

COVID-19 Incident Management Team Summary

LAST UPDATED: JUNE 10, 2020

The University of Oregon (UO) fully activated its Incident Management Team (IMT) on February 28, 2020, to monitor and respond to an outbreak of a respiratory disease caused by a novel coronavirus. *The virus has been named "SARS-CoV-2" and the disease it causes has been named "coronavirus disease 2019" (abbreviated "COVID-19").*

University of Oregon–Incident Management Team

The UO's All-Hazard Incident Management Team (IMT) 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 IMT is a group of trained individuals from across campus who are tasked with managing the logistical, fiscal, planning, operational, safety, and campus issues related to any and all incidents/emergencies, including infectious disease outbreaks and pandemics. In addition, the IMT manages all phases of an incident (e.g., response, mitigation, continuity, and recovery).

The UO follows the requirements set forth by the National Incident Management System (NIMS) Incident Command System (ICS). NIMS and ICS provides a nationwide template enabling federal, state, local, and tribal governments and private sector nongovernmental organizations to work together effectively and efficiently to prevent, prepare for, respond to, and recover from domestic incidents regardless of cause, size or complexity.

Using ICS at the UO allows the members of the IMT to coordinate across both academic and administrative units and departments, all schools and colleges, and the Eugene campus and satellite campuses through a common organizational structure. The hierarchical ICS system and chains of communication adapt to rapidly evolving incidents like COVID-19.

Part of the ICS protocol is to establish objectives for managing a particular situation or incident. For COVID-19, the UO IMT current objectives are:

1. Reduce the likelihood of COVID-19 illness among students, faculty, staff, and guests of the University of Oregon and develop mitigation plans for fall term to reduce the impact of potential illness on campus.
2. Develop comprehensive testing and contact tracing plans for the university in partnership with Lane County Public Health and Oregon Health Authority.
3. Keep the campus informed of new developments, Oregon Health Authority and CDC guidance, and action the university is taking to prepare, respond, and maintain operations.
4. Develop agile strategies and direct action to minimize the disruption to our students, faculty, and staff through effective communication, engagement, academic planning, research, and service.
5. Identify opportunities to inspire our students, faculty, and staff to actively engage in and accelerate the university's recovery and strengthen our mission.
6. Assess the financial impacts of the COVID-19 illness, develop financial scenarios and mitigation strategies to aid in the continuity and recovery efforts, and protect the long-term financial stability of the of university.

As of this update, the IMT is now entering modes or phases related to continuity, engagement resumption planning, case management and community recovery. The long-term recovery planning lead by the President will utilize a more standard project management approach.

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Key Activation Dates for the UO IMT:

- January 28, 2020, the IMT was partially activated for COVID-19 response. That team focused on issues around international travel and situational monitoring.
- February 27, 2020, the full IMT was activated and expanded beyond our normal structure to include over 150 people, some of whom are standing members of the IMT and others who have been added to lend their operational expertise to this particular response. This expanded team worked around the clock on preparedness, mitigation and response to the outbreak.
- March 27, 2020, the IMT added two new sections within the architecture to address ongoing continuity and recovery issues.
- April 24, 2020, the IMT revised the objectives to meet the new planning needs of the evolving situation.
- June 10, 2020, the IMT revised the objectives to meet the new planning needs of the evolving situation.

Current IMT Structure as of June 10, 2020

President's Policy Group:

Chaired by the University of Oregon President

The Policy Group consists of the President, Provost, several Vice Presidents and senior staff. This group provides direction and makes strategic policy decisions for the university. In conjunction with the Incident Commanders, the Policy Group sets the objectives for the IMT.

Agency Administrator:

Agency Administrator, VP for Finance and Administration

The official responsible for the management of a campus(s) or functional area. The senior administrative officer of the university having responsibility for incident mitigation and management. The Agency Administrator is part of the policy group and has the authority to make emergency response decisions on behalf of the policy group.

Incident Commander:

Incident Commander, Chief Resilience Office- AVP for Safety and Risk Services

The Incident Commander oversees the operations of the IMT. The Incident Commander briefs the Policy Group on the status of all operations and advises the Policy Group when strategic decisions need to be made for the university. The Incident Commander holds briefings with local, state and national agency administrators, e.g. Lane County Public Health and Oregon Health Authority.

IMT/UO Communication Lead

- Vice President for Communications

The Communications Lead oversees all university communications related to the incident/emergency including internal and external facing communications. The Communications Lead serves as the liaison with local and state public information officers.

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Liaison Officers:

- Chief of Staff to President
- Chief of Staff to Provost

This group includes the Chiefs of Staff for the President and Provost. This group is charged with serves as liaisons between the IMT and senior leadership, including reviewing requests from faculty and staff for resumption activities e.g. facility access requests and event resumption requests.

Government relations staff covering local, state, and federal serve as the external Liaison Officers serve as the primary point of contact for local, state and federal government agencies.

Safety Officer:

Director of Environmental Health & Safety

The Safety Officer is responsible for ensuring that safety regulations are adhered to, and for assessing unsafe situations or hazards. The Safety Officer also serves as a liaison to campus to assist with adherence to state guidance on resumption of operations. This includes guidance on physical distancing, cleaning protocols and face coverings.

Planning Section Chief:

Enterprise Risk Management, Project Manager

The Planning Section Chief is responsible for collecting, evaluating, and disseminating information as the situation develops. The Planning Section Chief facilitates all IMT briefings, works with the Operations Section on resumption planning, and documents actions through situation reports.

Finance Section Chief:

University Controller

The Finance Section Chief oversees all financial and cost analysis of the incident/emergency. This includes management of external state and federal funding requests.

Operations Section Chief:

Section Chief, Associate Vice President Campus Services

Deputy Section Chief, Safety and Risk Services Director of Operations

The Operation Section Chief oversees the engagement branch, resumption branch and COVID-19 case management branch. This includes ensuring operations are consistent with the IMT objectives. This operations structure is where issues are reviewed, assessed, and recommendations are developed.

Engagement Branch: The engagement branch is working on ensuring the student and employee experience is not disrupted by the pandemic and that stakeholders are involved with the university's recovery. The engagement branch collaborates with the resumption branch on prevention outreach engagement to stakeholders. Below are the engagement branch workgroups:

- Student Engagement Workgroup
- Student Enrollment & Recruitment Workgroup
- Employee Engagement Workgroup

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- COVID-19 Student Crisis Response Workgroup
- Engagement Branch Liaisons:
 - Equity and Inclusion
 - Advancement
 - Global Engagement

Resumption Branch: The resumption branch is charged with resumption planning for academic instruction, research, housing, student community behavior expectations, campus security, testing and contact tracing, facilities and resumption mitigation strategies. The resumption branch is working on tactical prevention outreach recommendations that will feed into work of the engagement branch. Below are the resumption branch workgroups:

- UO COVID-19 Surveillance Testing Team
- Campus Readiness, Facilities and Security
- Academic & Instruction
- Research
- University Housing
- Student Community Behavior Expectations
- Campus Events
- Travel

COVID-19 Case Management Branch: The COVID-19 Case Management Branch is charged with establishing UO Housing isolation protocols, off-campus housing isolation protocols, communications protocols, UO Portland case management protocols and OIMB case management protocols.

Logistics Section Chief:

University Chief Procurement Officer

The Logistics Section Chief serves as liaison to the Operations Section, managing and ordering necessary equipment, services, software and supplies.

Community Recovery Section Chief:

Section Chief, Senior Director Community Relations

The Community Recovery Section Chief serves as liaison to local government, agencies, local business partners and consultants on community recovery. The following UO Institutes and centers are involved in this section:

- Institute for Policy Research & Engagement
- Economic Development Administration University Center (EDAUC)
- Oregon Partnership for Disaster Resilience (OPDR)

The IMT holds weekly briefings where Incident Commander, section chiefs, officers, branch directors and work group leads provide updates to the entire IMT. This prevents duplication of efforts, ensures each group is working toward the operational objectives set by the Policy Group, and can identify issues that necessitate strategic guidance from the Policy Group.

For more information on UO's response to the COVID-19, see the COVID-19 page. If you have questions, ideas, or potential solutions, please submit your thoughts using the COVID-19 web form.

INCIDENT MANAGEMENT TEAM (IMT) COVID-19 2020



IMT COVID-19 Objectives:

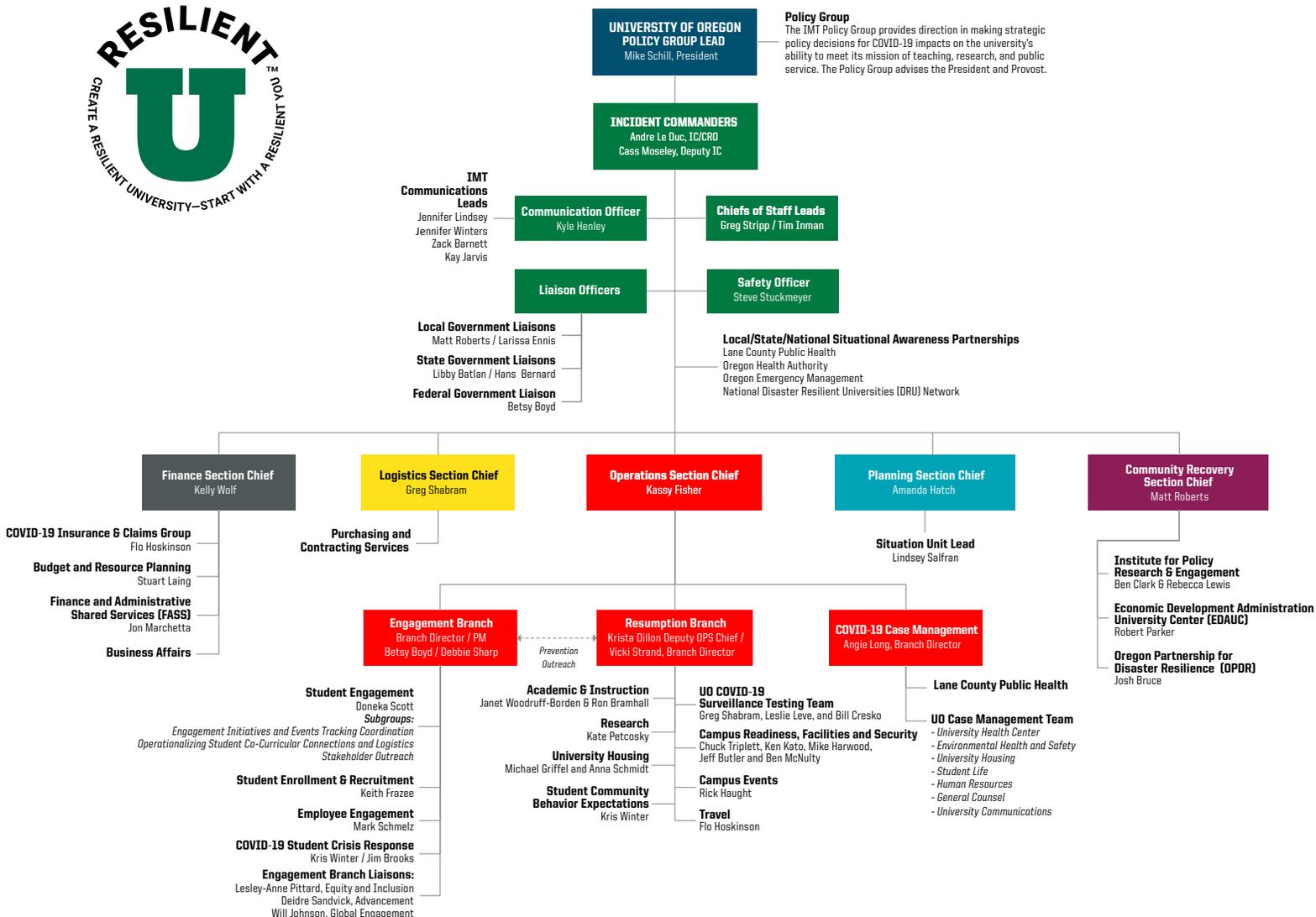
- 1.) Reduce the likelihood of COVID-19 illness among students, faculty, staff, and guests of the University of Oregon and develop mitigation plans for fall term to reduce the impact of potential illness on campus.
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Building a Safe and Strong Oregon | Reopening Criteria

Oregon's phased approach to reopening Oregon's communities and economy in an effort to allow individual counties to begin reopening if they have met specific health and safety criteria. These criteria are designed to ensure each county has the capacity to slow the spread of COVID-19 and protect those at highest risk of severe disease as we work to build a safe and strong Oregon.

The gating criteria (e.g., testing, contact tracing, and health care capacities, etc.) for transitioning from phase 1 to phase 2 will be met at the county level. The Oregon gating criteria are not intended to be applied individually by a university or college, as our campuses are part of the broader community. <https://govstatus.egov.com/OR-OHA-Reopening-Framework>

On April 21, 2020, the Higher Education Coordinating Commission (HECC) outlined a proposed process for reopening postsecondary education in Oregon. Representatives of Oregon's community colleges, public universities, and private non-profit universities assembled workgroups of institutional leaders to develop resumption guidelines using national best practices for general instruction, research, residential and dining services, and health care education instruction. The goal of this work was to follow public health directives and create a set of guidelines that could be used as high-level criteria, not detailed operational campus plans. As of June 10, 2020 Oregon Health Authority has not released the final guidance. College and university functions beyond instruction, research, and residential services should follow applicable Executive Orders and Oregon Health Authority guidance.



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