

**The Art Institute of York, Pennsylvania**  
**Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Report**  
**October 1, 2011**

**INTRODUCTION**

The Art Institute of York, Pennsylvania is providing the following information to all of its employees and students as part of The Art Institute of York, Pennsylvania's commitment to safety and security pursuant to the requirements of the federal Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act. If you should have questions about any of the information provided in this Report, please contact the President, Tim Howard at 1409 Williams Road, York, PA 17402 717-755-2300.

**I. CAMPUS SECURITY AND CRIME PREVENTION POLICY**

The Art Institute's Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Report are distributed to every student and employee on an annual basis and are available to prospective employees and students at their request. Employees receive a copy in their mailboxes. The report is distributed to all students through the catalog and email.

**REPORTING CRIMES AND EMERGENCIES**

A safe environment is everyone's responsibility. Students, faculty and staff are encouraged to report all criminal acts, suspicious activities or emergencies promptly and have the right to report these matters confidentially. Victims or witnesses to a crime are encouraged to file a report of the incident. Reports can be filed on a voluntary, confidential basis for inclusion in the annual disclosure of crime statistics by contacting the Dean of Student Affairs. Reports are kept in a secure location in the office of the Dean of Student Affairs. Names of victims or witnesses are not disclosed in the crime report. It is the policy of The Art Institute of York, Pennsylvania that all criminal acts or other emergencies be properly documented and reported to local authorities as required by law.

Students and employees should promptly report all criminal actions and emergencies occurring on or around The Art Institute's facilities to the Dean of Student Affairs, Laura Ryder, or the Director of Human Resources, Carolyn Lerew, either in person or by calling ext. 1044 for Ms. Ryder or ext. 1025 for Ms. Lerew. If the Dean of Student Affairs and the Director of Human Resources are not available, you may contact the President Tim Howard by calling ext. 1015 and the Springettsbury Police Department by dialing 911 for an emergency or York County Police for non-emergencies by dialing 854-5571.

All criminal activity is documented by the completion of an Incident Report and is reported to local police agencies and the Dean of Student Affairs. Criminal activity might include, but is not limited to, burglary, motor vehicle theft, aggravated assault, robbery, sexual offense, hate crimes, gender crimes or murder.

In the event of fire or medical emergencies, staff and employees should contact the Police by dialing 911 and then notify the Dean of Student Affairs and the Director of Human Resources if an employee is involved.

## **POLICIES FOR PREPARING THE ANNUAL DISCLOSURE OF CRIMINAL STATISTICS**

All incidents are reported and documented on the Incident Report, which is sent to the Dean of Student Affairs. Reports are kept in a secure location in the office of the Dean of Student Affairs. The annual crime report is prepared by gathering campus crime statistics and data from local and state police and sheriff departments and other relevant information by Laura Ryder, Dean of Student Affairs.

## **SECURITY AND ACCESS TO THE INSTITUTE**

It is the policy of The Art Institute of York, Pennsylvania that access to all campus facilities, including housing facilities, be limited to authorized personnel, students and invited visitors. All visitors are subject to The Art Institute's policies and conduct codes. Students and employees are responsible for the conduct of their guests at all times. Students, staff and faculty are required to have their school issued identification on their person at all times prepared to show it when asked.

## **ACCESS TO ACADEMIC BUILDINGS**

Access to facilities, which are either academic or administrative in nature, is granted without immediate restriction during normal operating hours. The facilities are locked by officers after hours, and then reopened in the morning for academic and administrative purposes.

All exterior lighting and landscaping are kept in good order. The parking lot lights and building entrance lights are kept on from dusk to 2 a.m. everyday. Fixtures are regularly checked for burned out lamps. The hedges and shrubs around the building and in the parking areas are regularly trimmed by the groundskeeper. The sidewalks and means of egress are kept clear of obstructions and are well lighted.

## **CAMPUS LAW ENFORCEMENTS**

A safe environment is everyone's responsibility. Each student, faculty and staff member should follow security policies and procedures to ensure the safest possible environment. They are encouraged to report all criminal acts or other emergencies promptly and accurately to the Dean of Student Affairs. The Student Affairs department will have incident/accident reports for completion by those who witness or are informed of any criminal activity occurring at The Art Institute .

The student or employee host should share responsibility for the lawful and appropriate behavior of visitors.

Along with security personnel provided by a local outside agency individuals employed in certain positions at the School represent The Art Institute's security. These individuals are the Facilities Manager and the Security Personnel for the School. They are the campus security officers although this is may not be their primary duty. They are instructed to enforce campus security policies. These employees do not have the authority to arrest but will have the authority to evict unauthorized persons from the campus premises and will notify local law enforcement by dialing 911 for all actual or suspected criminal activities, including trespassing.

## **RELATIONSHIPS WITH LOCAL AND STATE POLICE**

The Art Institute of York, Pennsylvania is located in Springettsbury Township within the County of York, Pennsylvania. The Art Institute of York, Pennsylvania maintains a close working relationship with the Springettsbury Police department with periodic contact initiated by The Art Institute of York, Pennsylvania personnel to ensure that the school is aware of criminal offenses and arrests occurring on or near the campus so that they can be properly reported, and if necessary, provide for timely warning reports on crimes that represent a continuing threat. Timely warning reports are provided.

## **PROGRAMS TO INFORM STUDENTS AND EMPLOYEES ABOUT CAMPUS SECURITY**

All new Art Institute of York, Pennsylvania employees and students are instructed on crime awareness and prevention during Orientation and New Hire Orientation, and Training Programs, during which they are encouraged to be responsible for their security and that of others. The orientation program includes a description of campus security policies and procedures, suggestions on how to avoid becoming a crime victim, and procedures for reporting any criminal activity or emergency.

The Art Institute of York, Pennsylvania also provides occasional in-service programs for students and college personnel designed to heighten awareness of crime and its prevention. In addition to the annual campus security report, students and staff are notified of specific security concerns as they arise throughout the year.

Students are requested to review the School's website at: [http://www.artinstitutes.edu/york/pdfs/security\\_report.pdf](http://www.artinstitutes.edu/york/pdfs/security_report.pdf) where the Campus Statistics Act and the School's catalog for information regarding the Student Conduct Policy can be found. Employees are requested to review the Employee Handbook where information regarding Standards of Conduct and Safety can be found.

## **PROGRAMS TO INFORM STUDENTS AND EMPLOYEES ABOUT THE PREVENTION OF CRIMES**

The Art Institute of York, Pennsylvania provides occasional in-service programs for students, faculty and staff

designed to heighten awareness of crime and its prevention. The Student Affairs and Human Resources departments sponsor these in-service programs. In the event The Art Institute of York, Pennsylvania, working with local police, determine that a particular criminal offense continues to be a threat to the campus community, they will notify the campus community by bulletin board notices, notices read by instructors in classrooms and notices in the student newsletter.

## **OFF-CAMPUS STUDENT ORGANIZATIONS**

At the present time, The Art Institute of York does not have any off-campus student organizations.

## **DRUG AND ALCOHOL POLICIES**

In keeping with section 120(a) through (d) of The Higher Education Act of 1965, as amended, including the Drug-Free Schools and Communities Amendments of 1989 (Public Law 101-226), a "Drug Free Schools and Campuses" publication, the Drug Prevention Policy, is provided to all The Art Institute of York, Pennsylvania faculty and staff annually.

Pursuant to federal and state drug laws, students are prohibited from the unlawful manufacture, distribution, possession, sale or use of illicit/illegal drugs. The Art Institute of York, Pennsylvania

also enforces state laws regarding underage drinking. This prohibition applies while on the property of the school or when participating in any institutional activity. Students or employees who violate this policy will be subject to disciplinary action up to, and including, expulsion from school or termination of employment.

### **PROGRAMS AND PROCEDURES REGARDING SEXUAL ASSAULT**

Educational information promoting the awareness of rape, acquaintance rape, and other sex offenses is available in Student Affairs. Brochures on sexual assault issues are available in the Student Affairs office as well as the rest rooms and the student information board located in the open work space. Should a student be sexually assaulted, it is the student(s) option to notify the appropriate law enforcement authorities, including on-campus authorities and local police. At the student's request, the Dean of Student Affairs, the Executive Committee or other Art Institute of York officials will assist in notifying the proper authorities. Victims of sexual assault or rape should follow these recommended steps:

- \*Go to a safe place following the attack.
- \*Do not shower, bathe or destroy any of the clothing you were wearing at the time of the attack.
- \*Go to a hospital emergency room for medical care.
- \*Make sure you are evaluated for the risk of pregnancy and venereal disease.  
(A medical examination is the only way to ensure you are not injured and it could provide valuable evidence should you decide to prosecute.)
- \*Call someone to be with you, you should not be alone.

It is also recommended that victims call the Victim Assistance Center at 1-800-422-3204 or 854-3131 and R.A.I.N.N (Rape, abuse and incest hotline) 1-800-656-HOPE. It is open 24 hours a day and their counselors can help answer medical and emotional questions at any hour and in complete confidence. Reporting the rape to the police is up to the victim, but it is important to remember that reporting a rape is not the same as prosecuting a rape. Victims are strongly encouraged to call the police and report the rape. If the victim requests, The Art Institute of York, Pennsylvania will assist in identifying off-campus counseling or mental health services. After any campus sexual assaults are reported, the victims of such crimes have the right to request that The Art Institute of York, Pennsylvania personnel take steps or actions reasonably feasible to prevent any unnecessary or unwanted contact or proximity with alleged assailants, including relocation in housing, if applicable or the transfer of classes.

Other rape crisis centers or mental health agencies available to assist a victim of sexual offenses include:

Wellness Corporation Student Assistance program  
ACCESS-York, Homeless Student Initiative Program  
CONTACT York, Crisis Intervention  
FIRST (free information & referral system teleline)

### **Disciplinary Action and Sanctions**

On-campus disciplinary procedures against students will be in accordance with The Art Institute's published Student Conduct Policy. Both the accuser and the accused are entitled to have others present during a disciplinary proceeding. Both will be informed of the outcome of any campus disciplinary proceeding. For this purpose, the outcome of a disciplinary proceeding means only The Art Institute of York, Pennsylvania has the final determination with respect to the alleged sexual offense and any sanction that is imposed against the accused. Sanctions, which may be imposed

following a final determination of a disciplinary proceeding regarding rape, acquaintance rape, or other forcible or non-forcible sex offenses, may include warning, probation, suspension or dismissal.

### **INFORMATION REGARDING REGISTERED SEX OFFENDERS**

Students and staff may obtain information about registered sex offenders who are present on campus by logging onto the national website at <http://www.psp2.state.pa.us/SVP/index.html> and conducting a search by county.

### **IMMEDIATE EMERGENCY RESPONSE**

In the case of an emergency situation students and staff at The Art Institute of York, Pennsylvania would be notified via email and public announcement of an emergency situation. The Art Institute of York, Pennsylvania currently has in place a crisis plan that would be implemented in an emergency situation. Information regarding the crisis plan is distributed annually and can be obtained by seeing the Director of Human Resources or Dean of Student Affairs.

### **Missing Person Notification Policies and Procedures**

Any student believed to be missing from the campus unexpectedly for 24 hours shall be immediately reported to the Dean of Student Affairs. It is the policy of The Art Institute of York, Pennsylvania- Pennsylvania that the Dean of Student Affairs will investigate any report of a missing person filed with the office that is filed by someone with knowledge of that student being missing or otherwise not where s/he is expected to be. This report may be filed by a parent/guardian or other family member of the person, by a roommate, a staff member (including student staff), faculty, employment supervisor, or anyone else with information that indicates the person is missing. The Student Affairs Department will conduct an initial investigation to determine if the person appears to be missing, or has simply changed her or his routine unexpectedly, and whether or not there is reason to believe the person is endangered. The Student Affairs Department will check student's class schedules, interview fellow students and faculty, and use other methods to determine the status of a missing person. From this initial investigation, the scope will continue to expand to make attempts to determine the location of the person reported missing to assure she/he is safe.

Each student at The Art Institute of York, Pennsylvania can identify, through the New Student Data Sheet, to designate a person or persons that the College can contact in the event that the student is reported missing. This person would be contacted within 24 hours of a missing person report being filed with The Student Affairs Department. Note that this contact information is confidential and is shared only with College administrators who would have responsibility for making connections with emergency contacts in the event of a determined emergency. The contact information will also be disclosed to the local law enforcement agencies in furtherance of a missing person investigation.

Should The Student Affairs Department not be able to locate a person reported missing within twenty-four (24) hours of the report, The Dean of Student Affairs would then notify your designated "missing person" emergency contact.

- In the event that no separate emergency contact is identified, a parent or guardian as listed in college records will be contacted.

- Students should be sure that this contact knows how to reach the student in the case of an

emergency, and have a general idea of the student's general daily routine and any travel plans.

- This person should be someone you trust to aid officers in determining your whereabouts, or verifying that further investigation and/or entry into national missing person databases is warranted.

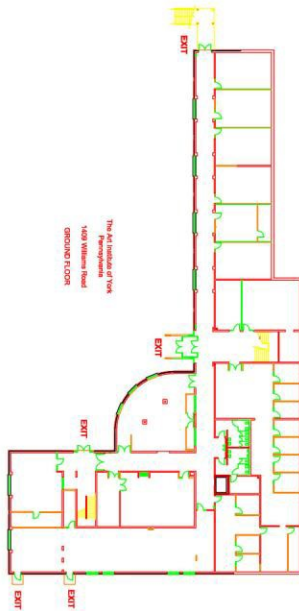
Regardless of whether the student has identified a contact person, is above the age of 18, or is an emancipated minor, The Dean of Student Affairs will immediately notify local law enforcement agencies within this 24 hour window, as well as any other agencies where the missing student may be.

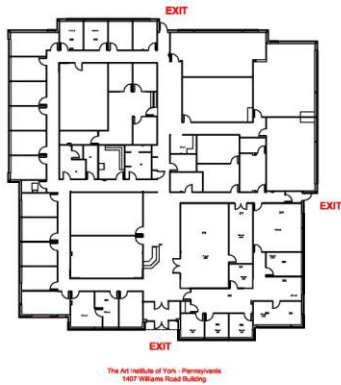
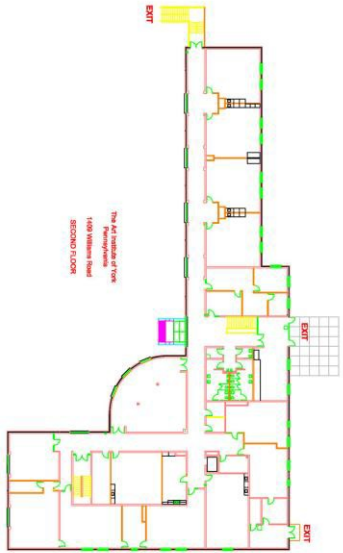
**NOTE FOR STUDENTS UNDER AGE OF 18 AND NOT EMANCIPATED:** For any student under the age of 18 and who is not emancipated, the College must notify a custodial parent or guardian no later than 24 hours after the time the student is determined to be missing. For any situation in which a missing person is believed to be endangered, this notification will be made as early as possible while officers are continuing to investigate.

### ***Fire Evacuation Policy***

**College Policy on Reporting of Fires:** Any member of the community who becomes aware of any active or past fire must notify The Dean of Student Affairs immediately.

Every person in the building, including staff, faculty, students, visitors, and contractors where the fire alarm is sounding, regardless of known or suspected cause, is required to evacuate immediately. Persons evacuating must leave via the closest exit. Any equipment that could cause a fire should be turned off before exiting if it can be done quickly and safely. All occupants will assemble at a safe distance from the building and await further instructions from fire and/or designated fire marshals. No occupant will re-enter a building until clearance is given by fire and/or Facilities Director





### **Prohibited Items in School Sponsored Housing:**

Items prohibited in the campus houses include, but are not limited to:

- Candles, incense, open flames
- open heating coils
- hookahs
- grills
- Smoking is prohibited in all school sponsored housing and all academic and administrative buildings.

### **Community Responsibilities**

Additionally, all members of the school sponsored housing community are required to:

- Participate in all fire drills and promptly leave a building when the fire alarm sounds. Follow any instructions of the Director of Residential Life and Housing or fire officials during a drill or an actual alarm. In 2010, there was 1 fire drill performed.
- Report any condition that creates a fire hazard (trash in the corridors or stairwells, missing fire extinguishers, blocked floor exits or stairwells, etc.) to the Department of Student Affairs.
- Know where the fire extinguishers are located. Learn how to operate them. If you need training, contact the Facilities Management Department.
- Know the location of the fire alarms and how to activate them.
- Know where the nearest exits are and be prepared to use an alternative exit, if necessary. Plan how you would escape through each of these exits in case of a fire.
- Know the location of the fire stairwells.
- Never use an elevator to evacuate a building.
- If you become trapped, dial 911 from a cell phone and alert the dispatcher to your location.

**What should I do if I discover a fire?**

Any person who discovers a fire, smoke, or an unusual amount of heat should do the following:

1. Pull the nearest fire alarm. If there is no nearby fire pull station, call 911
2. Exit the building immediately; notify those in the immediate area of the danger.
3. Never use the elevator; use the stairways.
4. Assist in removing any person needing assistance from the immediate area to the stairwells to wait for fire department personnel (or to the outside if that can be done safely). However, never place yourself in danger.
5. Assemble outside your building at the predetermined location.
6. Follow the instructions given by the Student Affairs Officials and the Springettsbury Township Fire Department.

**School Sponsored Housing Fire Safety and Sprinkler Systems**

Below is a listing of housing fire safety systems

<b>York Pleasant Valley Condominiums Building</b>	<b>Smoke Detectors</b>	<b>Heat Detectors</b>	<b>Carbon Monoxide Detectors</b>	<b>Sprinkler System</b>
Building A	X			
Building B	X			
Building C	X			
Building D	X			
Building E	X			
Building F	X			
Building G	X			
Building H	X			
Building I	X			
Building J	X			

**CRIME STATISTICS**

Ai The Art Institute of York, Pennsylvania is providing the following information to all of its employees and students as part of the school's commitment to safety and security and pursuant to the requirements of the Jeanne Clery Disclosure of Campus Security Policy and Campus Statistics Act. All the incident report forms and local police reports are gathered annually for inclusion in the Jeanne Clery Disclosure of Campus Security Policy and Campus Statistics Act.

Set forth in the attached document are the statistics available to the Institute concerning the occurrence on the Institute's campus, which were reported to local police agencies. The second box below sets forth available statistics concerning the number of criminal offenses in relation to hate crimes on the Institute's campus, non-campus buildings and property, and public property. Finally, in the third box arrests and "referrals for campus disciplinary action," for liquor law violations, drug law violations, and illegal weapons possession are listed. Victims or witnesses may report crimes on a voluntary, confidential basis for inclusion in the annual disclosure of crime statistics.



# Crisis Communications Plan

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Prepared: July 14, 2011  
Jacki P. Muller, VP – Public Relations/Communications  
412.995.7262 (office) [jpmuller@edmc.edu](mailto:jpmuller@edmc.edu)

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**OVERVIEW**

The Art Institute of York, Pennsylvania recognizes the need to be as prepared as possible for crises, emergencies, and conflicts. This crisis communications plan is designed to act as a resource in times of crisis and also serve as a reminder of the importance of *preparing* for a possible crisis situation.

What is a crisis? A crisis is any situation that threatens the business activity, integrity or reputation of EDMC and/or its Schools. These situations may be caused by natural disaster, legal dispute, criminal activity, deaths, accident, or manmade disaster affecting the company. Communication during these periods will help to manage information, minimize damage, inform the public (internal and external) and allow school locations to continue operating with minimal disruption.

This plan outlines a basic approach to crisis communication at The Art Institute of York, Pennsylvania, containing recommendations to implement when a crisis arises. Implementing the plan in a specific situation will likely require tailoring the plan to suit the circumstance, and manage that which cannot be predicted. As such, this plan is not intended to answer all questions or fill all needs.

This plan deals specifically with crisis communication, and coincides with EDMC's various safety and emergency plans. Incorporating crisis communication best practices from other Art Institute locations, the plan outlined below should be integrated into The Art Institute of York, Pennsylvania's comprehensive Crisis Operations plan, and formally posted with CS Public Relations as a resource for the school. The Art Institute of York, Pennsylvania crisis communications plan should be updated at minimum on an annual basis, and when key personnel changes or re-locations occur.

## COMMUNICATION GUIDELINES FOR MANAGING OUR MESSAGES

Public Relations has established fundamental guidelines related to external communication to both large audiences, or to targeted segments of the population through media outreach. All external communications should reflect our longstanding commitment to our values, vision and mission. Communicating responsible messages through responsible means serves to promote and position our organization at its highest levels, and in an ethical way.

We value the relationships that a school cultivates with employees, alumni, students, staff, community members, and the media at-large, to cooperate and respond as fully and quickly to all media inquiries. And, we'll work collaboratively with those who wish to generate favorable publicity on behalf of our organization, assuring that proper checks and balances are in place to manage the message.

### MEDIA PROMISE

- ✓ Adhere to our belief to always "Do the Right Thing"
- ✓ Preserve reputation
- ✓ Ensure that communications are consistent and in keeping with our key messages.
- ✓ Ensure communications are disseminated in accordance with all legal and regulatory requirements.

## **GENERAL DEFINITION OF COMMUNICATIONS/PUBLIC RELATIONS**

For the purpose of this crisis plan, communication and public relations are defined as activities undertaken on behalf of The Art Institute of York, Pennsylvania to communicate with and promote messages to consumers, the media or other publics. This encompasses communications in the form of news releases, public service announcements, public relations campaigns, printed collateral, promotional videos, websites, FAQ documents, website postings, correspondence, special events and national collaborative campaigns.

## **RESPONSIBILITIES**

It is the responsibility of The Art Institute of York, Pennsylvania team to ensure that all public relations activities conform to these basic guidelines with the understanding that special circumstances may require a more extensive interpretation of the guidelines. This should be done in deliberation, and with the advice and counsel of CS Legal, CS Business Practices, and/or CS Public Relations, if necessary.

Those engaged in the conduct of public relations activities are responsible for communicating the guidelines to all agencies, freelancers and other suppliers who may be developing or promulgating communications or public relations materials or programs.

We have a responsibility to ensure that The Art Institute of York, Pennsylvania is viewed, at all times, as credible and dependable sources of information to the media.

*Education Management Public Relations is responsible for supervision and administration of these guidelines.  
The Vice President – Public Relations is responsible for monitoring and updating the guidelines*

## **CONFIDENTIALITY**

It is the duty of The Art Institute of York, Pennsylvania faculty and staff to maintain the confidentiality of certain business operations until such information has been disclosed to the public in accordance with direction from Legal or Regulatory Affairs.

## **DESIGNATED SPOKESPERSONS**

The Art Institute of York, Pennsylvania school president Tim Howard, or designee, is responsible for communication with the media. All inquiries from national media outlets shall be referred first to the EDMC Vice President – Public Relations.

From time to time, and depending upon the circumstance, others may be designated to speak on behalf of the organization or to respond to specific inquiries. Employees who are not authorized spokespersons must not respond to the media or others, unless specifically asked to do so by an authorized spokesperson.

## **PRESS RELEASES**

Public Relations will authorize the dissemination of a national news release, after it has been reviewed and approved by Business Practices. Local level press can be released in the local market by the appropriate public relations designee, with the same approval. CS Public Relations can assist in determining the national newsworthiness of a press release. (See “National Media Relations Policy,” page 15 for details.)

## **RUMOR**

Education Management does not comment, affirmatively or negatively, on rumor or speculation echoed by any media outlet and originating from any internal or external source. CS Public Relations will respond consistently to such inquiries by saying, “It is our policy not to comment on rumors or speculation.” Certain circumstances may be considered when there may be an exception to this response.

## **FORWARD-LOOKING INFORMATION**

Making forward-looking statements in the media should be avoided at all cost. Such information, if deemed material by Legal, will be broadly disseminated via news release and clearly identified as forward-looking.

## **GENERAL PRINCIPLES**

- All communication offered to the media must be honest, ethical, accurate, objective, timely, and conform to our accepted principles of sound business practices.
- All external communications should be reviewed prior to public disclosure for materiality, nonpublic or proprietary information by entities such as Business Practices Committee, EDMC Public Relations, Legal and Investor Relations.
- Avoid the use of forward-looking statements.
- Communication activities should position our school, our people, and programs as favorably as possible.
- Communication should not mislead as to the benefit of our school, our people and programs.
- Only authorized spokespersons should speak on matters that reflect upon the school. Exception may be made under certain circumstances.
- Prompt, courteous and responsive service sensitive to the concern of the public and respectful of individual rights should be delivered.
- All education systems should work collaboratively to achieve coherent and effective messaging with the public when required to do so.

- When in doubt, seek the advice of CS Public Relations or Legal on issues and themes which may have horizontal or organization-wide implications that require coordination.
- All news releases to be distributed via national news wire services are to be reviewed and approved in advance by BPC and Public Relations. No other department or external agency except for CS Public Relations and CS Investor Relations is authorized to send a news release directly to a national wire service.
- Information requests from media can be received by phone, email, fax, or letter. When in doubt, forward inquiries to CS Public Relations. Requests should be handled as follows:

**Trade/Business Media**

Direct inquiries to CS Public Relations

**Finance/Analyst/Investment Media**

Direct inquiries to CS Investor Relations

**Local Media**

Direct inquiries to on-site PR designee; or, appropriate business unit/academic department leader

**National Media**

Direct inquiries to CS Public Relations

**CS Public Relations Contact:**

Jacki P. Muller, Vice President – Public Relations  
Education Management Corporation (EDMC)  
210 Sixth Avenue, 33<sup>rd</sup> Floor  
Pittsburgh, PA 15222  
(412) 995-7262, [jpmuller@edmc.edu](mailto:jpmuller@edmc.edu)

**CS Investor Relations Contact:**

James Sober, Vice President – Investor Relations  
Education Management Corporation (EDMC)  
210 Sixth Avenue, 33<sup>rd</sup> Floor  
Pittsburgh, PA 15222  
(412) 995-7684, [jsober@edmc.edu](mailto:jsober@edmc.edu)

## CRISIS MANAGEMENT TEAM AT OUR SCHOOL

The Crisis Management Team (CMT) at The Art Institute of York, Pennsylvania consists of the following individuals:

**Executive Committee**

School President  
Tim Howard

Lori Fry, Director of Career Services  
Carolyn Lerew, Director of Human Resources  
Marla Price, Dean of Academic Affairs  
Sanjiv Nayyar, Director of Administrative and Financial Services  
Laura Ryder, Dean of Student Affairs  
Scott Vukoder, Sr Director of Admissions

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**Other Staff**

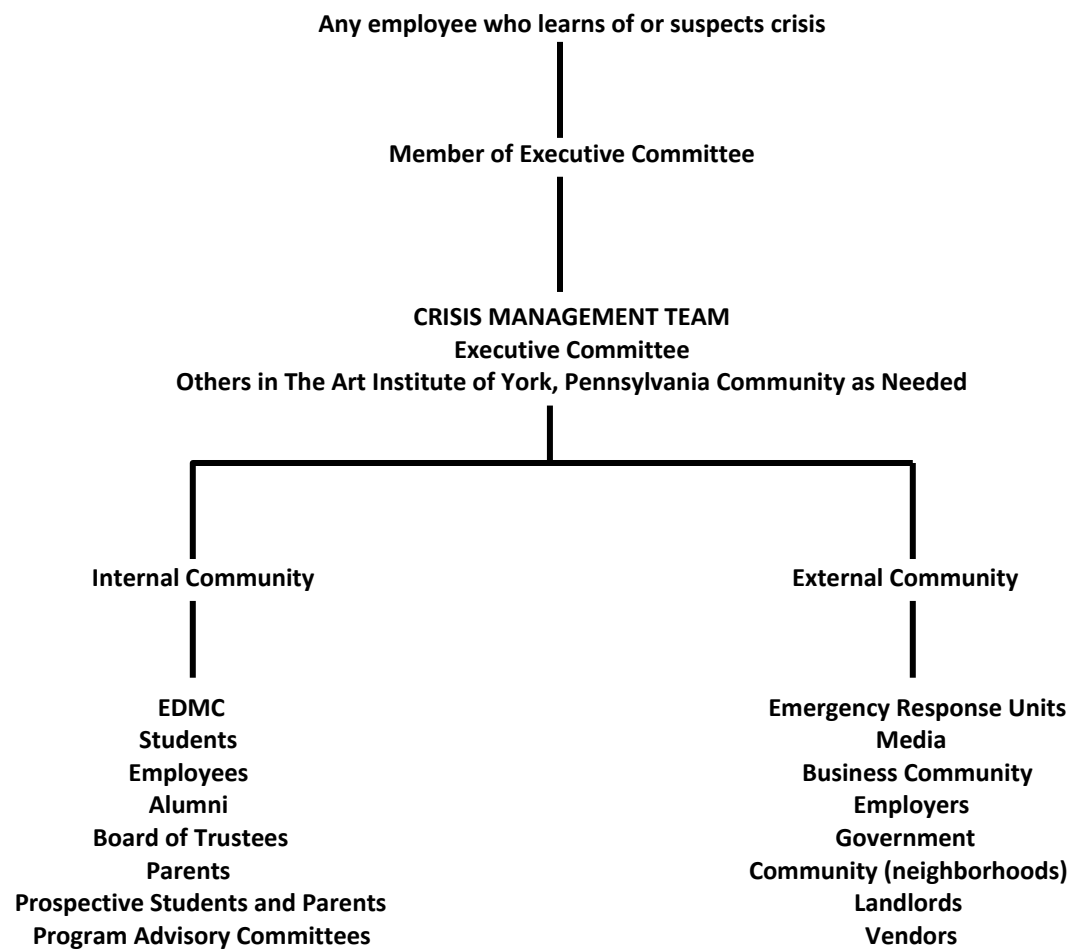
<Insert other school personnel (title/name), such as Academic Department Chairs, Receptionist, etc.

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## CRISIS MANAGEMENT FLOW CHART

### FUNNEL THE INFORMATION

Any The Art Institute of York, Pennsylvania employee, upon learning of or suspecting a crisis situation, should contact a member of the Crisis Management Team (CMT) *immediately*. Because time is of the essence in crisis situations, employees must be persistent, and the Crisis Management Team must convene an emergency meeting. CMT immediately contacts appropriate EDMC personnel with news of crisis.



See **Appendix A: Audiences** for a complete list of key audiences alerted in a time of crisis.

## GO TIME: COMMUNICATING DURING A CRISIS

### Notify Local Emergency Response (9-1-1)

*If necessitated by the crisis, immediately take steps to secure staff, faculty, students and school property.*

When a crisis situation arises at The Art Institute of York, Pennsylvania the first step is to ensure the safety of employees and students. To ensure safety and swift response to an immediate threat, contact local emergency response units and appropriate governmental authorities.

*See **Appendix F: Key Phone Numbers/Contacts, Page 27** for a complete list of local emergency response contact information.*

### Notify School President, Tim Howard

*(If s/he is not at the school, nor already aware of the crisis)*

The School President (or appropriate designee) should be notified immediately and will evaluate the situation and determine whether the local crisis plan is adequate to respond to the event or if additional assistance is required.

If the School President is unavailable, a pre-determined Executive Committee member (and member of the Crisis Management Team) will serve as primary contact person during the crisis.

It is the School President's responsibility to notify his/her Group Vice President and/or Education System Head; and CS Public Relations.

*See **Appendix F: Key Phone Numbers/Contacts, Page 27** for a complete list of Crisis Management Team contact information.*

### Notify EDMC's Emergency Management Team

The Emergency Management Team is comprised of key decision makers, including: Senior management at EDMC, VP – Public Relations, our Education System Head, Group Vice President, VP – Security and Business Continuity, EDMC Legal, and the communications professional for that campus (if available/applicable). The Emergency Management Team will determine if others need to be brought into the crisis management process.

## □ Activate Emergency Web and Phone-Based Messaging

As a crisis situation unfolds, important information about the State of the School will need to be disseminated quickly. Such information can include:

- ✓ Information regarding the status of classes
- ✓ Information regarding the location of any evacuated personnel and/or students
- ✓ Information regarding the status of any evacuated personnel and/or students
- ✓ Contact information for any appropriate relief or aid organizations
- ✓ Official statements direction from EDMC corporate

The Emergency Notification System (ENS) is a new web-based tool which schools can use for timely notification of an emergency or crisis situation. In the event of an emergency, a pop-up box can be activated on the school-level website, providing timely information about the emergency, including class cancellations. The school’s Communications and Public Relations Director (or CS Public Relations, in the absence of a school PR Director) and The Art Institute of York, Pennsylvania president Tim Howard are the only personnel with activation access to this tool (CS Public Relations is also notified when the ENS tool has been activated).

*Note: All new school websites are included in the ENS when the website goes “live” at marketing launch. New School Presidents **must** register with the AMS Application Portal to begin using ENS, and should register as soon as marketing begins. Click on “Register” link here <http://www.edmc.edu/edmcapplicationportal/Login.aspx> and fill out the New Account Request form. Once approved by CS Public Relations, the New School President will have authorization to use the ENS during a crisis.*

AlertFind is another web-based emergency notification application that allows campuses to notify staff, faculty and students quickly of any situations or incidents that may impact the safety of the campus community. Notifications can be sent quickly to the entire campus community, or, to selected identified groups via text messaging, telephonically and by e-mail.

*Note: As of June 2009, not all schools have rolled out the AlertFind tool. To find out if your school or school system currently utilizes AlertFind, and who at the school has authorization rights to use the AlertFind service, please contact EDMC Student Affairs.*

Notifications can be pre-written and/or recorded as templates in anticipation of certain types of events. See **Appendix C: Sample Scripts for School Closure, Page 21** for basic template messaging which can be used for Web-based or voicemail crisis communication channels.

## □ Emergency Management Team Briefing by Representatives at the Incident Scene

If necessary, the EDMC Emergency Management Team will convene via teleconference as quickly as possible. At that time, the local The Art Institute of York, Pennsylvania Crisis Management Team will brief the EDMC team regarding the situation and any communications action already underway.

This Emergency Management Team determines the most appropriate course of action vis-à-vis communications and divides the work accordingly.

## □ Identify Media Spokesperson

The Emergency Management Team will designate a primary spokesperson to represent the school. This person will make official statements and answer media questions throughout the crisis. A backup to the designated spokesperson (typically the Director of Communications) should also be identified to fill the position in the event that the primary spokesperson is unavailable.

The School President, Tim Howard, serves as official spokesperson during the crisis. If necessary, in addition to the primary spokesperson and the backup spokesperson, individuals may be named to serve as experts or advisors. These experts may include representatives from functional areas at the local and/or corporate levels.

Criteria for the spokesperson, backup spokesperson, and experts include:

- ✓ Comfortable in front of reporters/TV camera
- ✓ Skilled in delivering/staying on message
- ✓ Knowledgeable about the organization and the crisis
- ✓ Accessible to the media and to communications personnel who will facilitate media interviews
- ✓ Ability to remain calm in stressful situations

*Note: It can be anticipated that other parties involved in the crisis (police, fire department, health officials, etc.), will also have a spokesperson. It is important to obtain the identity of those individuals as early as possible so all statements and contacts with the media can be coordinated with those organizations/interests whenever possible.*

## □ Compile List of Key Media Contacts

Once the nature and location of the incident has been established, compile a list of the major news outlets in the immediate area. IF necessary, these outlets will receive official information from The Art Institute of York, Pennsylvania on a regular basis throughout the incident and from the location itself following the incident.

- ✓ News room contact info for major, local daily newspaper/s
- ✓ Phone number for the news desk of the major news-oriented radio stations
- ✓ Phone number for the newsroom of the local television stations
- ✓ Newspapers, radio stations and television stations are tools for distributing messages to internal and external audiences.

See **Appendix D: Local Media Contacts, Page 22** for complete list of media contacts.

## □ Develop Key Messages

After the Emergency Management Team is briefed on the current situation, the Team will identify who will draft an initial statement. The situation may require multiple statements for multiple audiences.

Statements should be:

- ✓ Factual, gathered from reliable sources and confirmed (Who, what, when, where, why)
- ✓ Sensitive to health, safety, privacy, and legal rights of The Art Institute of York, Pennsylvania employees, students and others
- ✓ Updated on a regular basis
- ✓ Clear and specific, in providing instruction and direction going forward

See **Appendix B: Message Map** for a chart used as an organizational tool in devising important media messages delivered during a crisis.

## □ Respond/Reach Out to Media

The nature of the situation may require media outreach and/or response. Messages developed and approved by the Emergency Management Team will identify who will deliver the messages, through the designated spokesperson. Messages may be distributed to the media through a variety of channels (one-on-one, press conference, written statement, press releases, E-mail).

The media can be a valuable tool in reaching key audiences (employees, students, parents, etc. – See **Appendix A: Audiences, Page 19**) and alerting them as to the status of students, the location and classes.

Once the crisis situation has subsided, ongoing media outreach will be coordinated on a local level, supported by CS Public Relations, as required.

## □ Update Recorded Messages

As official statements are updated, recorded messages and Web-based information should also be updated. The school's CMT should identify who at the school will be responsible for updating the information.

## EMPLOYEE & STUDENT COMMUNICATIONS

It is a business imperative that The Art Institute of York, Pennsylvania ensures that appropriate communication is deployed to students and employees during times of crisis.

### COMMUNICATE LOCAL PLANS IN ADVANCE

Local-level emergency operations plans will spell out the “when” and “where” students should assemble in times of emergency. These locations should be publicized at the school level in advance. Additionally, the establishment of official means of communications for employees and students (emergency numbers, Call Trees, Text Trees), and member of the CMT responsible for such means, should also be pre-determined and publicized at the local level, and pre-determined who is responsible for doing so.

Some methods of local, internal communication channels include:

- ✓ Web site
- ✓ Fliers and posters in common areas
- ✓ Periodic mass e-mail reminders
- ✓ Voicemail broadcast (for employees)
- ✓ Faculty mentioning emergency procedures during classes
- ✓ Group meetings and open forums

- ✓ Student/faculty portal
- ✓ Emergency Notification System and AlertFind

Knowing where evacuated students or employees will be relocated in the event of a crisis will aid in updating them on when, if and how to report to work or class following the emergency.

## THE SCHOOL COMMUNITY

Students and faculty must be periodically reminded of community emergency procedures and processes (i.e., natural disasters, bomb scare, etc.)

## AFTERMATH: EVALUATION AFTER A CRISIS

After the crisis, evaluate how well it was managed by The Art Institute of York, Pennsylvania's team. Evaluating what was done well, and what could have been done better, will only help refine the crisis communication plan and make it more effective in the future.

- View/Read Media Coverage**  
The best way to evaluate is to watch and read the media coverage of the crisis. Seeing how each of the school's actions was covered by the press can help form future media strategies. Use the **Post-News Interview Checklist, Page 25** to help document news coverage and aid in preparing for the next crisis situation.
- Debrief**  
The Emergency Management Team should convene after the crisis ends to evaluate every action taken and refine the crisis communication plan based on learnings.
- Test the Plan**  
To ensure that the plan works and is kept up-to-date, it should be tested and evaluated annually.
- Squash Those Rumors**  
Rumors may follow a crisis, further creating an atmosphere of anxiety. Take full advantage of E-mail, student/faculty portal, Web page notices, information hotlines, bulletin boards, etc. to report facts as appropriate. Voice mail broadcasts to faculty/staff, students and others with voice mail accounts can also be arranged.
- Be There for The Art Institute of York, Pennsylvania Community**  
Make resources available to provide assistance to employees or students who have been negatively affected by the crisis. Arrange for counseling services or other resources to come to the campus to

provide assistance. Depending upon the nature of the crisis, services and assistance may have been rendered by agencies, companies and/or individuals external to the campus. Ensure that applicable follow-up information, as well as thank-you letters, is forwarded to appropriate persons.

## MEDIA RELATIONS: POLICIES & PROCEDURES

### RESPONDING TO MEDIA INQUIRIES AT THE SCHOOL POLICY

The Public Relations Department at each school is responsible for media relations at that location.

The Director of Public Relations (or in some locations, the Director of Public Relations and Marketing, or Director of Communications) will be the media's sole contact, with a responsibility to determine story angle, deadline and manage requests for supporting material. When appropriate, the Communications and Public Relations Director will brief the school's official spokesperson or expert source in preparation for a media interview.

Media inquiries from reporters, editors, producers or researchers representing print, broadcast, or online media outlets should be immediately referred to the Public Relations Director. Should someone other than the Public Relations Director field a media call, take the reporter's name, phone number and publication and refer the call to the Public Relations Director. This will allow Public Relations to more effectively manage the flow of information. Communications professions stay abreast of areas of media interest and are prepared for inquiries. They will ensure that consistent information is being disseminated, and are well prepared to decide who is best equipped to respond to a given inquiry on behalf of the school.

It is in a school's best interest to be a reliable media source, and as such, all media inquiries should be addressed as quickly as possible. Therefore, if the Public Relations Director is unavailable, even by cell phone, and the matter is urgent, contact the campus President. And if the President is unavailable, contact an Executive Committee member.

### MEDIA ACCESS TO SCHOOL PROPERTY POLICY

**Error! Unknown document property name.Error! Unknown document property name.Error! Unknown document property name.Error! Unknown document property name.**Education Management Corporation

Our schools should welcome news media to campus just as the public is welcome to the campus. But neither the public nor reporters have a right to indiscriminate access to our buildings or other facilities. It is Public Relations' policy to be as helpful as possible to news media seeking access to facilities while upholding the school's mission of teaching, and maintaining the reasonable privacy expectation of students and others.

- Because television equipment may interfere with traffic or school activities, television crews must seek permission from the Communications and Public Relations Directors (or, School President) to set up to videotape or broadcast live from campus, and they must park in designated areas. Such permission generally will be granted for exterior work as long as it does not interfere with school operations. In certain situations, the school may limit television broadcasting to specific locations.
- In general, representatives of the news media not using cameras still need permission to enter a school or to take exterior still photographs for news purposes. However, access may be denied or limited, and pool cameras or reporting may be required, during an emergency or in situations when the Communications and Public Relations Director (or, School President) determines that unrestricted media access may become inappropriately disruptive. The goal will be for students, faculty and other members of the school community to carry out their activities with a reasonable expectation of privacy and normality while remaining free to speak openly with the media if they choose to do so.
- News media representatives must seek permission from the appropriate office (Public Relations, or School President) if they want to enter classrooms or similar facilities for the purpose of reportage. Such permission generally will be granted as long as the reporting activities do not disrupt school activities; interfere with the privacy of students, faculty or staff; or jeopardize the safety of school personnel, visitors or facilities. Residence halls are closed to news media except in rare cases with special advance arrangement.

#### For Night Time Supervisor/Staff/Security

If the reporter says his/her call is an emergency (that is, he/she cannot wait until the morning for any reason, take the name of the reporter, the name of the company, and phone number) and call the School President immediately.

#### School President's Phone Numbers

Tim Howard  
 Office: 717-757-1015  
 Home: 717-459-3086  
 Mobile: 215-681-0556

#### Facilities Manager Phone Numbers

Jeff Haase  
 Office: 717-757-1597  
 Home: 717-792-3139  
 Mobile: 717-887-3791

## MEDIA RELATIONS POLICY FOR RESPONDING TO NATIONAL MEDIA INQUIRIES

As stewards of the organization's reputation, EDMC Public Relations and Communications professional across the system are first obligated to ensure that all information is conveyed to the media consistent with legal and regulatory requirements; and, that such information is reviewed and approved by the Business Practices Committee, in cooperation and consultation, when necessary, with EDMC Public Relations.

It is a business imperative to recognize the importance of consistent message management, and the subsequent implications for not managing the message. By communicating through specified channels, we are ensuring reliable and consistent information is being provided; and, that our schools are being portrayed as accurately as possible in the media.

It is incumbent upon the organization to ensure that proper checks and balances are in place as we respond to national media interest or inquiries in order to protect our reputation and to position our schools, people and programs favorably with all audiences.

We place the company at risk when unauthorized, arbitrary or capricious use of national wire services to disseminate information occurs.

- When dealing with national media inquiries, the importance of collaboration between and among systems, their schools, the Business Practices Committee and EDMC Public Relations, must be paramount.
- National media inquiries/opportunities should be coordinated in consultation with EDMC Public Relations to determine how to respond and who best may respond. EDMC Public Relations will assist in obtaining necessary approvals, and, in counsel and agreement with appropriate entities, determine requisite courses of action in responding to national media inquiries/opportunities.
- The inquiry/opportunity may be managed by the system/school public relations professional or executive team members if it is determined that a response originating from the system/local level is appropriate.
- EDMC Public Relations evaluates and determines newsworthiness of media interest, and is an integral part of media communication process.
- The President or a designee from EDMC shall serve as the media spokesperson in times of crisis or when addressing information pertaining to the school and its operations.
- Faculty or staff may serve as additional media sources to round out a positive feature story, but should not comment on any matters of school policy, financial or operational issues.
- EDMC Public Relations/Corporate Communications/Investor Relations is responsible for the transmission of news releases over wire services. No other department or external agency is authorized to do so on behalf of EDMC or its affiliates.
- Reporters work on tight deadline and require prompt response. It is our aim to be a reliable source of information to those in the media with whom we have a relationship – and with those we aspire to work

with in the future. As we continue to establish ourselves as that reliable source, it is imperative that our schools are viewed as credible and dependable partners.

## MEDIA RELATIONS: TIPS FOR A GOOD INTERVIEW

The nature of a crisis situation may require media outreach and/or response. Messages developed and approved by the EDMC Emergency Management Team and delivered through the designated spokesperson may be distributed to the media in the most appropriate format (one-on-one, press conference, written statement, press release, E-mail).

The media can be a valuable tool in reaching key audiences (employees, students, parents, etc.) and alerting them as to the status of students, the location and classes.

Once the crisis situation is declared concluded, ongoing media outreach will be coordinated on a local level with the assistance of CS Public Relations, as required.

### MEDIA INTERVIEW TIPS DURING A CRISIS

- ✓ All media should be treated equally. What is given to one (such as access to an area affected by the crisis) should be available to all media.
- ✓ Reporters may ask to speak to staff, faculty or students who are involved with or have been affected by the crisis. It is best to **restrict** all interviews to the primary spokesperson, back-up spokesperson or technical experts. However, if it is possible to provide the media with the access they desire, it should be carefully considered as media may decide to seek the interviews without the school's consent.
- ✓ All calls from the news media are to be referred directly to School President Tim Howard.
- ✓ Be prepared: gather facts and communicate only what you know.

- ✓ Practice questions and answers (as appropriate).
- ✓ Avoid jargon, industry language, and internal abbreviations. Keep in mind that you are talking to the general public during an interview.
- ✓ Don't volunteer information unless it is a point the school wants to make and the question hasn't been asked.
- ✓ **Don't talk off the record** – there's no such thing.
- ✓ The words **"no comment"** should be avoided in dealing with the media, even if you have a legitimate reason not to talk. If a subject is too sensitive to discuss with a reporter, try to explain why. If a question involves a legal action, for example, explain that you cannot discuss litigation. **If proprietary information is requested, you can simply say that the school does not disclose that kind of information.**
- ✓ Issue joint press releases with city and state officials, if necessary.
- ✓ Prepare a conference room for regular briefings and equip the room. Depending on location and crisis level, there may be more than just the local media in attendance. Ensure that a podium, microphone, and outlets for lights, computers, and other media equipment are available. Have a fax machine available for press use. Have media kits, press releases, fact sheets and backgrounders available for additional information. Simple refreshments, such as coffee and water, are a nice gesture, but not a requirement.
- ✓ Stay in control. Don't panic.
- ✓ Be honest and straightforward.
- ✓ Tell the truth – **always**. Do not lie, mislead, or speculate.
- ✓ Tell reporters if you don't know. It's OK if you don't have all the answers, but follow-up when you have more information .
- ✓ Make sure someone is answering phones and taking down call back info.
- ✓ Before speaking with reporters one-on-one, find out what they know about the situation first.

## CONTACT LOG

Establish a log and record all telephone calls from the media (or other parties) inquiring about the crisis. This will help to ensure that required callbacks are not overlooked.

See **"Appendix E: Media Worksheets & Forms,"** Page 24, for blank media worksheets. Print out and share copies of these worksheets and forms with every employee, in the event that s/he receives a call from the media during a crisis situation.

## APPENDIX A: AUDIENCES

When working on a crisis, consider the following potential audiences (in alphabetical order) and the most effective method of communicating with each:

- Alumni
- Boards of directors
- Community (where campus is located and employees live, neighborhood coalitions, community organizations, Chambers of Commerce)
- Emergency response groups
- Employees
- Government: Local, state, regional, national, international (Canada)
- Landlords
- Legislative/regulatory agencies
- Media: General, local, national and international
- Parents
- Prospective students
- Students
- Vendors

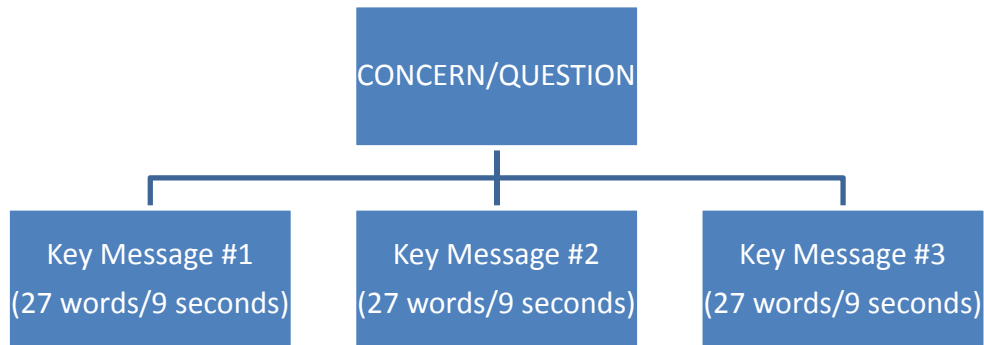
- **Crisis Management Team (CMT)**

1. President
2. Regional Regional Director of Public Relations
3. Facilities Manager (CBRE)
4. Dean of Academic Affairs
5. Dean of Student Affairs
6. Director of Career Services
7. Director of Human Resources
8. Director of Admissions (Sr)
9. Director of Administrative and Financial Services
10. Campus Technology Manager

- **Crisis Management Team Alternative Members**

1. Academic Department Directors
2. Department Managers

## APPENDIX B: MESSAGE MAP

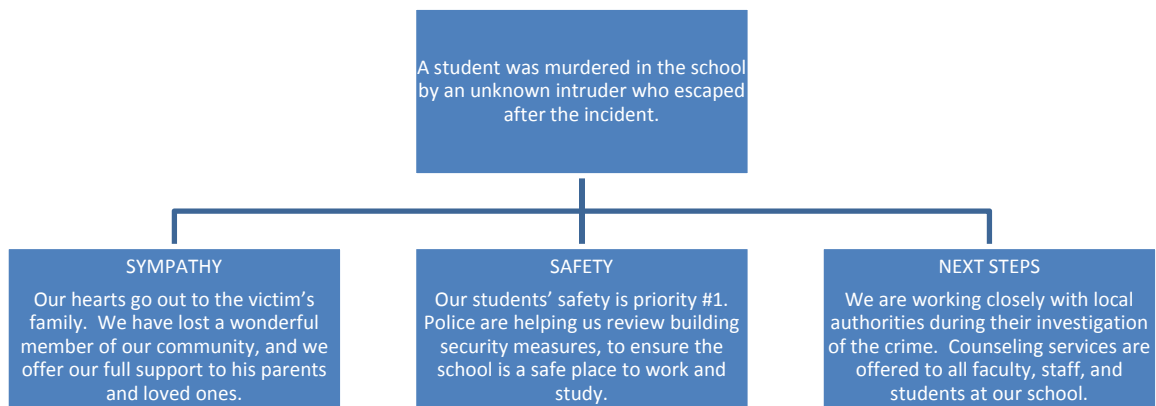


In a high-stress situation, the brain can retain an average of three (3) messages at one time.

This Message Map can serve to help you organize your media message points cohesively.

For each question or concern, develop:

- ✓ Three (3) key messages
- ✓ Within each message, develop a talking point of 27 words or 9 seconds max

**SAMPLE:**

## APPENDIX C: SAMPLE SCRIPTS FOR SCHOOL CLOSURE

Following an incident, school personnel working phone lines and/or pushing content to an Emergency Website can issue the following statement (updated as appropriate on an ongoing basis to reflect the latest developments):

“The Art Institute of York, Pennsylvania will be closed beginning <date> due to <incident>. Classes are tentatively scheduled to resume on <date>. We are monitoring the situation and will provide further updates as needed. Interested parties may check the Emergency Web site <address to be provided> or dial <phone number to be provided> for updates. Thank you.”

If necessary, voicemail boxes may be established to automate and facilitate the answering of calls. Sample script:

“Thank you for calling The Art Institute of York, Pennsylvania. This message was recorded on <date>. Due to <incident>, the school is closed today <date> and is scheduled to reopen on <date>. You may tune into local television and radio stations for more details or visit our Web site at (Emergency Web address to be provided) for additional updates. Officials are currently evaluating the status of (faculty/staff/students/campus facilities). Please continue to check this voicemail for updates. If you’d like more information, please (press button).”

## APPENDIX D: LOCAL MEDIA CONTACTS

Identify key local media outlets and contact information for this Appendix. This list will be invaluable during a time of crisis, when there will be little or no time to conduct such research. Consider including the same media information used during non-crisis situations (for example, class cancellations due to inclement weather). Consider conducting a search on Cision (an online tool accessible to all Ai school PRDs and PR designees), to identify what the key media outlets/contact information should be for this list.

### TELEVISION STATIONS

WGAL-TV

Phone: 717-393-5851

Fax: 717-295-7457

[News8@wgal.com](mailto:News8@wgal.com)

WHP-TV

Phone: 717-238-2100

Fax: 717-238-8744

[news@cbs21.com](mailto:news@cbs21.com)

WHTM-TV

Phone: 717-236-2727

Fax: 717-232-5272

[news@abc27.com](mailto:news@abc27.com)

WPTM-TV

Phone: 717-843-0043

Fax: 717-843-9741

[wptm@fox43.com](mailto:wptm@fox43.com)

### NEWSPAPERS

York Daily Record

Phone: 717-771-2000

Fax: 717-771-2009

[news@ydr.com](mailto:news@ydr.com)

The Evening Sun

Phone: 717-637-3736

Fax: 717-637-7730

[news@eveningsun.com](mailto:news@eveningsun.com)

The York Dispatch  
717-854-1575  
717-843-2958  
[news@yorkdispatch.com](mailto:news@yorkdispatch.com)

## RADIO STATIONS

WARM-FM/WSOX-FM  
Phone: 717-764-1155  
Fax: 717-252-4708

WSBA-AM  
Phone: 717-764-1155  
Fax: 717-252-4708  
[info@wsba910.com](mailto:info@wsba910.com)

## APPENDIX E: MEDIA WORKSHEETS &amp; FORMS

## MEDIA INQUIRY LOG FORM

*Fill out a separate form for each media call.*

Your Name: \_\_\_\_\_ Date and Time of Call: \_\_\_\_\_

Name of publication, radio station or television station: \_\_\_\_\_

Name of Reporter/Producer/Editor: \_\_\_\_\_

Deadline: \_\_\_\_\_

Phone Number: \_\_\_\_\_ FAX Number: \_\_\_\_\_

Media E-mail Address: \_\_\_\_\_

Reporter's deadline: \_\_\_\_\_

School Spokesperson: \_\_\_\_\_

Thrust of Reporter's Story:

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Other people being interviewed for the story:

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Date story expected to run: \_\_\_\_\_

## APPENDIX E: MEDIA WORKSHEETS &amp; FORMS

## NEWS INTERVIEW CHECKLIST

**Interviewer Name:** \_\_\_\_\_

**Interview Date/Time:** \_\_\_\_\_

**Name of Publication/Radio/TV:** \_\_\_\_\_

**Deadline:** \_\_\_\_\_

**Phone Number:** \_\_\_\_\_

**Topic:** \_\_\_\_\_

**Purpose of interview:** \_\_\_\_\_

**Anticipated questions:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Three Most Controversial or Negative Issues:**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

**Three Most Positive Issues:**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

**Our Three Key Messages:**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Our Single Overriding Communications Objective:

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## APPENDIX E: MEDIA WORKSHEETS & FORMS

### POST-NEWS INTERVIEW CHECKLIST

Date/Time: \_\_\_\_\_

Interviewer's Name and Media Outlet: \_\_\_\_\_

Interviewee at School: \_\_\_\_\_

Topic: \_\_\_\_\_

Key Points Made During Interview:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Number of key messages printed or broadcast:    1    2    3

Negative or Unanticipated Questions: \_\_\_\_\_

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**EVALUATION**    Positive Experience ( )    Negative Experience ( )    Neutral ( )

Explain: \_\_\_\_\_

Did the reporter ask informed questions?                      Yes ( )                      No ( )

Would you grant another interview to this reporter?    Yes ( )                      No ( )

If the answer above is "Yes," did you get the reporter's phone number or address or otherwise open a line of communication for the future?    Yes ( )    No ( )

### POST-PUBLICATION or BROADCAST REACTION

Was the story balanced in your view? Yes ( ) No ( )

Explain: \_\_\_\_\_

Additional Follow-Up Required? \_\_\_\_\_

## APPENDIX F: KEY PHONE NUMBERS/CONTACTS

The Art Institute of York, Pennsylvania  
1409 Williams Road, York, PA 17402  
717-755-2300

### SCHOOL PRESIDENT

Tim Howard  
Office: 717-757-1015  
Home: 717-459-3086  
Mobile: 215-681-0556

### GROUP VICE PRESIDENT

Jim Palermo  
Office:  
Home: 703-378-3567  
Mobile: 703-629-7142

Director of Administrative and Financial Services	ext. 1038	(717) 817.7407
Director of Admissions (Sr.)	ext. 1103	(717) 676.9428
Dean of Academic Affairs	ext. 1039	(717) 515.4279
Director of Human Resources	ext. 1025	(717) 515.4070
Dean of Student Affairs	ext. 1044	(717) 650.7779
Director of Career Services	ext. 1019	(717) 495.9348
Director of Information Technology	ext. 1602	(717) 309.9159

### BUILDING SECURITY COMPANY

G4S Secure Solutions  
4813 Jonestown Road, Suite 200  
Harrisburg, PA 17109  
717-651-0885 (24/7)

### LANDLORD/BUILDING MANAGER

**1407**  
St. Onge Company  
1400 Williams Road  
York, PA 17402

**1409**

H & M Maintenance Associates

(although the lease records L. H. Kroh Inc. which subsequently became L. H. Kroh LLC with the current address below)

303 E. Market Street

York, PA 17403

**POLICE**

Springettsbury Police Department

1501 Mt Zion Road, York, PA 17402

911

717-757-3525

**FIRE DEPARTMENT**

Springetts Fire Department

3013 E. Market St, York PA 17402

911

717-755-3171

**LOCAL HOSPITALS**

York Hospital

1001 S. George St, York PA 17405

171-851-2345

Memorial Hospital

325 S. Belmont Street, York, PA 17405

800-436-4326

**NOTES**