



# OREGON

## CAMPUS RESILIENCE CONSORTIUM

### DRAFT CONCEPT PAPER

May 18, 2017

Oregon is not immune to disaster and crisis on its college and university campuses. In the past three years, we have had meningitis outbreaks at the University of Oregon and Oregon State University, significant ice and snowstorms during finals week that resulted in school closures, and the tragic shooting at Umpqua Community College. The goal of the Oregon Campus Resilience Consortium is to turn our greatest concern—the protection of our students and educational institutions – into a network that can leverage our limited resources and collective expertise under a shared mission. Together we will make Oregon campuses safer and more resilient now and in the future.

Education is a cornerstone of modern civilization that fosters upward economic mobility and opens doors to opportunities. Institutes of higher learning sustain the foundation for measurable success in the broader society. Students engaged in academic pursuits across all disciplines contribute to this foundation with the expertise in their chosen field of study. In short, our campuses also act as hubs of employment, economic productivity, knowledge and scientific advancement throughout the state. The state's institutions drive economic development in local and state economies and, by extension, the national and global economy. Economic impact assessments, however, do not reflect the intangible and intrinsic benefits that a post-secondary education provides. As the body of knowledge expands, higher education creates a ripple effect on the public good and the wellbeing of Oregonians.

Public and private sector institutions in Oregon and around the nation have experienced and continue to face the threat of disasters – both natural and human caused – that can disrupt operations. Emergency management and public policy experts across the state recognize that the amount of resources available to enhance campus and community resilience varies from institution to institution and from community to community. Experts also know that all post-secondary institutions are substantially impacted by these serious, and sometimes tragic, events. As has been seen with the majority of incidents on campuses elsewhere in the country, the consequences of campus emergencies and business interruptions can last for years if not decades.

Given the disparity between available resources across institutions and the substantial universal impact of emergencies, we need to encompass risk reduction on our campuses collectively. Oregon post-secondary institutions can benefit from a finely coordinated and collaborative approach to risk reduction, crisis response, continuity of operations and recovery efforts post crises and disasters. The proposed Oregon Campus Resilience Consortium will help institutions identify resource gaps, institutional efficiency, with an eye on budget and future needs. It is imperative that we, as stewards of the Oregon institutes of higher learning, ensure that their trajectory towards academic, research, and social achievement can continue. By safeguarding our post-secondary education systems in Oregon through the Oregon Campus Resilience Consortium, we can and will continue to be, resilient in the face of adversity.

## **Overview and Purpose of Oregon Campus Resilience Consortium**

The purpose of the Oregon Campus Resilience Consortium, is to advance overall resilience and build the capacity of Oregon's post-secondary institutions. The consortium is a cross-disciplinary initiative. The foundation of the consortium is collaboration and resource sharing to increase emergency preparedness, threat assessment capabilities, mitigation, response effectiveness, safety, and institutional and community resilience. Specifically, the consortium will link the skills, expertise, resources, and innovation of higher education with state and federal agencies, and professional and trade organizations to strengthen prevention, preparedness, and overall resiliency.

The consortium will leverage limited resources, human and financial, to establish incident management teams, develop inter-campus partnerships, build local capacities, and share resources to advance the safety and resilience on all of Oregon's post-secondary campuses. The consortium will spearhead the necessary work of planning for, preventing, responding to and developing strategies to recover from, crises and disasters that inevitably will impact our post-secondary institutions.

## **Connection between Governor's Campus Safety Work Group and the Oregon Campus Resilience Consortium**

In response to the shootings at Umpqua Community College in October 2015, Governor Brown established the Oregon Campus Safety Work Group to (1) identify resource needs and potential state policy to enable a coordinated strategy across the higher education system for public and private institutions, and (2) analyze promising practices and protocols that can be shared across all post-secondary education institutions to maintain public safety, and prevent, prepare for, and effectively manage future response and recovery efforts for campus-wide crises or emergencies.

The Oregon Campus Resilience Consortium will advance the efforts of the Governor's Campus Safety Work Group by implementing some of its recommendations and keeping the momentum towards improving campus safety and resilience moving forward. For example, the consortium will work closely with the Higher Education Coordinating Commission to advocate for and put into action the recommendations of the Governor's 2016 Oregon Campus Safety Work Group. Additionally, the consortium will leverage existing national programs and resources, and bring them to Oregon's campuses. Including the National DRU Network, National Center for Campus Safety, U.S. Department of Education-Readiness and Emergency Management for Schools Technical Assistance Center, National Disaster Preparedness Training Center, and National Intercollegiate Mutual-Aid Agreement and others.

## **Oregon Campus Resilience Initiative: Core Functions**

In the first three years, the consortium will focus on: training; resource development and sharing; increasing local capacity, and developing statewide incident management teams. The consortium will start with development of three annual regional training and resource workshops, as well as coordinating and sponsoring a statewide Disaster Resilient Universities summit each year. The trainings and workshops will rotate to different campuses throughout the state. The training will be open to other state and community partners (e.g., law enforcement, fire departments, emergency medical services,

emergency management, behavioral and mental health, etc.). The action items for the Oregon Campus Resilience Consortium for the first three years are as follows:

- Establish a statewide, standardized, shared-services training program for incident response, continuity, and recovery. The trainings and statewide workshops will meet several objectives, specifically:
  1. Providing technical assistance, education, and training
  2. Building local capacity and partnerships between the campus and the community with which they reside
  3. Establishing a baseline for building incident management teams
  4. Linking campus and communities, state-wide and national resources and networks
- Establish and maintain an online resource-sharing and collaboration center for higher education practitioners charged with maintaining campus safety and disaster resilience. The online training/resource portal would serve as a hub of real-time, up-to-date information from a peer-to-peer network, allowing campuses to work together on projects that are mutually beneficial. The online center would also connect Oregon campuses to national networks, and serve as a spoke and hub for communications, resource-sharing, and product development.
- Develop and support all-hazard incident management teams to serve Oregon colleges and universities. The teams would consist of both campus and regional teams to cover all colleges and universities in the state.
- Support the adoption and management of the National Intercollegiate Mutual-Aid Agreement for all Oregon colleges and universities.
- Develop statewide training and resources for higher education academic, research, and administrative continuity.
- Create training and outreach materials for preparedness and mitigation to benefit all Oregon colleges and universities staff, faculty, and students, as well as community partners.
- Develop a self-audit tool for behavioral threat-assessment teams to help Oregon colleges and universities benchmark their prevention, preparedness, and mitigation capabilities.
- Coordinate with the K-12 Oregon Task Force on School Safety in implementing their 2015 recommendations.

The consortium will work directly with all post-secondary educational institutions in Oregon (public, private, four- year, and two -year), state agencies, and federal partners, including:

- Oregon Higher Education Coordinating Commission
- Oregon Community College Association
- Oregon Alliance of Independent College and Universities
- Oregon Emergency Management
- Oregon Titan Fusion Center
- National Disaster Resilient Universities Network
- Readiness and Emergency Management for Schools Technical Assistance Center
- National Center Campus Public Safety

- University of Hawaii - National Disaster Preparedness Training Center
- Federal Emergency Management Agency
- Federal Bureau of Investigation
- Department of Homeland Security Office of Academic Engagement

### **Estimated Cost of the Consortium for three years**

The annual projected budget for the consortium is just over \$300,000 per year.

The intent is to seek three-years funding, or \$900,000 to launch the consortium statewide. Costs will cover statewide workshops, shared resource development, the development of a cloud-based online resource center and salary for 2.0 FTE.

The consortium is proposing three funding streams to support its development.

1. Matching funds from Oregon post-secondary educational institutions totaling ½ the annual operational costs of the program, or \$150,000 per year (\$450,000 for the first three years). The intent is to seek an annual contribution from post-secondary educational institutions participating in the consortium. Depending on membership this annual contribution could be between 5-10K per institution.
2. One-time foundation grant funding for years one through three of an estimated \$450,000 or about \$150,000 per year.
3. In-kind match from post-secondary educational institutions including things like hosting of the office consortium and statewide workshops. The University of Oregon has committed to hosting the consortium offices.

After year three of the buildup of the Oregon Campus Resilience Consortium, long-term funding would be a blend of fee-based assessments provided to campuses, grant development, and a broad fee for services model.

### **Supporting Documentation**

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2016 Governor's Oregon Campus Safety Work Group Report

<https://gis.uoregon.edu/campusafety/>

2016 National Higher Education Needs Assessment Report

[http://www.nccpsafety.org/assets/files/library/NCCPS\\_EM\\_Needs\\_Assessment\\_FINAL\\_113016.pdf](http://www.nccpsafety.org/assets/files/library/NCCPS_EM_Needs_Assessment_FINAL_113016.pdf)

2016 DRU Network Overview Document

<https://safety.uoregon.edu/disaster-resilient-universities-network>

### **Contact Information**

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