



SAFETY AND RISK SERVICES UNIT ANNUAL REPORT FISCAL YEAR 2016

- **Emergency Management and Fire Prevention**
- **Environmental Health and Safety**
- **Geographic Information Systems and Mapping**
- **Risk Management and Insurance**
- **University of Oregon Police Department**

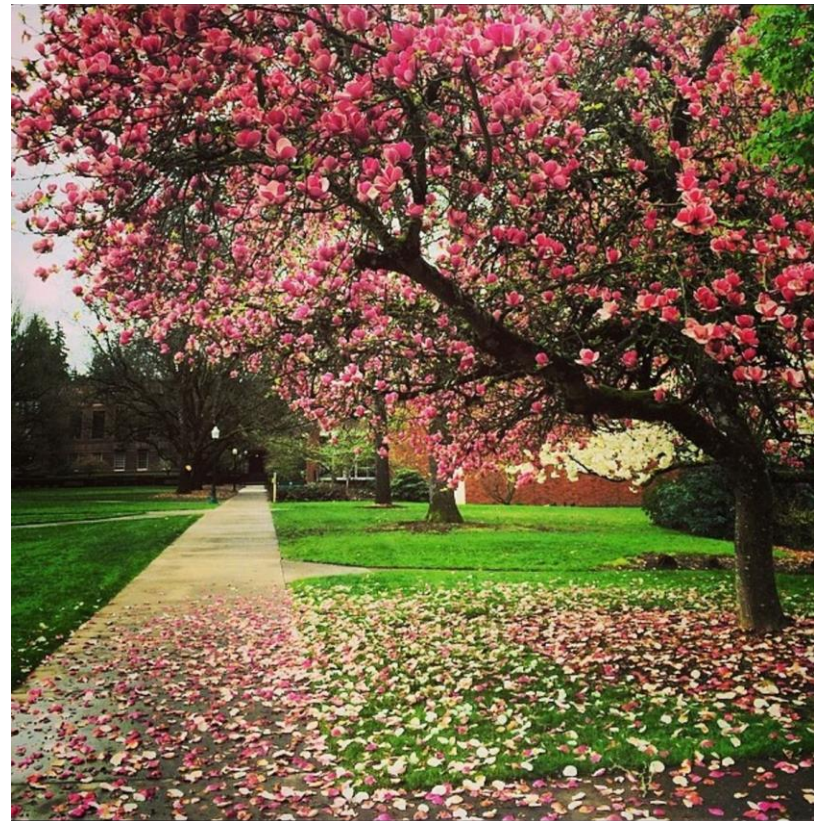
SECTION 1: OVERVIEW

In January 2016, the University of Oregon formed the Safety and Risk Services (SRS) Unit, combining several former Enterprise Risk Services Unit Departments (Environmental Health and Safety, Emergency Management and Fire Prevention, and Risk Management and Insurance) with the University of Oregon Police Department and the newly formed Campus Geographic Information Systems and Mapping Department. Each department within SRS fills an important role in helping the University of Oregon safeguard life and human health, as well as reducing the university's vulnerability to events that could prevent it from achieving its core mission of instruction, research, and public service.

HISTORY

What began as the Emergency Management and Continuity (EMC) program in 2007 and the Office of Risk Management (ORM) in 2009 later turned into the Enterprise Risk Services Unit after their merger with Environmental Health and Safety (EHS) in 2011. These combined forces have evolved into a carefully designed, highly coordinated unit that is integrated into the University campus and culture and works through the highest ranks of its leadership.

The evolution continued in 2016, with the formation of the Safety and Risk Services Unit and the addition of University of Oregon Police Department and Campus GIS and Mapping to the portfolio.



We continue as a unit to develop the university's ability to address safety and risk issues in a nimble, forward-thinking, and collaborative fashion with the goal of creating a more resilient university.

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SECTION 2: ABOUT SAFETY AND RISK SERVICES

Over the past year, the Safety and Risk Services unit has seen significant change with the addition of the University of Oregon Police Department and Campus GIS and Mapping. The growth of the unit is both exciting and challenging as we strive to support the university's mission. The primary function of Safety and Risk Services unit is to coordinate with our campus partners to assess vulnerabilities and develop holistic solutions to help those partners and the university fulfill their missions.

We aim to become a more resilient university, one that can achieve its mission in the face of adversity. This requires high performance in three areas:

1. **Strong leadership and culture**, which stimulates the ability to stay aware, stay engaged, adapt, and make good decisions.
2. **Well-developed networks**, which help the organization use partnerships to leverage assets efficiently when needed.
3. **Change readiness**, which requires active planning, proactive thinking, and innovative problem solving.



Although it is impossible to predict exactly when a crisis or emergency will occur or the extent to which it may affect the university, we can minimize losses through deliberate planning, training, and mitigation. We accomplish this by employing an interdisciplinary approach to campus risk management, safety, and emergency preparedness — one that leverages our key asset, our people, by providing them with the knowledge, skills, and technical assistance to address the ever-changing vulnerabilities our institution continues to face. We believe our integrated enterprise risk management approach can serve as a national model of how to efficiently and effectively turn one of the campus' greatest concerns — the safety, and wellbeing of our people — into our strongest asset for building a resilient university.

Sincerely,

André Le Duc

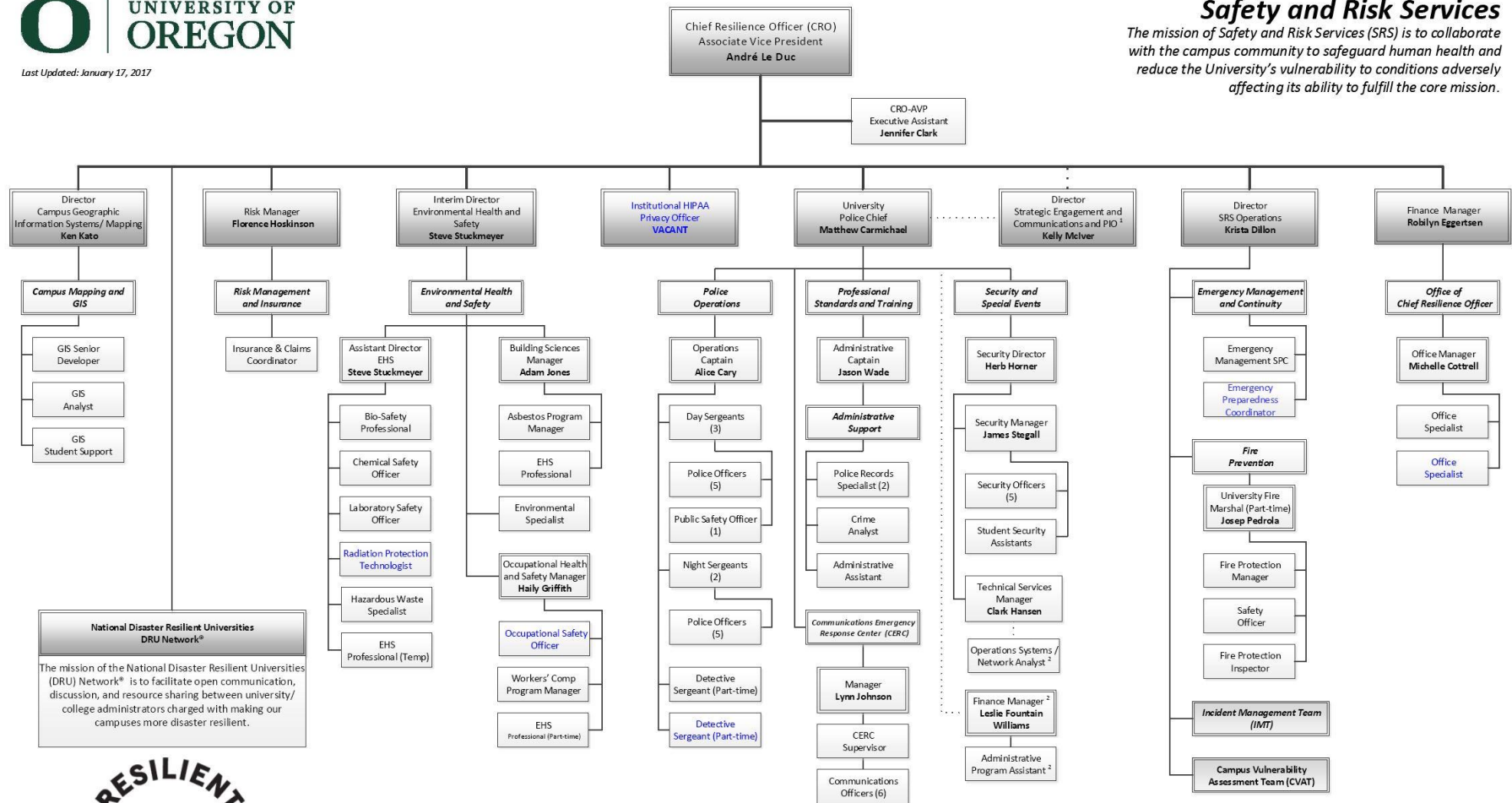
Chief Resilience Officer and Associate Vice President



Last Updated: January 17, 2017

Safety and Risk Services

The mission of Safety and Risk Services (SRS) is to collaborate with the campus community to safeguard human health and reduce the University's vulnerability to conditions adversely affecting its ability to fulfill the core mission.



Notes:
1 Reports to University Communications
2 Part of VPFA Shared Services Unit

UNIT LEADERS

The Safety and Risk Services Unit is composed of six areas that underscore the University of Oregon's role in safety and risk-management leadership and leverage its power to identify, analyze, and control risks in order to protect the university community. The unit's mission is to collaborate with the campus community to safeguard human health and reduce the university's vulnerability to conditions adversely affecting its ability to fulfill its core mission. The units have a shared mission to safeguard campus and reduce vulnerabilities to enable students and faculty to learn, teach, and conduct research safely. The Safety and Risk Services unit creates opportunities to make cross-disciplinary partnerships more commonplace. This organizational structure encourages a broader look at risk and safety to solve problems collaboratively.

OFFICE OF THE CHIEF RESILIENCE OFFICER AND SAFETY AND RISK SERVICES

The Office of the Chief Resilience Officer leads the Safety and Risk Services Unit. It is also the hub of the group's day-to-day operations, including office management, team integration efforts, budgeting and forecasting, and other cross-campus coordination activities.

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EMERGENCY MANAGEMENT AND FIRE PREVENTION

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The emergency management team manages, coordinates, and supports planning, training, and exercises to help protect against, respond to, continue during, and recover from natural and human-caused emergencies.

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The fire-prevention team assesses and resolves fire-prevention and code-enforcement issues and is responsible for fire system testing and maintenance.

ENVIRONMENTAL HEALTH AND SAFETY

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EHS promotes compliance and responsible behaviors as exemplified and required by health, safety, and environmental standards, codes, regulations, and university programs. The department provides educational, monitoring, problem-solving, and support service functions to the entire university community.

GEOGRAPHIC INFORMATION SYSTEMS AND MAPPING

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Campus GIS analyzes and reports on the university's space needs and physical resources. Through innovation and cutting-edge technology, it helps the university forecast and plan for future needs, optimize space use, and share resources efficiently.

RISK MANAGEMENT AND INSURANCE

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Risk Management and Insurance works to optimize risk identification, mitigation, and control in all university activities. It protects the university's assets by identifying and analyzing risk exposures, controlling those exposures, mitigating risks, financing losses, and implementing and monitoring risk-management processes.

UNIVERSITY OF OREGON POLICE DEPARTMENT

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The goal of the University of Oregon's Police Department is to help create an exceptionally safe, secure campus for students, faculty, and staff to focus on the core mission of instruction, research, and public service. UOPD operates 24 hours a day, year-round. Officers patrol the campus on foot, by bicycle and vehicle, and are responsible for campus safety, crime prevention, and law enforcement. UOPD serves campus with sworn police officers, as well as public safety officers, security officers, and civilian staff in a variety of roles.

SECTION 3: CORE SERVICES AREAS

During the fiscal year (FY) 2016, Safety and Risk Services provided five categories of core services to the university community.



PROFESSIONAL AND CONSULTATIVE SERVICES

Provides specialized expertise for a wide range of activities that help the university measure, analyze, and address a variety of hazards, risks, and safety-related issues.

COORDINATION AND FACILITATION

Works diligently to ensure all teams are synchronized, streamlined, and working efficiently for the university community.

ANALYSIS AND PLANNING SERVICES

Provides innovative data-collection, analysis, and programming expertise that helps create applications and systems to identify risks, inefficiencies, and bottlenecks across the university.

ENTERPRISE RISK MANAGEMENT

Identifies and calculates the value of risks, finds ways to mitigate them financially, and manages the recovery process when events occur.

CRISIS RESPONSE LEADERSHIP

Provides expertise and guidance to the university community to manage the logistical, fiscal, planning, operational, safety, and campus issues related to incidents and emergencies.

PROFESSIONAL AND CONSULTATIVE SERVICES PROVIDED

In FY 2016, Safety and Risk Services provided 13 types of professional and consultative services to the university community.

BUILDING SCIENCE AND INDUSTRIAL HYGIENE

- Indoor air-quality investigations
- Lead exposure protection
- Asbestos exposure protection and mitigation

EMERGENCY SERVICES

- Incident response management
- Incident action planning
- Continuity and recovery planning
- Mitigation and prevention planning

ENVIRONMENTAL

- Chemical recycling program
- Hazardous waste collection and disposal
- Monitoring, investigation, reporting & abatement consultation

FIRE SAFETY AND PREVENTION

- Building inspections
- System testing
- Drills and training
- Hydrant/extinguisher inspection

INSURANCE AND CLAIMS

- Insurance procurement
- Loss prevention
- Coverage analysis
- Claims management

LAW ENFORCEMENT

- Patrol
- Investigation
- Crime analysis
- Crime prevention

OCCUPATIONAL HEALTH

- Employer-at-Injury Program
- Ergonomic assessments
- Safety assessments

PHYSICAL SECURITY

- Crime prevention through design
- Building and event security

RESEARCH SAFETY

- Fume hood certification
- Radiation safety services
- Biosafety program

RISK AND THREAT ASSESSMENT

- Enterprise risk assessments
- Campus vulnerability assessments
- Behavioral evaluation threat assessments

SAFETY TRAINING

- Blood-borne pathogens
- CPR and first aid
- Confined space entry
- Emergency preparedness
- Fire extinguisher
- Lock-out and tag-out
- Respiratory protection
- Violence prevention personal safety

SPATIAL ANALYSIS AND MAPPING

- Campus GIS
- Room-level assessment
- Systems mapping

SYSTEMS MONITORING AND DISPATCHING

- Police dispatching
- Incident notifications
- Access controls and CCTV monitoring
- Research equipment
- Building systems

PROFESSIONAL AND CONSULTATIVE SERVICES: BY THE NUMBERS

During FY 2016, Safety and Risk Services staff members provided a wide range of in-person professional services to the University of Oregon, covering a spectrum that includes everything from first aid to insurance assistance to fire safety, hazardous material disposal, and many other services. Below are some of the many tasks completed, as well as the workload during the 2016 fiscal year:

- **Asbestos abatement** (75+ projects)
- **Automated external defibrillator program** (116 AEDs)
- **Business continuity planning**
- **Biosafety program** (37 protocols)
- **Active shooter training** (12 sessions)
- **Blood-borne pathogen training** (574 trainings)
- **CPR and first-aid training** (347 people in 40 classes)
- **Confined space entry training** (86 persons)
- **Emergency preparedness training** (10 sessions)
- **Fire extinguisher trainings** (35 trainings)
- **Lock-out and tag-out training** (17 persons)
- **Respiratory protection training** (123 people)
- **Van, forklift, golf cart driver training** (96% training completed)
- **Hazardous chemical waste disposal** (27,253 lbs.)
- **Chemical recycling program** (8,300 containers)
- **Employer-at-injury program** (\$67,000)
- **Environmental monitoring** (500+ hours)
- **Ergonomic assessments** (151)
- **Fire safety assessments** (13)
- **Building inspections** (274)
- **Fire protection system tests** (300)
- **Fire drills and emergency evacuation training** (60)
- **Hydrant/extinguisher inspections** (58/4,000)
- **Campus events** (52 events staffed)
- **Incident management team leadership and training**
- **Indoor air quality investigations** (35-40 inspections; 380+ hours)
- **Pest-management program** (546 events)
- **Insurance and claims management** (431 COIs, contract reviews and waivers; 74 claims)
- **Laboratory safety services** (874 inspections, surveys, and touchpoints)
- **Lead-exposure protection** (1,200+ water samples)
- **Radiation safety services** (641 monitoring activities; 448 hours on materials receipt/delivery/survey; 14 use authorizations)
- **Workers' compensation claims management** (154 claims)
- **Fume hood certification** (645)
- **Occupational health** (2-3 OSHA inspections; 20-60 hours)

THE YEAR IN PROFESSIONAL AND CONSULTATIVE SERVICES

The Safety and Risk Services Unit works to improve efficiencies, streamline processes, and find better ways to provide high-quality service the university community.

ACCOMPLISHMENTS

- **Expanded and reorganized safety and fire trainings**, resulting in better, more efficient training to more people.
- **Centralized video feeds** from 600 campus cameras; placed at least one access-controlled door on virtually every building on campus, boosting security.
- Performed **complete hazardous materials inventory**; implemented autoclave program to reduce cost of waste service.
- **Launched** widespread lead paint and water-quality testing.
- **Increased** lab safety trainer headcount.
- **Developed** indoor air-quality reporting database, streamlining response process.
- **Improved police scheduling procedures** to ensure better coverage, staff development, and staff relationships.
- Partnered with campus housing to launch **fire-prevention, investigation, and education programs**, improving the drill process, raising compliance, and decreasing incidents.
- Launched and distributed **fire-code requirements publication** online, improving compliance and reducing event shut-downs.
- Created **strategic fire-inspection scheduling** program.
- Implemented **fire-extinguisher testing and management program**, which centralized the process and reduced costs.
- Implemented new **department-level active shooter drill**.

KEY ISSUES

Staffing and program changes across SRS during the year provided an opportunity to capitalize on new ideas, improve efficiencies, and boost communication.

LOOKING AHEAD

- Obtain more storage for campus video feeds and continue to add more than 100 additional cameras throughout campus.
- Launch execution plan for addressing lead paint in buildings.
- Rework asbestos program and request system to streamline response and workflow.
- Roll out new UOPD campus engagement model.
- Revise student housing contracts to more explicitly describe fire violations and consequences.
- Develop new SRS website.

THE YEAR IN COORDINATION AND FACILITATION

In FY 2016, Safety and Risk Services expanded into the furthest corners of the university's operations, policy discussion, and culture, emphasizing the growing value of strategic risk and the mechanisms necessary to manage it across teams.

ACCOMPLISHMENTS

- Continued staff support for the **Strategic Enterprise Risk Management and Compliance Committee (SERMC)**.
- Completed **significant office relocation**, physically combining the entire Safety and Risk Services team in the same workspace for the first time.
- **Cross-trained** Safety and Risk Services staff on a variety of new processes and adopted new software platforms, allowing team to **streamline or delegate multiple processes** where appropriate.
- Began or completed **Campus Vulnerability Assessment Team reports** for Animal Care Services and UO in Portland.
- Completed first full year of the university's **police Complaint Resolution Committee**, broadening understanding of police practices and promoting transparency with key constituent representatives.
- Established **police liaison with university housing**, building trusted resource for first-year students living on campus, as well as with student and professional staff who support them in the residence halls.

KEY ISSUES

Combining the Safety and Risk Services staff in one office during 2016 was more than a physical move — it was a reflection of the university's embrace of an integrated approach to risk. It also reflects an evolving concept of shared services, which the University of Oregon will continue to develop.

LOOKING AHEAD

- Continue building risk culture throughout university community.
- Continue growing shared services culture throughout university community.
- Continue implementing collaborative technology to streamline processes, encourage cooperation, and improve efficiencies.
- Host student advisory council with chief of police (monthly meeting over pizza for graduate, undergraduate, and other students to share their concerns about safety on campus).

THE YEAR IN ENTERPRISE RISK MANAGEMENT

The University of Oregon, like most large organizations, is a complex network of people and resources. Like most large organizations, it faces a myriad of risks on a daily basis. Many of these risks are acceptable risks that the university must take in order to excel and achieve its core mission of instruction, research, and public service. Some risks, however, have become or can grow to unacceptable levels. It is important to identify these potentially negative risks early so the university can prevent unnecessary losses of life and property, financial hardship, reputational damage, legal liability, or other consequences. This is the mission of the SERMC committee. The committee's charge is to develop the tools and processes to identify, evaluate, and manage university risks; ensure that systems and processes are in place to provide accountability for compliance with the university's legal and policy obligations; and encourage communication, problem-solving, and collaboration across divisions, units, and departments.

ACCOMPLISHMENTS

The SERMC committee meets monthly to discuss risk and compliance issues, concerns, and mitigation actions. It also evaluates reports from various campus partners on existing controls and mitigation efforts. This is both an opportunity for the committee to learn more about existing programs and ask Subject Matter Experts what they are concerned about or need. In the past year, SERMC committee members have tasked staff members with reviewing and developing strategies to address areas of high risk identified during the 2014-15 enterprise risk-assessment process.

The current areas of enterprise-wide risk mitigation activity include:

- **Information technology** (wired and wireless integrity, enterprise systems and apps, data backup and recovery, end user data breach, decentralized IT, etc.)
- **Facilities** (critical infrastructure priorities, building maintenance priorities)
- **Budget** (tuition dependency)
- **Emergency management** (disaster preparedness - earthquake)
- **Research** (research accounting)
- **Academic affairs** (academic quality; recruitment and competition)
- **Student affairs** (admissions/retention; sexual violence prevention and response)

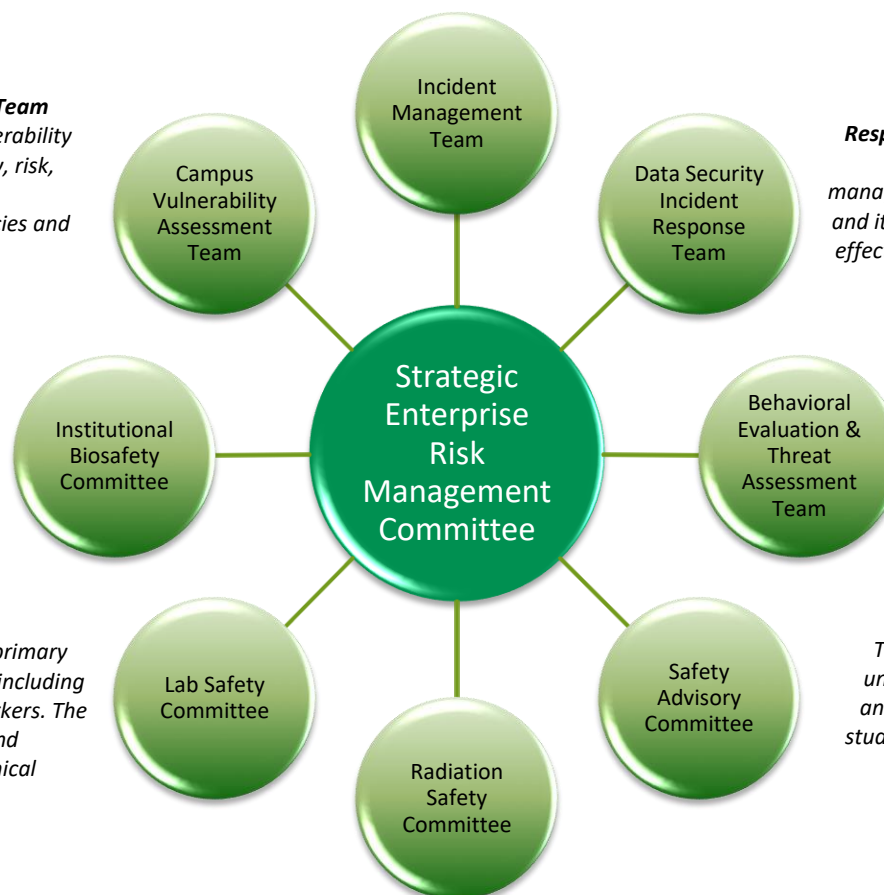
In FY 2016, the Strategic Enterprise Risk Management & Compliance (SERMC) committee established a nexus to critical campus safety committees, risk assessment teams, and response teams to ensure there is a direct connection to leadership from these groups.

*The **UO Incident Management Team** provides the command-and-control infrastructure required to manage the logistical, fiscal, planning, operational, safety and campus issues related to any and all incidents/emergencies.*

*The **Campus Vulnerability Assessment Team** conducts coordinated, site-specific vulnerability assessments that look at safety, security, risk, emergency preparedness, and business continuity; it also oversees security policies and procedures.*

*The **UO Institutional Biosafety Committee** was created as a requirement under the NIH Guidelines for Research Involving Recombinant or Synthetic Nucleic Acid Molecules and is responsible for ensuring that research fully conforms with those guidelines.*

*The **Laboratory Safety Committee** has primary responsibility for safety in laboratories, including instructional, research, and support workers. The committee oversees the development and implementation of the university's chemical*



*The mission of the **Data Security Incident Response Team** is to reduce the risk associated with data security. It oversees or directly manages the response to data security incidents, and it collaborates with data stewards to ensure effective procedures for identifying suspected or actual breaches.*

*The **UO Behavioral Evaluation and Threat Assessment** team exists to mitigate behavioral threats on campus through an integrated process of communication, education, prevention, problem identification, assessment, intervention, and response to incidents.*

*The **Safety Advisory Committee** assists the university administration in providing a safe and healthy workplace for faculty, staff, and student workers by making recommendations on health and safety issues.*

*The **Radiation Safety Committee** has primary responsibility for the safe use of ionizing radiation, including but not limited to instructional, research, and support functions. The committee is the administrative body required by state rules and under the conditions of the university's license for radioactive materials.*

THE YEAR IN ANALYSIS AND PLANNING SERVICES

SRS continued efforts to provide complex analysis and planning services to address the many needs of the university. A key step in improving effectiveness in this area was the conversion of the University of Oregon Campus Geographic Information Systems department from an academic department to an administrative one within SRS.

ACCOMPLISHMENTS

- Coordinated operations planning, staffing planning, and budgets for the **2016 Olympic Track and Field Trials** held on campus.
- Launched the **UO Spaces Project**, providing an integrated, collaborative, online method for collecting and analyzing information about the university's space use. A new online catalog notes where equipment, network systems, and other physical or structural assets reside. The result is more efficient, comprehensive space planning via in-house, proprietary software, reducing license fees.
- A **new systems mapping tool** now allows the university's physical and power plant to see tunnels, utility corridors, and similar infrastructure online. The result is centralized, real-time information, enabling faster response and better planning.
- **Situational awareness maps** now allow permissioned users to see everything from room numbers to gender-inclusive bathrooms, movie film sites, research locations, construction sites, or underground utilities tunnels.
- The **Campus Vulnerability Assessment Team (CVAT)** conducted assessments for a set of research facilities as well as UO in Portland.
- CVAT also began a process to develop a **building classification system** to standardize security measures based on the type and use of the building.
- **Improved data analytics** from EHS to help analyze testing and monitoring data from a broad spectrum of university environments. Data includes but is not limited to compliance violations and penalties, safety incidents and accidents, injuries, function of engineered safety equipment, materials and equipment inventories, environmental discharge monitoring, and personnel exposure monitoring.
- EHS also **modified its monitoring process** for local, regional and national health and safety regulatory change, to analyze, project and communicate effects and requirements placed upon the university.

THE YEAR IN INSURANCE AND CLAIMS

In FY 2016, the University of Oregon completed its separation from the insurance structure of the Oregon University System, capping a multiyear effort to obtain more and better coverage dedicated solely to the UO.

ACCOMPLISHMENTS

- **Obtained coverage independent of the insurance structure of the Oregon University System**, saving approximately \$300,000 in premiums, increasing property coverage by a factor of 10, and providing a direct line to insurance carriers.
- **Partnered with UO Information Services** to develop a custom solution for quarterly workers compensation reporting, dramatically reducing process time and error rates.
- **Streamlined the waiver process**, shrinking turnaround time.
- **Issued** 193 certificates of insurance (21% increase), provided 125 contract reviews, and issued 113 waivers of liability.

FACULTY INTERNATIONAL TRAVEL TO HEIGHTENED RISK AREAS

Number of
faculty:

FY 2016: 388

FY 2015: 555

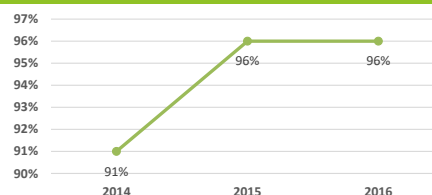
Countries:

Columbia
Israel
Kuwait
Mexico
Pakistan
Qatar
Rwanda
Saudi Arabia

EMPLOYER-AT-INJURY PAID



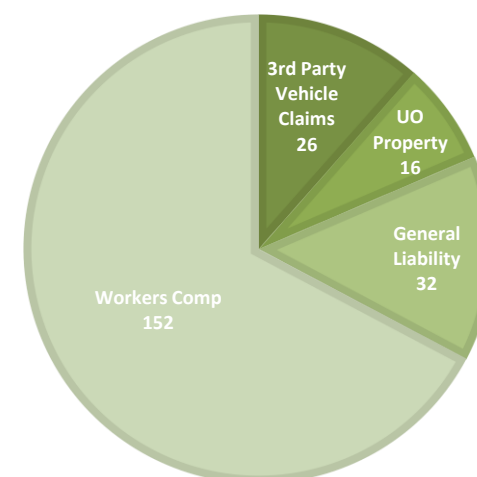
DRIVER SAFETY TRAINING AMONG ELIGIBLE EMPLOYEES



LOOKING AHEAD

- Capitalize on improved data-collection and analysis opportunities.
- Continue streamlining processes to shorten turnaround time.

CLAIMS FY 2016



Excludes employer liability, BOLI and sensitive claims

THE YEAR IN CRISIS RESPONSE LEADERSHIP

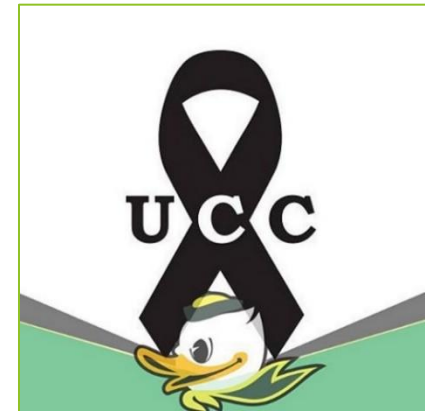
In FY 2016, crisis response leadership took center stage as teams combined, expanded, and transformed the University of Oregon's approach to risk. This improved alignment across teams, trust within the university community, and strengthened preparedness and response efforts.

ACCOMPLISHMENTS

- Completed management of **meningitis outbreak**, including campus-wide vaccination program.
- Provided key aid and assistance to **Umpqua Community College** after active shooter incident in October 2015.
- Led and/or participated in multiple regional and national event-response efforts, such as the **active shooter incident at Umpqua Community College, a meningitis outbreak, and preparations for the U.S. Olympic Track and Field Trials**.
- Chaired **the Governor's Campus Safety Work Group**, which is responsible for developing recommendations to make Oregon campuses safer.
- **Partnered with Lane County Campus Sexual Assault Prosecution Project**, including establishing working partnerships with the Lane County District Attorney, improving coordination and communication with Eugene Police, and resolving challenges for survivors.
- Provided **FEMA Incident Command System training** to members of the Incident Management Team and UOPD.

KEY ISSUES

This was particularly busy year for crisis response at the University of Oregon, stretching resources and staffing.



LOOKING AHEAD

- Increase focus on updating Emergency Operations Plan, natural hazard mitigation plan, and continuity planning.
- Increase preparedness engagement with campus community.
- Increase collaboration with construction teams regarding building security features.
- Increase uniformed officer presence throughout campus.

SECTION 4: LOOKING FORWARD AND STRATEGIC DOING

In the coming year, SRS plans to implement the “Strategic Doing” model to enhance its facilitated problem-solving skills. First developed at Purdue University, the “Strategic Doing” model will drive the University of Oregon’s Safety and Risk Services unit. It is a strategy discipline specifically designed for open, loosely connected networks, and it teaches people how to form collaborations quickly, move toward measurable outcomes, and make adjustments along the way. Strategic Doing is not designed for hierarchies; rather, it is specifically designed for team collaboration. The goal is innovation, which requires agility, speed, and the ability to pivot rapidly.

SAFETY AND RISK SERVICES GUIDING PRINCIPLES

- **Comprehensive:** Consider all hazards, all phases (e.g., mitigation, loss prevention, response, continuity of operations, and recovery), and all impacts relevant to crises and disasters.
- **Progressive:** Anticipate future risks and take preventive and preparatory measures to build a resilient campus.
- **Risk-driven and data-driven:** Use sound risk management principles and data in assigning priorities and resources.
- **Integrated:** Ensure unity of effort among all levels of administration and all elements of the campus community.
- **Collaborative:** Create and sustain broad and sincere relationships to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication.
- **Coordinated:** Synchronize the activities of all relevant partners to achieve a common purpose.
- **Productive:** Generate results, benefits, and products to protect the mission of the university.
- **Flexible:** Use creative and innovative approaches to problem solving.



THE SAFETY AND RISK SERVICES MISSION STATEMENT

The mission of Safety and Risk Services is to collaborate with the campus community to safeguard human health and reduce the university’s vulnerability to conditions adversely affecting its ability to fulfill its core mission.