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ACIS – Association of Colorado  
Independent Schools

October 6, 2020

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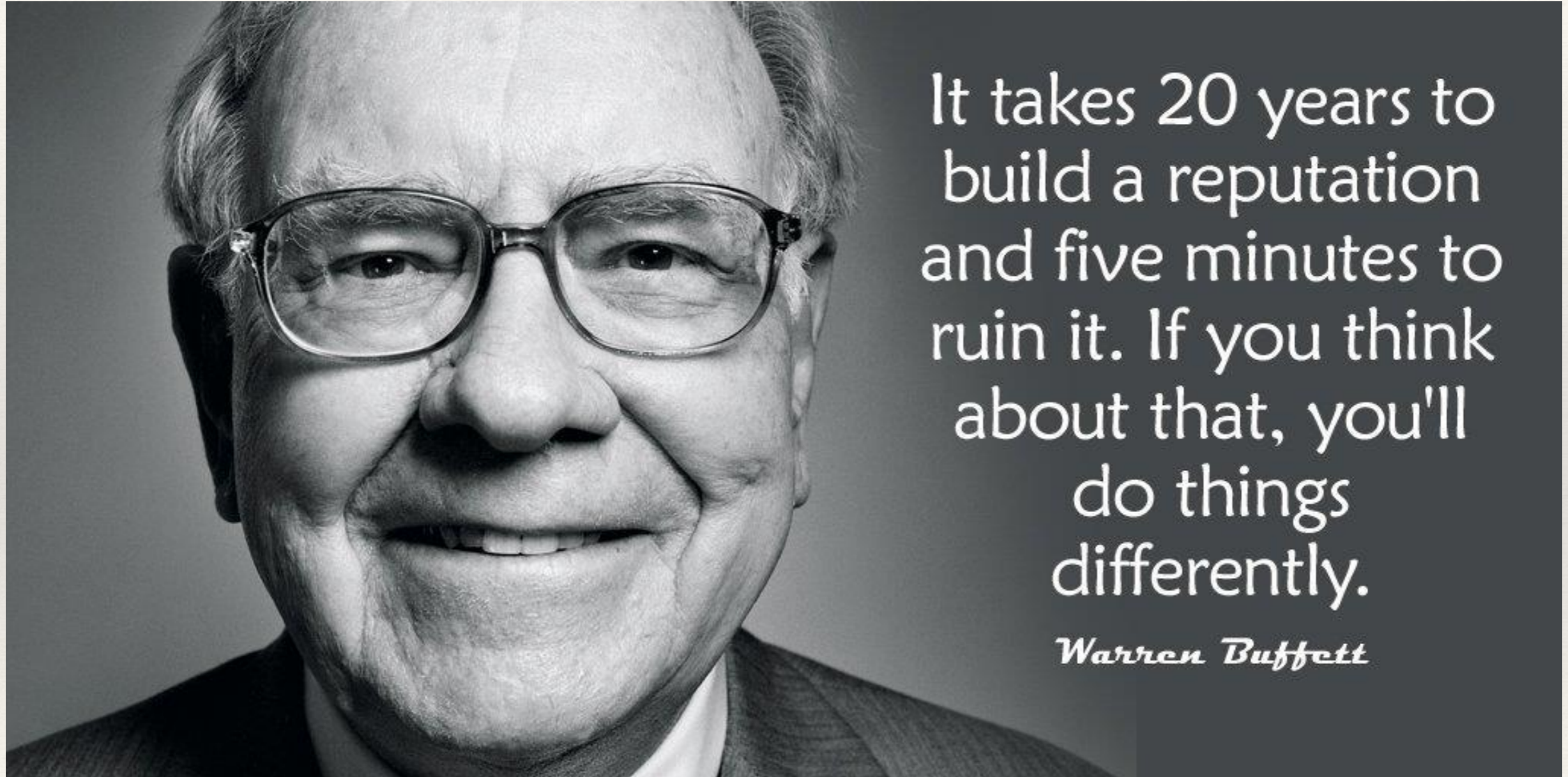
**Jane Hulbert**  
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Twenty years. Twenty-five countries. One Jane Group.



Thank you for trusting us as we've grown and flourished.





It takes 20 years to  
build a reputation  
and five minutes to  
ruin it. If you think  
about that, you'll  
do things  
differently.

*Warren Buffett*

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# Trending Issues

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- ❖ DE&I
- ❖ COVID-19
- ❖ Parent petitions
- ❖ Bulldozer parents
- ❖ Financial pressures
- ❖ Faculty complaints about head
- ❖ Historical and current sexual misconduct
- ❖ Governance disputes

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# Guiding Principles

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Be prepared in advance and have a plan.

The school will be judged more for how it handled the crisis than the actual crisis itself.

Do the right thing.

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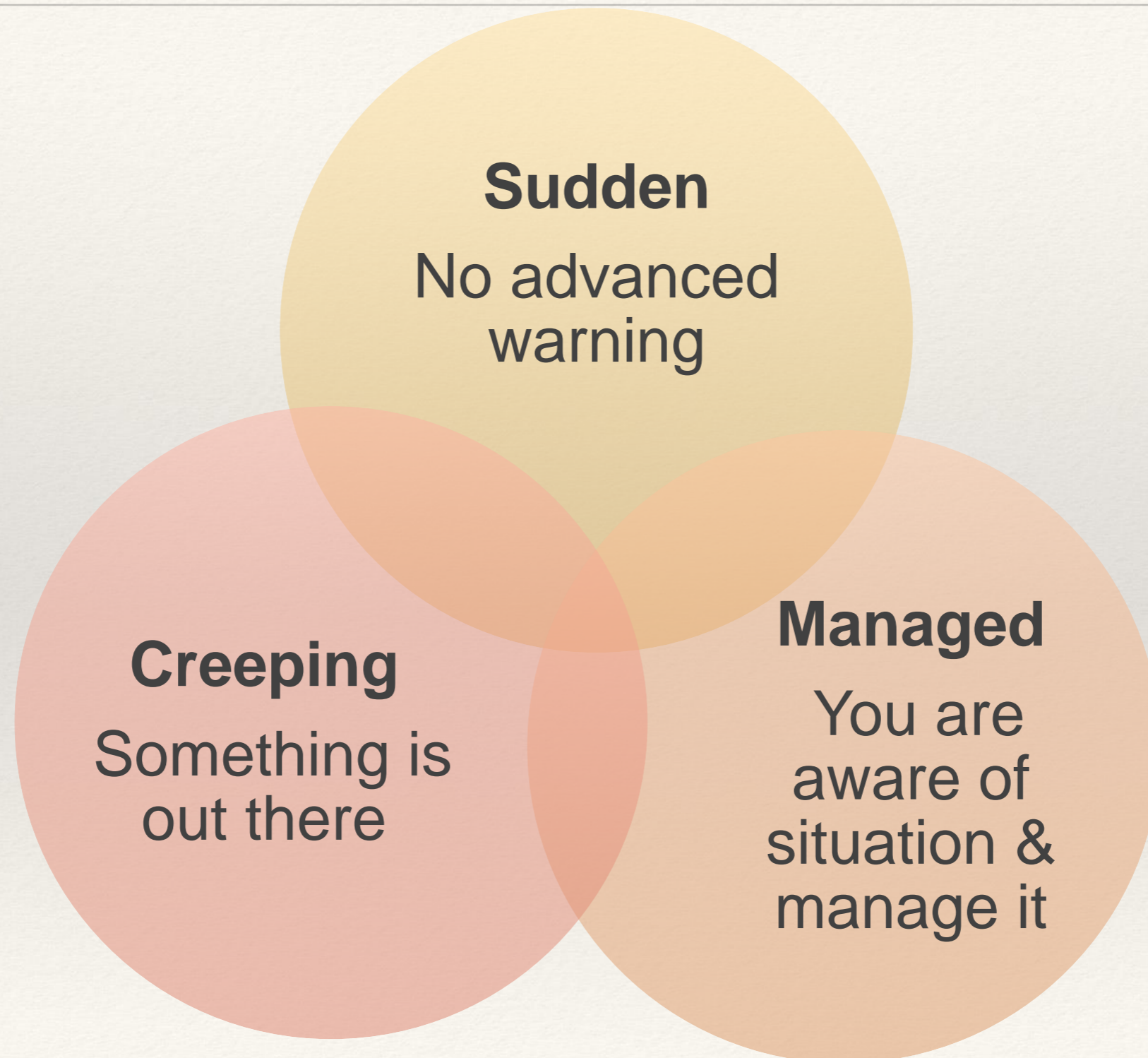
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❖ **Effective Leaders Are  
Productively Paranoid**

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# Three Types of Crises

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# Time Is the Enemy

## *Do the Work in Advance*

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# The Importance of the Crisis Plan

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- ❖ Crisis communications plans must be revised to reflect the changing realities and align with the strategic plan
- ❖ Create a crisis ready mindset
- ❖ Every school should have one

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# First Steps in a Crisis

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Hurry Up and Slow Down

# Messaging



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# Words Matter in a Crisis

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- ❖ You don't get a second chance to make a first impression.
- ❖ The goal is to “land it right.”
- ❖ Intense scrutiny.
- ❖ Remember...talk to your community first, not the media.

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# Communications Guidelines

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Frame your decisions in the context of your mission and values

Emphasize uncertainty – it is the truth

Process for decision-making.

Flexibility

Acknowledge issues under consideration.

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# The Board's Role in a Crisis

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- ❖ To support the head of school and maintain a united front even if opinions differ.
- ❖ Provide strategic guidance.
- ❖ Avoid side bar conversations.

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“Clarity and candor are essential in crises –  
and so is generosity of spirit.”

*Jon Meacham*

*Pulitzer Prize Historian*

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# Important Note

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This presentation concerns crisis management and communications and does not constitute legal advice. If you have further crisis communications issues, you should consult us directly. This is the property of The Jane Group, Inc.



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