



The Challenges and Countermeasures of Public Relations Crisis in Colleges and Universities from the Perspective of Organizational Communication, Under the Background of New Media

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Abstract: At present, the frequent public opinion events caused by the public relations crisis of colleges and universities on the Internet reflect the disharmony between the internal and external communication environment of colleges and universities. Faced with various challenges brought by new media, colleges and universities need to actively reform the organizational structure, change the organizational communication mode, and improve the efficiency of organizational communication. This paper tries to summarize the challenges in the context of new media from the public relations crisis in colleges and universities, and gives some countermeasures from the perspective of organizational communication.

Key words: New media; Organizational communication; Colleges and universities; Public relations crisis

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1 Introduction

Organizational communication refers to the information activities an organization is engaged in and the communication activities between the organization and the relevant external environment. The purpose is to exchange information in order to achieve organizational goals. According to the different objects of communication, organizational communication can be divided into internal

communication and external communication. It is not only the information link to ensure the normal operation of the organization, but also the information bridge for the organization to interact with the external environment as a whole. In the context of new media, the organization of external communication becomes more and more important.

2 The Organizational Structure and the range of Communication of Universities

2.1 The development of University Organizational Structure

At present, the administrative institutions of universities in China are basically a management system based on highly centralized administrative power gradually formed under the highly centralized planning system. In the planned economy era (1949-1992), colleges and universities learned from the management and organization structure of the government to establish their own organizational structure. The advantages of centralized power, simple organizational structure, low administrative cost and other organizational structures are suitable for the needs of The Times. With the economic reform and opening up in 1992, the external environment of colleges and universities has undergone great changes, which requires the transformation and upgrading of the organizational structure of colleges and universities, and the development of the internal structure of the two universities, which are mainly academic and administrative, has become mature.

2.2 Changes in the scope of the Communication Audience

Colleges and universities shoulder the task of disseminating scientific and cultural knowledge to the outside world and shaping the university image. Before the new media era, the focus of organizational communication in Chinese colleges and universities was internal communication, and the audience of communication was mainly internal groups such as teachers and students. With the change of media form caused by the progress of science and technology, the organizational communication of colleges and universities is no longer confined to internal communication, and constantly expands the communication audience and enhances its influence by taking advantage of the new media environment. In the context of new media, the external communication of colleges and universities is playing an increasingly important role in the competition of various ranking of colleges and universities.

3 The challenge of University Public Relations Crisis

3.1 New Media Communication Environment

In the context of new media, media forms such as computers and mobile terminals based on wireless communication technology and network technology have provided new communication channels and modes for information. WeChat and other apps developed in line with new media enrich the identity of the audience in information communication and provide opportunities for the audience to become communicators. Organized "we media" and public accounts developed on WeChat and other software have also become new information communicators. In the era of new media, the discourse power of traditional media is constantly divided, which brings new challenges to universities relying on traditional media for information transmission.

In order to adapt to the external environment, many colleges and universities have set up official accounts on TikTok and other platforms to establish new channels of information communication with the public, improve the external information dissemination of colleges and universities, and grasp their own external discourse power. However, in the conflict between the new communication environment and the old internal communication mode, there

are still some problems to be solved urgently in the public relations crisis of colleges and universities. For example: (1) There is no substantive information in the response and the public cannot be convinced. (2) The information is too official to be accepted by the public. (3) The transmission of some information contents is still the internal way of the organization, which makes the difference between the information intended to be delivered and the information received by the public and causes unnecessary contradictions. (4) Some "we media" accounts take advantage of the popularity to fabricate exaggerated and false information and smear the image of universities.

3.2 The change of Audience's Mentality

First of all, under the traditional environment, the organization of the rights and interests of stakeholders define more clearly, and in the new media environment, in the face of the crisis in emergency, the statement of the colleges and universities tend to have to obtain the desired effect, this is because the new environment, the boundaries between the rights and interests of stakeholders are blurred, often voice from outside the stakeholder in the audience, so the statement in addition to respond to the interests of the events themselves interests, but also to other audiences.

Under the new communication environment, the identity of the audience is no longer a simple receiver of information. The diversification of information transmission means provides the feasibility for the audience to become the sender of information. The rich identity of the audience also changes the audience's mentality when receiving the information. Faced with the notice issued by the public relations crisis of colleges and universities, they are no longer satisfied with simply knowing the matter itself, but want to know more about the cause of the matter and supervise the fair result.

3.3 Organizational Structure and Organizational Communication

Organizational structure and organizational communication influence each other. In China, the hierarchical management system established by referring to the government management structure makes the internal division of labor clear and convenient for the internal management of the organization. However, under the background of new media, the organizational structure of one-

way information transmission cannot timely convey external information to the upper level of the organization. There is a clear hierarchy within an organization, and there will be problems of information deviation and delay when information is transmitted from one layer to the next.

At present, although various universities have set up their official accounts on douyin, WeChat, weibo and other communication platforms, most of the power and obligations of management departments and managers are still in a state of adjustment, which has not really solved the problem of information deviation and delay. When dealing with the public relations crisis, it simply assumes the role of external communication, which leads to the different handling speed of the public relations crisis in the same university facing different events.

4 Public Relations Crisis Opportunity for Universities

To cope with the public relations crisis well, from the perspective of organizational communication, we should not only improve the organizational structure within the organization, but also coordinate the external communication mode under the new media environment.

4.1 Take advantage of the New Media Environment

Colleges and universities under the background of new media, first of all, you can through the WeChat and other communication channels and transmission methods flexibly so as to deliver information to the audience is no longer limited to the previous single knowledge information, campus environment, research projects, news and other topics have more abundant video display channel, manage and maintain a good image of colleges and universities, Secondly, the characteristics of the new media environment is information transmission speed, colleges and universities is to improve the efficiency of foreign spread through new media platforms can also spread quickly grasp outside the organization, with the help of hot spread context the flexibility to change, to interact with the public, rapid dissemination of academic information at the same time gap with the public, create positive and academic, have the courage to take a positive image.

With the help of the new media environment, colleges and universities can deal with the potential

public relations crisis and prevent the spread of some college rumors. It can also quickly capture the change of external information, and make timely response in the face of sudden crisis.

4.2 Actively guide the development of Public Opinion

Since the establishment of WeChat public account in 2012, the number of domestic "we media" has exploded, the number of information producers has increased, and the proportion of new subjects such as "we media" in the discourse power is not to be underestimated. On the other hand, the audience becomes a new information producer in the communication environment, which leads to the increase of the amount of information on the network and the uneven level of information quality. In the face of the sudden crisis events in some colleges and universities, the rapid dissemination of information and the loss and deterioration of information occur in the process of dissemination.

In the face of the complex and changeable communication environment, colleges and universities should take advantage of the positive image they set up at ordinary times to build their defense line of public opinion, take the initiative to respond as soon as possible in the face of emergencies, guide the direction of public opinion, and maintain their own image. The concept of "post-truth" emphasizes that in the formation of public opinion, individual emotions and ideas gradually override the objective facts and become an important factor influencing the trend of public opinion. Face after the "truth", in the public relations crisis management in university, to realize that originally is ignored, decentralised, does not pay attention to the rational thinking is part in shaping the facts of the public, so to change the previous too structured narrative mode, the public relations crisis requires the public sense of reality in receiving information, trust, establish a good connection with public sentiment, easy to guide the development of public opinion.

4.3 Optimization of Organizational Communication Structure

At present, the external communication channels of many colleges and universities are only the Windows to establish the external communication, and the real crisis management structure has not been really constructed. To improve the external communication

of organizational public relations crisis, firstly, the communication of public relations crisis within the organization should be well established. For example, a special crisis management team should be established within the school to pay special attention to the information of the school. Secondly, do a good job in the emergency treatment plan and alternative plan of crisis information, establish and implement the responsibility accountability mechanism under the new environment, which can not only improve the internal members' initiative for the organization, but also facilitate the public relations crisis team to quickly identify the source in the face of public relations crisis. Finally, for crisis information has spread, can be set up in colleges and universities in view of the system, a spokesman for the public relations crisis, the public relations crisis team to act quickly to get the result of responding to the front of the public things, structures, special communication platform, effectively avoid messages in different stages of the missing and metamorphism, prevent the occurrence of rumors and so on bad information.

5 Conclusion

Under the environment of new media, the organizational communication of colleges and universities is greatly challenged. The lowering of the threshold of communication media makes the information mixed with the false and the true, and the public will inevitably be affected by inflammatory information, resulting in the absence and deterioration of correct information. However, new media

also brings opportunities to the organization and communication of colleges and universities. Faced with the sudden public relations crisis, colleges and universities have more and more convenient channels for information transmission, which is convenient for them to directly establish information connection with the public, explain the truth, and avoid and reduce the bad influence on colleges and universities. Finally, colleges and universities need to actively change the organizational communication structure, establish a public relations crisis team, change the mode of external communication, attach importance to the emotional connection with the public, and create an image of colleges and universities with both knowledge and temperature.

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