BACKGROUND
Penn’s Crisis Management Plan establishes a two-tiered structure for managing major emergency situations. At the highest level, the Crisis Management Team (CMT) is the policy group. The CMT makes policy decisions and holds ultimate responsibility for decisions involving communications, evacuation, University closings, and business logistics and normalization. The CMT is directed by the University President and chaired by the Provost and Executive Vice President and is comprised of high-ranking University officials.

The Incident Management Team (IMT) is the operations group. The IMT coordinates operational responses to the emergency and establishes an Emergency Operations Center comprised of representatives of all relevant emergency response entities such as University Police, Public Safety, Facilities and Environmental Health and Radiation Safety. The IMT operates under an incident command system comprised of emergency personnel as needed for the particular emergency, i.e., police, fire and safety experts, and Health System and Facilities representatives.

The Plan defines three levels of emergency. The lowest level of emergency (Level 1) can be handled in the context of normal University operations, and while relevant members of the IMT and the CMT may be involved in the response, neither the IMT nor the CMT is convened. The next level of emergency (Level 2) requires the IMT to convene to ensure a coordinated operational response. No major policy or communications issues are implicated at this level, so the CMT is not convened (although relevant members of the CMT may be involved in the response). The highest level of emergency (Level 3) impacts the entire University or a significant portion of the University community, requiring coordinated operational and policy responses. The CMT and the IMT are convened for Level 3 emergencies.

The Plan also provides for the CMT to convene in a crisis situation not requiring an operational emergency response, but requiring a coordinated and comprehensive policy response by the University. In this situation the IMT is not convened, although individual members of the IMT may be called upon to assist in the response.

The Plan outlines responsibilities of the CMT members and of the organizations comprising the IMT, and sets forth communications chains to be employed as necessary. Evacuation and recall responsibilities and procedures are also defined.

GENERAL FUNCTIONS OF THE CMT AND THE IMT
The main function of the Crisis Management Team is to make policy and communications decisions necessary to manage the emergency or crisis at the highest level of the University. This includes, but is not necessarily limited to:

- Decisions to restrict or modify normal University operations for some period of time;
- Authorization of additional University resources for the purpose of response, recovery, and support;
• Notification to the University community of relevant information, instructions and decisions; and
• Oversight of communications to the media and outside community.

The main function of the Incident Management Team is to oversee the operational response to the emergency. This includes, but is not necessarily limited to:
• Gathering, confirming and evaluating incident information;
• Defining and implementing tactics and actions to resolve specific priority situations;
• Identifying resource needs and shortfalls;
• Reassigning and deploying individuals in support of operational needs;
• Making recommendations to the CMT concerning evacuation, University closure, and normalization; and
• Communicating regularly to the CMT the status of the emergency and any information relevant to decisions that must be made by the CMT.

MEMBERS OF THE CMT
The President of the University is the head of the CMT but may delegate the responsibility of chairing the CMT. The members of the Core CMT shall include:

Core CMT Members
The President
The Vice President and Chief of Staff for the President
The Chief Executive Officer of the Health System
The Senior Vice President and General Counsel of the University and the Health System
The Vice President of University Communications
The Vice President for Public Safety
The Vice President for Information Systems and Computing
The Senior Vice President and Chief of Staff School of Medicine

Auxiliary CMT Members
The Vice President for Government and Community Affairs
The Vice Provost for University Life
The Assistant Provost
The Chaplain
The Secretary of the University
The Vice President for Facilities Services
The Vice President for Human Resources
The Vice President for Business Services
The Vice President for Finance
The Vice Provost for Education
The Vice Provost for Faculty
The Vice Provost for Research
The Vice President for Institutional Affairs, President's Office
The Vice Provost for Global Initiatives  
Executive Director of Risk Management and Insurance

In addition, the President, the Provost, or the Executive Vice President, may ask other individuals to serve on the CMT either on a continuing basis or for a specific situation.