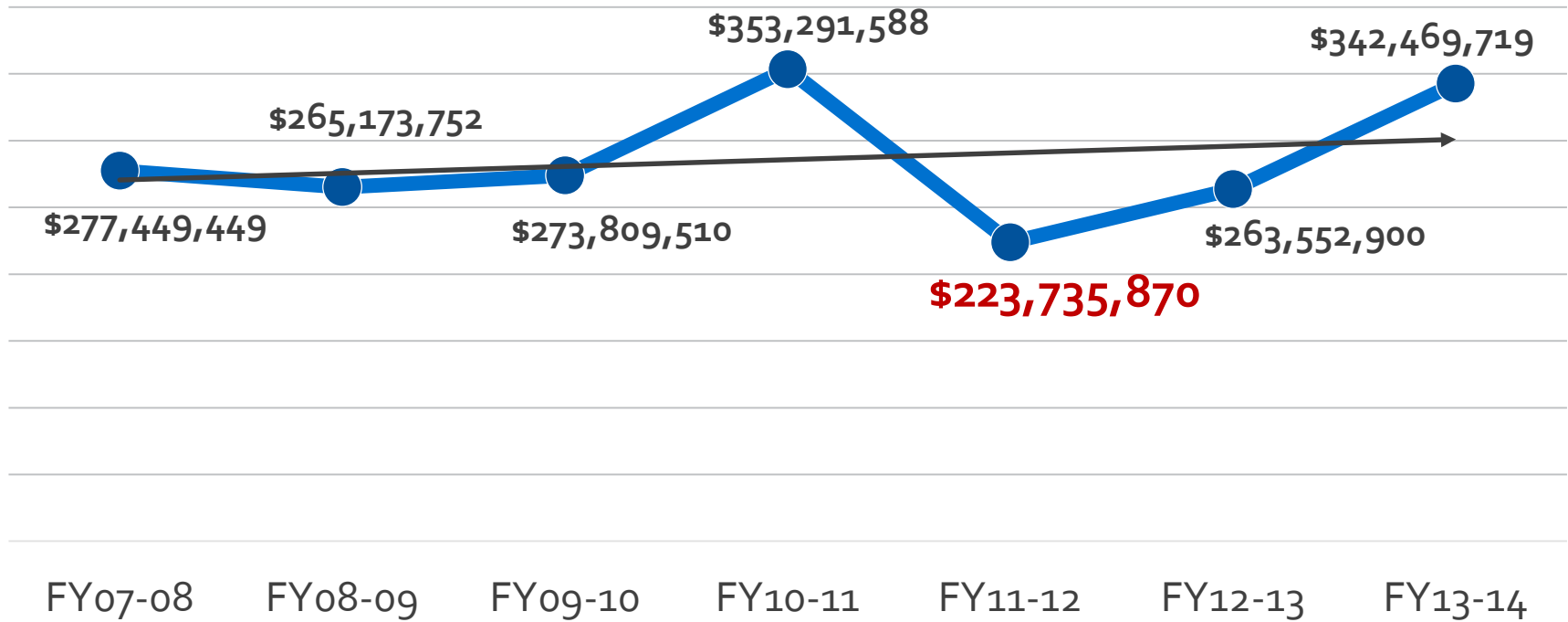
- Positive: **72%**
- Negative: **15%**
- Other: **13%**

January 2012



TOTAL COMMITMENTS— ALL SOURCES

OUTRIGHT GIFTS AND NEW PLEDGES

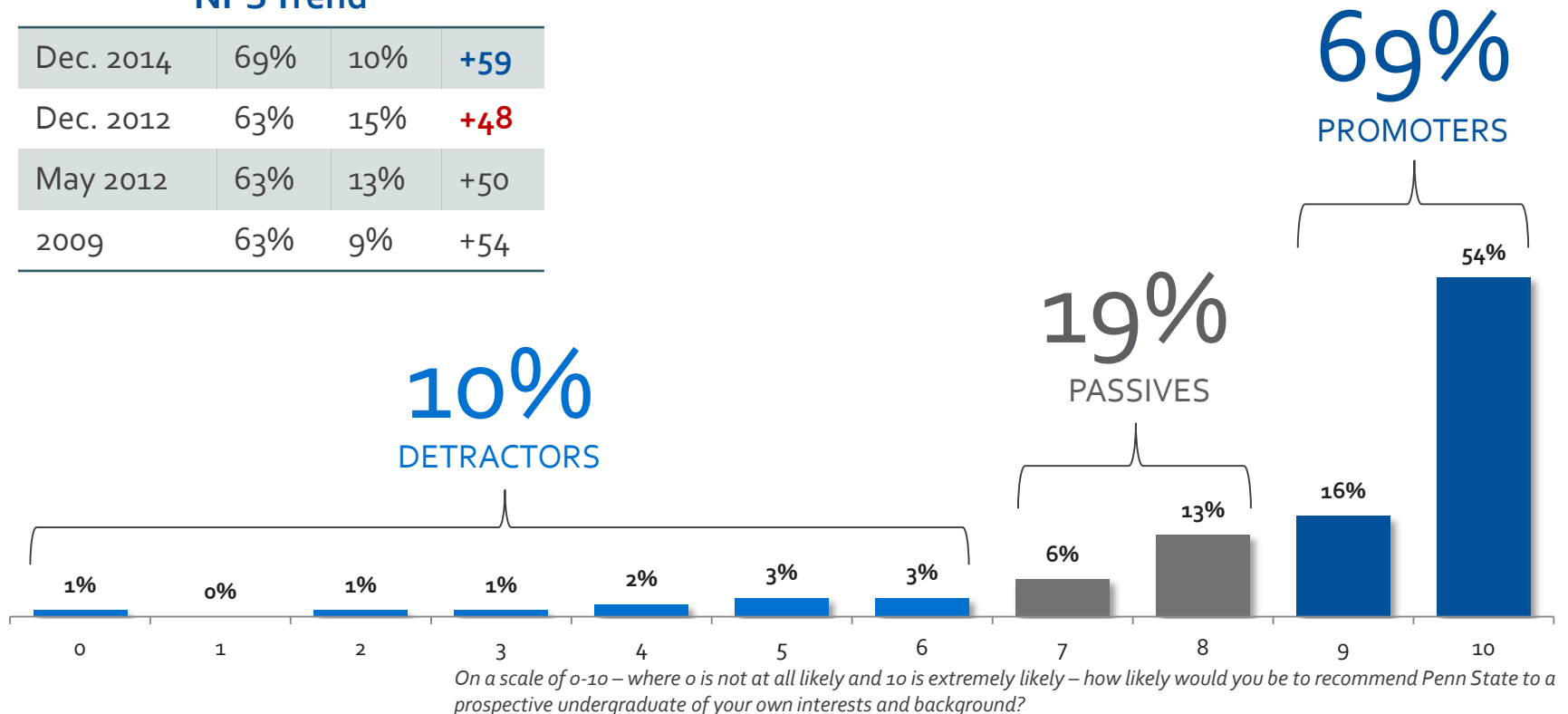


PENN STATE'S NET PROMOTER SCORE HAS REBOUNDED AND SURPASSED ITS 2009 BASELINE

+59 NET PROMOTER SCORE

NPS Trend

Dec. 2014	69%	10%	+59
Dec. 2012	63%	15%	+48
May 2012	63%	13%	+50
2009	63%	9%	+54



LESSONS

LEADERSHIP
LESSONS ACROSS
CRISES

- 1. Be aware of your personal and staff well-being.**
- 2. Ride for the brand – and keep riding.**
- 3. Prepare today for the unknown crisis of tomorrow.**
- 4. Stability is a premium in turbulent times.**
- 5. The media will rapidly fill the news cycle if you don't.**
- 6. Share both good and bad news.**

LEADERSHIP
LESSONS ACROSS
CRISES

- 7. Focus on core mission.**
- 8. Answer every inquiry, complaint, and suggestion.**
- 9. Regularly refresh talking points for stakeholders.**
- 10. Don't become obsessed with every tweet and story.**
- 11. Be wary of consultant fatigue.**
- 12. Realize long tail and many tentacles of a crisis.**

LEADERSHIP
LESSONS ACROSS
CRISES

- 13. Be factual, balanced, and credible in alumni publications.**
- 14. Regularly survey your constituency for opinions and attitudes.**
- 15. Tap into your institution's deep reservoir of resiliency.**
- 16. Have both an emergency management and crisis management plan.**
- 17. Balance corporate and higher education cultures.**

LEADERSHIP
LESSONS ACROSS
CRISES

18. Legal concerns and public relations need to be balanced.

19. Expect to become a model for reform.

20. Get strength from your core values.

BILLION

MILLION

THOUSAND

HUNDRED

CENTS

2

157

887

540

12

TOTAL FUNDS RAISED

