



# CONTINUITY OF OPERATIONS (COOP) FRAMEWORK UNIVERSITY OF WASHINGTON

Version 1.2

Approved: DRAFT

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## BASIC PLAN

The University of Washington Continuity of Operations (COOP) Framework that follows is the university's plan for continuation and/or resumption of the university's mission and operations following a disaster or other major disruptive event.

### I. PROMULGATION STATEMENT

The University of Washington's mission is the preservation, advancement, and dissemination of knowledge<sup>1</sup>. To accomplish this mission, the University of Washington must ensure its operations can be performed efficiently with minimal disruption, especially during a disaster or emergency.

The University of Washington is one of the world's preeminent public universities. Ranked No. 13 in the world—number 3 among public universities—in Shanghai Jiao Tong University's 2017 rankings, the UW educates more than 54,000 students annually. We are the nation's largest public research institution, with over \$1.6 billion in sponsored grants and contracts. The University of Washington includes university campuses in Seattle, Tacoma and Bothell, Washington, the facilities of University of Washington Medicine, and the auxiliary facilities and research locations across Washington and internationally.

This document provides planning and guidance for implementing the University of Washington Continuity of Operations Framework (COOP) to ensure the organization is capable of conducting its essential missions and functions under all threats and conditions.

This plan is developed in accordance with guidance in the *National Continuity Policy Implementation Plan*, dated August 2007; Continuity Guidance Circular 1 (CGC 1), *Continuity Guidance for Non-Federal Entities (States, Territories, Tribal, and Local Government Jurisdictions and Private Sector Organizations)*, dated January 21, 2009; Continuity Guidance Circular 2 (CGC 2), *Continuity Guidance for Non-Federal Entities*, dated July 22, 2010; Revised Code of Washington 38.52.030<sup>2</sup>; Washington State Chief Information Officer Policy 151 *Information*

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<sup>1</sup> UW BRG Regents Policy No. 5 <http://www.washington.edu/admin/rules/policies/BRG/RP5.html>

<sup>2</sup> RCW 38.52.030 <http://app.leg.wa.gov/RCW/default.aspx?cite=38.52.030>

*Technology Disaster Recover Planning*<sup>3</sup>; Directive by the Governor of Washington State 13-02; University of Washington Administrative Policy Statement 13.1<sup>4</sup>; University of Washington Administrative Policy Statement 13.2<sup>5</sup> and other related Directives and guidance.

## **II. APPROVAL AND IMPLEMENTATION**

This is the continuity of operations plan (COOP) for the University of Washington. This document supersedes an existing COOP framework, version 1.1 dated January 10, 2018, in accordance with Washington State RCW 38.52.030 that directs that Washington State agency COOP plans should be “updated and exercised annually.”

Submitted by

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University of Washington Emergency Management

Reviewed by

Steven J. Charvat, CEM, Director  
University of Washington Emergency Management

Approved by

Maintenance and implementation of this document shall be owned by UW  
Emergency Management.

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<sup>3</sup> WA CIO Policy 151 <https://ocio.wa.gov/sites/default/files/public/policies/151.docx?8ahd3lq5mi>

<sup>4</sup> APS 13.1 <http://www.washington.edu/admin/rules/policies/APS/13.01.html>

<sup>5</sup> APS 13.2 <http://www.washington.edu/admin/rules/policies/APS/13.02.html>

### III. RECORD OF CHANGES

The table below includes a record of all changes to the University of Washington COOP.

Change Number	Section	Date of Change	Individual Making Change	Description of Change
1	Basic Plan	11/14/2018	Megan Levy	Update to authorities and approval and implementation

### IV. RECORD OF DISTRIBUTION

The following table shows the record of distribution.

Date of Delivery	Number of Copies Delivered	Method of Delivery	Name, Title, and Organization of Receiver
01/11/18	1 each	Electronic & Hard-Copy (USPS)	John Ufford, Prep. Training Manager, WA State EMD
01/11/18	1 each	Electronic	Jeff Scott, Exec. VP, UW John Chapman, Acting FS AVP Clayton Brainerd, UW Resilience Work Group Chair Andy Ward, UW-IT BC Manager Megan Levy, UWEM BARC Manager
2/6/2019	1 each	Electronic	Alysha Kaplan, Washington State Emergency Management Department

## **V. PURPOSE, SCOPE, SITUATIONS, AND ASSUMPTIONS**

### **A. PURPOSE**

The Continuity of Operations (COOP) Framework establishes the policy, overall structure and guidance to ensure internal operational resiliency and recovery of mission-critical University activities and services. The University of Washington's mission is the preservation, advancement, and dissemination of knowledge. To accomplish this mission, the University of Washington must ensure its operations are performed efficiently with minimal disruption, especially during a disaster or emergency. This document provides planning and program guidance for implementing the University of Washington Continuity Framework to ensure the organization is capable of conducting its essential missions and functions under all threats and conditions. While the severity and consequences of an emergency cannot be predicted, effective contingency planning can minimize the impact on the University of Washington mission, personnel, and facilities.

The overall purpose of continuity planning is to ensure the continuity of the essential functions under all conditions. The current changing threat environment and recent national and international emergencies, including acts of nature, accidents, technological emergencies, and military or terrorist attack-related incidents, have increased the need for viable continuity capabilities and plans that enable organizations to continue essential functions in an all-hazards environment and across a spectrum of emergencies.

### **B. SCOPE**

This COOP acts as an enterprise-wide framework to maintain and/or resume the functions, operations, and resources of the University of Washington in the event normal operations at any facility are disrupted or threatened with disruption. This plan applies to all University of Washington personnel and facilities.

The UW campus at Seattle, UW Bothell, UW Tacoma, UW Medicine and research facilities across the state of Washington and the United States are included within the scope of this document. International locations and vessels at sea are not included within the scope of this document.

This plan may reference, but will not detail, the following planning elements as they are managed different programs and supported by other plans:

- Coordination of all IT-related disaster recovery planning shall be considered the primary responsibility of UW Information Technology (UW-IT).
- Evacuation planning for individual buildings shall be considered the primary responsibility of UW Environmental Health and Safety (EH&S).
- Campus evacuation planning and all general emergency management and disaster planning (prevention, preparation, mitigation, response, and recovery) shall be considered the primary responsibility of UW Emergency Management (UWEM). These plans are standalone and separate from this plan.
- Crisis communications and emergency alert public notifications shall be considered the primary responsibility of the UW Crisis Communications Team. The Crisis Communications plan is owned by UWEM. The UW Alert communication platform is managed by UW-IT.
- Residents Hall emergency operation plans for emergency or disaster conditions shall be considered the primary responsibility of the UW Housing and Food Services (HFS) Department within the Division of Student Life.
- Care for research animals and continuity of animal research will be the responsibility of the UW Department of Comparative Medicine (DCM).
- All international activities relating to the University shall be considered the primary responsibility of the Office of Global Affairs, including study abroad and global travel programs. This does not exempt these units from the requirement under APS 13.2 to complete continuity plans in [HuskyReady](#).
- Business continuity plans for individual colleges/departments/units are the responsibility of the individual colleges/departments/units. They are developed, reviewed, and managed with support from UW Emergency Management's [Business, Academic, and Research Continuity \(BARC\) program](#). Annex E provides a list and status of individual colleges/departments/units continuity plans.



## C. SITUATION OVERVIEW

A variety of hazards can disrupt the university's regular activities. The University of Washington takes an all-hazards approach to continuity planning to ensure plans are scalable no matter the cause of business disruption. The goal of continuity is to sustain operations and minimize interruption to the university's operations no matter the hazard.

Further, continuity planning should be based on the assumption that organizations will not receive warning of an impending emergency. For this reason, risk assessments are essential to the development of COOP procedures. In developing this report, we have referred to the Enterprise Risk Management Report for 2013-2014<sup>6</sup> and the 2003 Hazard Identification and Vulnerability Assessment<sup>7</sup>. An updated risk management assessment is expected in 2019 and an update to the HIVA expected in 2020.

## D. PLANNING ASSUMPTIONS

The development of this framework and the college/department/unit ("department") level continuity plans are predicated on the following assumptions and planning considerations:

- University of Washington facilities and locations have unique needs and risks and may be affected differently by a regional emergency. This document is meant as a framework under which individual department plans can be developed to meet these needs.
- University facilities must be maintained at a high-level of readiness.
- The institutional and operational knowledge required for effective continuity planning is found deep within an organization, making departments best-equipped to develop their own continuity plans.
- Departments must be capable of implementing continuity plans, both with and without warning.
- Plans must be implemented within 12 hours of activation.

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<sup>6</sup> University of Washington Enterprise Risk Management 2013-2014 Annual Report  
<http://finance.uw.edu/sites/default/files/erm/2013-2014-erm-annual-report.pdf>

<sup>7</sup> University of Washington Hazard Identification and Vulnerability Assessment, 2003.  
<https://www.washington.edu/uwem/files/2014/10/HIVA.pdf>

- Plans must account for at least 30-days of sustained interruption of operations.
- Significant support may take a week to weeks to arrive. Damage to campus and regional infrastructure may impair the capacity to coordinate response.
- Campus population and activity varies at different times of the day, week, and year, but many critical functions must continue regardless of calendar or campus population.
- Emergency functions performed by individuals and departments will generally parallel their normal day-to-day functions, though personnel may be reassigned as needed. Non-critical university functions may be suspended or operate in a diminished state.
- Where the final decision is granted the University President or his or her designee, decision making is assumed to be the responsibility of the UW's Emergency Policy Council, per the university's [Comprehensive Emergency Management Plan](#) (2017).
- This COOP should be considered a living document. The document will be reviewed quarterly by the University of Washington BARC program manager and every biennium by plan approvers.

## **E. OBJECTIVES**

The University of Washington continuity objectives are listed below:

1. Reduce the loss of life and minimize property damage and loss.
2. Ensure the continuous performance of essential functions and operations during an emergency or other disruptive event.
3. Execute a successful order of succession with accompanying authorities in the event a disruption renders that organization's leadership unable, unavailable, or incapable of assuming and performing their authorities and responsibilities of office.
4. Reduce or mitigate disruptions to operations.
5. Protect essential facilities, equipment, records, and other assets, in the event of a disruption.
6. Achieve the organization's timely and orderly recovery and reconstitution from an emergency.
7. Facilitate decision making for execution of the plan.

## F. SECURITY AND PRIVACY STATEMENT

This document is for official use only.

The University of Washington office of Emergency Management (UWEM) will own this document. UWEM will distribute copies of the COOP on a need to know basis. In addition, copies of the Plan will be distributed to other organizations as necessary to promote information sharing and facilitate a coordinated inter-organization continuity effort. Electronic copies and distribution is the primary method to meet the university's sustainability goals.

UWEM will distribute updated versions of the Continuity Plan annually or as critical changes occur.

## VI. CONCEPT OF OPERATIONS

### A. PHASE I: READINESS AND PREPAREDNESS

The University of Washington readiness and preparedness encompasses the full range of activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to and recover from emergencies/disasters. Preparedness in the context of this plan consists of almost any pre-disaster action that will improve the ability of stakeholders to maintain or resume operations, or to mitigate impacts to operations from hazard events.

The University will validate its level of continuity readiness through participation in internal and external drills and exercises. Exercise outcomes will be documented and used in a continuous continuity planning cycle. Both the enterprise-wide COOP framework and department continuity plans should be regularly reviewed and refreshed using the business continuity lifecycle.



Recognizing that University operations cannot resume without staff, the University of Washington places a high-value on personal preparedness. Personnel will prepare for a continuity event and plan in advance for what to do in an emergency. Personnel should develop a Family Support Plan to increase personal and family preparedness. The [www.ready.gov](http://www.ready.gov) website provides guidance for developing a Family Support Plan and includes a "Get

Ready Now” pamphlet that explains the importance of planning and provides a template that can be tailored to meet family-specific planning requirements. UWEM provides regular and as-requested personal preparedness training, workshops and classes to UW students, faculty and staff to promote this core activity.

The University of Washington has developed [UW Alert](#) to disseminate official information via email, text messages, telephones, loudspeakers, website banners and other means to keep the campus community informed during emergencies and situations that might disrupt normal operations. This is an opt-in system, and all staff, faculty, and individuals who spend significant time on campus are encouraged to sign up.

The University has provided resources to ensure preparedness on campus and at home through the UW Safety Portal found at <http://www.washington.edu/safety/>.

## **B. PHASE II: ACTIVATION AND RELOCATION**

Continuity plans may be implemented in the event of a significant disruption of university operations. An business, academic, or research emergency declaration can be made by the unit director, department head, dean, vice president/provost, the unit’s most senior administrative official, or a designated appointee in the absence of the other individuals.

University-wide declaration can only be made by the University President or his or her designee.

Upon declaration of a business, academic, research disruption, or emergency and activation of the continuity of operations plan, the unit director, department head, dean, vice president/ provost, most senior administrative official, or designated appointee will immediately notify UWEM<sup>8</sup>. UWEM will inform the Emergency Policy Committee and its members.

Following the declaration, the department should implement its continuity plans. In the event of a university-wide declaration, or declaration at any University campus, this framework will be implemented in combination with department plans. In the event of a continuity scenario, regardless of scale,

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<sup>8</sup> APS 13.2, Section 4-B, <http://www.washington.edu/admin/rules/policies/APS/13.02.html>

Emergency Management will bring together the impacted stakeholders and coordinate a mitigation plan. **Decision Process**

Based on the type and severity of the emergency situation, the University of Washington Continuity Plan may be activated by one of the following methods:

- 1) For any significant disruption of business, academic, or research operations, a department may activate its continuity of operations plan. This may be done by the unit director, department head, dean, vice president/provost, most senior administrative official, or a designated appointee in the absence of the other individuals
- 2) University- or enterprise-wide activation can only be made by the University President or his or her designee

The two activations may happen simultaneously. In the event of a university- or enterprise-wide activation, departments should review the need to activate their plans if they haven't already. Departments can activate their plans if operations are interrupted, without waiting for a .

The COOP framework and department-specific plans should be scalable and written with an all-hazards approach for addressing events of any nature that may occur during work or non-work hours. Continuity plan activation will not be required for all emergencies or disruptions, since other actions may be more appropriate.

The decision to activate the University of Washington COOP framework will be tailored for the situation and based on projected or actual operational impact. Though many disruptions will occur without warning, the COOP may be activated before an event for which there is forewarning to minimize disruption.

As the decision authority, the University President will be kept informed of the threat environment using all available means, including, but not limited to, the University of Washington Joint Information Center (JIC), regional notification systems, local operations, state and local emergency management, state and local law enforcement, and state and local reporting channels and news media. The University President will evaluate all available information relating to:

- 1) Direction and guidance from higher authorities
- 2) The health and safety of personnel
- 3) The ability to execute essential functions

- 4) Changes in threat advisories
- 5) Intelligence reports
- 6) The potential or actual effects on communications systems, information systems, office facilities, and other vital equipment
- 7) The expected duration of the emergency situation
- 8) Recommendations of UWEM

### **Alert and Notification Procedures**

The University of Washington maintains plans and procedures for communicating and coordinating activities with personnel before, during, and after a continuity event.

The UW's crisis communication plan<sup>9</sup> provides guidelines for communicating with the university community and to the media and the public in the event of an emergency. This plan maintained by a university-wide team from over eight departments to ensure that it is tested and updated on a regular basis.

Upon the decision to activate the Continuity framework, the office of the University President or the decision maker of each individual department will contact UW Emergency Management. As needed, UWEM will convene the crisis communications team, per the crisis communication plan, to determine audience, messaging and methods for disseminating key information.

Each department is responsible for non-emergency communications or department-specific communications. The crisis communications team will support public and large-scale messaging.

In the event the system used for crisis communications is unavailable, communications can be disseminated via:

- 800 MHZ Radios
- 2-way radios
- Landlines
- Cell phones
- Email
- Internet
- Door to door visits to classrooms, offices and student housing

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<sup>9</sup> University of Washington Crisis Communications Plan, October 13, 2017

<https://www.washington.edu/uwem/files/2017/10/Crisis-Communications-Plan-Final-Oct-2017.pdf>

## Relocation Process

Upon activation of the COOP framework, the University of Washington will continue to operate at its primary operating facility until ordered to cease operations by the Emergency Policy Council (EPC)<sup>10</sup> or if use of the facility presents a known or suspected risk to student, faculty, or staff safety. At that time, essential department functions will transfer to the department's continuity (or back-up) facility/facilities.

Each unit is responsible for designating alternative locations for operations in the event the primary workspace is not available. This planning will occur in cooperation with Capital Planning and Space Management,, UW Real Estate Office, UWEM, and other appropriate units as agreed upon<sup>11</sup>.

The decision to relocate the EPC will be made by the University President in consultation with the Emergency Operations Plan (EOP), UWEM and UW Facilities. Depending on the nature of the event, the team may relocate to 1) another University of Washington campus, 2) a UW medicine location, 3) an alternate University of Washington property or 4) a property not owned by the University.

### C. PHASE III: CONTINUITY OPERATIONS

In the immediate aftermath of a significant disruption to university operations, departments will begin implementing department continuity plans in part or in full as determined by the department director, department head, dean, vice president/provost, most senior administrative official, or a designated appointee in the absence of the other individuals. The University President and EPC may choose to activate the University- and/or enterprise-wide continuity plans. Departments do not need to wait for an activation directive from the University if individual department operations are interrupted.

Initial coordination of university and/or enterprise-wide continuity activities is the responsibility of UW Emergency Management and the Emergency Operations Center (EOC) using the same incident command structure used in

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<sup>10</sup> University of Washington Comprehensive Emergency Management Plan (CEMP), 2017, Section 1, Page 15 <https://www.washington.edu/uwem/files/2017/03/2017-CEMP-Master-Public-Plan-v.21.pdf>

<sup>11</sup> APS 13.2 Section 3, part A, #3 <http://www.washington.edu/admin/rules/policies/APS/13.02.html>

incident response. Major decision-making power remains with the Office of the President and his or her designees.

Continuity activities in each department will be coordinated by the department as outlined in the department's continuity plan. UWEM will support departments in the implementation of their COOP plans.

Responsibility for coordination of continuity of operations activities is assigned to the EOC, either virtually or in person at *Level 2* or *Level 1* activations<sup>12</sup>. As needs dictate, coordination may shift to recurring in-person or virtual meetings, planned and conducted by individual departments. Each department is expected to coordinate its own internal continuity programs, but may request support from the UW EOC.

### **Priorities**

As response to an incident begins to transition to continuity of operations activities, the following immediate priorities should inform decision-making:

1. Life safety and health;
2. Protection of University property, including facilities, research materials, and intellectual property;
3. Environmental protection; and
4. Restoration of essential functions, including necessary dependencies (e.g. utilities)

Coordination of appropriate stakeholders extends across all priorities and phases of an incident as lead by UWEM.

As response operations conclude, the focus shifts to continuity and recovering the essential functions of the University. Owing to the complexity of institutions of higher education; the administrative, geographic, and functional complexity of the University of Washington system; and the diverse impact of hazards to the University and region, the order for continuation and/or resumption of business activities cannot be pre-determined. Departments should not wait for a directive from the EPC to begin restoration of operations.

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<sup>12</sup> University of Washington Comprehensive Emergency Management Plan (CEMP), 2017, Section 1, Page 14  
<https://www.washington.edu/uwem/files/2017/03/2017-CEMP-Master-Public-Plan-v.21.pdf>



For recovery and resource allocation, the Emergency Policy Council weighs the following factors for priority setting. These elements will be weighted by the EPC based on the type, impact, and severity of an event:

- Patient care, including hospital and clinic locations, and student health services
- Life safety of on campus residents
- Support of departments with approved continuity plans
- Role in supporting communications, critical systems, and distance collaboration (e.g. Canvas).
- Laboratory research, particularly processes that need to be stabilized to reduce hazards, or for the preservation of stored materials that are unique, rare, or extremely valuable; and the care of specimens in animal vivaria (which have their own disaster plans).
- Administrative functions, particularly those required for staff safety and retention (e.g. payroll operations).
- High-priority courses, interruption of which would most threaten the progress of students and integrity of the curriculum, including courses that are 1) large enrollment, 2) a core requirement for a major, 3) part of a sequence, or 4) pre-professional courses (e.g. health professions)
- Courses that can be easily conducted remotely (e.g. via Canvas) or at available alternate facilities.
- Operations that if not resumed present serious financial risk to the institution.

#### **D. PHASE IV: RECONSTITUTION OPERATIONS**

As soon as possible (within 24-hours) of an emergency relocation, the following teams will initiate and coordinate operations to salvage, restore, and recover the University of Washington's primary operating facility/facilities after receiving approval from the appropriate State and local law enforcement and emergency services agencies:

- The Emergency Policy Council (EPC) shall be the decision making body regarding University- and enterprise-wide relocation and return to operations.
- University of Washington campus facility restoration will happen in partnership with Facility Services, Engineering Services (ATC-20 Team), the EH&S Pre-Entry Assessment Team (PEAT), and the Health Sciences

Re-Entry Assessment Team (RAT), which manages animal subject assessment.

- UW Emergency Management will serve as the point of contact and convening body for reconstitution teams from individual units and the EPC.
- Each University of Washington unit will designate a reconstitution point-of-contact (POC) to provide UWEM updates on developments regarding reconstitution. Units will provide names of reconstitution POCs to the Director of UW Emergency Management within 48 hours of the Continuity Plan activation.

During continuity of operations, departments may seek information on building status from UW Alert, the UW building coordinator network, the UW Facilities Customer Care team, and the UW EOC. In the event operations can't resume at the usual business site, departments will resume operations at the predetermined back up facility. Long-term facility decisions, including repair or reassignment, will be made in conjunction with Capital Planning and Space Management and Real Estate.

Reconstitution will commence when the University President, his or her designee, the unit director, department head, dean, vice president/provost, most senior administrative official or other authorized person ascertains that the emergency situation has ended and is unlikely to reoccur. These reconstitution plans are viable regardless of the level of disruption that originally prompted implementation of the Continuity Plan.

Once the departments receive the directive to resume operations, the authorities for each department must determine the facility to use for long-term operations. Decision-makers may choose to:

- Continue to operate from the continuity facility;
- Reconstitute the department's operating facility and begin an orderly return to the facility;
- Begin to establish a reconstituted department in another facility or at another designated location; or
- Establish remote work-from-home operations if workload and regional infrastructure allow.

Before returning to the primary operating facility or setting up at an alternate facility, Facilities, UW Police and Environmental Health & Safety will conduct appropriate security, safety, and health assessments as appropriate. In addition, UW-IT will verify that all systems, communications, and other required capabilities are available and operational and that the University of Washington and/or the individual department is fully capable of accomplishing all essential functions and operations at the new or restored facility. All recovery teams will be coordinated through the EOC.

Upon a decision by the University President or other authorized person that the affected facilities can be reoccupied or that operations will be reestablished in a different facility:

- Capital Planning and Space management will assist in space allocation of existing owned and leased properties.
- The Crisis Communications Team will notify all personnel that the emergency or threat of emergency has passed and actions required of personnel in the reconstitution process using UW Alert.
- The Office of Real Estate will coordinate with units to lease office space for reconstitution, if there is no sufficient existing space
- Each unit is responsible for developing procedures, as necessary, for restructuring staff based on its own continuity plan.
- UWEM will provide coordinating support and record keeping of reconstitution activities.

University of Washington units will continue to operate at continuity facilities until ordered to cease operations by the President, unit lead, or other authority as identified. At that time, essential functions will transfer to the primary operating facility. Units should return to work in primary operating facilities within of 48-hours of receiving notice that facilities are available.

The responsibility for identifying and managing vital records prior to an event falls to the individual departments. The Office of Records Management Services will support University of Washington Seattle, Tacoma, and Bothell campus departments in identifying and managing vital records. In the event the enterprise-wide COOP or individual department continuity plans are activated, Records Management Services will lead efforts to effectively transition or recover vital records and databases, as well as other records that had not been designated as vital records. The office can be contacted at **206-**

**543-7950.** A vital records emergency management framework is in development and expected to be finalized in 2019.

UW Medicine Records Management Services will identify any UW Medicine records affected by the incident per UW Medicine policy and Washington state law. UW Medicine Records Management Services will lead efforts to effectively transition or recover vital records and databases, as well as other records that not been designated as vital records. The office can be contacted at **206-598-2242**.

UW's Integrated Services Center will lead restoration of payroll management. Development of the payroll continuity plan is in process, anticipated in late 2020. Campus Human Resources can be reached at **206-543-2354**. HR for UW Medical Center can be reached at **206-598-6116**. Harborview Medical Center HR operations can be reached at **206-744-9220**.

UW's Risk Services Department will maintain the process for receiving and processing employee claims during the continuity event, including processing human capital claims (such as, Workers' Compensation, compensation for injuries, overtime pay, etc...) and replacing lost or broken equipment. The claims are handled by the State of Washington Labor and Industries. The Workers' Compensation continuity guidelines can be found in Annex A. Risk Services can be reached at **206-543-3657**.

The University of Washington will conduct an After Action Review (AAR) once all operations are restored in the primary operating facility/facilities or in a new primary operating facility/facilities. UW Emergency Management is responsible for initiating and completing the AAR and all affected departments within University of Washington will have the opportunity to provide input to the report. The AAR will address the effectiveness of the continuity plans and procedures, identify areas for improvement, document these in the University of Washington corrective action program (CAP), and then develop a remedial action plan as soon as possible after the reconstitution. UWEM is responsible for documenting areas for improvement in the CAP and developing a remedial action plan. In addition, the AAR will identify which, if any, records were affected by the incident, and will work with departments with the support of UW Records Management Services and UW Medicine Records Management Services to ensure an effective transition or recovery of vital records and databases and other records that had not been designated as vital records. AAR and CAP documentation are maintained by the UWEM and are found at

the UWEM offices in UW Tower, 4333 Brooklyn Avenue, NE, Suite C-140, Seattle, WA 98105. UWEM can be reached at **206-897-8000**.

## VII. SUCCESSION OF LEADERSHIP

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the event an incumbent is incapable or unavailable to fulfill essential duties, successors have been identified to ensure there is no lapse in essential decision-making authority. In the event of a COOP activation, the University of Washington has identified successors for the positions of President, Chancellor of UW Tacoma, Chancellor of UW Bothell, CEO of UW Medicine, the Board of Regents, and UW Emergency Management. Each unit should identify lines of succession as part of its own business continuity plan.

The University of Washington's orders of succession are:

- At least three positions deep, where possible, ensuring sufficient depth to ensure the University of Washington's ability to manage and direct its essential functions and operations
- Described by positions or titles, rather than by names of individuals holding those offices

### Order of Succession

Position	Designated Successors	Authority
President of the University <sup>13</sup>	<ol style="list-style-type: none"> <li>1. Provost and Executive Vice President</li> <li>2. Executive Vice President for Finance and Administration</li> <li>3. Vice President for Student Life</li> <li>4. Vice Provost and Dean of Undergraduate Affairs</li> </ol>	University of Washington Presidential Orders, Administrative Order No. 2, Civil Disorders, Sec 1, University of Washington, Seattle Campus
Chancellor for UW Tacoma	<ol style="list-style-type: none"> <li>1. Executive Vice Chancellor for Academic Affairs</li> </ol>	University of Washington

<sup>13</sup> University of Washington Presidential Orders, Administrative Order No. 2  
<http://www.washington.edu/admin/rules/policies/PO/AO2.html>

Position	Designated Successors	Authority
	2. Vice Chancellor for Finance and Administration	Presidential Orders, Administrative Order No. 2, Civil Disorders, Sec 2, University of Washington, Bothell or University of Washington, Tacoma Campuses
	3. Vice Chancellor for Student and Enrollment Services	
Chancellor for UW Bothell	1. Vice Chancellor for Academic Affairs	University of Washington Presidential Orders, Administrative Order No. 2, Civil Disorders, Sec 2, University of Washington, Bothell or University of Washington, Tacoma Campuses
	2. Vice Chancellor for Administration Planning	
	3. Vice Chancellor for Advancement and External Relations	
CEO, UW Medicine	1. President of the University	Responsibilities revert up to the President and follow chain of succession from there, per rules of the Office of the CEO of UW Medicine
Board of Regents	1. President of the University	Board of Regents Governance, Standing Orders, Chapter 1
	2. Provost and Executive Vice President	
	3. Executive Vice President for Finance and Administration	
UW Emergency Management	1. Business, Academic, and Research Continuity Manager, UW Emergency Management	Annex I
	2. Emergency Preparedness Manager, UW Bothell	

Position	Designated Successors	Authority
	3. Campus Safety & Security Director, UW Tacoma	

In the event of a change in leadership status, the University of Washington must notify the successors, as well as internal and external stakeholders. In the event the University of Washington leadership becomes unreachable or incapable of performing their authorized legal duties, roles, and responsibilities, the affected office will initiate a notification of the next successor in line. The University of Washington News will lead notification of external and media stakeholders.

### **VIII. DISASTER INTELLIGENCE**

During a continuity event, the University of Washington will require the collection and dissemination of critical information. While specific incidents may create additional or specialized reporting requirements, the following table lists examples of the information to collect and report regardless of incident type.

Information Element	Specific Requirement	Responsible Element	Deliverables	When Needed
Personnel Accountability	Account for status of all personnel  Accou	Human Resources	Reports  Briefings	No later than 6 hours after plan activation than Status updates hourly following Plan activation
Operational Status	Percent of personnel arrived at site  Ability to conduct each essential function	Continuity Manager  Department Representatives	Situation briefings  Situation reports	No later than 6 hours after plan activation, then hourly
Hazard Information	Threat details specific to the continuity facility	ATC20, EH&S	Situation briefings  Situation reports	Two times per day at shift change



## **IX. BUDGETING AND ACQUISITION OF RESOURCES**

Those resources and capabilities essential to continuity operations will often mirror the everyday needs of the University of Washington and each individual department. Departments will support their continuity expenses using their existing budgets, until and unless need surpasses resources.

Financial and resource needs that surpass the resources of a department or cannot be approved under existing University of Washington policy can be made through the Department's Vice President's office, or in the event the EOC is activated, through the Finance and Administration Section of the UW Emergency Operations Center.

For those contracts vital to the support of organization essential functions, the University of Washington has ensured contractor statements of work include the provision to provide staffing, services, and resources during emergency conditions. During an emergency situation, the Procurement Office, or its EOC representative, is responsible for oversight and handling of emergency work by contractors.

## **X. PLAN DEVELOPMENT AND MAINTENANCE**

UW Emergency Management is responsible for maintaining the University of Washington Continuity Plan.

The Continuity Plan will be reviewed in full by UWEM and updated annually from the date of publication as part of the maintenance of continuity plans and procedures. In addition, the plan will be updated or modified when there are significant organizational, procedural changes, or other events that impact continuity processes or procedures. Comments or suggestions for improving this plan may be provided to UWEM.

Each plan will be retained until superseded and for six years after.

## **XI. Test, Training, and Exercises**

The testing, training, and exercising of continuity capabilities is essential to demonstrating, assessing, and improving the University of Washington's ability to execute the continuity program, plans, and procedures.

- Training familiarizes continuity personnel with their roles and responsibilities in support of the performance of an organization's essential functions during a continuity event.
- Tests and exercises serve to assess, validate, or identify for subsequent correction, all components of continuity plans, policies, procedures, systems, and facilities used in response to a continuity event. Periodic testing also ensures that equipment and procedures are kept in a constant state of readiness.

Please refer to the University of Washington Training and Exercise Plan (Plan is in development to be finalized in late 2020).

The University of Washington formally documents and reports all conducted continuity TT&E events, including the event date, type, and participants. Documentation also includes test results, feedback forms, participant questionnaires, and other documents resulting from the event. Continuity TT&E documentation for the University of Washington is managed by the Plans, Training and Exercise Manager for UW Emergency Management. UW Emergency Management can be reached at **206-897-8000**.

## Annex A: Delegation of Authority for UW Emergency Management

**DATE:** December 10, 2018

**RE:** Delegation of authority and succession for the Director, UW Emergency Management (UWEM)

### Purpose

This is a delegation of authority for the continuity of critical functions through the orderly succession of leadership at the University of Washington for the position of the **Director, UW Emergency Management (UWEM)** in the event of the inability of the Director to act during a disaster, national security emergency or shift to continuity of operations plans due to absence, vacancy in the office, or other incapacity.

### Delegation

I hereby delegate authority to the following individuals, in the order listed below, to perform the duties of the position **Director, UW Emergency Management** to maintain continuity of operations in case of my absence, inability to perform, or vacancy of the office, and until that condition ceases.

1. Megan Levy, BARC Program Manager
2. Darren Branum, Emergency Preparedness Manager (UW-Bothell)
3. Susan Wagshul-Golden, Director, Campus Safety & Security (UW-Tacoma)

During an emergency or continuity of operations the successors named above may fulfill the duties of my office except for issues related to personnel and/or human resource decisions. These responsibilities will be passed to the oversight of the Vice President of UW Facilities.

Eligibility for succession to the Office of the UWEM Director shall be limited to officially assigned incumbents of the positions listed in the order of succession, above. Only officials specifically designated in the approved order of succession are eligible. If a person appointed on an acting basis, or on some other temporary basis, is ineligible to serve as a successor; the order of succession would fall to the next designated official in the approved order of succession.

This delegation of authority will be maintained as part of the UWEM continuity of operations plan, to be reviewed annually, and will remain in effect from the date signed until superseded.



Steven J. Charvat, CEM  
Director  
UW Emergency Management

## ANNEX A. GLOSSARY

**Activation** – Once a continuity of operations plan has been implemented, whether in whole or in part, it is considered “activated.”

**Organization Head** – The highest-ranking official of the primary occupant organization, or a successor or designee who has been selected by that official.

**All-Hazards** – The spectrum of all types of hazards including accidents, technological events, natural disasters, terrorist attacks, warfare, and chemical, biological including pandemic influenza, radiological, nuclear, or explosive events.

**Alternate Facilities** – Locations, other than the primary facility, used to carry out essential functions, particularly in a continuity event. “Alternate facilities” refers to not only other locations, but also nontraditional options such as working at home (teleworking), telecommuting, and mobile-office concepts.

**Business Impact Analysis (BIA)** – A method of identifying the effects of failing to perform a function or requirement.

**Business Process Analysis (BPA)** – A method of examining, identifying, and mapping the functional processes, workflows, activities, personnel expertise, systems, data, and facilities inherent in the execution of a function or requirement.

**Communications** – Voice, video, and data capabilities that enable the leadership and staff to conduct the mission essential functions of the organization. Robust communications help ensure that the leadership receives coordinated, integrated policy and operational advice and recommendations and will provide the ability for governments and the private sector to communicate internally and with other entities (including with other Federal agencies, State, territorial, tribal, and local governments, and the private sector) as necessary to perform their Mission Essential Functions (MEFs).

**Continuity** – An uninterrupted ability to provide services and support, while maintaining organizational viability, before, during, and after an event.

**Continuity Facilities** – Locations, other than the primary facility, used to carry out essential functions, particularly in a continuity situation. “Continuity facilities” refers to not only other locations, but also

nontraditional options such as working at home (teleworking), telecommuting, and mobile-office concepts.

**Continuity of Operations** – An effort within individual agencies to ensure they can continue to perform their Mission Essential Functions and Primary Mission Essential Functions during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.

**Continuity Event** – Any event that causes an agency to relocate its operations to an alternate or other continuity site to assure continuance of its essential functions.

**Continuity Personnel** – Those personnel, both senior and core, who provide the leadership advice, recommendations, and functional support necessary to continue essential operations

**Corrective Action Program** – An organized method to document and track improvement actions for a program. The Corrective Action Program (CAP) system is a web-based tool that enables Federal, State, and local emergency response and homeland security officials to develop, prioritize, track, and analyze corrective actions following exercises or real world incidents. Users may enter data from a finalized After Action Report/Improvement Plan, track the progress of corrective action implementation, and analyze and report on trends in improvement plans.

**Delegation of Authority** – Identification, by position, of the authorities for making policy determinations and decisions at headquarters, field levels, and all other organizational locations. Generally, pre-determined delegations of authority will take effect when normal channels of direction have been disrupted and will lapse when these channels have been reestablished.

**Department** – Shorthand for any department, office, college, unit, payroll group, or other entity at the University of Washington that has been identified by the University of Washington as requiring a continuity of operations plan.

**Devolution** – The capability to transfer statutory authority and responsibility for essential functions from an agency's primary operating staff and facilities to other agency employees and facilities, and to sustain that operational capability for an extended period.

**Essential Functions** – The critical activities performed by organizations, especially after a disruption of normal activities. There are three categories of essential functions: National Essential Functions, Primary Mission Essential Functions, and Mission Essential Functions.

**Facilities** – Locations where an organization’s leadership and staff operate. Leadership and staff may be co-located in one facility or dispersed across many locations and connected by communications systems. Facilities must be able to provide staff with survivable protection and must enable continued and endurable operations.

**Interoperable Communications** – Communications that provide the capability to perform essential functions, in conjunction with other organizations/entities, under all conditions.

**Leadership** – The senior decision makers who have been elected (e.g., the President, State governors) or designated to head a branch of government or other organization.

**Memorandum of Agreement/Memorandum of Understanding** – Written agreement between departments/agencies that require specific goods or services to be furnished or tasks to be accomplished by one organization in support of the other.

**Mission Essential Functions** – The limited set of agency-level government functions that must be continued throughout, or resumed rapidly after, a disruption of normal activities.

**Orders of Succession** – Provisions for the assumption by individuals of organization senior leadership positions during an emergency in the event that any of those officials are unavailable to execute their legal duties.

**Primary Operating Facility** – The site of an organization’s normal, day-to-day operations; the location where the employee usually goes to work.

**Reconstitution** – The process by which surviving and/or replacement organization personnel resume normal operations from the original or replacement primary operating facility.

**Risk Analysis** – The process by which risks are identified and evaluated.

**Risk Assessment** – The identification and assessment of hazards.

**Risk Management** – The process of identifying, controlling, and minimizing the impact of events whose consequences are or may be unknown, or events that are fraught with uncertainty.

**Telework** – The ability to work at a location other than the official duty station to perform work or emergency duties. This may include, but is not limited to, using portable computers, personal computers, high-speed telecommunications links, and mobile communications devices.

**Testing, Training, and Exercises** – Measures to ensure that an agency's continuity plan is capable of supporting the continued execution of the agency's essential functions throughout the duration of a continuity situation.

**Virtual Offices** – An environment where employees are not collocated and rely exclusively on information technologies to interact and conduct their work across distance from multiple geographic locations.

**Vital Records** – A Vital Record is recorded information, regardless of format (i.e., paper, photo, database, magnetic tape), that must be protected in the event of an emergency or disaster because of severe consequences to the office and the University as a whole if the record is lost or destroyed. Vital records are records that will be needed in anywhere from a few minutes to 24 hours after a disaster to get your office up and running again. They are records that, if lost or destroyed, would be both costly and time consuming to recreate - if they can be recreated at all. They can be active (currently used by the office) or inactive (in storage).

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## **ANNEX B. AUTHORITIES AND REFERENCES**

### **AUTHORITIES and REFERENCES:**

- 1) Revised Code of Washington 38.52.030
- 2) Directive by the Governor of Washington State 13-02
- 3) University of Washington Administrative Policy Statement 13.1
- 4) University of Washington Administrative Policy Statement 13.2
- 5) Directive 51/Homeland Security Presidential Directive 20, *National Continuity Policy*, dated May 9, 2007.
- 6) Continuity Guidance Circular 1, *Continuity Guidance for Non-Federal Entities (States, Territories, Tribal, and Local Government Jurisdictions and Private Sector Organizations)*, dated January 21, 2009.
- 7) Continuity Guidance Circular 2, *Continuity Guidance for Non-Federal Entities: Mission Essential Functions Identification Process (States, Territories, Tribes, and Local Government Jurisdictions)*, dated July 22, 2010.
- 8) FEMA Continuity of Operations Plan Template Instructions.
- 9) FEMA Continuity of Operations Plan Template.
- 10) FEMA Devolution Plan Template.
- 11) FEMA Comprehensive Preparedness Guide 101, *Developing and Maintaining State, Territorial, Tribal, and Local Government Emergency Plans*, dated March 2009.
- 12) University of Washington Enterprise Risk Management 2013-2014 Annual Report
- 13) University of Washington Hazard Identification and Vulnerability Assessment, 2003
- 14) University of Washington Comprehensive Emergency Management Plan (CEMP), 2017

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## ANNEX C. ACRONYMS

AAR	After-Action Report (or Review)
APS	Administrative Policy Statement
AVP	Associate Vice President
BARC	Business, Academic and Research Continuity
CEMP	Comprehensive Emergency Management Plan
CFR	Code of Federal Regulations
COOP	Continuity of Operations
DCM	Department of Comparative Medicine
DHS	Department of Homeland Security
ECC	Emergency Coordination Center
ECS	Emergency Communication System (aka “red phones”)
EH&S	Environmental Health and Safety Department
EM	Emergency Management
EMD	(State) Emergency Management Division
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ER	Emergency Room
EMP	Emergency Management Plan
EPC	Emergency Policy Council
ESF	Emergency Support Function
EVP	Executive Vice President
FEMA	Federal Emergency Management Agency
FS	Facilities Services
HFS	Housing and Food Services
HIVA	Hazard Identification and Vulnerability Assessment
HR	Human Resources
HMC	Harborview Medical Center
HSA	Health Sciences Administration
HVAC	Heating, Ventilation and Air-Conditioning
ICS	Incident Command System
JIC	Joint Information Center
NIMS	National Incident Management System
PDA	Preliminary Damage Assessment
POC	Point of Contact
PEAT	EH&S’s Pre-Entry Assessment Team
RAT	Re-Entry Assessment Team
RCW	Revised Code of Washington

SFD	Seattle Fire Department
SOP	Standard Operating Procedure
URC	Unit Response Center
UW	University of Washington
UW-B	University of Washington – Bothell (Campus)
UWEM	University of Washington Emergency Management
UW-IT	University of Washington Information Technology
UW-T	University of Washington – Tacoma (Campus)
UWM	University of Washington Medicine
UWMC	University of Washington Medical Center
UWPD	University of Washington Police Department
WAC	Washington Administrative Code

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## ANNEX D. NEXT STEPS

The University of Washington COOP Framework is a work in process. Initial work on the Framework commenced in 2017. The table below outlines the further work on the COOP and supporting plans the University of Washington will undertake in the process of creating as comprehensive a continuity program as possible.

Description of Next Step	Est Date of Completion
UW Risk Services to draft and finalize written plan for continuity of employee claims (e.g. worker's compensation, equipment replacement) during continuity operations.	Complete May 2018
UW Record Management Services to draft and finalize framework for departments to identify and maintain vital records, and outlining tools and steps for restoring vital records post-disaster	June 2019
UW Real Estate to draft and finalize a written plan for identifying and securing back up facilities both pre- and post-event	June 2019
UW Information Technology to integrate existing continuity plans and review COOP content to ensure it meets the requirements of IT related state laws, administrative policy, and other governing authorities.	Complete December 2018
UW Medicine to integrate existing continuity plans and review COOP content to ensure it meets the requirements of medical related state laws, administrative policy, and other governing authorities.	September 2020
Office of CEO, UW Medicine to identify lines of succession	Complete January 2019
Office of the Board of Regents to identify lines of succession	Complete December 2018
UW Human Resources to update continuity plans to reflect organization shift to Workday, and policy for payroll and timesheet approvals during a continuity event	June 2019
UW Procurement to draft and finalize policy on budgeting and acquisition of resources during a continuity event	June 2019
UW Emergency Management to draft and finalize training and exercise plan, to include continuity plans	September 2020
UW Emergency Management to update the Hazard Identification and Vulnerability Assessment	June 2021

## ANNEX D. LIST OF DEPARTMENT CONTINUITY PLANS

The department continuity plans below are included in this plan. Copies are stored by department in print editions and electronically, and can be accessed by UW Emergency Management electronically.

Location	Organization	Section	Department	Plan Created Date	Last Updated	Exercise Date
UW Bothell	Academic Affairs	Information Technologies		1/5/2017	6/6/2018	
UW Bothell	Academic Affairs	Office of Research	Center for Information Assurance and Cybersecurity	7/31/2013	7/23/2014	
UW Bothell	Academic Affairs	Undergraduate Learning		9/5/2018	11/28/2018	
UW Bothell	Activities & Recreation Center (UW Bothell / Cascadia College)			11/30/2017	8/24/2018	
UW Bothell	Advancement and External Relations			4/10/2018	4/10/2018	
UW Bothell	Planning & Administration	Campus Safety		8/22/2011	5/17/2018	
UW Bothell	Planning & Administration	External Events		10/17/2018	10/17/2018	
UW Bothell	Planning & Administration	Housing & Residential Life		12/6/2017	8/27/2018	
UW Bothell	Planning & Administration	Office of the Vice Chancellor for Planning & Administration		11/13/2018	11/13/2018	
UW Bothell	Planning & Administration	Physical Planning and Space Management		10/24/2018	10/24/2018	

UW Medicine	Chief Executive Officer (CEO), UW Medicine	Airlift Northwest		1/3/2012	9/21/2012
UW Medicine	Chief Executive Officer (CEO), UW Medicine	Dean's Office	Information Technology	2/25/2014	5/18/2018
UW Medicine	Chief Executive Officer (CEO), UW Medicine	Patient Financial Services		11/13/2012	3/10/2016
UW Medicine	Chief Executive Officer (CEO), UW Medicine	University of Washington Medical Center	Radiation Oncology Center	5/4/2016	5/4/2016
UW Medicine	Chief Executive Officer (CEO), UW Medicine	UW Medicine Information Technology	Security	6/22/2011	2/21/2013
UW Medicine	Chief Executive Officer (CEO), UW Medicine	UW Medicine Information Technology	Services	5/13/2016	2/27/2018
UW Medicine	Chief Executive Officer (CEO), UW Medicine	UW Physicians		3/4/2015	5/24/2018
UW Medicine	Chief Executive Officer (CEO), UW Medicine	Virginia Merrill Blodel Hearing Research Center	Phillips Lab	5/24/2012	5/18/2018
UW Medicine	Division of Metabolism, Endocrinology, and Nutrition	Institutes	Northwest Lipid Metabolism and Diabetes Research Laboratories (NWRL)	5/9/2014	5/29/2018
UW Medicine	Medical Affairs	Enterprise Revenue Cycle	Patient Access Services	8/27/2018	10/9/2018
UW Medicine	Medical Affairs	Enterprise Revenue Cycle	Records Management Services	6/25/2014	12/4/2018
UW Medicine	School of Medicine	Departments	Bioethics and Humanities	11/14/2011	6/19/2012
UW Medicine	School of Medicine	Departments	Comparative Medicine	5/12/2011	7/6/2018
UW Medicine	School of Medicine	Departments	Family Medicine	5/3/2016	5/4/2016



UW Medicine	School of Medicine	Departments	Genome Sciences	3/13/2013	5/21/2018
UW Medicine	School of Medicine	Departments	Global Health (with School of Public Health)	7/30/2012	1/12/2018
UW Medicine	School of Medicine	Departments	Laboratory Medicine	6/2/2011	6/2/2011
UW Medicine	School of Medicine	Departments	Microbiology	4/30/2011	11/2/2018
UW Medicine	School of Medicine	Departments	Neurological Surgery	1/10/2013	5/9/2013
UW Medicine	School of Medicine	Departments	Pathology	4/14/2014	5/21/2018
UW Medicine	School of Medicine	Departments	Pharmacology	6/25/2012	5/24/2018
UW Medicine	School of Medicine	Departments	Surgery	4/3/2012	4/3/2012
UW Medicine	School of Medicine	Office of Facilities		11/7/2011	5/21/2018
UW Seattle	College of Arts and Sciences	Departments, Divisions and Programs	Behavioral Research and Therapy Clinics (Dept. of Psychology)	9/14/2018	10/11/2018
UW Seattle	College of Arts and Sciences	Departments, Divisions and Programs	Psychology	5/1/2018	12/3/2018
UW Seattle	College of Arts and Sciences	Evans School of Public Policy & Governance		10/19/2016	3/7/2018
UW Seattle	College of Arts and Sciences	Museums and Performance Halls	Burke Museum of Natural History and Culture	9/22/2015	9/22/2015
UW Seattle	College of Arts and Sciences	Museums and Performance Halls	Henry Art Gallery	5/9/2018	5/9/2018
UW Seattle	College of Arts and Sciences	Museums and Performance Halls	Meany Hall for the Performing Arts	2/27/2018	5/3/2018

UW Seattle	College of Arts and Sciences	Selected Centers and Institutes	College of Arts and Sciences (CAS) Shared Services Center	7/5/2011	2/7/2018
UW Seattle	College of Arts and Sciences	Selected Centers and Institutes	Molecular Engineering and Sciences Institute	6/26/2018	6/26/2018
UW Seattle	College of Engineering	Dean's Office		3/26/2018	3/26/2018
UW Seattle	College of Engineering	Departments	Aeronautics and Astronautics	4/13/2018	4/13/2018
UW Seattle	College of Engineering	Departments	Bioengineering (with School of Medicine)	8/15/2012	6/26/2018
UW Seattle	College of Engineering	Departments	Chemical Engineering	4/13/2018	4/13/2018
UW Seattle	College of Engineering	Departments	Civil and Environmental Engineering	2/10/2016	5/31/2018
UW Seattle	College of Engineering	Departments	Computer Science and Engineering, Paul G. Allen School of	4/13/2018	4/13/2018
UW Seattle	College of Engineering	Departments	Electrical Engineering	4/13/2018	4/13/2018
UW Seattle	College of Engineering	Departments	Human-Centered Design and Engineering	2/25/2016	4/13/2018
UW Seattle	College of Engineering	Departments	Industrial and Systems Engineering	12/3/2015	12/3/2018
UW Seattle	College of Engineering	Departments	Materials Science and Engineering	4/13/2018	4/13/2018
UW Seattle	College of Engineering	Departments	Mechanical Engineering	4/13/2018	4/13/2018
UW Seattle	College of the Environment	Dean's Office		11/4/2015	6/11/2016
UW Seattle	College of the Environment	Interdisciplinary Centers, Institutes, Research	Climate Impacts Group	6/1/2015	10/26/2018

		Laboratories and Programs				
UW Seattle	College of the Environment	Interdisciplinary Centers, Institutes, Research Laboratories and Programs	Friday Harbor Laboratories	11/14/2011	12/5/2011	
UW Seattle	College of the Environment	Interdisciplinary Centers, Institutes, Research Laboratories and Programs	Joint Institute for the Study of the Atmosphere and Ocean (JISAO)	11/18/2015	11/18/2015	
UW Seattle	College of the Environment	Interdisciplinary Centers, Institutes, Research Laboratories and Programs	The Pacific Northwest Seismic Network	6/22/2011	7/22/2016	
UW Seattle	External Affairs	KUOW		2/12/2018	10/3/2018	12/3/2018
UW Seattle	Finance & Administration	Capital Planning & Development	Capital Planning & Space Management	2/15/2018	10/5/2018	
UW Seattle	Finance & Administration	Capital Planning & Development	Real Estate	2/15/2018	10/5/2018	
UW Seattle	Finance & Administration	Facilities	Associate Vice President	1/31/2013	7/30/2018	
UW Seattle	Finance & Administration	Facilities	Building Services Department	9/13/2012	11/15/2018	
UW Seattle	Finance & Administration	Facilities	Campus Engineering and Operations	6/2/2015	9/24/2018	9/24/2018
UW Seattle	Finance & Administration	Facilities	Emergency Management (UWEM)	4/16/2011	10/25/2018	12/3/2017
UW Seattle	Finance & Administration	Facilities	Facilities Employee Services	8/15/2012	9/24/2018	8/28/2018

UW Seattle	Finance & Administration	Facilities	Facilities Maintenance and Construction	2/11/2013	7/30/2018	
UW Seattle	Finance & Administration	Facilities	Finance and Business Services (FABS)	6/16/2012	8/27/2018	9/11/2018
UW Seattle	Finance & Administration	Facilities	Integrated Operations and Engagement	10/3/2012	7/30/2018	
UW Seattle	Finance & Administration	Facilities	Office of the VP of Facilities	10/22/2018	10/22/2018	
UW Seattle	Finance & Administration	Facilities	Power Plant	7/1/2015	8/27/2018	4/5/2018
UW Seattle	Finance & Administration	Facilities	Transportation Services	6/19/2012	10/31/2018	7/9/2018
UW Seattle	Finance & Administration	Finance	Banking and Accounting Operations	9/10/2018	10/24/2018	
UW Seattle	Finance & Administration	Finance	Creative Communications	9/19/2012	9/19/2018	
UW Seattle	Finance & Administration	Finance	Enterprise Services	5/14/2018	9/21/2018	
UW Seattle	Finance & Administration	Finance	Financial Reporting	10/29/2018	10/29/2018	
UW Seattle	Finance & Administration	Finance	Merchant Services	8/21/2018	10/29/2018	
UW Seattle	Finance & Administration	Finance	Office of the Controller	8/16/2011	10/31/2018	
UW Seattle	Finance & Administration	Finance	Office of Public Records and Open Public Meetings	9/11/2018	10/24/2018	
UW Seattle	Finance & Administration	Finance	Procurement Services	2/9/2012	10/29/2018	
UW Seattle	Finance & Administration	Finance	Records Management	10/21/2011	10/26/2018	
UW Seattle	Finance & Administration	Finance	Research Accounting & Analysis	9/14/2018	9/14/2018	
UW Seattle	Finance & Administration	Finance	Student Fiscal Services	6/5/2013	8/6/2018	
UW Seattle	Finance & Administration	Finance	Treasury	1/16/2015	11/26/2018	

UW Seattle	Finance & Administration	Human Resources	Payroll	5/2/2011	7/30/2018
UW Seattle	Finance & Administration	Human Resources		5/3/2018	10/31/2018
UW Seattle	Finance & Administration	Information Technology (UW- IT)		3/22/2011	9/26/2018
UW Seattle	Finance & Administration	Internal Audit		9/25/2018	9/25/2018
UW Seattle	Finance & Administration	Office of the Executive Vice President for Finance & Administration		4/27/2018	8/29/2018
UW Seattle	Finance & Administration	Strategic Consulting		8/31/2018	10/18/2019
UW Seattle	Foster School of Business	Dean's Office		11/20/2015	5/21/2018
UW Seattle	Foster School of Business	Master's Programs	Professional Accounting - Audit and Assurance	5/7/2018	5/7/2018
UW Seattle	Graduate School	Office of the Vice Provost and Dean of the Graduate School		6/25/2018	6/25/2018
UW Seattle	Health Sciences Administration	Academic Services and Facilities		8/2/2012	10/29/2018
UW Seattle	Health Sciences Administration	Alcohol and Drug Abuse Institute		10/1/2018	10/1/2018
UW Seattle	Health Sciences Administration	Center on Human Development and Disability	UW Autism Center	7/8/2016	9/20/2018
UW Seattle	Health Sciences Administration	Center on Human Development and Disability		8/16/2018	8/16/2018
UW Seattle	Health Sciences Administration	Environmental Health and Safety		8/19/2011	11/7/2018

UW Seattle	Health Sciences Administration	Health Sciences Administration	Center for Shared Services	8/8/2018	10/11/2018
UW Seattle	Health Sciences Administration	Health Sciences Administration		5/1/2018	11/1/2018
UW Seattle	Health Sciences Administration	Office of Animal Welfare (OAW)		6/21/2013	10/2/2018
UW Seattle	Health Sciences Administration	Washington National Primate Research Center	Arizona Breeding Colony	8/15/2012	11/27/2018
UW Seattle	Health Sciences Administration	Washington National Primate Research Center		9/2/2015	11/8/2018
UW Seattle	Institute for Health Metrics and Evaluations			12/12/2011	2/22/2018
UW Seattle	Provost and Executive Vice President	Compliance and Risk Services		12/5/2016	10/25/2018
UW Seattle	Provost and Executive Vice President	Enrollment Management	Enrollment Management	5/25/2017	5/31/2017
UW Seattle	Provost and Executive Vice President	Enrollment Management	Registrar	10/16/2013	12/9/2014
UW Seattle	Provost and Executive Vice President	Executive Vice Provost	Commuter and Transfer Commons (CTC)	10/19/2017	10/19/2017
UW Seattle	Provost and Executive Vice President	Global Affairs	Global Travel Security	7/17/2012	2/7/2018
UW Seattle	Provost and Executive Vice President	Office of Research	Applied Physics Laboratory	10/5/2011	2/27/2018
UW Seattle	Provost and Executive Vice President	Office of Research	Applied Physics Laboratory - Central Services	10/15/2018	11/27/2018

UW Seattle	Provost and Executive Vice President	Office of Research	Applied Physics Laboratory - Communication & Information Services	10/15/2018	10/15/2018
UW Seattle	Provost and Executive Vice President	Office of Research	Applied Physics Laboratory - Facilities	10/5/2011	10/15/2018
UW Seattle	Provost and Executive Vice President	Office of Research	Applied Physics Laboratory - Financial Management	10/5/2011	10/15/2018
UW Seattle	Provost and Executive Vice President	Office of Research	Applied Physics Laboratory - Grants and Contracts Administration	10/15/2018	10/15/2018
UW Seattle	Provost and Executive Vice President	Office of Research	Applied Physics Laboratory - Human Resources	10/5/2011	10/15/2018
UW Seattle	Provost and Executive Vice President	Office of Research	Applied Physics Laboratory - Information Technology	4/24/2014	10/15/2018
UW Seattle	Provost and Executive Vice President	Office of Research	Applied Physics Laboratory - Machine Shop	10/5/2011	10/15/2018
UW Seattle	Provost and Executive Vice President	Office of Research	Applied Physics Laboratory - Network/Computing	10/5/2011	10/15/2018
UW Seattle	Provost and Executive Vice President	Office of Research	Applied Physics Laboratory - Procurement	10/15/2018	10/25/2018
UW Seattle	Provost and Executive Vice President	Office of Research	Applied Physics Laboratory - Research Data/Servers	10/5/2011	10/15/2018
UW Seattle	Provost and Executive Vice President	Office of Research	Applied Physics Laboratory - Research Labs	10/5/2011	9/18/2015

UW Seattle	Provost and Executive Vice President	Office of Research	Applied Physics Laboratory - Security	10/5/2011	11/30/2018
UW Seattle	Provost and Executive Vice President	Office of Research	Applied Physics Laboratory - Shipping and Receiving	10/15/2018	10/15/2018
UW Seattle	Provost and Executive Vice President	Office of Research	Applied Physics Laboratory - Technical Financial Services	10/15/2018	11/27/2018
UW Seattle	Provost and Executive Vice President	Office of Research	Applied Physics Laboratory - Vessels	10/15/2018	10/15/2018
UW Seattle	Provost and Executive Vice President	Office of Research	Human Subjects Division (HSD)	1/12/2012	7/20/2018
UW Seattle	Provost and Executive Vice President	Office of Research	Office of Information Services (ORIS)	10/3/2011	9/27/2018
UW Seattle	Provost and Executive Vice President	Office of Research	Office of Sponsored Programs (OSP)	10/19/2011	10/5/2018
UW Seattle	Provost and Executive Vice President	Office of Research		5/23/2011	6/25/2018
UW Seattle	Provost and Executive Vice President	Planning and Budgeting		2/8/2018	2/14/2018
UW Seattle	Provost and Executive Vice President	UW Continuum College	IT Operations	8/28/2015	6/29/2018
UW Seattle	Provost and Executive Vice President	UW Educational Outreach		2/16/2012	5/24/2018
UW Seattle	School of Dentistry			11/28/2011	11/29/2011
UW Seattle	School of Law			8/23/2012	5/22/2018
UW Seattle	School of Nursing			7/19/2013	9/18/2018



UW Seattle	School of Pharmacy			11/22/2011	3/8/2018
UW Seattle	School of Public Health	Centers, Institutes, and Research Training Programs	The National Alzheimer's Coordinating Center	11/14/2011	8/8/2018
UW Seattle	School of Public Health	Dean's Office		10/22/2011	5/29/2018
UW Seattle	School of Public Health	Departments	Environmental and Occupational Health Sciences	5/9/2012	1/22/2015
UW Seattle	School of Public Health	Departments	Epidemiology	12/9/2011	5/26/2014
UW Seattle	School of Public Health	Departments	Health Services	7/20/2012	3/2/2018
UW Seattle	School of Public Health	Laboratories	Gallagher Lab	11/17/2015	11/17/2015
UW Seattle	School of Social Work			5/13/2015	5/6/2016
UW Seattle	Student Life	Career & Internship Center		10/14/2014	1/17/2018
UW Seattle	Student Life	Community Standards and Student Conduct		10/14/2014	8/3/2017
UW Seattle	Student Life	Counseling Center		10/14/2014	9/17/2018
UW Seattle	Student Life	Disability Resources for Students		10/14/2014	7/29/2015
UW Seattle	Student Life	Fraternity and Sorority Life		10/14/2014	5/18/2018
UW Seattle	Student Life	Health and Wellness Programs		10/14/2014	7/3/2017
UW Seattle	Student Life	Housing and Food Services	Information Technology	8/7/2014	9/19/2018
UW Seattle	Student Life	Housing and Food Services		5/17/2011	11/6/2018

UW Seattle	Student Life	Husky Union Building (HUB)		10/14/2014	7/27/2018	5/3/2018
UW Seattle	Student Life	Office of Ceremonies		10/14/2014	7/3/2017	
UW Seattle	Student Life	Police Department		5/21/2011	7/11/2016	
UW Seattle	Student Life	Q Center		10/14/2014	10/4/2018	
UW Seattle	Student Life	Recreation/IMA		10/3/2013	9/28/2018	
UW Seattle	Student Life	Student Publications		10/14/2014	7/3/2017	
UW Seattle	Student Life	Student Veteran Life		9/8/2016	7/21/2017	
UW Seattle	Student Life	Vice President's Office		9/29/2014	9/27/2018	
UW Seattle	Undergraduate Academic Affairs	Academic Programs	Halbert and Nancy Robinson Center for Young Scholars	6/18/2017	6/5/2018	
UW Seattle	Undergraduate Academic Affairs	Academic Programs	University Honors Program	11/20/2015	1/2/2018	
UW Seattle	Undergraduate Academic Affairs	Academic Transition, Advising and Support	Academic Support Programs	1/3/2017	6/4/2018	
UW Seattle	Undergraduate Academic Affairs	Academic Transition, Advising and Support	First Year Programs	8/17/2015	1/10/2018	
UW Seattle	Undergraduate Academic Affairs	Academic Transition, Advising and Support	Undergraduate Advising/ATAS	11/22/2016	10/12/2017	
UW Seattle	Undergraduate Academic Affairs	Center for Experiential Learning & Diversity		1/18/2017	6/11/2018	
UW Seattle	Undergraduate Academic Affairs	Center for Teaching and Learning		1/18/2017	6/4/2018	

UW Seattle	Undergraduate Academic Affairs	Dream Project		1/18/2017	6/11/2018
UW Seattle	Undergraduate Academic Affairs	Husky Leadership Initiative		1/18/2017	6/4/2018
UW Seattle	Undergraduate Academic Affairs	Office of Educational Assessment		11/29/2016	9/27/2018
UW Seattle	Undergraduate Academic Affairs	Youth at UW		1/18/2017	1/18/2017
UW Seattle	Undergraduate Academic Affairs			2/4/2016	6/5/2018
UW Seattle	University Advancement	Advancement Operations	Information Management	8/22/2016	2/7/2018
UW Seattle	University President	Hil-Crest Residence		3/19/2013	3/19/2013
UW Tacoma	Academic Affairs	Institutional Research		8/29/2011	9/28/2011
UW Tacoma	Advancement	Marketing & Communications		8/9/2018	8/9/2018
UW Tacoma	Finance & Administration	Campus Safety and Security		7/21/2011	2/28/2018
UW Tacoma	Finance & Administration	Environmental Health & Safety		8/30/2011	4/21/2011
UW Tacoma	Finance & Administration	Finance	Facilities Services	11/29/2018	11/29/2018
UW Tacoma	Finance & Administration	Finance	Procurement Services	8/1/2018	11/29/2018
UW Tacoma	Finance & Administration	Finance		8/29/2011	10/19/2011
UW Tacoma	Finance & Administration	Human Resources		8/29/2011	9/20/2011
UW Tacoma	Finance & Administration			8/25/2011	5/9/2018
UW Tacoma	Office of the Chancellor of UWTacoma			5/17/2011	5/10/2018

UW Tacoma	Student & Enrollment Services	Enrollment Services	Financial Aid	8/9/2018	8/9/2018
UW Tacoma	Student & Enrollment Services	Enrollment Services	Office of Admissions	8/9/2018	8/9/2018
UW Tacoma	Student & Enrollment Services	Enrollment Services	Office of the Registrar	8/9/2018	8/9/2018
UW Tacoma	Student & Enrollment Services	Enrollment Services	Student Transition Programs	8/9/2018	8/9/2018
UW Tacoma	Student & Enrollment Services	Enrollment Services		8/9/2018	8/9/2018
UW Tacoma	Student & Enrollment Services	Office of the Vice Chancellor for Student & Enrollment Services		10/12/2016	8/9/2018
UW Tacoma	Student & Enrollment Services	Student Engagement	Center for Service and Leadership	8/9/2018	8/9/2018
UW Tacoma	Student & Enrollment Services	Student Engagement	Center for Student Involvement	8/9/2018	8/9/2018
UW Tacoma	Student & Enrollment Services	Student Engagement	Housing & Resident Life	8/9/2018	8/9/2018
UW Tacoma	Student & Enrollment Services	Student Engagement	Student Activities Board	8/9/2018	8/9/2018
UW Tacoma	Student & Enrollment Services	Student Engagement	Student Advocacy & Support	8/9/2018	8/9/2018
UW Tacoma	Student & Enrollment Services	Student Engagement	University Y Student Center	8/9/2018	8/9/2018
UW Tacoma	Student & Enrollment Services	Student Engagement		8/9/2018	8/9/2018

UW Tacoma	Student & Enrollment Services	Student Planning & Administration		8/9/2018	8/9/2018
UW Tacoma	Student & Enrollment Services	Student Success	Disability Resources for Students	8/9/2018	8/9/2018
UW Tacoma	Student & Enrollment Services	Student Success	Student Counseling Center	8/9/2018	8/9/2018
UW Tacoma	Student & Enrollment Services	Student Success	Student Health Services	8/9/2018	8/9/2018
UW Tacoma	Student & Enrollment Services	Student Success		8/9/2018	8/9/2018