Crisis Management Plan

2019-2020

Section 1. Objective, Scope, Definitions

Objective

This *Crisis Management Plan* (CMP) documents the process that The University of British Columbia (UBC) will utilize to manage crises and potential crises. The CMP applies to UBC as an institution. Any procedural variation between UBC Vancouver (UBC-V) and UBC Okanagan (UBC-O) is noted.

The objective of this plan is to ensure that any incident with apparent crisis potential (that is, a major incident) is quickly recognized and effectively managed.

UBC will manage any crisis with a priority of preserving and protecting the life safety for our students, faculty, staff, and visitors to campus. Protection of the university's ability to achieve its objectives and successfully execute its strategies, and its good reputation, is also of primary importance.

Due to the wide variety of potential crises at the university, this plan provides a management structure, key responsibilities and a general procedural guide for determining when a crisis response is required and what happens when the crisis concludes. There is no clear direction on timelines for this as each event will be unique in terms of occurrence, context, duration, safety and security issues, and impact on the university's infrastructure, core business and its strategic objectives.

This plan aligns and works in conjunction with the *University of British Columbia Vancouver Emergency Response Plan* and the *University of British Columbia Okanagan Disaster Response Plan*.

Scope

This plan describes a management process designed to respond to a range of campus incidents which have escalated, or have the potential to escalate, to crisis. These incidents include emergencies, business interruptions, and emerging issues.

Definitions

Definitions	
Business Interruptions	Incidents that interrupt the process of teaching, research, or other activities essential to UBC. Examples include: utility outage, IT failure, data breach, scholarly misconduct, student misconduct.
Crisis	A situation which has occurred or is occurring or appears likely to occur, and which could have a major negative impact on UBC's ability to achieve its objectives and successfully execute its strategies.
Campus Crisis Management Team (CCMT)	The UBC Okanagan team comprises the Deputy Vice-Chancellor and Principal (DVC) and the other members of the DVC Direct Report Team (the Core CCMT). Auxiliary Members (subject matter experts) may be added as required.
Crisis Management Team (CMT)	The UBC Vancouver team comprises the President and the other members of the UBC Executive Team (the Core CMT). Auxiliary Members (subject matter experts) may be added as required.
Emergency	An emergency is a situation which results in, or is likely to result in, serious harm to persons or substantial damage to property or the environment, or significant disruption to operations.
Emerging Issues	Situations of growing controversy or negative climate that threaten UBC's reputation, organizational, legal or financial stability and impact its ability to achieve its objectives and successfully execute its strategies.
Emergency Operations Centre (EOC)	A virtual or physical location at which the coordination of information and resources to support incident management activities takes place.
Executive on Call	A member of the UBC Executive Team who may be responsible for activating the CMT.
Incident	An occurrence which triggers or escalates an issue, emergency or crisis.
Incident Management Team (IMT)	Refers to any grouping of senior operational managers/subject matter experts/Executive Team members who are handling an incident response.
Issue	A situation which has occurred or is occurring and which is impacting the life safety for our students, faculty, staff, and visitors to campus or which could have a negative impact on UBC's ability to achieve its objectives and successfully execute its strategies.
Lead Department	Typically the department which takes the initial operational measures to respond to and manage an incident. It should have the authority and technical resources required to manage the incident and/or to assess the need for additional response requirements.

Section 2. Emergency Response Structure Overview

This section provides an overview of UBC's response structure and responsibilities for policy level decision-making during a crisis.

Campus Emergency Response

The UBC-V *Emergency Response Plan* (ERP) and the UBC-O *Disaster Response Plan* (DRP) define the organizational structure that is used to respond to emergencies that affect either campus community and disrupt normal operations. The UBC-V ERP and the UBC-O DRP provide detailed descriptions of the UBC EOC, Emergency Support Functions (ESFs), and Incident Command.

The UBC-V ERP and the UBC-O DRP address any emergency situation or other event that threatens the health, safety, and security of UBC's students, faculty, staff, and visitors. The UBC-V ERP also applies to properties in the University Neighborhoods Association (UNA), and the UBC-O DRP applies to all leased land at UBC-O.

As described in the UBC-V ERP and the UBC-O DRP, the university's priorities are:
1. **Protection of life safety** – the safety and well-being of all members of the UBC community and visitors to the campus.
2. **Incident stabilization** – contain the incident to keep it from expanding.
3. **Property and environmental preservation** – minimize damage to property and the environment.
4. **Mission continuity/resumption** – re-establish instruction, research, and other mission critical activities with minimal disruption.

UBC Response Organization

This section details UBC's response structure starting with the Emergency Operations Centre.

UBC Emergency Operations Centre (EOC)
The EOC is the hub, when activated, for command, control, coordination, and information management; it supports the site level response. Management of the EOC activities is the responsibility of the EOC Director. Subject matter experts from across the campus who have been pre-identified and trained to work in one of the five sections (Management, Operations, Planning, Logistics, and Finance & Administration) staff the EOC.

During an EOC activation, all operational decisions are made by EOC Management and/or Site Incident Command.

UBC Crisis Management Team (CMT)

The CMT provides executive level oversight and policy level decision-making during a crisis. When activated, the CMT is responsible for and has the authority to make strategic, financial, and policy decisions for UBC. The team comprises the President and the other members of the UBC Executive Team (the Core CMT). Auxiliary Members (subject matter experts) may be added as required.

When activated the CMT will:
- Make policy and strategic decisions with significant university-wide or campus-wide implications.
- Identify and manage key issues and consequences.
- Approve the communications strategy and key internal and external messages.
- Inform, brief and make recommendations as required to the Board of Governors.
- Provide strategic guidance to the Incident Management Team (IMT) managing the operational response to an incident.

Figure 1 depicts UBC's Response Structure. The emergency management and response is campus-specific, and at UBC-O, the Campus Crisis Management Team (CCMT) will provide the policy level response. The CCMT will escalate to the CMT if the incident is institutionally major.

Figure 1
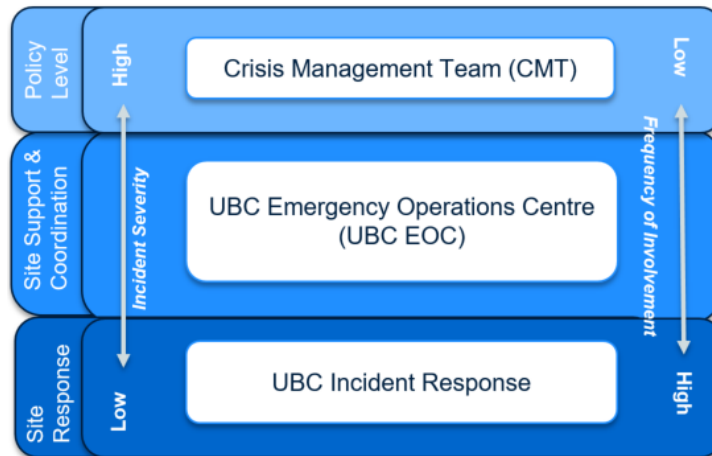
Section 3. CMT Activation and Operations

This section describes the CMT membership, authority, incident assessment, incident escalation, activation, notification, roles and responsibilities, and operations.

CMT Membership

The CMT is chaired by the UBC President or a designated alternate. The Core CMT (UBC Executive Team) represents the entire university. The CMT Coordinator is the Executive Director or designate from the President's Office. The Auxiliary Members (subject matter experts) represent operational responsibility areas of the university, and can be included depending on the nature of the crisis. For some types of incidents (e.g., an emergency requiring EOC activation), the addition of CMT Auxiliary Members may be minimal. However for other types of incidents (e.g. a major cybersecurity/privacy breach), the addition of CMT Auxiliary Members may be greater. Appendix A lists CMT Core Members and includes a representative listing of possible CMT Auxiliary Members.

Authority

1. Any member of the Core CMT has the authority to convene a CMT meeting.
2. Request for support from the CMT Auxiliary Members can be made by any member of the Core CMT.
3. The President will appoint a designated alternate, who will substitute for the President as Chair of the CMT when the President is unavailable. Policy GA1 – Acting President Policy designates the individual who will assume the responsibilities of the President if the President is absent or unable to act, or if there is a vacancy in that office.
4. The CMT Chair may delegate his/her authority.
5. Any member of the CMT may delegate his/her authority for purposes of managing a specific crisis, generally to the head of the department or faculty most impacted by the incident. When CMT members are incapacitated or cannot be contacted, the Core CMT may perform this delegation on behalf of the incapacitated/unreachable member.
6. CMT decisions will be made by the Chair. The Chair will determine which decisions require ratification by the UBC Board of Governors.
7. Resolution Number 20 by UBC's Board of Governors provides authorization for response and recovery actions and expenditures.
8. For decisions beyond management authority, the Chair will request direction from the Chair of the UBC Board of Governors. The Board Chair will determine the need for involvement of the other Board members. If the Board Chair is unavailable, the Chair will request direction from an alternate Board member following the standard Board responsibility process.
9. At meetings of the CMT, the CMT Chair plus any two other members constitute a quorum.

Incident Classification and Escalation

Routine incidents happen on campus regularly, and their scope is well-defined, their duration and impacts understood. Typically, these incidents are handled through normal response procedures and may be managed by a single lead department or multiple departments working together through an Incident Management Team (IMT). In a routine incident, the Lead Department notifies the appropriate IMT Lead which may lead to a partial activation of the EOC and/or notification of the CMT.

Non-Routine incidents are those that have a significant impact on one or multiple campus departments and require a potential coordinated response led by senior operational management. In a non-routine incident the Lead Department notifies other departments to form an IMT. Notification of the CMT may be required and activation of the EOC either partially or fully to support a non-routine incident may also be necessary.

Major incidents include those where many, if not all, departments on campus are impacted; normal campus operations are interrupted; response and recovery activities continue for an extended period, and routine responses are insufficient. In a major incident, the CMT would be activated by contacting the Executive on Call or another member of the UBC Executive Team. Any member of the UBC Executive Team can contact Safety & Risk Services (SRS) - Campus Security's Communications Centre to notify activation of one or both of the CMT or EOC.

In the event of a significant and sudden disrupting event such as a major earthquake or an interface wildfire, the CMT is to assume immediate activation.

Activation

The IMT is responsible for escalating critical incidents and issues within their areas of responsibility. In the case of a crisis or potential crisis, the Lead Department would notify the Executive-On-Call or other Executive Team members. Any member of the UBC Executive Team can direct SRS - Campus Security's Communications Centre to notify activation of one or both of the CMT or EOC.

Notification

SRS - Campus Security's Communications Centre is responsible for notifying the CMT members of an activation. The primary means of notification will be by UBC Alert (phone, email, and SMS text). SRS - Campus Security will communicate any known information and notify team members of the initial meeting time and location (virtual or physical). The CMT assembles in one of the physical locations below, or virtually through a conference call.

Additionally, any member of the Executive Team may notify other CMT members of an activation using the AlertGo app.

CMT Roles and Responsibilities

The CMT provides guidance and direction to all UBC departments and faculties during a crisis or potential crisis. The CMT is responsible for assessing a crisis or potential crisis, declaring a crisis, communicating the

situation, as required, to students/faculty/staff, media and stakeholders, and managing/monitoring a crisis throughout its phases.

The following are the CMT's roles and responsibilities:

- Declare a crisis if required and, if necessary, a particular crisis event severity level;
- Determine which auxiliary members (subject matter experts) should be included on the CMT and if any Executive Team members should be excused;
- Make strategic and policy decisions and allocate funding and resources as needed (within established management limits of authority);
- Brief the Board of Governors;
- Implement communication plans for notification and coordination of students/faculty/staff;
- Communicate response plans and status to outside agencies or stakeholders, and
- Ensure communication is established as required with fire, police, ambulance, hospitals, WorkSafe BC, local and provincial authorities etc.;
- Set response priorities;
- Oversee and coordinate the management response efforts in as calm and controlled an environment as possible.
- After a Crisis:
  - ensure the recovery process is established,
  - conduct a post-incident review, and
  - Provide recommendations for dealing with future crisis events.

Operations

Meetings
A CMT activation consists primarily of virtual or physical meetings where CMT members receive briefings, discuss the incident, review issues, identify action items, and make decisions.

After the initial meeting, CMT meetings should generally last no longer than one hour. Meeting frequency will be decided by the CMT Chair. This approach allows times for CMT members to coordinate with their responsibility areas, implement action items, and gather additional information critical to decision-making.

Appendix C contains a Meeting Agenda, and Appendix E contains Tracking Forms (Call Log, Action Item, and Issues Tracking).

Deactivation
The crisis will be considered resolved when an acceptable recovery level has been achieved. The acceptable recovery level will be incident-dependent, and will be determined by the CMT.

Deactivation takes place when the CMT has addressed decisions and direction for all identified issues and completed identified actions or put strategies in place to resolve them. Prior to deactivating, the CMT Chair will notify (and debrief if necessary) the Chair of the Board of Governors and the campus-specific EOC Director.

Post-Incident Review
The CMT Coordinator, in coordination with SRS - Emergency Management, is responsible for conducting a post-incident review to capture lessons learned.

The post-incident review session should be scheduled within two weeks of deactivation — a form to support this process is included in Appendix D. The objectives are to:

- Assess the overall effectiveness of the university incident response
- Assess the effectiveness of the CMT response and process
- Determine how plans, protocols, or procedures could be improved
- Identify new best practices

Section 4. Information Sharing & Coordination

Information Sharing

During crisis situations, information changes rapidly as events develop. It is critical that information be shared regularly with the CMT members to facilitate timely and accurate decision-making and actions.

The CMT meetings are structured to support information sharing and situation status updates. The meetings begin with an operational briefing or update of known information from the EOC or other IMT.

Crisis Communications

The *Emergency Communications Plan* (ECP) outlines guidelines for quickly communicating with UBC-V's community, community partners and external stakeholders during an emergency. This plan is an Annex to the UBC-V ERP. Similarly, UBC-O DRP has an *Emergency Communications Protocol* as an addendum.

For major incidents, including incidents that have the potential to result in harm to persons, damage to property or disruption of university services, or that pose significant risk to the university's reputation, communications will be guided by the *Crisis Communications Plan.*

Appendix A

Crisis Management Team Members

CMT Core Members	
Member Title	**Alternate Member Title**
President	As per Policy GA 1 – Acting President Policy
Provost and Vice-President, Academic	Vice-Provost and Associate Vice-President, Enrolment & Academic Facilities
Vice-President, Finance & Operations	Comptroller
Vice-President, External Relations	Associate Vice President, Communications
Vice-President, Students	Executive Director of the Office of the Vice President, Students
Interim Vice-President, Human Resources	Managing Director, Total Compensation, Health & Wellbeing
Vice-President, Research and Innovation	Associate Vice-President, Research and Innovation
Vice-President, Development & Alumni Engagement	Associate Vice-President, Development
University Counsel	Associate University Counsel
Deputy Vice-Chancellor & Principal	Designated member of the UBC-O Leadership Team
Provost and Vice-Principal, Academic	Associate Provost, Strategy
Dean, Faculty of Medicine	Executive Vice-Dean, Faculty of Medicine
Crisis Management Team Coordinator	
Coordinator Title	**Alternate Coordinator Title**
Executive Director, Office of the President	Executive Assistant, Office of the President

Crisis Management Team Members (continued)

CMT Auxiliary Members – Vancouver (as required)
Member Title
Associate Vice President, Information Technology and Chief Information Officer
Deputy CIO
Associate Vice-President, Communications
Senior Director, Media Relations
Director, Internal Communications
Associate Vice-President, Campus & Community Planning
Comptroller
Executive Director, Financial Operations
Treasurer
Associate Vice-President, Facilities
Managing Director, Building Operations
Managing Director, Energy and Water
Managing Director, Infrastructure Development
Legal Counsel, Information & Privacy
Executive Director, Safety & Risk Services
Managing Director, Student Housing and Hospitality Services
Managing Director, University Community Services
Acting Director, Campus Security
Chief Information Security Officer
Chief Operations Officer, Information Technology
Vice-Provost and Associate Vice-President, Enrolment & Academic Facilities
Director, Office of the VP Research & Innovation
Managing Director, Student Development and Services
Vice-Provost, International Professor Marketing & Behavioural Science Division
Senior Athletics Director

Note: List above is representative, other subject matter experts may be required.
Auxiliary CMT members to be determined based upon the type of incident.

Crisis Management Team Members (continued)

CMT Auxiliary Members – Deans, Vancouver (as required)
Member Title
Dean, Faculty of Applied Science
Dean, Faculty of Arts
Dean, Sauder School of Business
Dean of Dentistry
Dean, Faculty of Education
Dean, Forestry Faculty
Dean, Graduate and Postdoctoral Studies
Dean, Faculty of Land and Food Systems
Dean of Law
Dean, Faculty of Medicine
Dean, Faculty of Pharmaceutical Science
Dean, Faculty of Science

Auxiliary CMT members to be determined based upon the type of incident.

CMT Auxiliary Members -- Okanagan (as required)
Member Title
Associate Vice-President, Finance and Operations
Vice-Principal, Research
Associate Vice-President, Students
Chief Information Security Officer
Director, University Relations
Director, Campus Operations & Risk Management
Director, Campus Planning (vacant)
Director, Infrastructure Development (vacant)
Director, Business Operations
Executive Director, Human Resources
Executive Director, Development
Director, Campus Initiatives (DVC Office)
Director, Integrated Planning and Chief Budget Officer
Deputy Registrar
Chief Librarian & Associate Provost, Learning Services
Director, Athletics

Note: List above is representative, other subject matter experts may be required. Auxiliary CMT members to be determined based upon the type of incident.

Crisis Management Team Members (continued)

CMT Auxiliary Members – Deans, Okanagan (as required)
Member Title
Dean, College of Graduate Studies
Dean, Creative and Critical Studies
Dean, Faculty of Health & Social Development
Dean, School of Education
Dean, Faculty of Management
Dean, Irving K. Barber School of Arts and Sciences
Executive Associate Dean, School of Engineering
Regional Associate Dean, Southern Medical Program

Auxiliary CMT members to be determined based upon the type of incident.

Appendix B

Crisis Management Process

Phase	Actions	Assigned
Assessment/ Activation	Assess the nature and magnitude of the incident (and declare a crisis if required).	
Notification	Establish communications with students, faculty and staff and other stakeholders, as appropriate:	
	Have a "standby" statement ready.	
	Establish communications with pertinent authorities.	
Additional Resources	Mobilize external support (if required).	
Reassessment	As the incident unfolds, the CMT may see fit to return to the assessment phase and make new determinations on the level of threat and risk.	
Recovery	Provide information to stakeholders that are not directly impacted.	
	Establish support measures for affected students/faculty/staff and their families.	
	Monitor event and activities for the duration of the crisis (Note: for some incidents (e.g. Earthquake) the recovery phase may be lengthy).	
Deactivation	Return to operations as usual; conduct a post-crisis review.	

Appendix C

Meeting Agenda

The agenda may be customized and adjusted as necessary.

Task	Responsible Position
Call to Order / Meeting Logistics *Establish expected duration of meeting.*	CMT Coordinator
Receive Incident Briefing *Provide an overview of known information. CMT members should also share updates from their respective areas of responsibility.*	Campus-specific EOC Director (if activated)
Determine CMT Auxiliary Membership *Determine if any CMT Auxiliary members are needed. Note: This typically will only be completed during the initial meeting.*	CMT Chairs
Report Status Updates *Review progress on action items. Discuss potential impacts from action items.*	All
Discuss Policy Level Issues *Identify, prioritize, and deliberate on any strategic issues related to the incident or issue and its potential impact on the campus. Document decisions made and outstanding issues that cannot be immediately resolved.*	All
Review Communications *Confirm communications strategy. Approve public messaging.*	CMT Chair
Review Action Items *Document and review identified action items. Determine if additional resources are needed to support CMT operations.*	CMT Coordinator
Review Next Steps *Set next meeting time and review expectations.*	CMT Chair
Adjourn	CMT Coordinator

Appendix D

Post-Incident Review

Post Incident Review	
Topic	**Discussion Point**
Notification	Was the notification process effective?
Activation	Was the activation of the team timely and effective?
Implementation	Was the team able to implement existing plans and procedures? Were they effective? Are adjustments needed?
Coordination	How effective was internal and external coordination?
Best Practices	Were any new best practices identified or defined?
Lessons Learned	What were the lessons learned? What improvements were identified?

Appendix E

Tracking Forms

Call Log Form

Date	Time	Call In/Out	Name of Caller	Phone Number of Caller	Message	Response	Follow-up Required	Initials of UBC Rep.

Action Item Form

Action Item Form				
Item #	Due Date	Assigned To	Description	Status

Tracking Forms (continued)

Issues Tracking Form

Issues Tracking Form			
Issue #	**Priority**	**Issue Description**	**Status**

Priorities:

A---Decide within 24 hours   **B**---Decide within 1-4 days   **C**---Decide within 1 week

Appendix F

Abbreviation List

CMP   Crisis Management Plan

CCMT   Campus Crisis Management Team (UBC-O)

CMT   Crisis Management Team

ECP   Emergency Communications Plan

ERP   Emergency Response Plan

EOC   Emergency Operations Centre

IMT   Incident Management Team

SRS   Safety & Risk Services

UBC   University of British Columbia

UBC-O   University of British Columbia - Okanagan

UBC-V   University of British Columbia - Vancouver

UNA   University Neighbourhoods Association

VP   Vice-President