



Crisis Management Quick Reference Guide

December 2021

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Crisis Management Team

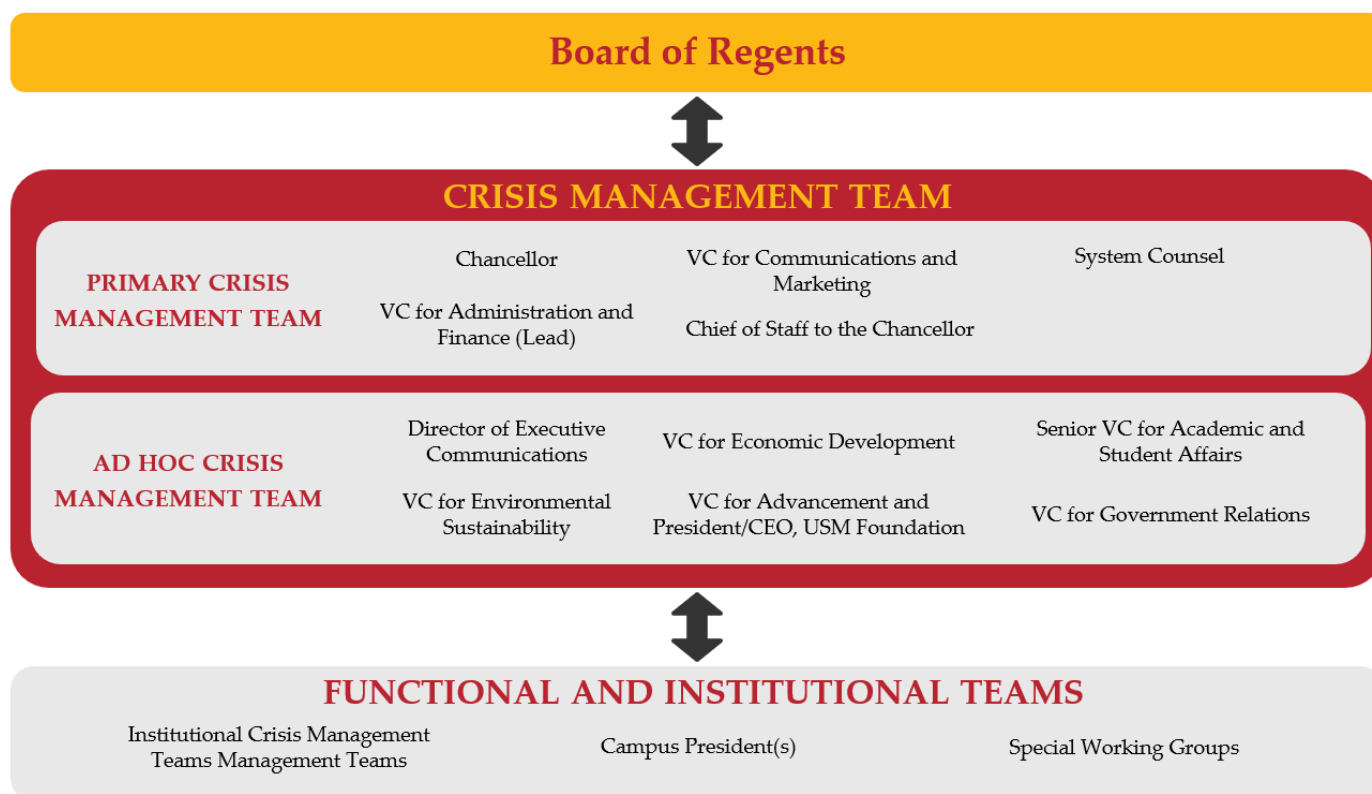


Figure 1: Crisis Management Team Organization

General Crisis Management Team Responsibilities

- Obtain regular briefings on the incident and response activities.
- Define policies and coordinate strategy for overall management of consequences from the incident or crisis.
- Approve the communications strategy and key messages to internal and external stakeholders developed by the Crisis Communications team.
- Provide counsel and guidance to the affected institution(s) in their response efforts.
- Inform, periodically brief, and make recommendations to the Board of Regents on the overall response strategy and key issues.
- Make policy decisions during extraordinary events, such as a decision to close or suspend academic activities across multiple System campuses and/or buildings.
- Develop strategic System-wide recovery priorities.

Primary Crisis Management Team Roles

Chancellor

The Chancellor will likely receive direct notification of a crisis from a campus President. In that situation, the Chancellor will notify the primary Crisis Management Team (CMT) members. The Chancellor will participate in CMT meetings to ensure that awareness of the situation is maintained. In addition, the Chancellor shall communicate with the Board of Regents through the Board Chair to ensure mutual awareness.

Vice Chancellor for Communications and Marketing

The Vice Chancellor for Communications and Marketing shall serve as a primary member of the CMT. The Office of Communications and Marketing provides functions including strategic communications, media relations, publications, social media, and website management. In addition, the Office of Communications and Marketing coordinates systemwide communication efforts.

System Counsel (Office of the Maryland Attorney General)

System Counsel is from the Office of the Maryland Attorney General. System Counsel shall be a primary member of the CMT, and will provide legal guidance on the crisis at hand. In addition, System Counsel will collaborate with the counsel from affected institution(s).

Vice Chancellor for Administration and Finance

The Vice Chancellor for Administration and Finance shall serve as the Lead member of the CMT. In this role, the Vice Chancellor for Administration and Finance will coordinate with other primary team members, determine the need for Ad Hoc members, identify a meeting location (physical or virtual), and define the frequency for updates within the System and to other institutions, as necessary. The Office of the Vice Chancellor for Administration and Finance provides a broad range of functions including strategic planning, budget, and finance.

Chief of Staff to the Chancellor

The Chief of Staff shall be a primary member of the CMT. The Chief of Staff shall ensure that the CMT is staffed with the necessary personnel from the System offices. For example, the Chief of Staff shall determine which additional Vice Chancellor(s) or designee(s) will be best suited to help manage the crisis.

Crisis Plan Activation Steps

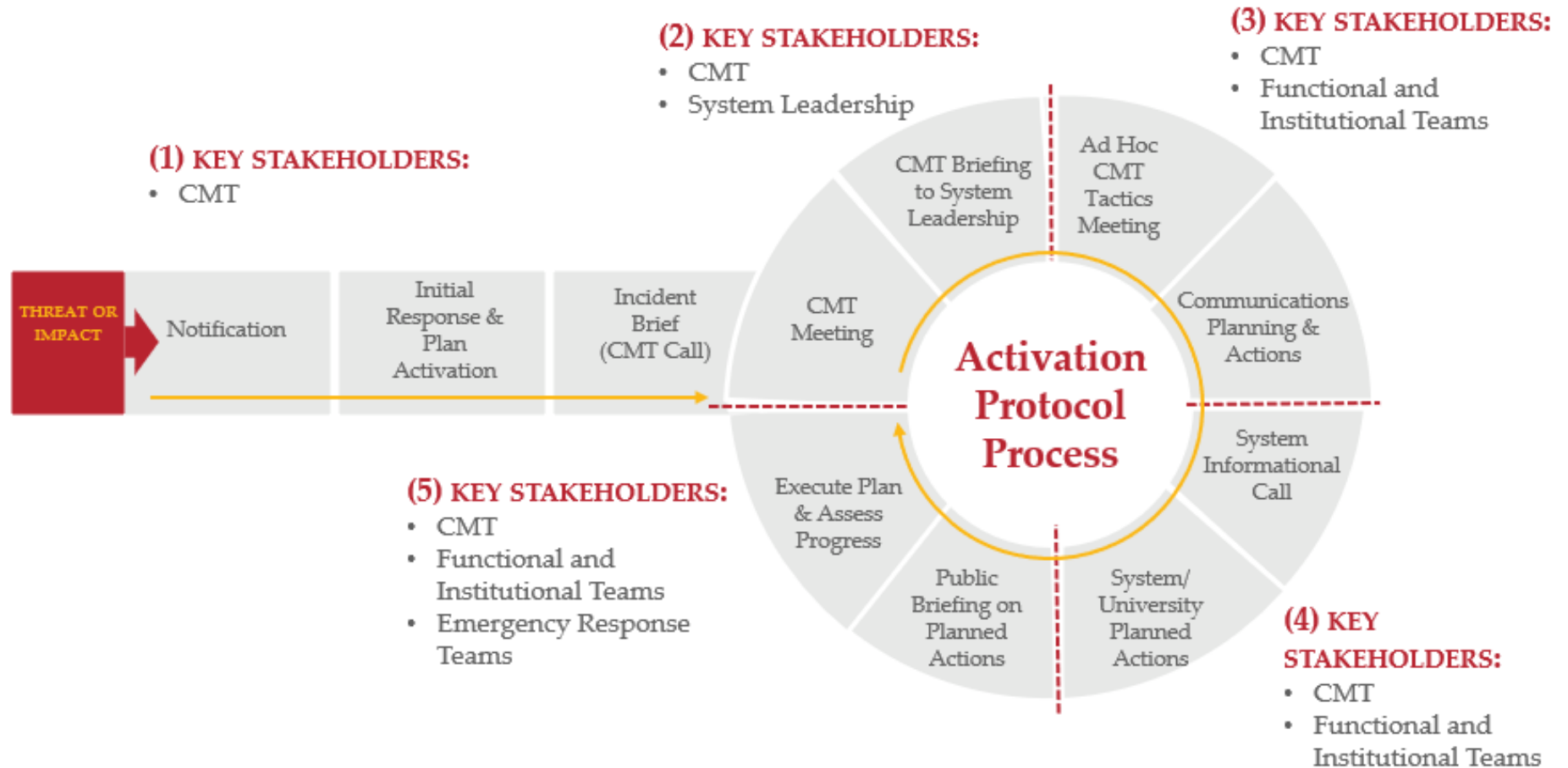


Figure 2: Activation Protocol Process

Summary

The CMT will evaluate the hazards, risks, and impacts of an event to judge if it meets the reporting criteria. The CMT, with input from System Leadership, defines what, how, when, and to whom issues and events that have the potential to create significant System risks are identified and reported.

Steps

- 1. The System is notified either through the Chancellor or the Vice Chancellor for Administration and Finance.**
 - 1.1. The Vice Chancellor for Administration and Finance activates the CMT.
 - 1.2. The CMT begins information gathering.
 - 1.2.1. The following are Reporting Criteria that require immediate System Leadership notification:
 - A. Life, safety, and health of System students, staff, and faculty engaged in institutional activities.
 - B. Protection of System owned and controlled property.
 - C. Protection of the environment at risk from an emergency impacting the System.
 - D. Continuity and restoration of essential utilities to System owned and controlled property.
 - E. Continuity and restoration of System essential functions and programs.
 - F. Continuity of the good institutional reputation of the System.
 - G. Coordination among appropriate stakeholders, including with local community and state partners who request mutual aid assistance from the System.
 - 1.2.2. If the event does not meet the Reporting Criteria above, the members of the CMT continue to monitor the situation and reassess in case the event later meets the reporting criteria.
- 2. CMT will brief System Leadership on the current situation and stages of plan activation. The CMT and System Leadership will choose next steps based on current information.**
 - 2.1. If there is no broader strategic impact, no further action is taken.
 - 2.1.1. Strategic impact can take the form of impacts to operations, financial, reputational standing, etc.
 - 2.2. The CMT will continue to monitor the situation.
 - 2.3. The System will convene the Ad Hoc CMT members, key stakeholders, and engage with external communications.
- 3. If System engagement is required for the event, the members of the Ad Hoc CMT are notified and requested to join the CMT.**
 - 3.1. The CMT will brief the functional and institutional team(s) on the current situation and leadership's decisions for next steps.
 - 3.2. The Vice Chancellor for Communications and Marketing will identify what information can be shared with the public and which media would be most effective for reaching key audiences.
- 4. The CMT will coordinate with the involved Functional and Institutional Teams.**
 - 4.1. The CMT will host a System informational call to inform the affected institution and any coordinating teams on current events and information.
 - 4.2. The System and institutions will coordinate roles as dictated by Emergency Operation Plans (EOPs) and other supporting documentation.
- 5. Based on the choices of CMT and Leadership, Crisis/Emergency Management Teams will activate Mitigation/Recovery Plans.**
 - 5.1. The CMT will host a public briefing on planned actions.
 - 5.2. The CMT, Stakeholders, and Functional and Institutional Teams will execute the planned actions and assess progress.

Communications Plan

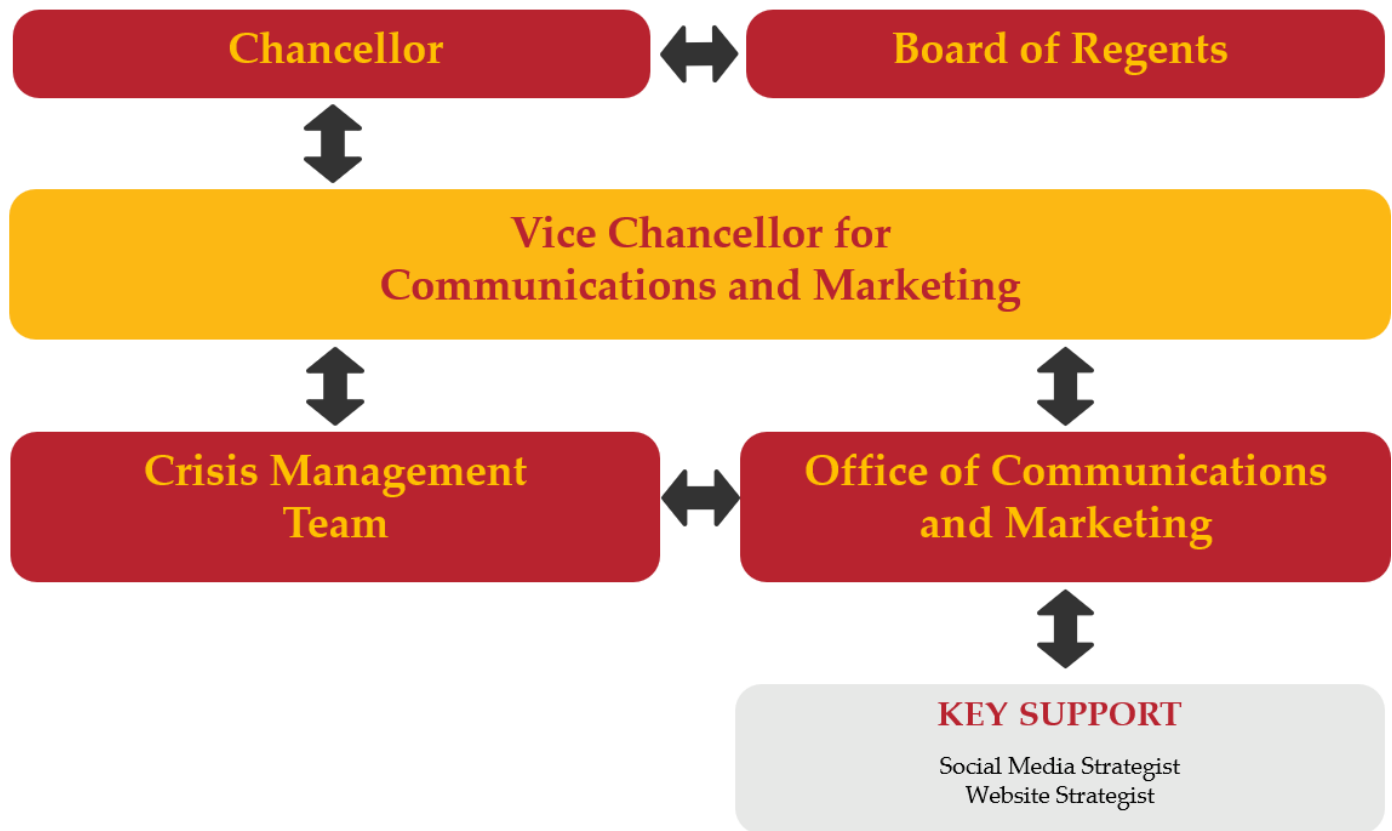


Figure 3: Communications Organization

Key Details

Communications Hold Protocol – When the CMT has been activated, all communications from the System, including those that are unrelated to the crisis, are suspended, unless approved by the Vice Chancellor for Communications and Marketing.

Vice Chancellor for Communications and Marketing – The Vice Chancellor for Communications and Marketing serves as the lead team member for guiding the strategic communications process and ensuring that the System speaks with one voice.

The Office of Communications and Marketing – This office will support the internal and external crisis communications process by developing the communications as directed and approved by the CMT.

Communications Strategy – The CMT approves the communications strategy along with communications to internal and external stakeholders, which include students, faculty, staff, and alumni. In some situations, it may be appropriate to develop multiple strategies that address various stakeholders.

The Chancellor – The Chancellor will collaborate with the Chair of the Board of Regents to provide an understanding of the event or emergency, to brief the current institution or System response, and to consult on the communications strategy as appropriate.

Spokesperson(s) – During times of crisis, the Chancellor serves as the primary System spokesperson. In the event that the Chancellor is unable to serve in that role, he or she will designate a list of alternate CMT members to serve as the primary System spokesperson, based on the nature of the crisis, during his or her absence.

Press Briefings – The Vice Chancellor for Communications and Marketing (or their designee) will organize press briefings, coordinate talking points with the standing structures and/or subject matter experts, and confer with the Chancellor (or any other designated System spokesperson) prior to the press briefing to ensure all USM personnel are prepared. The Vice Chancellor for Communications and Marketing (or their designee) will remain on hand at the press briefing to coordinate any additional follow-up.