



# 2017 DRU WEST SUMMIT

## DISASTER RESILIENT UNIVERSITY® NETWORK

JUNE 15, 2017

# Building Resilient Campuses: Campus Resilience Consortium Concept

DATE: JUNE 15, 2017

**ANDRE LE DUC**

ADMINISTRATOR, NATIONAL DRU NETWORK

CHIEF RESILIENCE OFFICER AND ASSOCIATE VICE PRESIDENT

SAFETY AND RISK SERVICES

UNIVERSITY OF OREGON





# Session Overview

---

1. Organizational Resilience & Strategic Doing
2. Crisis Leadership Waves Concept
3. Oregon Campus Work Group Findings
4. Campus Resilience Consortium Concept

# Organizational Resilience

ESTABLISHING A MINDSET & GETTING THINGS DONE





# No organization is an island

---

“The resilience of an organization is directly related to the resilience of the other organizations on which it depends (customers, suppliers, regulators, and even competitors). An organization is also dependent on and also contributes to the individual resilience of its staff and the resilience of the communities that they live in. Similarly, an organization's resilience is directly related to the resilience of its sector, and the sector's resilience is intertwined with the resilience of the nation.”

- Resilient Organisations, University of Canterbury and University of Auckland, New Zealand.

Source: <http://www.resorgs.org.nz/what-is-resilience> Last accessed 04-17-17



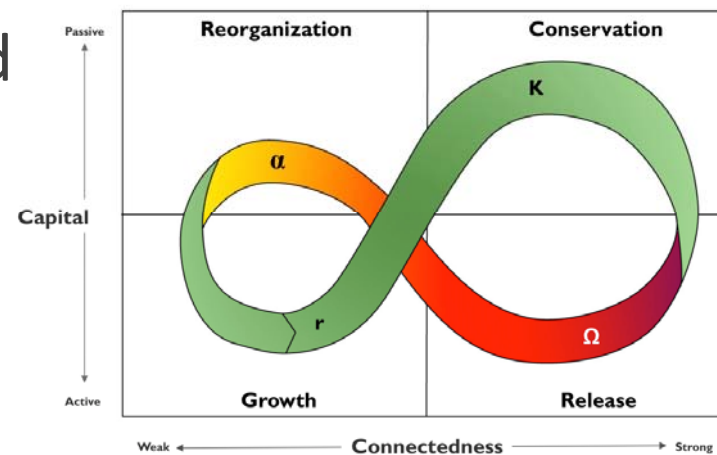


# The Concept of Resilience

Originally conceived as a way to think about ecosystems and the dynamic processes that occur within a system...

**Adaptive Change!**

## Cycle of adaptive change



Source: Holling, 1987

(willdrake.wordpress.com)

# Resilience is a strategic capability

---



“It isn't just about getting through crises; a truly resilient organization has two other important capabilities –the foresight and situation awareness to prevent potential crises emerging; and an ability to turn crises into a source of strategic opportunity.”

- Resilient Organisations, University of Canterbury and University of Auckland, New Zealand.

Source: <http://www.resorgs.org.nz/what-is-resilience> Last accessed 04-17-17



# Organizational Resilience



Vulnerability



(phoenixhealth.com)

Adaptive capacity



(naturaltherapypages.com)

Situation awareness



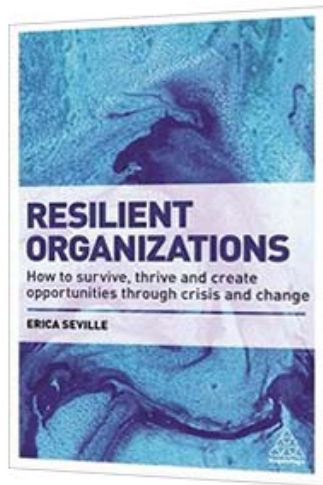
(farleighconsultants.com)

***“The ability to survive a crisis and thrive in a world of uncertainty”***



# How to gauge Organizational Resilience

**Resilient**   
ORGANISATIONS



## Resilience Indicators



© Copyright 2012 Resilient Organisations Research Programme Auckland New Zealand

# Resilient Indicators: Leadership & Culture

---



**Leadership:** Strong crisis leadership to provide good management and decision-making during times of crisis, as well as continuous evaluation of strategies and work programs against organizational goals.

**Staff Engagement:** The engagement and involvement of staff who understand the link between their own work, the organization's resilience, and its long-term success. The staff is empowered and use their skills to solve problems.

**Situation Awareness:** Staff is encouraged to be vigilant about the organization, its performance, and potential problems. The staff is rewarded for sharing good and bad news about the organization including early warning signals and these are quickly reported to organizational leaders.

# Resilient Indicators: Leadership & Culture

---



**Decision Making:** Staff has the appropriate authority to make decisions related to their work and authority is clearly delegated to enable a crisis response. Highly skilled staff are involved or are able to make, decisions where their specific knowledge adds significant value, or where their involvement will aid implementation.

**Innovation and Creativity:** Staff is encouraged and rewarded for using their knowledge in novel ways to solve new and existing problems, and for utilizing innovative and creative approaches to developing solutions.

# Resilient Indicators: Networks

---



**Effective Partnerships:** An understanding of the relationships and resources the organization might need to access from other organizations during a crisis, and planning and management to ensure this access.

**Leveraging Knowledge:** Critical information is stored in a number of formats and locations and staff have access to expert opinions when needed. Roles are shared, and staff are trained so that someone will always be able to fill key roles.

# Resilient Indicators: Networks

---



**Breaking Silos:** Minimization of divisive social, cultural and behavioral barriers, which are most often manifested as communication barriers creating disjointed, disconnected and detrimental ways of working.

**Internal Resources:** The management and mobilization of the organization's resources to ensure its ability to operate during business as usual, as well as being able to provide the extra capacity required during a crisis.

# Resilient Indicators: Change Ready

---



**Unity of Purpose:** An organization-wide awareness of what the organization's priorities would be following a crisis, clearly defined at the organization level, as well as an understanding of the organization's minimum operating requirements.

**Proactive Posture:** A strategic and behavioral readiness to respond to early warning signals of change in the organization's internal and external environment before they escalate into crisis

# Resilient Indicators: Change Ready

---



**Planning Strategies:** The development and evaluation of plans and strategies to manage vulnerabilities in relation to the business environment and its stakeholders.

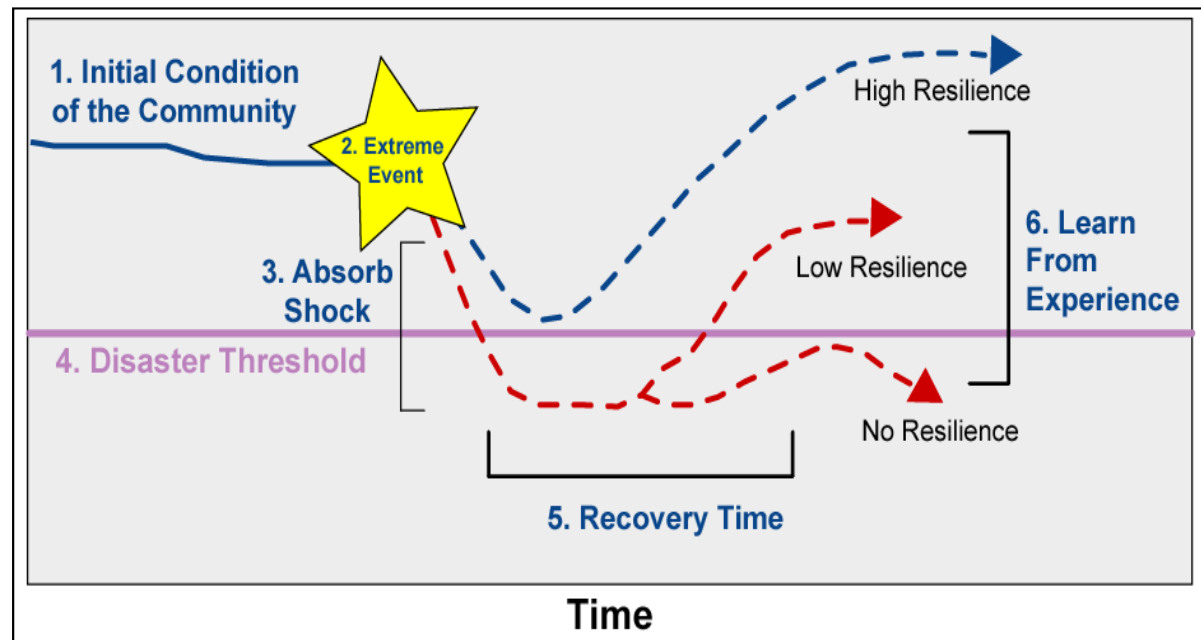
**Stress Testing Plans:** The participation of staff in simulations or scenarios designed to practice response arrangements and validate plans.

**Source:** Resilient Organisations Research Programme Auckland New Zealand <http://www.resorgs.org.nz>  
Last accessed 04-17-2017



# Graphing Resilience

1. Initial condition
2. Extreme event
3. System shock
4. Disaster threshold
5. Recovery time
6. Lessons learned

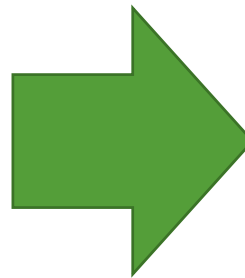


Source: USGS- University of Oregon Research Collaboration, 2006)



# Moving from discussion to doing...

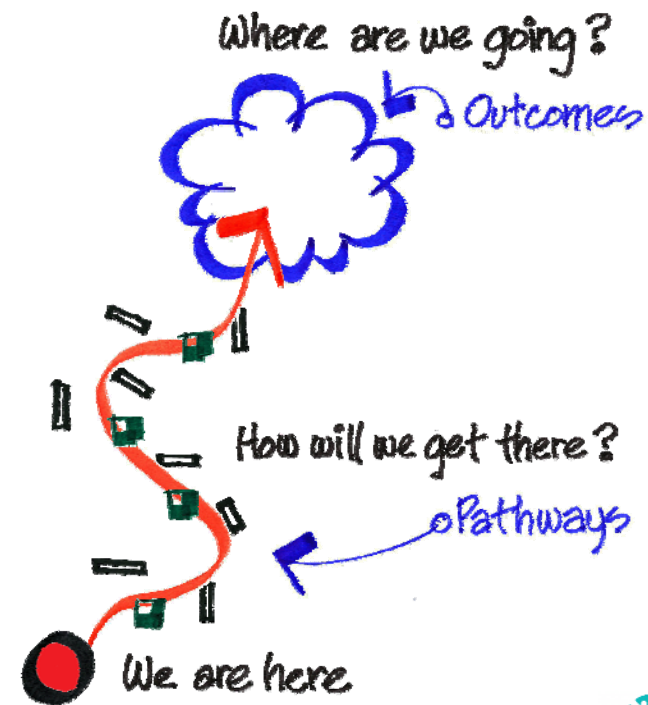
## Tools and Resources





# What is Strategic Doing?

Strategic Doing uses simple rules to guide complex collaborations to measurable outcomes...

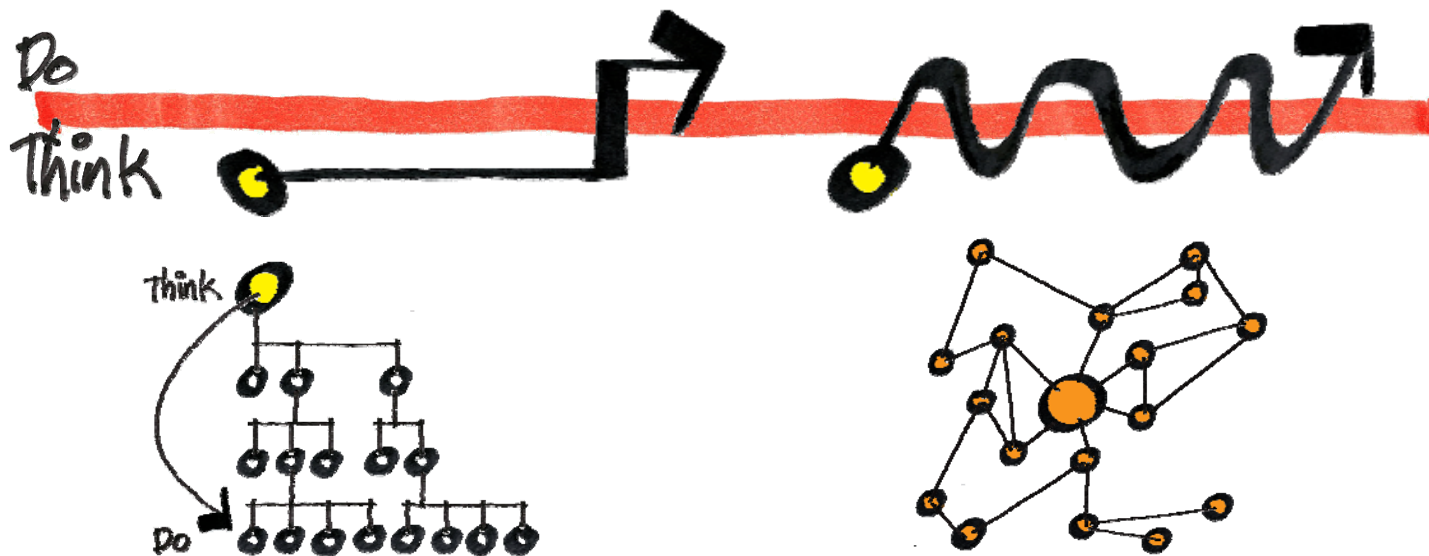


# Strategic Planning vs. Strategic Doing

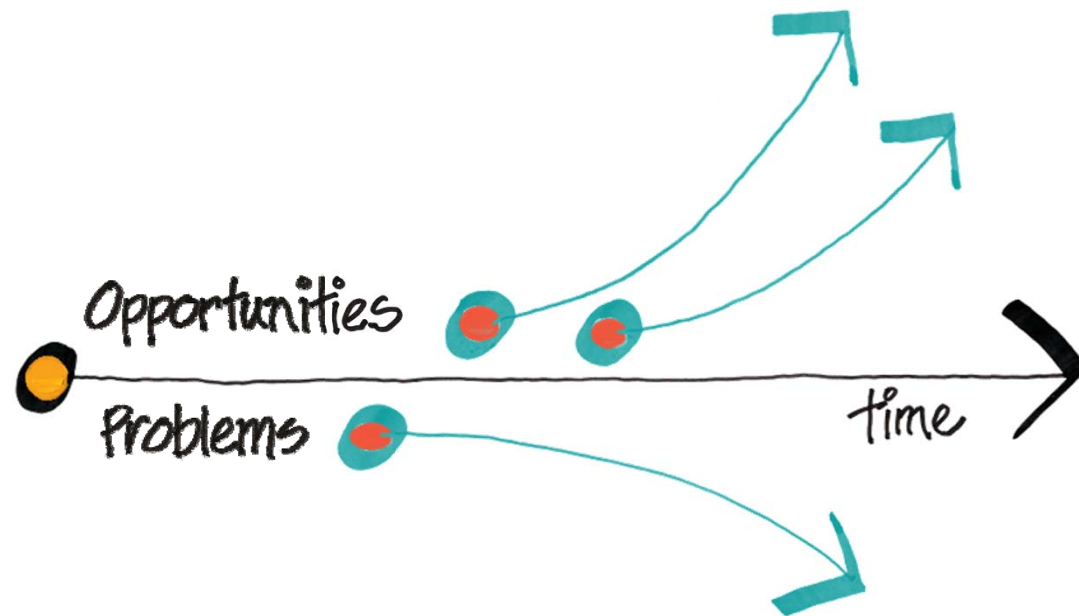


Strategic Planning

Strategic Doing



# Moving in the direction of our conversations



# From Ideas to Action: Strategic Doing



# Umpqua Community College

---

CASE STUDY IN JUST-IN-TIME MUTUAL AID

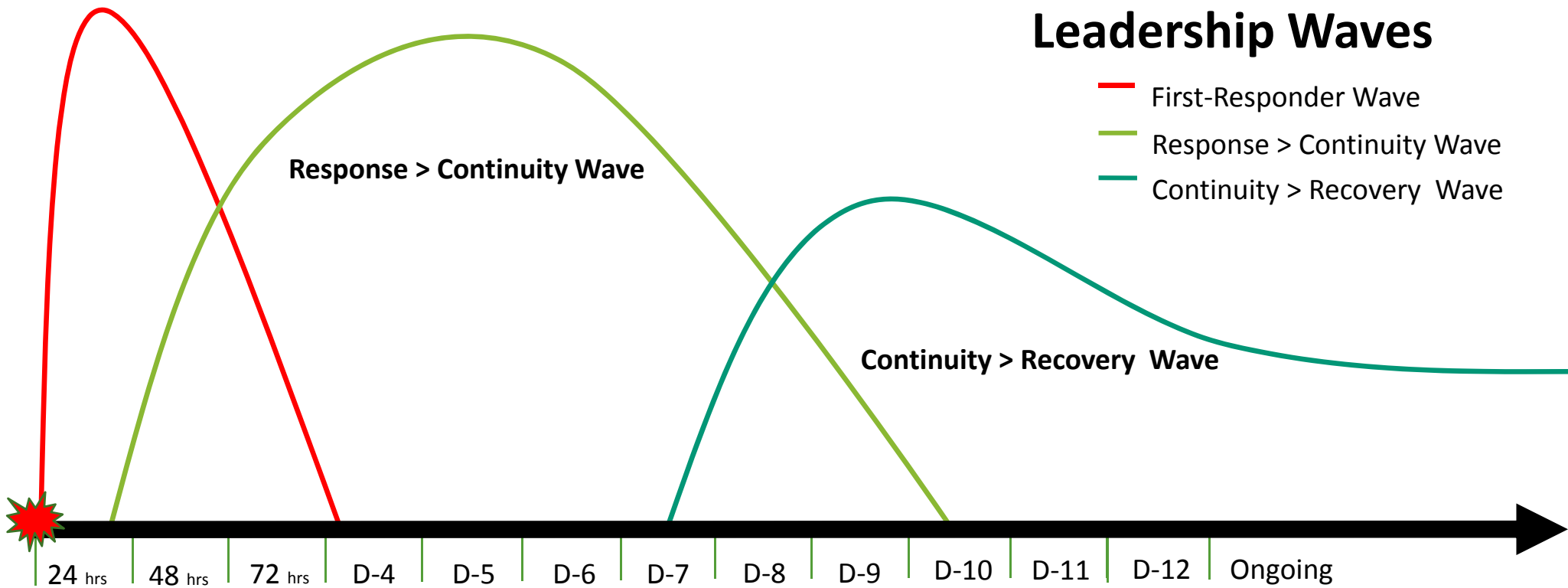


# Umpqua Community College Shooting Case Study



## First-Responder Wave

## Leadership Waves





# Governor's Campus Safety Work Group

## Overview and Recommendations





# Work Group Members

---

**Andre LeDuc, Chair**  
Chief Resilience Officer  
University of Oregon

**Travis Hampton**  
Superintendent  
Oregon State Police

**Ben Cannon**  
Higher Education Coordinating  
Commission  
Executive Director

**Marcey Bamba**  
Assoc. Director of Counseling and  
Psychological Services  
Oregon State University

**Mike Bamberger**  
Emergency Response Manager  
Oregon State University

**Jim Bennett**  
President Western Area Campus Law  
Enforcement Administrators

**Bill Benson**  
Director of Security  
Eastern Oregon University

**Rebecca Bolante**  
Threat Assessment  
Chemeketa Community College

**Jamani LaShawn Crockett**  
Student  
Southern Oregon University

**Derrick Foxworth**  
Lieutenant of Public Safety  
Portland Community College

**Eric Judah**  
Lieutenant  
Oregon State Police

**Brian Kelly**  
Vice President, College Services  
Lane Community College

**Rob Kyr**  
Faculty  
University of Oregon

**Donna Lane**  
Faculty  
Southern Oregon University

**Donna Larson**  
Vice-President for Academic and  
Student Affairs  
Clatsop Community College

**Joe Majeski**  
Director, Facility Operations  
Oregon State University

**Erin Foley**  
Vice President for Student Affairs  
and Dean of Students  
Oregon Institute of Technology

**Jilma Meneses**  
Executive Vice-President, Chief  
Operating Officer  
Concordia University

**Greg Moawad**  
Vice-President for Campus Safety  
Oregon Health & Sciences University

**Jerry Moore**  
Chief of Police  
City of Salem

**Olivia Pace**  
Student  
Portland State University

**Ron Paradis**  
Public Information Officer  
Central Oregon Community College

**Melody Rose**  
President  
Marylhurst University

**Brian Roy**  
Risk Manager  
Portland State University

**Mary Spilde**  
President  
Lane Community College

**Dana Tasson**  
Executive Director, Center for Student  
Health and Counseling  
Portland State University

**Phil Zerzan**  
Chief of Campus Public Safety  
Portland State University

# Campus Safety Work Group Charge

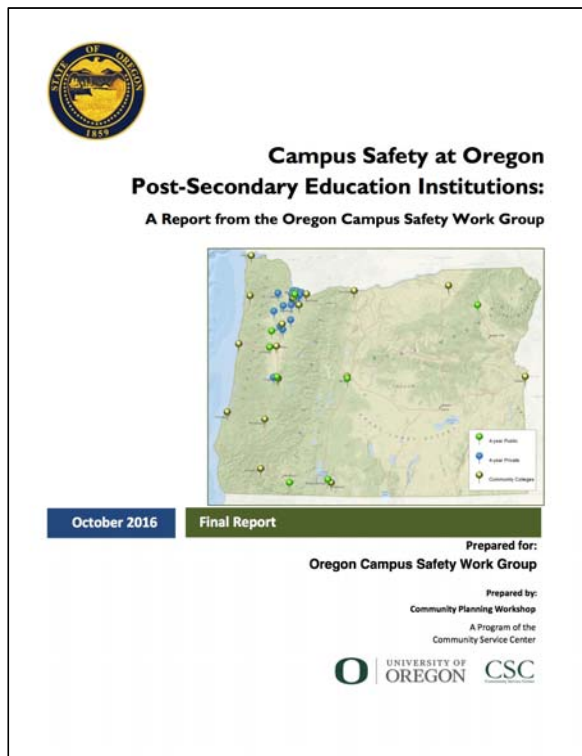
---



1. Ensure best practices and protocols are implemented across all higher education institutions to maintain public safety, and prevent, prepare for, and effectively manage future crisis response efforts; and
2. Identify resource needs and potential state policy to enable a coordinated strategy across the higher education system for public and private institutions.



# Five Recommendation Areas



1. Higher Education Safety and Resilience Council
2. Response, Continuity, and Recovery
3. Public Safety and Law Enforcement
4. Physical Security and Infrastructure
5. Behavioral Threat Assessment and Prevention

# Higher Education Safety and Resilience Council

---



**1.1** Establish a Higher Education Safety and Resilience Council comprised of university and college leadership, safety, security, emergency, and risk management experts charged with providing advice and recommendations to the Governor, State Agency leadership, and the Higher Education Coordinating Commission on matters related to safety, security, and overall disaster resilience of Oregon's post-secondary education institutions (PSEIs).

The council will work collaboratively with Oregon's post-secondary education institutions to strengthen the ability of Oregon's colleges and universities to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk to the State's academic and research missions.

# Response, Continuity, and Recovery

---



- 2.1** Establish a statewide, standardized shared services training program for post-secondary education institutions (PSEIs) for incident response, continuity, and recovery.
- 2.2** Develop and support — both campus and geographically \_based and based higher education All-Hazard Incident Management Teams (e.g. training and exercising).
- 2.3** Support the adoption of National Intercollegiate Mutual-Aid Agreement by all Oregon PSEIs.

# Response, Continuity, and Recovery

---



**2.4** Develop a statewide training and resources for higher education academic, research, and administrative continuity.

**2.5** Create training and outreach materials for preparedness and mitigation to benefit all institutions of higher education staff, faculty, students, as well as community partners.

**2.6** Establish online higher education disaster resilience resource sharing and collaboration center for practitioners charged with maintaining campus safety and disaster resilience





# Next Steps and Discussion

---

Oregon Campus Resilience Consortium Concept

DRU Network and National Center Campus Public Safety

- Establish an emergency management curriculum and training program targeting executive leadership.

National DRU Network Summit Spring 2018





# Questions and Discussion



# The disaster cycle



# What the Disaster Planning Cycle Looks Like Survey Findings



*When it comes to planning for emergencies, institutions are more focused on **response** than on continuity or recovery.*



Sources: 2016 Disaster Resilient Universities (DRU)Network, National Center for Campus Public Safety (NCCPS), and University of Oregon National Higher Education Emergency Management Needs Assessment