



Emergency Management

UMBC



Plan Template V1.0. (Updated 02/28/2022)

Emergency Operations Plan Annex 2

Crisis Management Plan

Revision Date: 09/27/2022



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THIS IS A STRATEGIC LEVEL DOCUMENT
It informs objectives for operational procedures and program plans

and A CRISIS MANAGEMENT COMPONENT of the EM Program
It describes measures to mitigate impacts resulting from non-physical incidents

i. Overview

The activities in this Crisis Management Plan fulfill Emergency Management (EM) Program requirements found in University System of Maryland (USM) policy. [See VI-13.00 -- Policy on Campus Emergency Planning, Preparedness, and Response](#). This plan also meets requirements from [VIII-21.00 -- Policy on Crisis Management](#). This policy formalizes crisis management expectations for each USM institution and our plan provides guidance to support the UMBC President. It includes clear reporting and escalation protocols, a response structure and team roles, and expectations for developing crisis communications.

This Crisis Management Plan is designated as Annex 2 of the UMBC Base Emergency Operations Plan (EOP). This plan is a STRATEGIC level, CRISIS MANAGEMENT component of UMBC's EM program. The Base EOP serves as our institutional framework for coordinating all emergency management activities. Annexes can be used independently from the Base OEP as stand-alone program plans.

The President, as the Chief Executive Officer for the University, retains final authority and responsibility for the protection of individuals, facilities, and infrastructure as well as business, academic, and research continuity. UMBC's Emergency Manager is responsible for leading preparedness, response, recovery, and mitigation efforts across the UMBC community, and coordinating procedures to meet the requirements of EM policy.

This is not an emergency response tool. This plan is a means of documenting institutional knowledge to assist with readiness. We will use this plan to develop simplified checklists, guides, and other tools to save lives and safeguard property during an actual incident.

This document uses hyperlinks to navigate the plan. To jump to a specific section in electronic form, click on any section in the Table of Contents. Click the UMBC banner at the top of any page to return to the Table of Contents.

Review this plan fully before making revisions. Familiarize yourself with the main sections to understand how information is structured. Meet with subject-matter experts to include accurate, up-to-date information.

ii. Applicability

This plan is applicable to the UMBC campus and UMBC affiliate locations to include: Universities at Shady Grove (USG); Lion Brothers Building; **Columbus Center**; BWTech South; BWTech North; OCA Mocha; and Choice/Shriver Center, Hyattsville.

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iii. Approvals

I am pleased to present UMBC's Crisis Management Plan which builds on the concepts and objectives set forth in our Base EOP. The EOP is an all-hazards plan that describes how we organize to prevent, respond to, and recover from physical safety and security incidents. This Crisis Management Plan formalizes response processes for a full range of negative events.

UMBC must have a comprehensive emergency management program to remain resilient. Regardless of the hazard, we must take unified action to support our community of students, staff, faculty, and visitors. UMBC supports individual and organizational readiness. We encourage our community to uphold the University's core values of inclusive excellence, collaboration, innovation, and impact during even the most difficult of times.

The University's Emergency Manager is the individual designated to oversee our emergency planning. This includes prevention, preparedness, response, recovery, and continuity of operations. This individual is empowered to execute the emergency management program based upon guidance from national, state, and local directives, including the University System of Maryland, and has the authority to amend this plan. The University's Emergency Manager is ready to support each College, Division, and affiliate with the tools, training, and services necessary to meet the objectives of this plan and the needs of the UMBC community.

This plan was designed with input and direction from the whole community of University stakeholders. We will update this plan at least annually or as necessary based on the changing needs of the University. This version supersedes all others and accounts for the most current practices. For any questions or recommendations please contact:

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Table of Contents

Click on a section to go there. Click the UMBC banner at the top of any page to return here.

Section	Page
i. Overview	2
ii. Applicability	2
iii. Approvals	3
Part 1. Introduction	6
A. Purpose	6
B. Objectives	6
C. Planning Assumptions	6
D. Guiding Principles	7
E. Activities and Requirements	7
F. Terms and Definitions	8
G. References	9
Part 2. Response Structure	10
A. USM Crisis Management	10
B. The University President	11
C. President's Emergency Management Advisory Group	11
D. Executive Preparedness Group	11
E. Screening Team	12
F. Crisis Communications Team	12
G. Incident Management Team	13
Part 3. Reporting, Escalation, and Actions	14
A. Reporting Negative Events to the Screening Team	14
B. Screening Team Meetings and Operations	15
C. Evaluating Reports of Negative Events	16
D. EMAG Meetings and Operations	18
E. EMAG Deactivation	19
Part 4. Crisis Communications	20
A. EMAG Communications	20
B. CCT Activities	20
C. Communications Guidance	21
D. University Spokesperson and Responding to Inquiries	22

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Section	Page
Part 5. Maintaining Readiness	23
A. Plan Updates	23
B. Training and Exercises	23
C. Corrective Actions and Improvements	23
Attachments	Page
Attachment 1: Reporting Form (Crisis Toolkit Item 1)	24
Attachment 2: Impact Forecast (Crisis Toolkit Item 2)	25
Attachment 3: Strategic Issue Tracker (Crisis Toolkit Item 3)	26
Attachment 4: Action Item Tracker (Crisis Toolkit Item 4)	27
Attachment 5: Fast Framing Options (Crisis Toolkit Item 5)	28
Attachment 6: Crisis Management Roles and Responsibilities	29
Attachment 7: Summary of Changes	33

-- End of Table of Contents --

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Part 1. Introduction

This Crisis Management Plan provides UMBC with a consistent process for responding to events or issues that may potentially develop into a crisis. These may include non-physical and reputational threats as well as threats to physical safety or security.

A. Purpose

The purpose of this plan is to establish standard response protocols for reports of negative events impacting UMBC. These must facilitate internal coordination as well as coordination with external partners and with USM leaders managing impacts at the System-level.

B. Objectives

This plan describes how we meet the following objectives:

- 1. Ensure effective internal and external coordination.** We will establish a proactive screening and escalation process for reports of negative events. We will ensure reporting meets expectations of USM leaders to support System-level response.
- 2. Facilitate efficient decision-making.** We will establish clear roles and responsibilities for crisis management teams and thresholds for activation. We will provide team members with easy-to-use tools that facilitate immediate and appropriate action.
- 3. Provide consistent and credible communication.** We will develop strategies to provide internal and external stakeholders with timely notifications and keep them informed as events change. Our strategies will account for the diverse needs of our community and the dynamic nature of our academic and professional environment.

C. Planning Assumptions

The following planning assumptions provide context to this plan's purpose:

- 1. USM policy provides a framework.** [VIII-21.00 -- Policy on Crisis Management](#) defines a crisis as: 1) a negative event that was unanticipated for which plans were not previously formulated; 2) a negative event planned for but which happened at an unanticipated rate or pace; or 3) a confluence of events anticipated and planned for individually, but not in combination. We may also consider a physical safety or security incident as a crisis depending on the resulting impact and exposure.
- 2. A crisis is often not the result of a single issue or event.** As stated in USM policy, a crisis often occurs due to a confluence of events, unfortunate timing, or the broader impacts and consequences of the event on other priorities or activities. Teams must remain aware of how these factors may disproportionately impact some groups more than others and magnify a crisis for the University.
- 3. A crisis may result from an unforeseen or emerging reputational issue.** These are situations of growing controversy or negative climate that threaten the reputation, organizational, legal, or financial stability of UMBC. Examples may include: funding/financial sustainability or stewardship; social issues (e.g., freedom of speech, racial issues, Title IX reports, or political activism); leadership or management issues; or academic issues (e.g., cheating or theft of intellectual property).

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D. Guiding Principles

We can achieve our crisis management objectives by adopting a proactive attitude of readiness. Being proactive depends on these principles:

1. **Response must align with our values.** The quality and effectiveness of our response to a crisis can have more influence on UMBC's reputation than the negative event itself. We must uphold our core values during even the most difficult of times.
2. **Seek to reduce the severity of impacts.** We may not be able to prevent a negative outcome; nor should we expect reputational damage to be the inevitable result. We must seek to reduce the severity of harm that negative events have on our community.
3. **Crisis and incident management are mutually supportive.** This plan addresses broader impacts of a full range of negative events, not only from physical safety or security incidents. We will anticipate that such incidents may generate a crisis, or vice versa. All teams must remain mutually supportive to achieve response objectives.

E. Activities and Requirements

This plan provides details on the following crisis management activities and requirements:

1. **Response Structure.** [This section](#) includes a description of executive, strategic, and tactical leadership levels of response. Preparedness, incident management, and crisis management components exist at each level. This section identifies component teams at each level and illustrates how they interact (see Attachment 6 for senior leader roles and responsibilities).
2. **Reporting, escalation, and actions.** [This section](#) includes expectations and thresholds for managing negative events at appropriate levels and elevating reports for coordinated action. It describes expectations and thresholds for reporting negative events to USM leaders responsible for System-level crisis management. This section also explains team operations and a meeting process to expedite decision-making, effective coordination, and information sharing.
3. **Crisis Communications.** [This section](#) includes a stakeholder-centric process designed to help ensure consistent and credible communication with the whole UMBC community. This includes students, faculty, staff, alumni, parents, media, social media, the local community, and external partners. Explaining decisions in a credible, compassionate, and consistent way may be the determining factor in shaping how the community perceives UMBC and its leaders.
4. **Maintaining Readiness.** [This section](#) includes procedures for updating this plan and associated products and tools based on changes to policy or procedure. It includes objectives for training and exercises. We will update planning activities using lessons-learned, observations, and best practices. UMBC maintains a Corrective Action & Improvement Plan to track results from tests/drills/exercises, activities, incidents, and events. This is a strategic plan that is separate from the base EOP, its appendices, and annexes. It documents lessons-learned, observations, and best practices identified in After-Action Reviews (AARs). [We use the online AAR Form to submit lessons-learned, observations, or best practices from any EM activity.](#)

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F. Terms and definitions

The following terms and definitions apply to this document:

Figure 1.1. Terms and Definitions

Term	Definition
AAR	After-Action Review. A formal process to document lessons-learned, observations, and best practices from tests/drills/exercises, activities, incidents, and events.
Affiliate Location	Facilities not located on the UMBC main campus where the University maintains partnerships, operational resources, or a student/staff/faculty presence. For the purposes of this EOP, this includes: Universities at Shady Grove (USG); Lion Brothers Building; Columbus Center; BWTech South; BWTech North; OCA Mocha, Arbutus; and Choice/Shriver Center, Hyattsville.
BRACT	Behavioral Risk Assessment and Consultation Team. This is a small interdisciplinary team that assists faculty, staff, and students with situations and behaviors that are concerning, disruptive, and/or threatening.
Calendar of Events	The CCT develops a calendar of events to identify and track all official UMBC communications and activities that are not crisis related and scheduled to occur during the expected period of crisis response. The CCT evaluates each in the context of crisis issues and will provide a "go/no go" recommendation to the EMAG.
CCT	Crisis Communication Team. Develops communications strategies and messages. Responsible for communicating to internal and external stakeholders during a crisis.
Crisis	A negative event that: 1) was unanticipated for which plans were not previously formulated; 2) was planned for but which happened at an unanticipated rate or pace; or 3) is a confluence of events anticipated and planned for individually, but not in combination. We may also consider a physical safety or security incident as a crisis depending on the resulting impact and exposure.
Crisis Toolkit	Designed to act as a quick reference guide for EMAG decision making. A new toolkit should be created for each incident or crisis for which the EMAG activates.
Derivative Materials	CCT developed internal and external stakeholder-specific communication materials based on approved strategy, positioning statements, and key communications.
EM	Emergency Management. All planning, prevention, preparedness, response, recovery, and continuity activities supporting the safety and security of the UMBC community, physical campus, and its operations.
EMAG	The Emergency Management Advisory Group. When activated, the Executive Preparedness Group transforms into the core EMAG during an actual incident or crisis. They advise the University President, support response objectives, and coordinate with USM. We may add others to the extended EMAG as needed.
EOP	Emergency Operations Plan. The Base EOP explains our EM framework. We update this plan at least annually. Appendices and annexes detail EM program elements.
EPG	Executive Preparedness Group. A proactive steering committee for EM Program initiatives during normal operations. They transform into the core EMAG during a physical incident, crisis, or continuity disruption.
Impact	A harmful consequence resulting from an actual incident or disruption.
IMT	Incident Management Team. Activated to oversee response and recovery actions for physical incidents and achieve the Incident Commander's stated objectives.

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Term	Definition
Incident Command	The Incident Commander has overall authority and responsibility for management of incident operations. This includes establishing and overseeing accomplishment of incident response objectives.
Mitigation	Actions taken to reduce the severity of impacts from an actual incident.
Project Point	A core or extended EMAG member identified to manage, coordinate, and ultimately resolve the issue when the EMAG does not activate but elects to monitor instead. The Project Point must clearly define reporting and monitoring expectations.
Quick Reference Guides	Checklists and forms that abbreviate the required actions and responsibilities found in this plan and provide senior leaders with a toolkit for immediate crisis response.
Screening Team	A subset of EPG members act as a Screening Team to evaluate reports of potentially negative events that may constitute a crisis.

G. References

Requirements from the following guidance and resources apply to this document:

1. [USM VI-12.00](#). Policy on Emergency Conditions: Cancellation of Classes and Release of Employees (May 1, 1992).
2. [USM VI-13.00](#). Policy on Campus Emergency Planning, Preparedness, and Response (April 21, 2017).
3. [USM VI-21.00](#). Policy on Crisis Management (November 22, 2019).

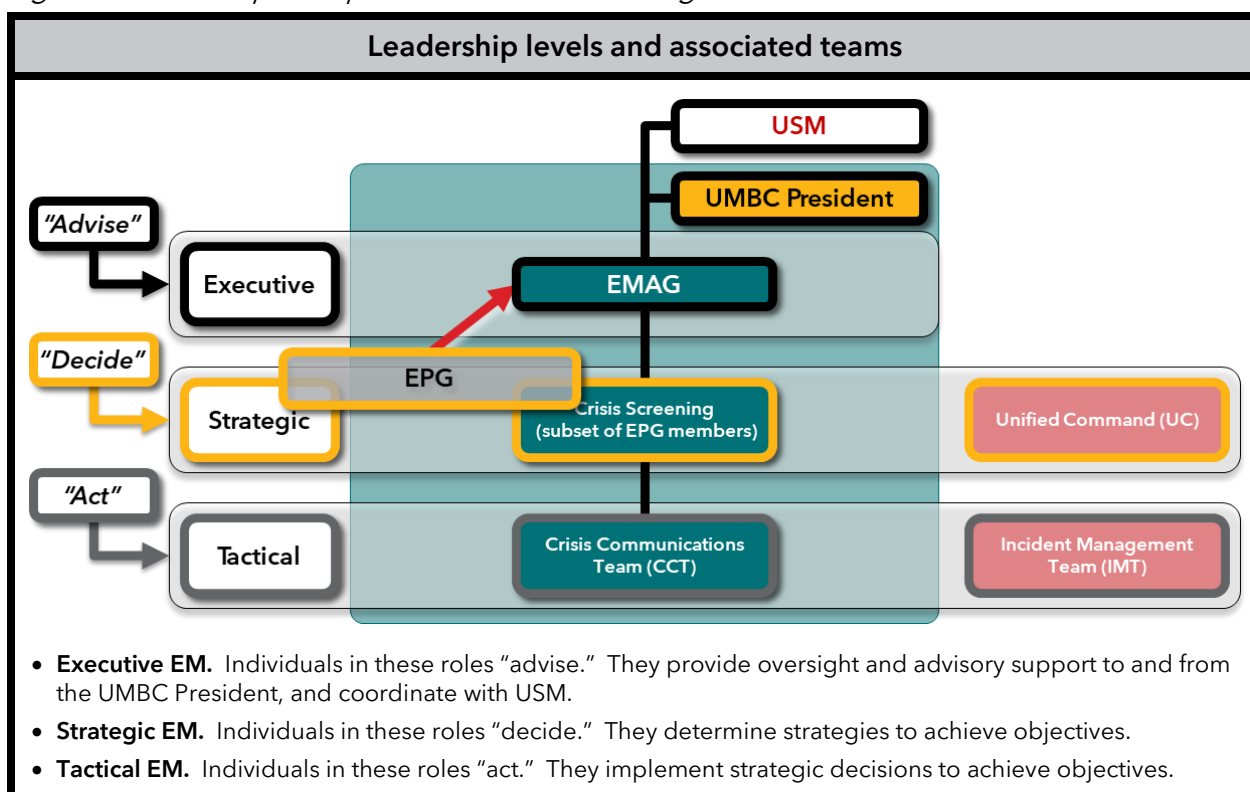
-- End of Part 1 --

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Part 2. Response Structure

This section includes a description of executive, strategic, and tactical leadership levels of response. Preparedness, incident management, and crisis management components exist at each level. We identify component teams at each level and illustrates how they interact. Our Base EOP affirms that incident management and crisis management functions are equal, interdependent, and mutually supportive. Our concept of operations for crisis management (see Figure 2.1.) illustrates our crisis response structure. All teams share the response space. We will anticipate that a physical incident may generate a crisis, or vice versa, and teams must be ready to manage both simultaneously.

Figure 2.1. Concept of Operations for Crisis Management



A. USM Crisis Management

The USM Crisis Management Team consists of the Chancellor, Vice Chancellors, and senior System advisors.

1. **USM Responsibilities.** System leaders define policies and coordinate strategy, provide counsel and guidance to impacted institutions, and make recommendations to the Board of Regents.
2. **USM's role in a crisis.** The USM Crisis Management Team makes policy decisions during extraordinary events, such as a decision to close or suspend academic activities across multiple System campuses or facilities. They will also develop strategic System-wide recovery priorities.

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B. The University President

The UMBC President, as the Chief Executive Officer for the University, retains final authority and responsibility for the protection of individuals, facilities, and infrastructure as well as business, academic, and research continuity.

- 1. The President's responsibilities.** During an incident or crisis, the President's responsibilities are broad. They include oversight of the UMBC crisis management process, communicating with the Chancellor, the Board of Regents, individual Regents, and other critical stakeholders.
- 2. The President's role in a crisis.** It is advisable for the President to not have a formal role on UMBC's incident or crisis management teams. However, it is always the President's prerogative to attend these teams' meetings. During a potential or actual crisis, the primary responsibility of the President is to ensure timely and direct reporting to the Chancellor and Vice Chancellor for Communications.
- 3. Reporting requirements for the President.** [VIII-21.00 -- Policy on Crisis Management](#) requires the President to communicate to the Chancellor that UMBC has established a crisis management process. As a part of the presidential performance review process, this policy also requires the President to review with the Chancellor any events at UMBC that fall within the definition of a crisis ([see Part 1.C.1.](#)) occurring in the prior calendar year.

C. President's Emergency Management Advisory Group (EMAG)

This group activates to advise the UMBC President during an incident or crisis. When activated, the Executive Preparedness Group (EPG) transforms into the core EMAG during a physical incident, crisis, or continuity disruption ([see Part 2.E.](#)). Core and extended groups keep the appropriate senior leaders and subject matter experts involved based on the severity of impacts.

- 1. EMAG core members.** The President has designated the Chief of Staff as spokesperson for EMAG activities. Core group members also act as the EPG (see Figure 2.2.).
- 2. EMAG extended members.** Core group members may add extended group members to meetings as needed to address specific issues or constituent concerns. The Chief of Staff makes the determination to add extended members based on core member recommendations.
- 3. EMAG Objectives.** Core and extended groups provide strategic direction as stated by the President, coordinate with USM, and oversee long term recovery. Their ultimate goal is to ensure incident management and crisis management teams have the resources and support necessary to achieve response objectives.

D. Executive Preparedness Group (EPG)

Required by [USM Policy VI-13.00](#), this group is a proactive steering committee for EM Program initiatives during normal operations.

- 1. EPG Members.** This team is composed of UMBC's senior leader (see Figure 2.2.).

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2. **EPG Objectives.** The EPG ensures EM Program activities and initiatives support the University's core values of inclusive excellence, collaboration, innovation, and impact.
3. **EPG Activities.** This group transforms into the core EMAG during a physical incident, crisis, or continuity disruption (see Figure 2.1.).

E. Screening Team

The Screening Team meets to review potentially negative events that may constitute a crisis.

1. **Screening Team members.** This team is composed of a subset of EPG members (see Figure 2.2.). Other subject matter experts may participate in Screening Team meetings as needed and as recommended by core EMAG members.
2. **Screening Team objectives.** The Screening team evaluates reports of negative events and determines appropriate action. Their evaluation objectives are: 1) decide on the appropriate level of escalation; and 2) determine which response teams to activate.
3. **Screening Team activities.** Any member of the Screening Team can make a recommendation to escalate a report and convene a meeting.
4. **Behavioral Risk Assessment and Consultation Team (BRACT).** This interdisciplinary team assists students, faculty, and staff with concerning, disruptive, and/or threatening situations and behaviors. BRACT may escalate threat assessments to the Screening Team, or the Screening Team may refer reports to BRACT for assessment. As needed, the BRACT Leader may participate in Screening Team meetings and may act as a member of the extended EMAG.

Figure 2.2. Screening, EPG, and EMAG Members

Screening Team	EPG - Core EMAG	Extended EMAG
<ul style="list-style-type: none"> • Chief of Staff to the President • Vice President for Administration & Finance • Provost & Senior Vice President, Provost • Vice President for Student Affairs • Vice President for Institutional Advancement • Crisis Communications Team Leader • General Counsel • Emergency Manager (scribe) • Other subject matter experts (as needed) 	<ul style="list-style-type: none"> • Chief of Staff to the President • Vice President for Administration & Finance • Provost & Senior Vice President, Provost • Vice President for Information Technology • Vice President for Student Affairs • Vice President for Institutional Advancement • Crisis Communications Team Leader • General Counsel • Emergency Manager 	<ul style="list-style-type: none"> • Dean, CNMS • Dean, CAHSS • Dean, COEIT • Dean, Erickson School • Vice Provost & Dean, Graduate School • Vice Provost & Dean, Undergraduate Academic Affairs • Vice President for Research • BRACT Leader • Other partners or student, faculty, & staff consultants

F. Crisis Communications Team (CCT)

The CCT develops crisis communications strategies and messages and coordinates with the Incident Management Team (IMT) for any associated physical safety or security incident.

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- 1. Communications Authority.** The President has designated the Chief of Staff responsible for executive decisions regarding crisis management communications.
- 2. CCT Members.** This team (see Figure 2.3.) is responsible for communicating to UMBC's internal and external stakeholders. The CCT Leader develops the overall communications strategy.

Figure 2.3. CCT Members

Crisis Communications Team	
Team Lead:	Associate Vice President, Engagement, & Chief Marketing Officer
Team Coordinator:	Government & Community Relations Manager, Institutional Advancement
News & Information:	Director of Communications & Content Strategy, Institutional Advancement
Stakeholder Communications:	Director, Community Engagement, Institutional Advancement
Website Updates:	Director of Digital Strategy, Institutional Advancement
Social Media:	Assistant Director of Social Media, Institutional Advancement
Student Affairs:	Communications Specialist, Student Affairs

- 3. CCT Objectives.** The CCT maintains clear reporting and escalation processes. They must consider and include students, faculty, staff, and other identified University partners, USM leaders, and other internal and external stakeholders in their activities.
- 4. CCT Activities.** The CCT is responsible for developing all internal and external stakeholder messages including the development of the initial crisis communications strategy, positioning statements, and key communications for EMAG review and Chief of Staff approval.

G. Incident Management Team (IMT)

The IMT activates to oversee UMBC response and recovery actions for physical safety and security incidents. The University President designates Incident Commanders and delegates to them the overall authority for directing incident response.

- 1. IMT Objectives.** The IMT's purpose is to oversee activities that achieve incident response objectives as determined by the Incident Commander. They mitigate incident impacts and they integrate with external partners who may provide support or assume authority over response.
- 2. IMT Activities.** The IMT consists of a Command Staff that supports the Incident Commander, and a General Staff activated to manage an expanding incident. We must coordinate incident response communications and crisis communications. Messaging must align to meet tactical incident response and strategic institutional objectives. The IMT's Public Information Officer (PIO) is primarily responsible for coordinating IMT and CCT activities.

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Part 3. Reporting, Escalation, and Actions

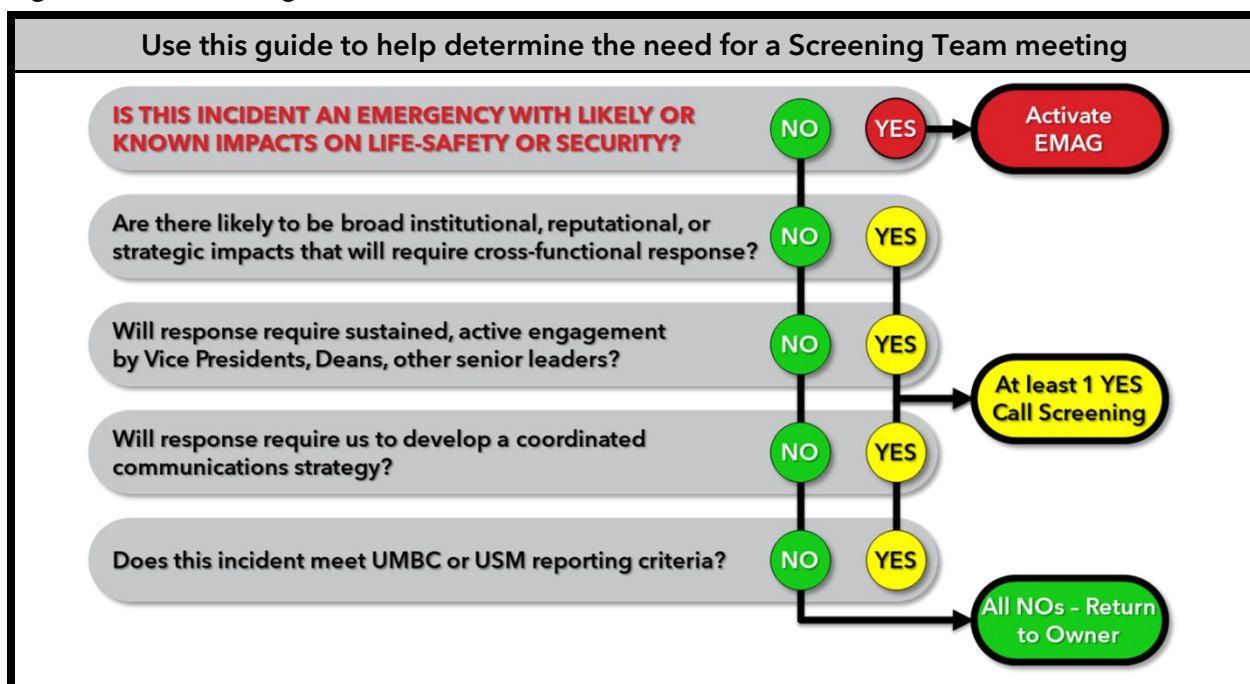
This section includes expectations and thresholds for managing negative events at appropriate levels and elevating reports for coordinated action. It describes expectations and thresholds for reporting negative events to USM leaders responsible for System-level crisis management. This section also explains team operations and a meeting process to expedite decision-making, effective coordination, and information sharing.

A. Reporting negative events to the Screening Team

UMBC community members must escalate reports of negative events quickly to help ensure a prompt, effective response. Teams or individuals at lower levels will be able to resolve most issues. Other issues may have a degree of severity, duration, public interest, level of controversy, or impact that requires EMAG activation. The EMAG will then oversee coordinated, cross-functional problem-solving. Incident reporting may occur several ways:

1. **Escalation from EMAG members.** If a negative event report meets the criteria for screening (see Figure 3.1.), core and extended EMAG members are responsible for bringing it to the attention of the Chief of Staff.

Figure 3.1. Screening Guide



2. **Activation of the EOP, other emergency plans, or teams.** A designated Incident Commander for the IMT will notify the EMAG of any physical safety or security threat to UMBC's campus, affiliate location, or operations. This includes threats that require activation of the EOP, the Outbreak Response Plan, Continuity of Operations Plan (COOP), or other response plans.
3. **Reports from faculty or staff.** Faculty or staff should proactively report incidents that meet reporting criteria (see Figure 3.2.).

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Figure 3.2. Reporting Criteria

Proactively report these events to the Crisis Management Screening Team for evaluation

Note: This is not an exhaustive list and does not alter existing responsibilities to report incidents involving physical safety/security, Title IX compliance, behavioral threat assessments, etc. If in doubt, report.

- Student or employee death that occurs off-campus but as part of a UMBC-affiliated program or event (on campus deaths should follow normal emergency reporting procedures).
- Threat of protest, building occupation, large adverse labor action, or strike.
- Major data compromise, broad campus IT systems failure, or utility failure anticipated to last over 4 hours.
- Potential high-profile allegations of sexual misconduct or allegations of faculty/staff misconduct.
- Widespread or major racial or other incidents targeting specific identities or groups on campus.
- Hazing or inappropriate activities by fraternities or other student groups.
- Media inquiries which are likely to result in sustained negative exposure.

B. Screening Team meetings and operations

If the Chief of Staff determines a report requires screening, the team member responsible for bringing the report forward will notify all other team members (and other subject matter experts as needed). The responsible team member may delegate this action to an Executive Assistant or to the Emergency Manager.

- 1. Screening Team notification and scheduling.** Notify all team members (and other subject matter experts as needed) via E-mail or calendar event, text alert, or by direct phone calls. Ensure notification clearly states that this is an initial screening meeting (for a new report) or a follow-up meeting (for a report previously screened). Include the meeting date and time, the meeting mode (virtual with link, or in-person); and meeting location (if applicable). Be aware of issue-specific sensitivities when adding subjects or descriptions to notifications. The general statement “Screening Meeting” should be sufficient in most cases. New calendar events include standard agenda items (see Part 3.B.2.) and a link to the shared crisis management files in Box.
- 2. Screening Team agenda.** Screening meetings follow a structured format to help ensure efficient use of time. Agenda items (see Figure 3.3.) must guide evaluation and allow the team to decide on an action level ([see Part 3.C.3.](#)).

Figure 3.3. Screening Agenda Items

Include these agenda items when scheduling Screening Team meetings

Crisis Management Screening Team - Meeting Agenda:

[Link to the shared Crisis Management Plan folder in Box](#)

- Nature of the report.
- Known facts and details of the report.
- Unit(s) currently involved in response/response actions.
- Review of screening questions for report evaluation.
- Other associated reports or issues.
- Screening decision/EMAG action level/reporting requirements.
- Upcoming meetings.

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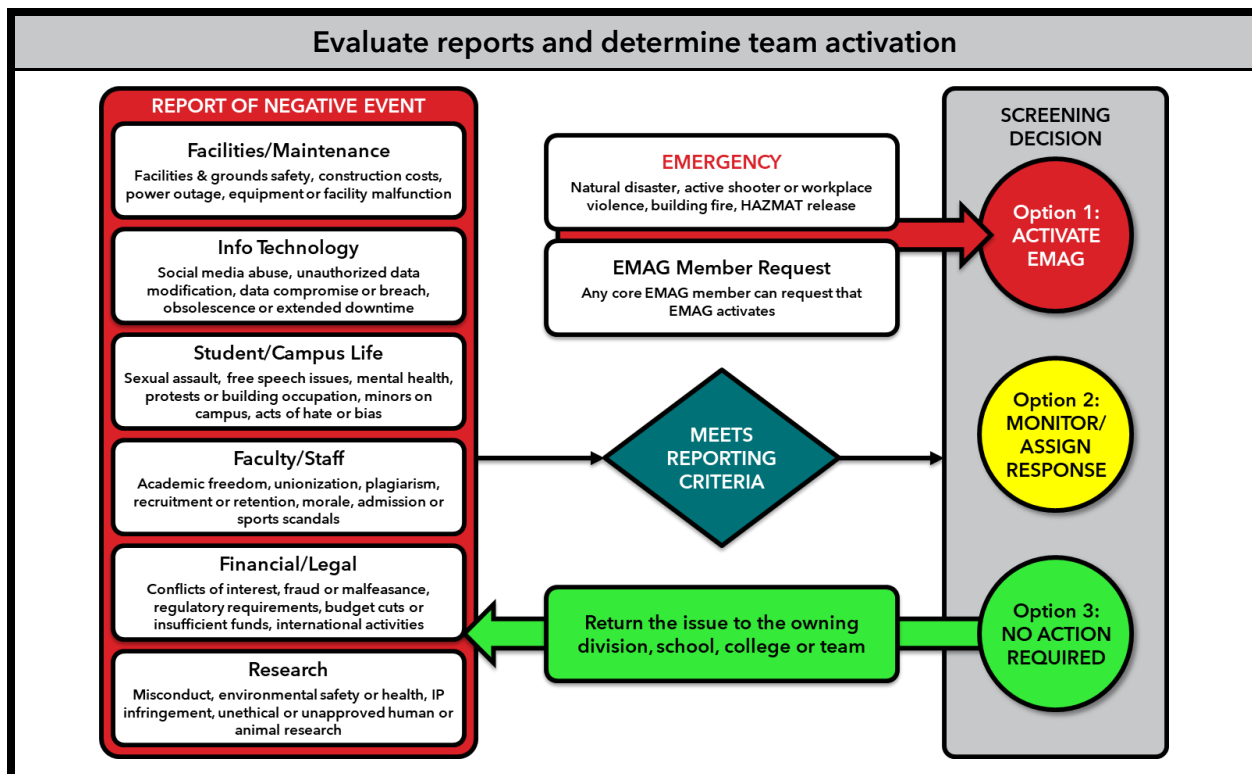
- 3. Screening Team meeting minutes.** The Emergency Manager as scribe will document meeting minutes and may delegate this to a Screening Team member's Executive Assistant. The scribe will use the Crisis Screening Meeting Minutes Template located in the shared crisis management files in Box. After completing draft minutes, the scribe will forward a copy to the Office of General Counsel for review. We will store minutes electronically and make them accessible to appropriate team members after review.

C. Evaluating reports of negative events

The Screening Team evaluates reports and determines team activation based on severity, anticipated duration, public interest, level of controversy, and broader organizational impact. There are three elements to evaluation: 1) a formal evaluation process; 2) standard screening questions; and 3) EMAG activation criteria.

- 1. Evaluation Process.** The Screening Team will meet to review the report and determine further action and notification requirements (see Figure 3.4.). If not all members of the Screening Team are available and the report is time sensitive, any member of the Screening Team can recommendation appropriate escalation.

Figure 3.4. Screening Process



- 2. Standard screening questions.** The Screening Team uses standard questions to assist in decision making (see figure 3.5.). They are not all-inclusive, and other questions may be necessary to determine an appropriate outcome for each unique situation. We use these questions to guide the discussion and focus decision making. Answers to these questions should place emphasis on impact and exposure.


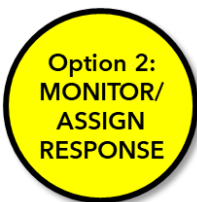

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Figure 3.5. Standard Screening Questions

Use these standard questions to guide decision making
<ol style="list-style-type: none"> 1) What are the immediate impacts to the UMBC community? 2) How serious could the incident become? 3) What other issues or events could combine with the incident to make the impact worse? 4) What ongoing or planned activities may be impacted by or may impact this situation? 5) Are additional resources or technical assistance needed to respond to the situation? 6) Are external stakeholders, media, and social media aware of the situation?

3. EMAG activation criteria. Based on answers from the standard (and any additional) screening questions, the Screening Team must make a decision to: 1) activate the EMAG; 2) monitor/assign response; or 3) take no action and return the issue to a lower level for resolution. The team may use additional decision-making criteria to help determine which course of action to take (see Figure 3.6.). Each action level option has its own reporting requirements.

Figure 3.6. EMAG Activation Criteria

Action Level	EMAG activation criteria and required reporting
	<p>RED - EMAG overseeing response - criteria:</p> <ul style="list-style-type: none"> ✓ The EMAG must actively oversee coordinated, cross-functional response. ✓ Expect significant reputational and strategic impacts. ✓ Expect sustained, active engagement by senior leaders. ✓ Requires a coordinated communications strategy. <p>Required reporting: Inform the President. The President must inform the Chancellor and Vice Chancellor for Communications. The President may need to inform other USM leaders, Regents, and other external key stakeholders.</p>
	<p>YELLOW - Assign responsibility & monitor - criteria:</p> <ul style="list-style-type: none"> ✓ The event or issue warrants continued monitoring but the EMAG will not actively oversee response. ✓ Currently, there is no broader impact, but resolution will require coordination between two or more UMBC internal and/or external stakeholders. ✓ May require coordinated stakeholder communications. ✓ Identify a core or extended EMAG member as Project Point to manage, coordinate, and ultimately resolve the issue. <p>Required reporting: Ensure all core and extended EMAG members and the President are informed. EMAG activation/management is NOT required. Project Point must clearly define for EMAG reporting and monitoring expectations.</p>
	<p>GREEN - No further Screening Team or EMAG action required - criteria:</p> <ul style="list-style-type: none"> ✓ The event or issue is resolved and there are no further expected impacts. ✓ Event or issue is being appropriately managed by another team or Division, College, office, or others. ✓ Situation is now and is expected to remain stable. <p>Required reporting: Inform core EMAG members. No further reporting is necessary.</p>

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D. EMAG meetings and operations

If the EMAG decides to activate, the Chief of Staff is responsible for notifying all core members (and extended members as needed). The Chief of Staff may delegate this action to a team members' Executive Assistant or to the Emergency Manager.

- 1. EMAG notification and scheduling.** Notify all core (and extended members as needed) via E-mail or calendar event, text alert, or by direct phone calls. Ensure notification clearly states that the EMAG is activated, the meeting date and time, the meeting mode (virtual with link, or in-person); and meeting location (if applicable). Be aware of issue-specific sensitivities when adding subjects or descriptions to notifications. The general statement "EMAG Activation Meeting" should be sufficient in most cases. New calendar events include standard agenda items (see Part 3.D.4.) and a link to the shared crisis management files in Box.
- 2. Immediate notification to USM.** In the event of EMAG activation, [VIII-21.00 -- Policy on Crisis Management](#) requires notification to the USM Chancellor and the Vice Chancellor for Communications as soon as is practical under the circumstances, even if all the facts and considerations are not yet known.
- 3. If communications are unavailable.** If there is a clear crisis, a known physical safety or security incident, or if normal means of communication are unavailable, team members should assume EMAG activation. In cases where communications are not operational, assume the EOP has been activated and report to the Emergency Operations Center (EOC) at the UMBC Police Department if/when it is safe to do so.
- 4. EMAG meeting agenda.** Screening follows a structured format to help ensure efficient use of time (see Figure 3.7.).

Figure 3.7. EMAG Meeting Agenda Items

Include these agenda items when scheduling EMAG meetings
President's Emergency Management Advisory Group - Meeting Agenda: Link to the shared EMAG folder in Box , Link to the shared Crisis Management Plan folder in Box <ul style="list-style-type: none">• Nature of the report: known facts and details.• Unit(s) currently involved in response/response actions.• Core/extended EMAG updates/new developments.• Communications strategy and reporting requirements.• Action items and strategic institutional issues.• Upcoming meetings.

- 5. EMAG meeting minutes.** The Emergency Manager as scribe will document meeting minutes. This responsibility may be delegated to a core EMAG member's Executive Assistant. The scribe will use the EMAG Meeting Minutes Template located in the shared crisis management files in Box. After draft minutes are completed, the scribe will forward a copy to the Office of General Counsel for review. Minutes may be stored electronically and will be accessible to appropriate team members following this review.

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- Using the Crisis Toolkit.** The Crisis Toolkit is a quick reference guide for EMAG decision making (see Figure 3.8. and [Attachments 1 – 5](#)). A new toolkit should be created for each incident or crisis for which the EMAG activates using the template located in the shared crisis management files in Box. This way, information specific to each activation can be maintained and updated over the course of response.

Figure 3.8. Crisis Toolkit Items

Toolkit Item	Directions for use
Reporting Form (Crisis Toolkit Item 1)	See Attachment 1. This Reporting Form captures confirmed facts and provide all team members with an immediate, common understanding of the current situation.
Impact Forecast (Crisis Toolkit Item 2)	See Attachment 2. The Impact Forecast outlines strategic institutional impacts. Instead of the worst possible outcome, forecast impacts leading to the most probable path a crisis may take. Focus on impacts if the crisis were to last days, weeks, or months.
Strategic Issue Tracker (Crisis Toolkit Item 3)	See Attachment 3. This tool is a “parking lot” to capture, prioritize, and assign strategic issues. Incorporate them into meeting agendas based on EMAG priorities: Priority 1 - within 24 hours or less; Priority 2 - within 2 to 4 days; Priority 3 - within 4 to 7 days.
Action Item Tracker (Crisis Toolkit Item 4)	See Attachment 4. The Action Items Tracker assigns responsibility for specific tasks to team members and creates agenda items/objectives for each team meeting.
Fast Framing Options (Crisis Toolkit Item 5)	See Attachment 5. Fast Framing compares two competing strategic responses. Use this tool for difficult decisions when options are not clear or present significant risks.

E. EMAG Deactivation

The EMAG may decide to extend meetings or deactivate if the team has reached resolution. Resolution means that: 1) other teams or staff can manage recovery with existing plans and strategies; 2) the EMAG is no longer required to coordinate response; and 3) the President has fulfilled all USM requirements for System-level coordination and the advisory role of the EMAG is no longer necessary. The Chief of Staff will be the final authority for deactivating the EMAG. Additional criteria for deactivation may also include the following:

- 1. IMT response actions are complete.** IMT activations for physical safety or security incidents may require the EMAG to remain active even after the IMT has deactivated.
- 2. Plans are in place.** Teams have addressed all identified issues, developed guidance for further decisions, and completed actions or put in place strategies to resolve any continuing concerns.
- 3. Mitigation is occurring.** Teams have assessed known impacts and have implemented mitigation actions to reduce harmful consequences.
- 4. Final reports are issued.** The EMAG has issued a final communication or statement. The President has received a final briefing and has completed all reporting requirements to USM. All team members concur on the decision to deactivate.
- 5. An After-Action Review (AAR) is scheduled.** The AAR process and implementing corrective actions ([see Part 5.C.](#)) will take time. EMAG deactivation should not be delayed while awaiting completion of an improvement plan. Scheduling an AAR and providing team members with review tools is sufficient for EMAG deactivation.

-- End of Part 3 --

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Part 4. Crisis Communications

This section includes a stakeholder-centric process designed to help ensure consistent and credible communication with the whole UMBC community. This includes students, faculty, staff, alumni, parents, media, social media, the local community, and external partners. Explaining decisions in a credible, compassionate, and consistent way may be the determining factor in shaping how the community perceives UMBC and its leaders.

A. EMAG communications

The EMAG is responsible for advising the President and overseeing strategy, policy, and decision-making. In terms of communications, the EMAG has two key responsibilities:

1. **Approving a communication strategy.** The EMAG approves the crisis communications strategy, positioning statements, and key communications developed by the CCT. The President has designated the Chief of Staff responsible for executive decisions regarding crisis management communications.
2. **Approving a calendar of events.** The EMAG approves all official UMBC communications and activities that are not crisis related and scheduled to occur during the expected period of crisis response. The CCT will develop and maintain this calendar.

B. CCT activities

The CCT is responsible for developing all internal and external stakeholder messages including the development of the initial crisis communications strategy, positioning statements, and key communications for EMAG review and Chief of Staff approval.

1. **CCT Leader.** The CCT Leader is responsible for providing strategic counsel on potential reputational risks associated with key decisions. The CCT Leader recommends a strategy and messaging platform(s) that will increase public understanding of and support for UMBC's official position and actions.
2. **Derivative Materials.** The CCT may develop internal and external stakeholder-specific communication materials based on the approved strategy, positioning statements, and key communications. Stakeholders may include faculty and staff, current and prospective students and their families, alumni, local community organizations and influencers, political leaders, and others. All internal and external communications and derivative materials will be archived according to UMBC policy.
3. **Calendar of events.** The CCT will develop a calendar of events to identify and track all official UMBC communications, events, and activities that are not crisis related and scheduled to occur during the expected period of crisis response. The CCT will evaluate the appropriateness of each in the context of crisis issues and will provide a "go/no go" recommendation to the EMAG. The CCT will ensure appropriate EMAG and other team members have access to the calendar of events.
4. **Media Relations.** The CCT will oversee all media relations activities, including answering media inquiries, distributing media advisories, providing news releases, and coordinating interviews or press conferences.

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5. **Social media monitoring, reporting, and management.** The CCT will oversee management of all official UMBC social media platforms to ensure posts align with the crisis communications strategy. The CCT may provide strategies to faculty and staff to assist with reporting or responding to individual social media activities.
6. **Website Updates.** The CCT will oversee updates to existing webpages, creation of new pages, or the removal of website content as necessary.
7. **Spokesperson Recommendations.** The CCT will advise on the selection of an appropriate spokesperson to communicate UMBC's official position during a crisis.
8. **Community engagement activities.** The CCT will oversee plans for any public activities meant to engage the UMBC community on crisis-related issues.
9. **Managing external vendors.** The CCT will oversee arrangements for media training or engagement with external crisis communications firms.

C. Communications Guidance

The following guidance will assist UMBC leaders in understanding CCT responsibilities.

1. **Understanding context and the calendar of events.** Official UMBC communications and activities that are not crisis related and scheduled to occur during the expected period of crisis response must be evaluated. Examples include: speeches; travel; college/department/club events, athletic events; or donation announcements. The CCT evaluates the risk of impact on the perception of UMBC's response effectiveness, reputation, and priorities. The EMAG then evaluates each activity in the context of the crisis management strategy and may approve, delay, or reconsider each activity completely. All internal and external communications must be approved by the CCT Leader and the Chief of Staff, even when clearly unrelated to the current crisis.
2. **Reporting scheduled events and activities.** It is the responsibility of each core and extended EMAG member to report upcoming, planned communications and activities in their area or responsibility to the CCT for inclusion on the calendar of events.
3. **Ensuring timely communications.** During a crisis, timely communication is critical. Delays may risk undermining UMBC's credibility. Delays also provide an opportunity for other voices, including those critical of UMBC, to define the issue and shape the conversation in a negative way that could cause additional reputational risk.
4. **Key communications approval process.** Approval of key communications including community-wide E-mails or social media postings, media releases, or reactive holding statements should follow a three-step process: 1) the CCT drafts materials; 2) the CCT leader shares materials with the core and extended (as needed) EMAG; and 3) the Chief of Staff approves materials in coordination with anyone directly quoted in the materials. We should expect this approval process to take no more than one hour.
5. **Approving derivative materials.** Derivative materials that are consistent with the approved messaging strategy only require CCT Leader approval prior to distribution.
6. **Approving detailed Q&As.** Derivative materials that include Q&As ("hard" questions) must be reviewed and approved by General Counsel prior to CCT Leader approval and distribution.

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D. University spokesperson and responding to inquiries

The EMAG will identify a spokesperson for crisis response. Ideally, this individual will continue to serve in that role until the EMAG deactivates. The President has designated the Chief of Staff as spokesperson for EMAG activities and this role may be delegated as needed.

- 1. Responding to media inquiries.** The designated spokesperson may be required to respond to prioritized media as needed, speak on-the-record with reporters, provide background briefings, and conduct on-camera interviews.
- 2. Conducting media interviews.** Providing a consistent holding statement rather than offering interviews can reduce the risk of message inconsistency. The CCT Leader may decide that interviews or a media conference will be helpful to the response effort. The CCT will coordinate a rehearsal for the designated spokesperson and any other senior UMBC leaders to review anticipated “hard Q&As” prior to the interview.
- 3. Responding to direct inquiries.** Stakeholders and others, including those not affiliated with UMBC, may directly call, E-mail, or use social media to express concern or frustration. Direct telephone calls are typically the most challenging to manage effectively. If individuals who receive these calls are not properly prepared, they may experience stress and anxiety which may increase the risk of negative interactions and harmful outcomes. These calls are likely to be received by any widely published number (Admissions, Athletics, Advancement, Student Affairs, Police), as well as listed numbers of senior leaders to include the President. The CCT must develop specific tools for UMBC representatives likely to receive calls and other direct inquiries.
- 4. Guidance for inbound calls.** The CCT must enact its call triage process as quickly as possible when a crisis occurs. When required, the CCT Leader will provide all front-line staff with issue-specific talking points and guidance.
- 5. Guidance for media calls.** The publicly listed number for UMBC communications is (410) 455-8117. Media that do not regularly cover UMBC are likely to use this number initially. The CCT will actively monitor and answer this number during crisis response.
- 6. Stakeholder inquiry logs.** Inquiry logs help inform an assessment of the crisis over time (i.e., is it getting worse, better, or changing?). Logs can reveal groups that are most concerned based on volume of calls, E-mails, or social media posts. Logs help ensure stakeholders receive appropriate responses, are not ignored, or forgotten.
- 7. Role of the President.** It may be necessary for the President to participate in media relations activities. However, the communications strategy must include clear criteria and thresholds for deciding when to use the President’s voice.
- 8. Strategic involvement of senior leaders.** Involving senior leaders, to include the President, must benefit communications objectives. Their involvement should be limited and not impede their ability to fulfill their primary roles during a crisis. This must be a proactive decision not made by default. UMBC representatives should participate in issue-specific media training prior to speaking with any media outlet. The CCT can provide training, or UMBC may seek an outside specialist if time allows.

-- End of Part 4 --

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Part 5. Maintaining Readiness

This section includes strategies for updating this plan and associated products and tools. It includes objectives for accomplishing training and engaging in exercises.

A. Plan Updates

UMBC will update this plan at least annually or as necessary based on the changing needs of the University and USM policy on crisis management. Revisions will occur alongside revisions to the Base EOP and other associated emergency plans. The Emergency Manager coordinates revision to this plan for Chief of Staff review, prior to final approval by the University President, and following a review by the EPG.

- 1. Updates to quick reference guides.** Quick reference guides for team members and for specific functions can be updated at any time by team members. Team members will coordinate revisions of these products with the Emergency Manager. Revisions to these products do not require EPG review. Specific actions listed in these products may require review by General Counsel.
- 2. Updates to other tool and templates.** Other tools and template such as agendas, meeting minutes, and briefing materials may be updated regularly based on lessons learned. The Emergency Manager will coordinate updates to these products and ensure appropriate team members have access. Revisions to these products do not require EPG review but specific actions listed in these products may require review by General Counsel.
- 3. Controlled distribution of this plan and associated materials.** Access to this plan and associated materials will be limited to personnel assigned to the EPG and Screening Team as well as the core and extended EMAG (see Figure 2.2.). Core EMAG members may give access to others in support of crisis management on a permanent or limited basis. The Emergency Manager will maintain these plans and associated materials in the shared crisis management files in Box and administer access.

B. Training and exercises

UMBC will continue to validate this plan with on-going training and exercises. The University may conduct crisis management exercises with internal teams like the IMT, may coordinate in exercises with local, state, or Federal partners, or engage in USM exercise activities for System-level crisis management. Our goal will be to conduct or participate in at least one crisis management exercise annually.

C. Corrective actions and improvements

UMBC will update plans using lessons-learned, observations, and best practices. UMBC maintains a Corrective Action & Improvement Plan to track results from tests/drills/exercises, activities, incidents, and events. This is a strategic plan that is separate from the base EOP, its appendices, and annexes. It documents lessons-learned, observations, and best practices identified in AARs. [The online AAR Form can be used to submit lessons-learned, observations, or best practices from any EM activity.](#)

-- End of Part 5 --

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Attachment 1: Reporting Form (Crisis Toolkit Item 1)

Complete and accurate information is rarely available during the early stages of a crisis and there is often no time to wait for more information to emerge. This Reporting Form is designed to capture confirmed facts and provide all team members with an immediate, common understanding of the current situation.

UMBC Crisis Management Plan, Crisis Toolkit Item 1 - Reporting Form (For Internal Use Only)						
Report Title:						
Date Received:	Day, Month, DD, YYYY			Time Received:		
Description:						
Reported By:	Name			Organization		
Contact Info:	Phone Number			E-Mail Address		
Known Facts and Impacts						
<ul style="list-style-type: none"> 						
Media/Public Concern			Business Interruption			
<input type="checkbox"/> Yes	<input type="checkbox"/> No	Details:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Details:	
<ul style="list-style-type: none"> 			<ul style="list-style-type: none"> 			
Provide a description of current response actions:						
<ul style="list-style-type: none"> 						
Provide a description of planned response actions:						
<ul style="list-style-type: none"> 						

-- End of Attachment 1 --

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Attachment 2: Impact Forecast (Crisis Toolkit Item 2)

The Impact Forecast allows us to outline strategic institutional impacts. Instead of the worst possible outcome, forecast impacts leading to the most probable path a crisis may take. Focus on impacts to stakeholder groups if the crisis were to last days, weeks, or months.

UMBC Crisis Management Plan, Crisis Toolkit Item 2 - Impact Forecast				
Information Current as of: <u>Day, Month, DD, YYYY</u>				
Stakeholder Group	Current/Known Facts	Forecasted impacts if the crisis lasts...		
		Days	Weeks	Months
Faculty & Staff	•	•	•	•
Students	•	•	•	•
Operations	•	•	•	•
Reputation	•	•	•	•
Legal	•	•	•	•
Financial	•	•	•	•
Alumni & Fundraising	•	•	•	•
Athletics	•	•	•	•
Other	•	•	•	•

-- End of Attachment 2 --

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Attachment 3: Strategic Issue Tracker (Crisis Toolkit Item 3)

Each crisis will have its own strategic issues; there will be insufficient time during meetings to fully discuss them all. This tool is a “parking lot” to capture, prioritize, and assign strategic issues. Incorporate them into meeting agendas based on EMAG priorities: Priority 1 - within 24 hours or less; Priority 2 - within 2 to 4 days; Priority 3 - within 4 to 7 days.

UMBC Crisis Management Plan, Crisis Toolkit Item 3 - Strategic Issue Tracker			
Information Current as of: Day, Month, DD, YYYY			
Issue	Priority	Strategic Issue Description	Status
1.	(Select...)	•	• (Select...)
			• Assigned to: Name
2.	(Select...)	•	• (Select...)
			• Assigned to: Name
3.	(Select...)	•	• (Select...)
			• Assigned to: Name
4.	(Select...)	•	• (Select...)
			• Assigned to: Name
5.	(Select...)	•	• (Select...)
			• Assigned to: Name
6.	(Select...)	•	• (Select...)
			• Assigned to: Name
7.	(Select...)	•	• (Select...)
			• Assigned to: Name
8.	(Select...)	•	• (Select...)
			• Assigned to: Name

-- End of Attachment 3 --

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Attachment 4: Action Item Tracker (Crisis Toolkit Item 4)

The Action Items Tracker assigns responsibility for specific tasks to team members. This tool helps ensure assigned actions are completed by a required date and time. An agenda item/objective for each team meeting is to identify action items & completion dates.

UMBC Crisis Management Plan, Crisis Toolkit Item 4 - Action Items Status Tracker			
Information Current as of: Day, Month, DD, YYYY			
Item	Due Date	Action Item Description	Status:
1.	MM/DD/YYYY	•	<ul style="list-style-type: none"> • (Select...) • Assigned to: Name
2.	MM/DD/YYYY	•	<ul style="list-style-type: none"> • (Select...) • Assigned to: Name
3.	MM/DD/YYYY	•	<ul style="list-style-type: none"> • (Select...) • Assigned to: Name
4.	MM/DD/YYYY	•	<ul style="list-style-type: none"> • (Select...) • Assigned to: Name
5.	MM/DD/YYYY	•	<ul style="list-style-type: none"> • (Select...) • Assigned to: Name
6.	MM/DD/YYYY	•	<ul style="list-style-type: none"> • (Select...) • Assigned to: Name
7.	MM/DD/YYYY	•	<ul style="list-style-type: none"> • (Select...) • Assigned to: Name
8.	MM/DD/YYYY	•	<ul style="list-style-type: none"> • (Select...) • Assigned to: Name

-- End of Attachment 4 --

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Attachment 5: Fast Framing Options (Crisis Toolkit Item 5)

Fast Framing compares two competing strategic responses. Use this tool for difficult decisions when options are not clear or when both options present significant risks.

UMBC Crisis Management Plan, Crisis Toolkit Item 5 - Fast Framing Options

Information Current as of: **Day, Month, DD, YYYY**

OPTION 1:	Brief Option Title/Description
Benefits:	Departmental & institution-wide benefits relative to key stakeholders:
•	
Risks:	Departmental & institution-wide benefits relative to key stakeholders:
•	
Dependencies:	Required actions or decisions critical for credible messaging:
•	
Messaging:	The best possible messaging strategy to achieve benefits and avoid risks.
•	

OPTION 2:	Brief Option Title/Description
Benefits:	Departmental & institution-wide benefits relative to key stakeholders:
•	
Risks:	Departmental & institution-wide benefits relative to key stakeholders:
•	
Dependencies:	Required actions or decisions critical for credible messaging:
•	
Messaging:	The best possible messaging strategy to achieve benefits and avoid risks.
•	

-- End of Attachment 5 --

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Attachment 6: Crisis Management Roles and Responsibilities

These senior leader duties expand on the response structure described in Part 2. More detailed checklists by role are distributed to team members independently from this plan:

The University President

- Ensures timely and direct reporting of a potential or actual crisis to the Chancellor and Vice Chancellor for Communications as soon as practical, even if all the facts and considerations are not yet known.
- Communicates with the Board of Regents, individual Regents, and other critical stakeholders.
- Communicate to the Chancellor that UMBC has established a crisis management process.
- As a part of the presidential performance review process, review with the Chancellor any events at UMBC that fall within the definition of a crisis occurring in the prior calendar year.

Chief of Staff to the President

- Member of the EPG, Screening Team, and core EMAG. Acts as the EMAG leader.
- Approves Crisis Management Plan revisions, prior to final approval by the President, following EPG review.
- Has delegated authority from the President to act as spokesperson for EMAG activities and may further delegate this duty to others as appropriate.
- Maintains final approval authority for executive decisions regarding crisis management communications.
- Determines if reports of negative events require escalation to the Screening Team.
- Approves a core or extended EMAG member as Project Point to manage, coordinate, and resolve issues when the EMAG does not activate but elects to monitor a report of negative event.
- Makes the determination to activate the EMAG and to include extended members to meetings/activations.
- Notifies all core EMAG members (and extended members as needed) of team activation (or may delegate this action to an EMAG team member's Executive Assistant or to the Emergency Manager).
- Determines if criteria are met for deactivating the EMAG.

Vice President for Administration & Finance

- Member of the EPG, Screening Team, and core EMAG. Acts as the deputy EMAG leader.
- Provides guidance on all matters of finance and campus operations and recommends appropriate actions.
- Identifies key strategic, financial, and operational decisions related to crisis response.
- Assesses short and long-term financial impacts.
- Provides financial data and analysis for strategic decision making.
- Makes recommendations to the President on large expenditures, procurement policy/authorizations, financial planning, and revenue decisions.
- Monitors/tracks spending actions and insurance claims.

Provost & Senior Vice President, Provost

- Member of the EPG, Screening Team, and core EMAG.
- Provides guidance on short and long-term impacts on the academic enterprise and recommends appropriate actions.
- Acts as liaison to and ensures continued engagement with faculty, students, parents, research partners, and other key stakeholders.
- Works collaboratively with Vice Provosts and Deans to protect the academic mission of the University.

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Vice President for Information Technology

- Member of the EPG, and core EMAG.
- Provides guidance on impacts to information technology and communications systems infrastructure and recommends appropriate actions.
- Assess IT, privacy, cyber threat, and data security implications.
- Oversees execution of Information Technology Disaster Recovery (ITDR) plans.

Vice President for Student Affairs

- Member of the EPG, Screening Team, and core EMAG.
- Provides guidance on impacts to student safety, health, and well-being and recommends appropriate actions.
- Assess student climate and identifies student groups which may be disproportionately impacted by crisis issues or may become increasingly engaged in the response.
- Acts as liaison to and ensures continued engagement with students, student organizations, and families.
- Ensures student government and student groups receive support, ensures their concerns are heard, and brings their concerns to the attention of the Screening Team and EMAG.

Vice President for Institutional Advancement

- Member of the EPG, Screening Team, and core EMAG.
- Assesses short and long-term impacts on corporate, community, and foundation partnerships, fundraising, and related events.
- Assesses alumni/donor climate and identifies segments which will either be disproportionately impacted or engaged by the issue.
- Primary donors and alumni liaison; identifies engagement strategies to assist crisis response.

General Counsel

- Member of the EPG, Screening Team, and core EMAG.
- Provides legal counsel to the President, EMAG, and Incident Commander (when the IMT is activated) and recommends appropriate actions.
- Ensures compliance with local, state, and Federal laws and compliance with USM policy and guidance.
- Reviews communications for legal and liability considerations, ensuring alignment with University policies.
- Advises team members on preservation of Attorney Client Privilege and Work Product.

Emergency Manager

- Member of the EPG, Screening Team, and core EMAG. Acts as the Screening Team and EMAG scribe.
- Assists in scheduling Screening Team and EMAG meetings, developing meeting agendas, and documenting meeting minutes.
- Provides guidance on impacts to preparedness, response, recovery, and mitigation efforts across the UMBC community, and recommends appropriate actions.
- Develops new response guides, tool, and templates. Coordinates plan revisions and associated materials.
- Maintains rosters and contact information, training schedules, and exercise planning activities.

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Associate Vice President, Engagement, and Chief Marketing Officer

- Member of the Screening Team and core EMAG; acts as Crisis Communications Team (CCT) Lead.
- Provides guidance on impacts to short and long-term impacts regarding reputational risks associated with key decisions and recommends appropriate actions.
- Provides context to impacts by identifying and evaluating non-crisis related events and communications.
- Recommends a communications and messaging strategy that will increase community understanding and support for the decisions of University leaders.
- Assesses the media/social media climate to determine continuation, cancellation, or addition of scheduled events, activities, and communications.
- Develops key communications and strategies, a calendar of events, and derivative materials while addressing confidentiality requirements.

Chief of Police

- Member of the Screening Team (as needed) and extended EMAG (as needed).
- Provides guidance on impacts to public safety, physical security, criminal investigation, and law enforcement activities and recommends appropriate actions.
- Focuses on preventing and responding to crimes against people and crimes against property, saving lives, and protecting the campus environment, systems, and property.
- Oversees automated mass-notification and alerting systems and procedures.

IMT Incident Commander

- Member of the extended EMAG (when the IMT is activated).
- Maintains overall authority for directing response to physical safety or security incidents. The University President designates Incident Commanders based on the nature of the emergency.
- Determines response objectives, ensures EMAG priorities align with the needs of the incident, and ensures incident management objectives and crisis management objectives also align.

Vice Provost & Dean, Undergraduate Academic Affairs

- Member of the extended EMAG (as needed).
- Assists the Provost & Senior Vice President, Provost with guidance on short and long-term impacts on the academic enterprise and recommends appropriate actions.
- Assists with engaging faculty, students, parents, research partners, and other key stakeholders.

Director of Athletics, Physical Education, and Recreation

- Member of the Screening Team (as needed) and extended EMAG (as needed).
- Provides guidance on impacts to athletes, coaches, parents, donors, ticketholders, sponsors, sports media, other key stakeholders, or broader NCAA/divisional issues and recommends appropriate actions.
- Acts as liaison to and ensures continued engagement with athletic teams, coaching staff, and families of impacted athletes or coaches.
- Acts as liaison to and ensures continued engagement with the NCAA and conference officials.
- Coordinates with the CCT on communications strategies when engaging with broadcast partners.

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Vice President for Research

- Member of the extended EMAG (as needed).
- Serves as the Project Point for all issues related to University research operations and policies.
- Provides guidance on impacts to animal welfare, research partners, and regulating bodies, and recommends appropriate actions.
- Advises on research data, specimen preservation, research asset security, and welfare of research subjects.
- Coordinates with the Director, Environmental Safety & Health on lab safety and hazardous materials.
- Coordinates response and recovery with Principal Investigators (PIs) and national/corporate partners.

Vice Provost for Enrollment Management and Planning

- Member of the extended EMAG (as needed).
- Provides guidance on impacts to enrollment tracking/management, financial aid/scholarships, and prospective student visits/advising/orientation and recommends appropriate actions.
- Flags enrollment related events, campaigns, and activities which may be impacted by a crisis.
- Coordinates with the CCT on communications strategies when engaging in enrollment activities.
- Acts as liaison to and ensures continued engagement with prospective students and their families.

Chief Human Resources (HR) Officer

- Member of the extended EMAG (as needed).
- Provides guidance on impacts to HR related issues and recommends appropriate actions.
- Oversees employee relations, disciplinary actions, compliance with HR policy, and union agreements.
- Identifies and elevates concerns from staff and ensures staff members receive appropriate support.
- Provides insight into relevant labor laws, labor agreements, benefits, and HR practices.
- Acts as liaison to and ensures continued engagement with staff and their families.

BRACT Leader

- Member of the Screening Team (as needed) and extended EMAG (as needed).
- Provides guidance on impacts to students, faculty, and staff concerning, disruptive, and/or threatening situations and behaviors and recommends appropriate actions.
- Escalates threat assessments to the Screening Team and initiates screening-recommended assessments.

Director, Environmental Safety & Health (ESH)

- Member of the extended EMAG (as needed).
- Provides guidance on impacts to Environmental Safety & Health, hazardous materials management, and facility safety, and recommends appropriate actions.
- Coordinates with the Vice President for Research on lab safety and hazardous materials.
- Manages the University's insurance notification and claims process, provides insight into insurance coverages and what may, or may not be covered, and serves as the primary liaison for insurance carriers, insurance brokers, and claims adjusters.

-- End of Attachment 6 --

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Attachment 7: Summary of Changes

The following list of approved changes have been made to this document.

Figure A7.1. Summary of Changes

Date	Page and Section	Describe changes made and approval status
10/10/2021	N/A	Draft plan submitted by contractor (in draft).
8/30/2022	N/A	Plan revision completed (in draft).
8/31/2022	N/A	Reviewed by CoS & VP, Admin/Finance (approved).
9/26/2022	N/A	Reviewed by UMBC President (approved).
9/27/2022	N/A	Distributed for signature via DocuSign (approved).
MM/DD/YYYY	Page Page, Section Section	Change description (Select...).

-- End of Attachment 7 --

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-- End of Document - Nothing Follows --