



Lingnan University

Crisis Management Plan

Version 6

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I. PREAMBLE

Lingnan University (“The University”) is responsible for managing any crises and incidents that occur on its campus, or those that occur outside its campus but affect the University’s operation and reputation. To minimise the risk to its staff, students, the community, and the environment, the University has formulated this Crisis Management Plan (“the Plan”). The Plan provides a framework for managing the University’s actions and operations when responding to crises and incidents.

The Plan also provides the management structure, key responsibilities, and general procedures that must be followed during, and immediately after, a crisis or an incident has been identified. Since a crisis may arise suddenly and without warning, these procedures are designed to be flexible in order to accommodate contingencies of various types and magnitudes.

The Plan has been developed with the following priorities:

- (a) To protect and preserve human life, health, and well-being.
- (b) To minimise damage to the natural environment.
- (c) To minimise loss, damage or disruption to the University’s facilities, resources, technology, information, and operations.
- (d) To preserve or restore the reputation of the University.
- (e) To facilitate communication and information exchange during crises/incidents.
- (f) To support decision-making and action plans for managing crises/incidents.

II. CRISIS MANAGEMENT POLICY STATEMENT

1. Introduction

- 1.1 The University is committed to safeguarding the well-being and safety of its staff, students and other relevant stakeholders. It recognises the need to prepare for crises and incidents, as well as the need to restore the operations of the University as quickly as possible after any crisis or incident.
- 1.2 To demonstrate the University's commitment to crisis management, the University has established a crisis management structure, and developed the Plan which consists of a set of appropriate procedures and guidelines, to ensure that all crises and incidents are managed effectively.
- 1.3 This Policy Statement: (i) outlines the University's approach to crisis management; (ii) describes the operational framework and the roles and responsibilities of those involved in the management of crises and incidents; and (iii) provides information to the University community about crisis management at the University.

2. Scope and definition

- 2.1 This Policy Statement and the supporting Crisis Management Plan apply to all stakeholders including, but not limited to, students, faculty and staff of the University, and shall be adopted across the University.
- 2.2 Possible crises/incidents covered under this Policy Statement include, but are not limited to, the following:
 - (a) Suicide, injury or catastrophic event related to staff; acts of violence or criminal behaviours committed by staff; workforce interruptions.
 - (b) Suicide, injury or catastrophic event related to students; acts of violence or criminal behaviour committed by students.
 - (c) Damage to buildings or facilities that affect campus safety; incidents that affect campus safety; natural disasters or pandemics that affect personal safety and health on campus.
 - (d) Scandals relating to plagiarism or other ethical failures that elicit negative views about the University and/or its faculty.
 - (e) Scandals or negative news relating to the quality or reputation of academic programmes.
 - (f) Lawsuits, investigations or negative news coverage that have the potential to damage the University's reputation and image.
 - (g) Failures of event management that threaten personal safety, or have the potential to damage the University's reputation and image.
 - (h) Incidents affecting the financial stability of the University.
 - (i) Damage to IT security system or other affiliated technologies; breach of personal data privacy.
 - (j) Other incidents which, in the judgement of the President of Lingnan University, require active management to avoid or minimise damage to faculty and staff, students, and other major stakeholders, and/or the University's reputation.

3. Crisis Management Structure

3.1 The crisis management structure of the University consists of three tiers:

(I) Crisis Leadership Team (CLT)

The CLT, which is chaired by the President, is at the top of the crisis management structure of the University. The CLT is responsible for formulating strategies and directions with regard to crisis management and planning. The CLT also provides strategic guidance and makes decisions during any *highly serious* crises/incidents. It also makes major policy decisions that affect the entire University, including campus evacuation or campus shut down. Membership of the CLT is as follows:

1. President (Chairman) *
2. Vice-President
3. Associate Vice-President (Academic Quality Assurance and Internationalisation)
4. Associate Vice-President (Academic Affairs and External Relations)
5. Associate Vice-President (Student Affairs)
6. Comptroller
7. Director of Institutional Advancement and Public Affairs (Coordinator)

* A member of the University Council leadership will serve as the Acting Chairman of CLT if the President is involved in a crisis situation.

(II) Crisis Management Team (CMT)

The CMT, which is also chaired by the President, is responsible for implementing and supporting the strategies and directives of the CLT. The CLT serves as a command centre to coordinate and manage the University's response to all crises/incidents, and gives directions to the incident response teams. The CMT, assisted by the Director of Institutional Advancement and Public Affairs, is also responsible for communicating and liaising with relevant stakeholders during crises/incidents. Membership of the CMT is as follows:

1. President (Chairman) *
2. Vice-President
3. Associate Vice-President (Academic Quality Assurance and Internationalisation)
4. Associate Vice-President (Academic Affairs and External Relations)
5. Associate Vice-President (Student Affairs)
6. Comptroller
7. All Leaders of Incident Response Teams
8. Director of Institutional Advancement and Public Affairs (Coordinator)

* The Vice-President of the University will serve as Acting Chairman of CMT in the event that the President is involved in a crisis situation.

(III) Incident Response Teams (IRTs)

The IRTs under the CMT cover the following 11 specific potential crisis areas. Under each IRT, the person listed in **bold** letters and the person marked with the symbol “#” are the respective Leader and the Acting Leader of the team. The membership of the IRTs may be revised based on experience in dealing with crises and incidents.

- (i) Academic Programmes and Quality Assurance
 1. **Associate Vice-President (Academic Quality Assurance and Internationalisation) (Leader)**
 2. Vice-President
 3. Associate Vice-President (Academic Affairs and External Relations)
 4. Deans
 5. Registrar #
 6. Associate Dean of School of Graduate Studies
 7. Director of Lingnan Institute of Further Education

- (ii) Campus Safety and Security, and Natural Disasters
 1. **Comptroller (Leader)**
 2. Director of Institutional Advancement and Public Affairs
 3. Senior Facilities Management Manager #
 4. Chairman of Health, Safety and Environment Committee

- (iii) Data Management and Analytics
 1. **Associate Vice-President (Academic Quality Assurance and Internationalisation) (Leader)**
 2. Vice-President #
 3. Director of Teaching and Learning Centre
 4. Chief Information Officer and Librarian
 5. Director of Lingnan Institute of Further Education
 6. Registrar

- (iv) Events Management

(Major events organised by the University Central or Faculties, and controversial events organised by Departments and other units that affect or are likely to affect the reputation and/or operation of the University)

 1. **Director of Institutional Advancement and Public Affairs (Leader)**
 2. Associate Director of Communications and Public Affairs #
 3. Associate Director, Institutional Advancement
 4. Director of Student Affairs
 5. Registrar
 6. Senior Facilities Management Manager

- (v) Finance and Fundraising
 1. **Comptroller and Director of Institutional Advancement and Public Affairs (Leaders)**
 2. Associate Comptroller*#
 3. Accounting Manager

4. Associate Director, Institutional Advancement*
 5. Staff members who serve on the Council Finance Committee
 6. Co-opted members, if any, suggested by Comptroller
* *Co-opted members*
- (vi) Information Technology
1. **Chief Information Officer and Librarian (Leader)**
 2. Director of Institutional Advancement and Public Affairs
 3. Associate Director, Information Technology Services Centre #
 4. Information Security Manager, Information Technology Services Centre
- (vii) Lingnan Institute of Further Education (LIFE)
1. **Vice-President (Leader)**
 2. Director of LIFE #
 3. Associate/Assistant Director (Central Administration), LIFE
 4. Associate/Assistant Director (Quality Assurance and Registry), LIFE
 5. Head of Teaching Faculty, LIFE
 6. Student Counsellor, LIFE
- (viii) Reputation
1. **Associate Vice-President (Academic Affairs and External Relations) (Leader)**
 2. Director of Institutional Advancement and Public Affairs #
 3. Chairman of Equal Opportunities Committee
 4. Associate Director, Institutional Advancement*
 5. Associate Director of Communications and Public Affairs
 6. Senior Alumni Affairs Manager*
 7. Leaders of other IRTs as co-opted members depending on the nature of the incidents that have adverse impact on the University's reputation
* *Co-opted members*
- (ix) Research
1. **Vice-President (Leader)**
 2. Director of Institutional Advancement and Public Affairs
 3. Director of Office of Research and Knowledge Transfer #
- (x) Staff Affairs
1. **Director of Human Resources (Leader)**
 2. Director of Administration
 3. Director of Institutional Advancement and Public Affairs
 4. Associate Director of Human Resources / Senior Human Resources Manager #
- (xi) Student Affairs
1. **Associate Vice-President (Student Affairs) (Leader)**
 2. Associate Vice-President (Academic Affairs and External Relations)

3. Comptroller
4. Director of Institutional Advancement and Public Affairs
5. Director of Student Affairs #
6. Associate Director of Communications and Public Affairs
7. Associate Director of Student Affairs (Residential Life & Resources) (Secretary)
8. Senior Facilities Management Manager
9. Director of Office of Global Education*
10. Director, Office of Service-Learning*
11. Faculty Representatives*
12. Representative of Students' Union (if applicable)*

* *Co-opted members*

The IRTs are responsible for responding to an incident/emergency at a local level and keeping the CMT informed of all developments. The IRTs ascertain whether a crisis exists, or whether an incident has the potential to develop into a crisis, and report to the CMT as and when appropriate. Each IRT, directed by its team leader, is also responsible for developing an Incident Management Plan (incorporated under Appendix A).

- 3.2 To facilitate communication, an Emergency Call Tree based on the above crisis management structure has been developed.

4. Crisis Management Plan and Crisis Communication Plan

- 4.1 The CLT is responsible for coordinating the formulation of a Crisis Management Plan, with input from members of the CMT and the Incident Management Plan of each IRT. If a crisis occurs, the relevant IRT will gather details of the incident and the CMT will decide whether or not to activate and implement the Crisis Management Plan with reference to the relevant Incident Management Plans, in full or in part as needed.
- 4.2 The Office of Institutional Advancement and Public Affairs is responsible for establishing and maintaining a Crisis Communication Plan (incorporated under Appendix C). The University's crisis communication responses will be directed and coordinated by the Director of Institutional Advancement and Public Affairs, who will serve as the Public Information Officer (PIO) and the spokesperson of the University during a crisis.

5. Conclusion

- 5.1 This Policy Statement should be read in conjunction with the Crisis Management Plan. It does not supersede or replace any safety procedures that are already in place at the University.

III. RISK IDENTIFICATION AND RESPONSE FRAMEWORK

1. Potential crises/incidents and impacts on the University

The potential crises/incidents summarised in the following table are identified by the IRTs based on their past experiences of handling University crises/incidents, and with reference to “Lingnan University’s 2021 risk register for the top 10 risk areas”.

Areas with potential crises/incidents		People impacts	Facilities & assets impacts	Reputation impacts	Operation/ technology/ information impacts
Academic Programmes & Quality Assurance	Breach of admission policies/procedures	●		●	●
	Leakage of examination questions	●		●	●
	Dishonest behaviours of student	●		●	●
	Student conferred a degree not meeting graduation requirement	●		●	●
	Student unable to graduate due to administrative negligence	●		●	●
	Significant number of students failing to meet graduation requirements	●		●	●
Campus Safety and security, and natural disasters	Typhoon & super typhoon	●	●	●	●
	Major fire/explosion	●	●	●	●
	Collapse of building/building structures	●	●	●	●
	Electrical blackouts	●	●	●	●
	Suspicious object, package or letter	●	●	●	●
	Bomb threats	●	●	●	●
	Health hazard	●	●	●	●
Data Management and Analytics	Teaching and learning data analysis not provided to stakeholders in timely manner	●		●	
	Analysis of teaching and learning data have errors	●		●	●
	Actions for teaching and learning not carried out in timely manner	●		●	
	Teaching and learning data have errors or omissions	●		●	●
	Breach of online storage of	●		●	●

	teaching and learning data				
	Processing of teaching and learning data not conducted in timely manner	●		●	●
	Teaching and learning data out of date	●		●	●
	Breach of internal policies / procedures for teaching and learning data	●		●	●
	Poor staff feedback on teaching and learning data online professional development	●		●	●
Event management	Adverse weather	●	●		●
	Venue facilities shut down	●	●		●
	Food poisoning	●		●	●
	Dangerous goods	●	●		●
	Protest on campus	●	●	●	●
	Injury during the event	●			●
Finance & Fundraising	Substantial unplanned financial loss	●	●	●	●
	Collapse of equity market	●	●	●	●
	Debt crisis	●	●	●	●
	Bank crisis	●	●	●	●
	Donor's credibility in question	●	●	●	
	Donation withdrawal	●	●	●	
	Mishandling of donations	●		●	●
	Disclosure of donor's confidential information	●		●	●
	Misuse/misallocation of donations or breach of MOU/regulations between donor and University	●	●	●	●
	Disruption of fundraising/donor-related events	●		●	●
Information Technology	IT security breach	●	●	●	●
	Internet access interruption	●	●	●	●
	Campus network interruption	●	●		●
	Wi-fi access interruption	●	●		●
	University website interruption			●	●

	IP phone system interruption	●	●		●
	Email system interruption	●	●		●
	Directory service interruption	●			●
	Banner system interruption	●			●
Lingnan Institute of Further Education	Distressed/disruptive behaviour of student	●		●	
	Serious injury/illness of student	●			
	Student arrested/accused of committing a crime	●		●	
	Attempted suicide	●		●	
	Death of a student on campus	●		●	
	Student arrested due to participation in protest/demonstration	●		●	
	Serious injury/illness of staff	●			
	Adverse weather leading to class suspension/closure of office	●	●		
	Leakage of student data	●		●	●
	Student injured during practicum/internship	●			
	Malpractice/problematic behaviour of teaching staff	●		●	
Reputation	Loss of personal data	●		●	●
	Student with forged academic records	●		●	●
	Senior management member with forged academic records	●		●	●
	False accounting	●		●	●
	Death/arrest of senior management member	●		●	●
	Scandal/personal misconduct of senior management member	●		●	●
	Alumni sending complaints to media or publishing complaints online	●		●	
Research	Allegation of plagiarism/ethical failure against faculty member	●		●	

Staff Affairs	Distressed/disruptive behaviour/attempted suicide on campus	●	●	●	●
	Disputes/grievances/bullying/harassment	●		●	●
	Serious misconduct	●	●	●	●
	Death on campus	●	●	●	●
Student Affairs	Alcohol/drug overdose (with life-threatening consequences)	●	●	●	
	Distressed/disruptive behaviour/attempted suicide	●		●	
	Student involved in harassment case	●		●	
	Student accused of committing serious crime	●		●	
	Missing person case	●		●	
	Serious illness/injury	●		●	
	Massive food poisoning	●		●	●
	Death	●		●	
	Arrest due to participation in protests/demonstrations	●	●	●	●

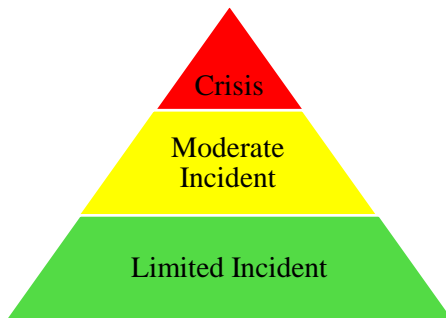
2. Identification of incidents and risk-rating matrix

2.1 Incidents should be identified and classified according to the severity of their impact/consequences and the frequency of incident occurrence outlined below:

	Severity of Impact / Consequences		
	Low Severity	Moderate Severity	High Severity
High (Probable)	Moderate Incident	Crisis	Crisis
Medium (Possible)	Limited Incident	Moderate Incident	Crisis
Low Frequency (Remote)	Limited Incident	Limited Incident	Moderate Incident

- 2.2 Severity of impact (or vulnerability) is assessed by (a) control effectiveness, (b) complexity, (c) number of transactions/processes/people affected, and (d) the degree of reliance on external parties.

3. Levels of crisis and response framework



3.1 Level 1 – Limited Incident

A Limited Incident includes any incident, potential or actual, which will not seriously affect the overall functional capacity of the University but nevertheless requires some degree of action. Level 1 Limited Incidents do not require activation of the Crisis Management Plan, although part of the plan may be utilised. The IRT concerned should gather, analyse and validate the accuracy of information pertaining to the Limited Incident, and recommend various courses of action for the IRT leader's approval within 24 hours of the incident. IRT leader should clearly document the handling of the incident, and alert the CMT, where appropriate, if the incident has the potential to develop into a Level 2 Moderate Incident. After the response to the incident has been completed, the IRT should continue to monitor the situation for one week.

3.2 Level 2 – Moderate Incident

A Moderate Incident includes an incident, potential or actual, which is more serious than a Limited Incident in terms of scope, impact and/or frequency of occurrence. The IRT concerned should gather, analyse and validate the accuracy of the information pertaining to a Moderate Incident. The IRT leader should determine whether an incident should be reported to the CMT. If an incident has the potential to turn into a Crisis, the IRT leader is expected to report it to the CMT and recommend various courses of action for the CMT's comment and approval as soon as practicable and, in any event, within 12 hours of the incident. The IRT leader should also report the phases of incident management to the CMT every 48 hours (or more frequently if necessary) and seek advice from the CMT as and when appropriate. After the response to the incident has been completed, the IRT should continue to monitor the situation for two weeks.

3.3 Level 3 – Crisis

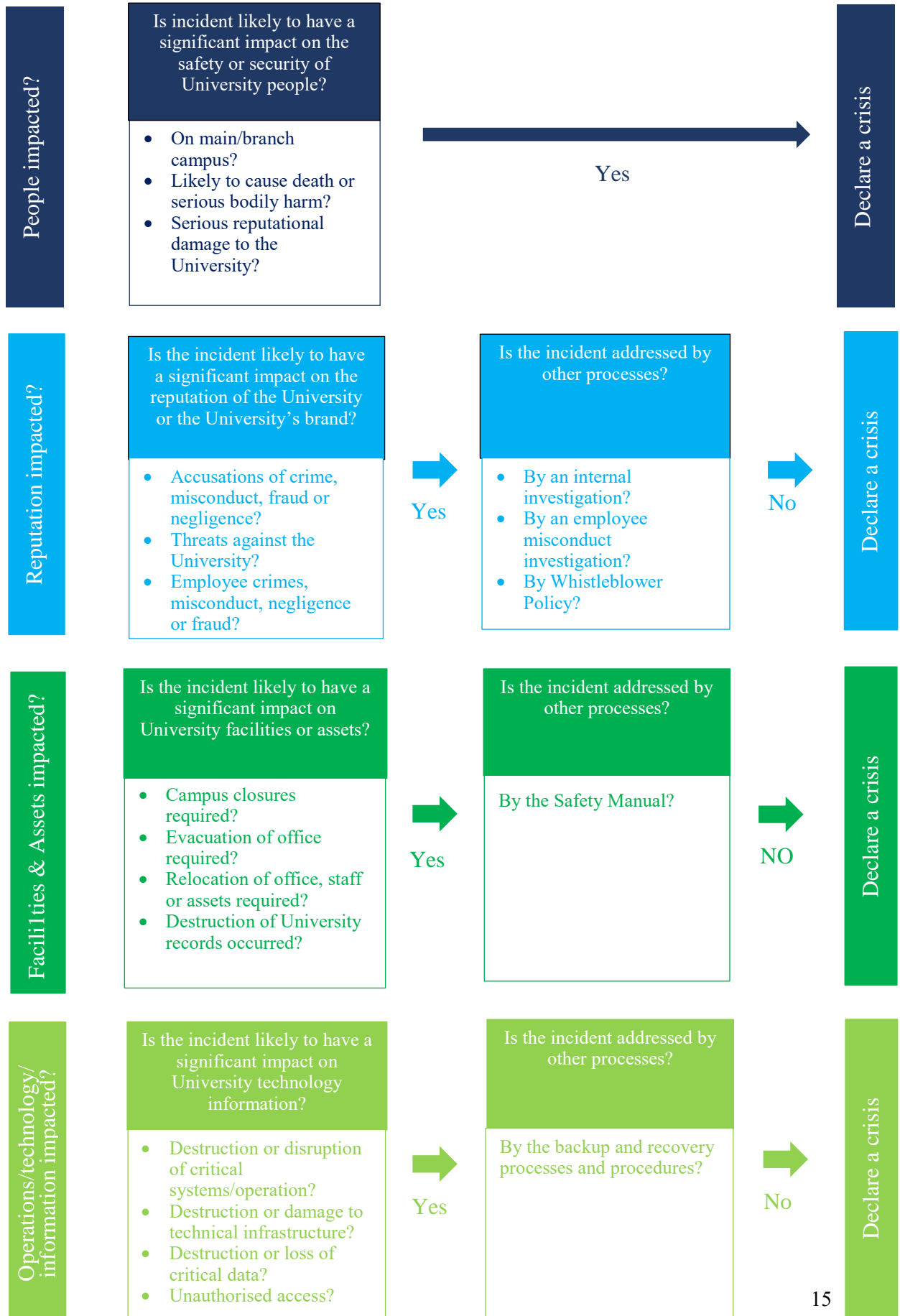
A Crisis is an incident which poses a major risk to University personnel or resources and has caused, or has the potential to cause, fatalities, injuries or major damage to property, or has caused, or has the potential to cause, serious damage to the University's reputation and image. On receiving notification of a Crisis, the IRT leader concerned should report to the CMT. The IRT should gather, analyse and validate the accuracy of the information pertaining to the Crisis, and recommend various courses of action to the CMT as soon as practicable and, in any event, within 3 hours of the Crisis. A Level 3 Crisis should be declared by the President. The IRT leader shall provide Situation Reports to the CMT through the CMT WhatsApp group every 24 hours to ensure effective communication among the CMT members and to facilitate the decision-making process of the CMT. The CMT should seek advice from the CLT before making critical decisions. After the response to the Crisis has been completed, the IRT should continue to monitor the situation for one month.

- 3.4 The above response framework serves as a general reference for IRT leaders in handling crises/incidents. Each event or incident is unique, and may call for modified responses. The IRT leaders shall have the discretion to respond to individual crisis/incident based on their understanding of the situation as well as their experience and judgment in handling crises/incidents. They are advised to consult the CMT if the recommended response framework could not be followed.

4. Declaration of crisis

An incident can impact the people, facilities, assets, technologies, operations and/or reputation of the University. It is important to evaluate an incident or event to determine if it may have impacted the University in some way and to determine whether a crisis should be declared. The following process is only intended to assist the CLT/CMT to determine if a crisis should be declared and the questions for consideration are not exhaustive.

Steps to Determine if an Event or Incident is a Crisis



IV. INCIDENT/CRISIS COMMUNICATION

1. Whenever an incident/crisis involving the University occurs, or is predicted to occur, the IRT leader concerned should be notified immediately. S/he should determine the level of the incident/crisis and report the incident/crisis to the CMT, as appropriate, and consult the CMT, where necessary, regarding the situation and possible need to declare a Crisis. The authority to declare a Crisis rests with the President. If the President is involved in a crisis situation, a member of the University Council leadership will serve as the Acting Chairman of the CLT and Vice-President will serve as the Acting Chairman of the CMT.
2. All IRT leaders are expected to immediately report to the CMT all incidents that may develop into a Crisis and actual Crisis via the CMT WhatsApp group. If an IRT leader is unable to make the report, his/her acting IRT leaders (who are not part of the CMT WhatsApp Group) should do so by emailing the CMT Secretary, who will then relay the message to the CMT.
3. If a Crisis is declared, the President, as the Chairman of the CMT, will activate the CMT as quickly as possible to determine the University's response or action.
4. As soon as the Chairman of the CMT declares a Crisis, the PIO will contact the University switchboard (tel: 2616 8888) and, if necessary, send an alert to the relevant staff members to advise that all media calls be referred to the Office of Institutional Advancement and Public Affairs (OIAPA). Enquiries from the general public, families, friends, etc. should be directed to OIAPA.
5. When a crisis is declared, the relevant IRT leader and the PIO will jointly prepare a factsheet for the CMT's review and approval. This factsheet should then be given to the appropriate University personnel.
6. For further details of incident/crisis communication, please refer to Appendix C, the Crisis Communication Plan.

V. POST INCIDENT/CRISIS MANAGEMENT

1. The end of incident/crisis

The CMT will determine if and when an incident/crisis has ended based on the advice of the relevant IRT leader. The relevant IRT leader is responsible for ensuring that all necessary actions have been taken to control, solve and end the incident/crisis. The relevant IRT leader must monitor a Limited Incident (for one week), a Moderate Incident (for two weeks), or a Crisis (for one month) after it has ended. The relevant IRT leader must also identify additional actions required to eliminate or minimise the development of a similar incident/crisis in the future.

2. Record keeping

2.1 Crisis/Incident Management Report

The relevant IRT leader is responsible for submitting a crisis/incident management report which records the key actions and decisions taken, along with situational information relevant to the crisis/incident, to the CMT Secretariat after the end of the crisis/incident, using the following template:

Crisis/Incident Management Report	
Incident Response Team:	
Prepared by (IRT leader):	
Date of report:	
Type of crisis/incident	
Level of crisis/incident	
Start date of crisis/incident	
End date of crisis/incident	
Overall summary of crisis/incident	
Time of reporting to IRT / CMT / CLT	
Time of approving course of actions by IRT leader / CMT / CLT	
Key actions and decision-	

making process	
Lessons learned	

2.2 Keeping records of crises

In the case of a Crisis, the relevant IRT leader shall be responsible for submitting a report using the above template to the CMT Secretariat within 10 days of the end of the crisis.

2.3 Keeping records of incidents

Regarding Limited Incidents and Moderate Incidents, the relevant IRT leader shall be responsible for preparing and submitting all reports using the above template to the CMT Secretariat at the end of each semester.

2.4 CMT WhatsApp group

Although the CMT WhatsApp group serves as a platform for communication between CMT members, the messages exchanged on the platform do not serve as a formal record of crises/incidents.

2.5 Post-Crisis evaluation

A critique of the overall response to a Crisis shall take place at a post-Crisis meeting of the CMT. A summary of the critical examination made after the crisis should be shared with those colleagues who may face a similar Crisis in the future. The critical examination should serve to improve the ability of the University to plan for, and respond to, actual crises or situations that may lead to a Crisis.

3. Updating

3.1 The Plan, together with its appendices, shall be reviewed and updated at least once a year by the CLT. The Office of the President shall oversee updates of the Emergency Call Tree.

3.2 Regular meetings at the IRT level should be held quarterly, while regular meetings at the CMT level should be held biannually to review the handling of crises/incidents.

3.3 The CLT, in consultation with the Risk Management Committee (RMC), shall identify new crises/incidents, if any, when reviewing the Plan.

VI. EDUCATION AND TRAINING

1. Education/training is a critical component of the success of the Plan. Periodic education and training in a variety of formats will be provided to the CLT, CMT, IRT, university officials, facility management staff, Deans, Department Heads and others as deemed appropriate. The content of the training will include possible types of crises, the handling and management of crises, guidelines for responding to media inquiries during a Crisis, and the responsibilities of various functional areas during a Crisis.
2. All Deans and Department Heads should act in accordance with the procedures set out in the Plan. Deans and Department Heads should educate their staff and students about the emergency procedures and evacuation procedures in accordance with the Safety Manual (Appendix D) and other prevailing plan(s) and manual(s).

VII. ENQUIRIES

1. For general enquiries about the Crisis Management Plan, please contact the CMT Secretariat at cm_po@Ln.edu.hk. For specific enquiries about the Incident Management Plans, please contact relevant IRT leaders.