

Contents

Notes on Contributors	ix
Preface	xxvii
Acknowledgments	xxix
Introduction	1
<i>Robert L. Heath</i>	
Part I Crisis and Allied Fields	15
1 Parameters for Crisis Communication	17
<i>W. Timothy Coombs</i>	
2 Crisis Communication and Its Allied Fields	54
<i>W. Timothy Coombs</i>	
3 Crisis Communication Research in Public Relations Journals: Tracking Research Trends Over Thirty Years	65
<i>Seon-Kyoung An and I-Huei Cheng</i>	
Part II Methodological Variety	91
Case Studies	
4 Organizational Networks in Disaster Response: An Examination of the US Government Network's Efforts in Hurricane Katrina	93
<i>Gabriel L. Adkins</i>	
5 Regaining Altitude: A Case Analysis of the JetBlue Airways Valentine's Day 2007 Crisis	115
<i>Gregory G. Eftimiou</i>	
Textual Analysis	
6 The Press as Agent of Cultural Repair: A Textual Analysis of News Coverage of the Virginia Tech Shootings	141
<i>Mohamad H. Elmasry and Vidhi Chaudhri</i>	

Content Analysis

- 7 Are They Practicing What We Are Preaching? An Investigation of Crisis Communication Strategies in the Media Coverage of Chemical Accidents 159
Sherry J. Holladay

Experimental

- 8 Examining the Effects of Mutability and Framing on Perceptions of Human Error and Technical Error Crises: Implications for Situational Crisis Communication Theory 181
W. Timothy Coombs and Sherry J. Holladay
- 9 How Do Past Crises Affect Publics' Perceptions of Current Events? An Experiment Testing Corporate Reputation During an Adverse Event 205
J. Drew Elliot
- 10 Crisis Response Effectiveness: Methodological Considerations for Advancement in Empirical Investigation into Response Impact 221
Tomasz A. Fediuk, Kristin M. Pace, and Isabel C. Botero

Part III The Practice 243

- 11 "We tell people. It's up to them to be prepared." Public Relations Practices of Local Emergency Managers 245
Robert Littlefield, Katherine Rowan, Shari R. Veil, Lorraine Kisselburgh, Kimberly Bewuchamp, Kathleen Vidoloff, Marie L. Dick, Theresa Russell-Loretz, Induk Kim, Angelica Ruvarac, Quian Wang, Hyunyi Cho, Toni Siriko Hoang, Bonita Neff, Teri Toles-Patkin, Rod Troester, Shweta Hyder, Steven Venette, and Timothy L. Sellnow
- 12 Thirty Common Basic Elements of Crisis Management Plans: Guidelines for Handling the Acute Stage of "Hard" Emergencies at the Tactical Level 261
Alexander G. Nikolaev

Part IV Specific Applications 283

Organizational Contexts

- 13 Oil Industry Crisis Communication 285
Michelle Maresh and David E. Williams
- 14 Educational Crisis Management Practices Tentatively Embrace the New Media 301
Barbara S. Gainey
- 15 FEMA and the Rhetoric of Redemption: New Directions in Crisis Communication Models for Government Agencies 319
Elizabeth Johnson Avery and Ruthann W. Lariscy

Crisis Communication and Race

- 16 Effective Public Relations in Racially Charged Crises: Not Black or White 335
Brooke Fisher Liu
- 17 Public Relations and Reputation Management in a Crisis Situation: How Denny's Restaurants Reinvigorated the Firm's Corporate Identity 359
Ali M. Kanso, Steven R. Levitt, and Richard Alan Nelson

Part V Technology and Crisis Communication 379

- 18 New Media for Crisis Communication: Opportunities for Technical Translation, Dialogue, and Stakeholder Responses 381
Keri K. Stephens and Patty Malone
- 19 Organizational and Media Use of Technology During Fraud Crises 396
Christopher Caldiero, Maureen Taylor, and Lia Ungureanu
- 20 Organizational Use of New Communication Technology in Product Recall Crises 410
Maureen Taylor

Part VI Global Crisis Communication 423

- 21 Crisis Communication, Complexity, and the Cartoon Affair: A Case Study 425
Finn Frandsen and Winni Johansen
- 22 Crisis Communication and Terrorist Attacks: Framing a Response to the 2004 Madrid Bombings and 2005 London Bombings 449
María José Canel and Karen Sanders
- 23 Negotiating Global Citizenship: Mattel's 2007 Recall Crisis 467
Patricia A. Curtin
- 24 Celebrating Expulsions? Crisis Communication in the Swedish Migration Board 489
Orla Vigso

Part VII Theory Development 509

- 25 Crisis Communicators in Change: From Plans to Improvisations 511
Jesper Falkheimer and Mats Heide
- 26 Contingency Theory of Strategic Conflict Management: Directions for the Practice of Crisis Communication from a Decade of Theory Development, Discovery, and Dialogue 527
Augustine Pang, Yan Jin, and Glen T. Cameron
- 27 Crisis-Adaptive Public Information: A Model for Reliability in Chaos 550
Suzanne Horsley

28	Communicating Before a Crisis: An Exploration of Bolstering, CSR, and Inoculation Practices <i>Shelley Wigley and Michael Pfau</i>	568
29	Who Suffers? The Effect of Injured Party on Attributions of Crisis Responsibility <i>Sun-A Park and María E. Len-Ríos</i>	591
30	The Dialectics of Organizational Crisis Management <i>Charles Conrad, Jane Stuart Baker, Chris Cudaby, and Jennifer Willyard</i>	607
31	Exploring Crisis from a Receiver Perspective: Understanding Stakeholder Reactions During Crisis Events <i>Tomasz A. Fediuk, W. Timothy Coombs, and Isabel C. Botero</i>	635
32	Credibility Seeking through an Interorganizational Alliance: Instigating the Fen-Phen Confrontation Crisis <i>Timothy L. Sellnow, Shari R. Veil, and Renae A. Streifer</i>	657
	Part VIII Future Research Directions	675
33	Future Directions of Crisis Communication Research: Emotions in Crisis – The Next Frontier <i>Yan Jin and Augustine Pang</i>	677
34	Complexity and Crises: A New Paradigm <i>Dawn R. Gilpin and Priscilla Murphy</i>	683
35	Considering the Future of Crisis Communication Research: Understanding the Opportunities Inherent to Crisis Events through the Discourse of Renewal <i>Robert R. Ulmer, Timothy L. Sellnow, and Matthew W. Seeger</i>	691
36	Toward a Holistic Organizational Approach to Understanding Crisis <i>Maureen Taylor</i>	698
37	What is a Public Relations “Crisis”? Refocusing Crisis Research <i>Michael L. Kent</i>	705
38	Crisis and Learning <i>Larsåke Larsson</i>	713
39	Pursuing Evidence-Based Crisis Communication <i>W. Timothy Coombs</i>	719
	Afterword	726
	Name Index	728
	Subject Index	732