

University of California

Systemwide Response Plan 2025



The University of California (UC) is committed to responding to all incidents promptly and proactively to protect life and safety, and to minimize impacts on the operations, stability, and reputation of the UC system.

The UC Office of the President (UCOP) supports this commitment by working to safeguard people, property, and the environment, and by striving to prevent or reduce injuries, illnesses, environmental incidents, and property damage.

This plan promotes coordination, timely decision-making, and clarity of roles to ensure effective support to UC locations and the broader community during times of crisis.

Table of Contents

I. Overview	3
Purpose	3
Situation Overview	3
Planning Considerations.....	3
Systemwide Risks and Vulnerabilities	4
II. UC Systemwide Response Structure.....	5
Response Structure.....	5
Policy Level	5
Coordination Level.....	6
Alignment with UC Location Response Structure.....	7
III. Incident Reporting, Screening, and Activation	8
Role of UCOP Systemwide EM.....	8
Incident Reporting	8
Incident Screening	9
Activation.....	10
IV. Systemwide Procedures Matrix.....	11
V. Roles and Responsibilities	13
Management Response Team	13
Systemwide Incident Coordination Team (ICT)	14
UC Locations	14
VI. Post-Incident Review, Plan Maintenance and Training	15
Post-Incident Review Process.....	15
Plan Maintenance.....	15
Training.....	15
VII. Appendix A – Rosters and Resources	16
Rosters	16
Team Resources	19

This plan establishes a framework for the systemwide response to incidents affecting the University of California. The actions described will not necessarily be completed during every incident nor is every response action that may be required described in this plan. UCOP leadership will exercise judgment and discretion to determine the most appropriate actions based on the specific circumstances of each incident.

I. Overview

Purpose

The purpose of this plan is to outline UCOP's procedures for effectively monitoring, responding to, and recovering from incidents that require decision-making and coordination at the UC systemwide level.

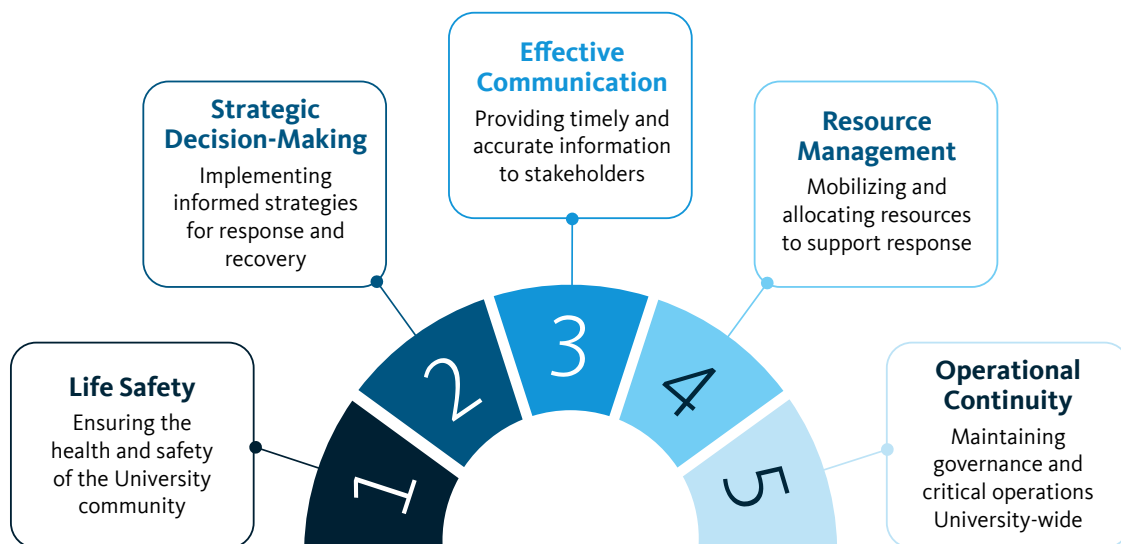
This plan aligns with and supports existing local plans and emergency management processes.

Situation Overview

There are two primary types of incidents that may require systemwide coordination:

1. Incident impacting multiple UC locations.
2. Incident at a single UC location with broad and/or higher consequences to the UC system.

UCOP's systemwide coordination will prioritize:



Planning Considerations

- Implementation of this plan will be coordinated with each impacted UC Location's emergency management structure, plans and processes.
- Systemwide decision-making is necessary to ensure consistency, equity, reputational management, and legal and policy compliance across the UC system during and after significant incidents.
- UCOP can mobilize resources to support impacted locations via systemwide mutual aid, existing contracts and vendors, insurance coverage, and state partners.
- During a major incident, internal and external partners may rely on UCOP for timely incident-related communications and information.
- During incidents when multiple UC locations are involved, UCOP Systemwide Emergency Management (EM) is the lead for situational awareness, information management, and EM mutual aid coordination.

Systemwide Risks and Vulnerabilities

Each UC location faces different risks and vulnerabilities based on its geography, environment, population, infrastructure, and other factors. Hazard Vulnerability Assessments (HVAs) are used by UC locations to identify and prioritize potential hazards and guide response plan development.

Most incidents affecting UC locations will be managed effectively at the local level. Incident types that may require systemwide management and coordination are:



Large-Scale Regional Emergency

Major Earthquake, Wildfire



Technological

Cyberattack, Data Breach



Severe Weather

Winter storms, Heatwave



Mass Casualty Incident

Active Assailant, Transportation Accident



Public Health Emergency

Pandemic, Localized Disease Outbreak



Resource Intensive Incident

Mass Evacuation

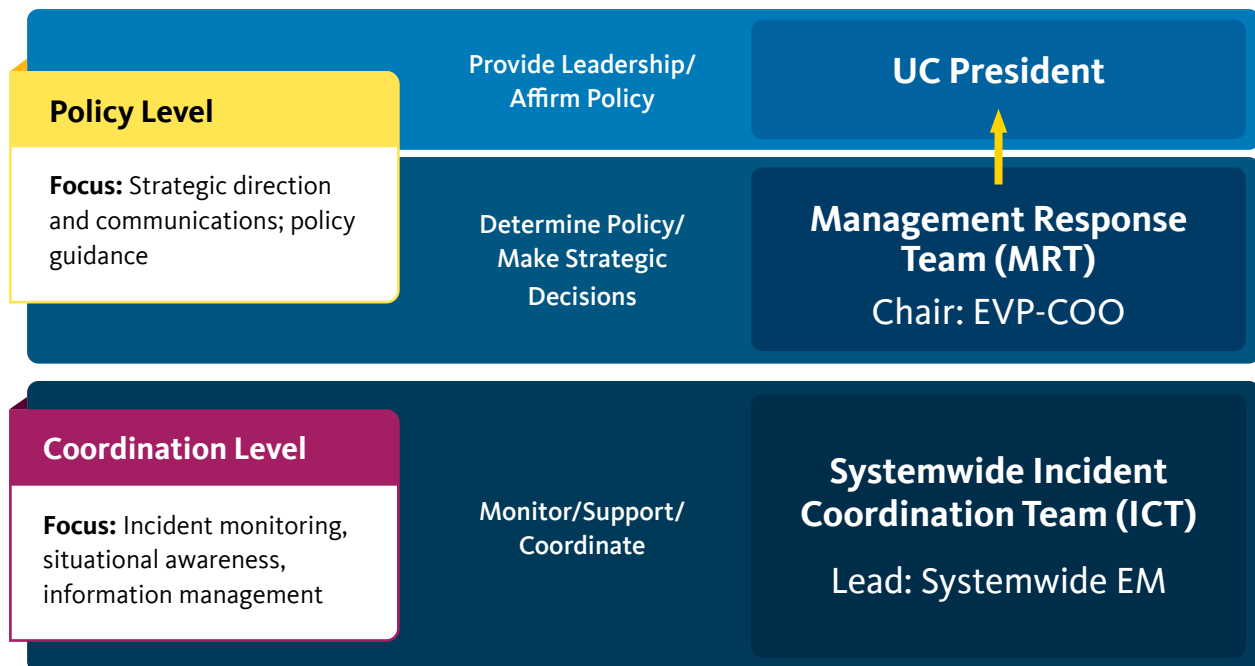
II. UC Systemwide Response Structure

This section provides an overview of the UC Systemwide Response Structure and associated teams. The teams work in coordination to provide strategic leadership, policy guidance, and operational support to UC locations impacted by an emergency.

Response Structure

The UC Systemwide Response Structure is comprised of two primary teams:

1. **Management Response Team (MRT):** Oversees systemwide policy-level response.
2. **Systemwide Incident Coordination Team (ICT):** Provides coordination and operational support.



Policy Level

The MRT is the executive level oversight and strategic decision-making body for the UC. When activated, the MRT is responsible for:

- Setting strategic direction.
- Approving major decisions.
- Ensuring alignment with the University's mission and values.
- Communicating with Regents and other key stakeholders.

Team Composition

The MRT is chaired by the Executive Vice President/Chief Operating Officer (EVP/COO).

The standing members of the MRT represent core leadership areas essential for systemwide decision-making. Each core leadership area is represented by both primary and alternate members.

Incident-specific representatives may be added as needed, depending on the nature of the incident and the expertise required.

The MRT Chair is responsible for determining when to activate the team and for defining its composition.

Core Leadership Areas

- | | |
|--------------------|--------------------------------|
| • Academic Affairs | • Operations |
| • Communications | • President's Executive Office |
| • Finance | • Risk Services |
| • Legal | • UC Health |

Role of the UC President

The UC President provides overarching leadership and strategic direction to the UC system. While not a standing member of the MRT, the President may choose to participate in MRT discussions or briefings, particularly during major incidents or when high-level decisions are required. The President's involvement ensures alignment with the University's mission and facilitates communication with the Regents and other key stakeholders as needed.

Coordination Level

The Systemwide Incident Coordination Team (ICT) provides coordination, incident monitoring/situational awareness, and information management in support of impacted UC locations. The team operates under the operational authority of the Associate Vice President/Chief Risk Officer (AVP/CRO) and supports the MRT when it is convened.

Team Composition

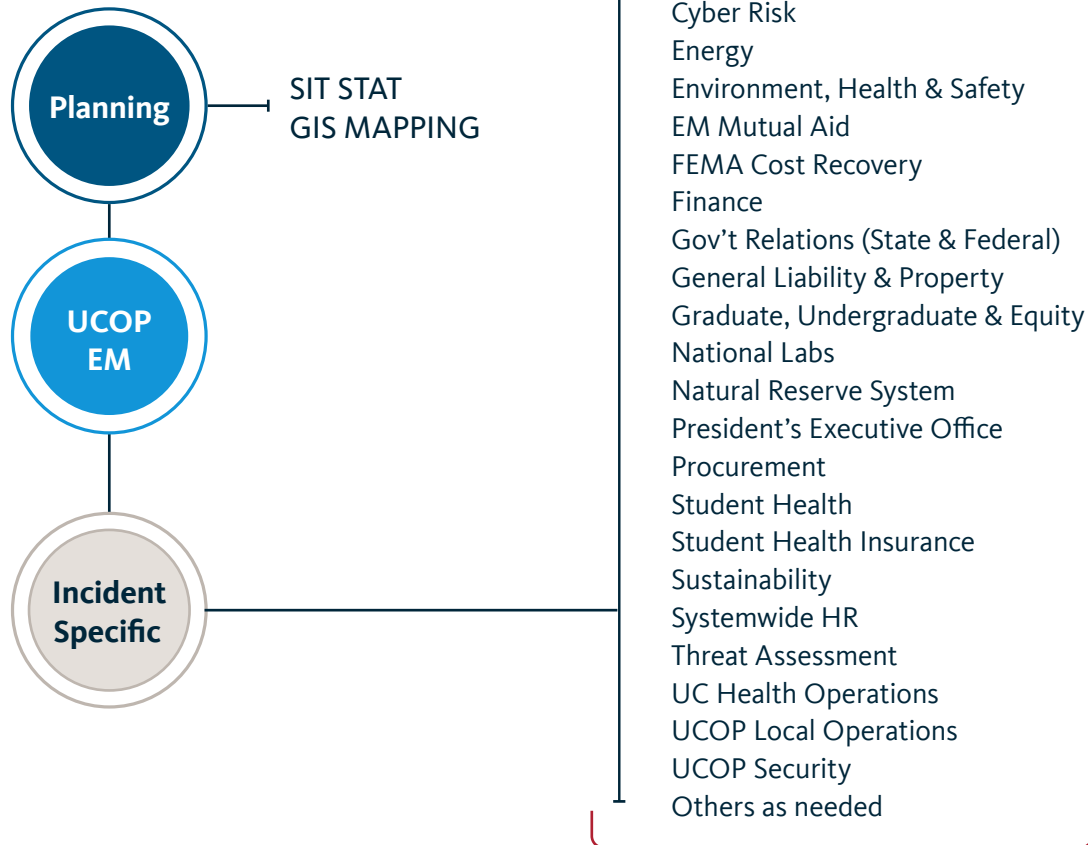
The ICT is led by Systemwide EM and consists of a:

- **Core Team**
Staffed by UCOP Risk Services, the Core Team is responsible for team coordination, situational awareness, planning, and coordinating with the MRT.
- **Incident-Specific Functional Areas**
Activated based on the type, scope, and potential impacts of the incident. These members provide subject matter expertise and serve as systemwide representatives of their respective functional areas.

For most incidents, the ICT will activate **before** the MRT. If policy level decision-making is required, a recommendation to activate the MRT will be made to the MRT Chair.

Core Team

Staffed by UCOP Risk Services

**Activated as needed****Alignment with UC Location Response Structure**

The MRT and ICT are designed to operate in alignment with local emergency response structures. UC locations generally maintain authority over local incident management. However, in exceptional circumstances where local capacity is overwhelmed, delayed, or unavailable or when systemwide interests are at significant risk, UCOP may need to direct certain response actions to ensure an effective and coordinated response.

The ICT serves as the primary interface between UCOP and impacted UC locations, ensuring regular communication, shared situational awareness, and resource coordination. The ICT works directly with local emergency management teams and Emergency Operations Centers/ Hospital Command Centers to understand evolving needs and provide appropriate systemwide support.

The MRT coordinates closely with senior leadership at impacted locations to ensure that systemwide policy decisions, financial actions, and external communications are informed by local priorities and needs.

III. Incident Reporting, Screening, and Activation

This section outlines the process for reporting incidents to UCOP, how those incidents are screened, and the criteria used to determine whether systemwide coordination and team activation is needed.

Role of UCOP Systemwide EM

Systemwide EM plays a key role in incident screening, situational awareness, and information management. They lead the screening process to evaluate reported incidents and determine whether systemwide coordination or activation is needed. Systemwide EM also monitors developing situations across the UC and ensures timely, accurate sharing of information to support decision-making and coordinated response efforts.

Incident Reporting

Systemwide EM serves as the primary point of contact for emergency-related incidents. However, incidents may be reported to UCOP through multiple channels. UCOP units that become aware of incidents requiring systemwide coordination are expected to promptly share that information with Systemwide EM.

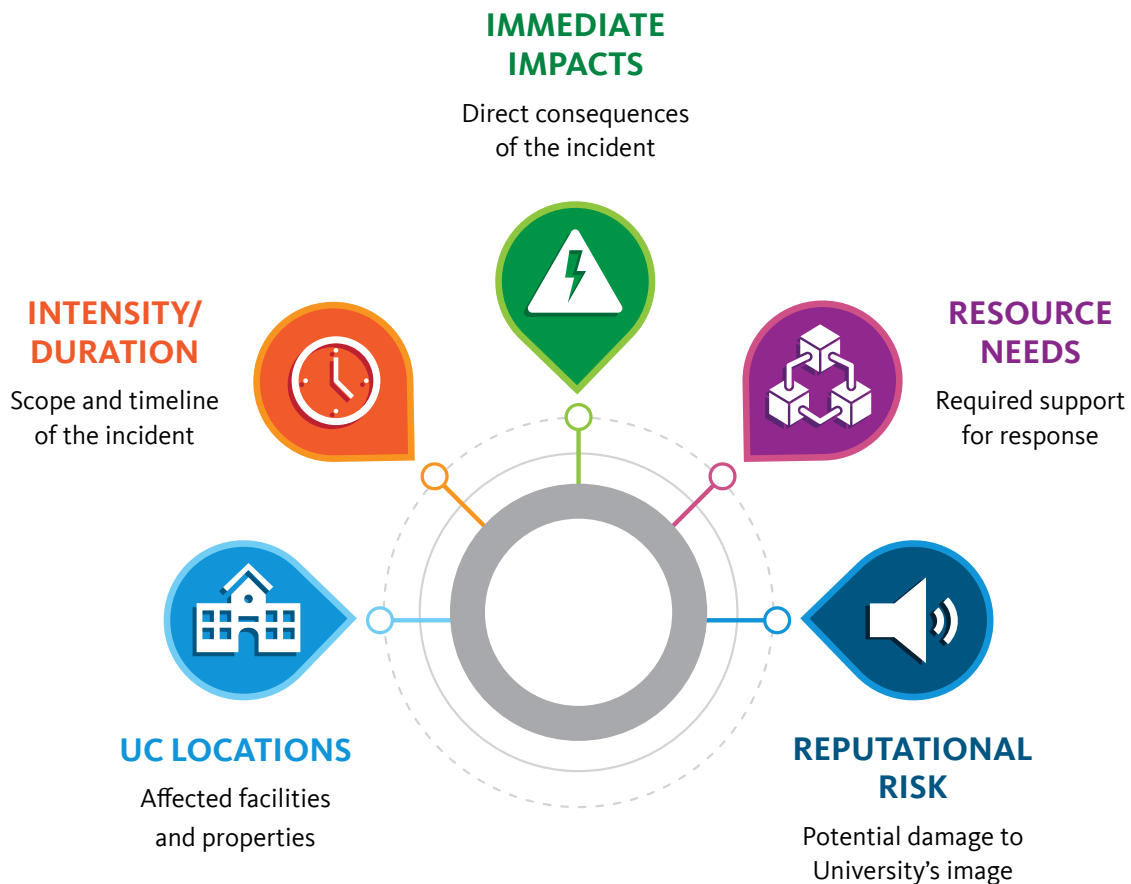


The *UC Systemwide Emergency Management Notification Protocol* outlines the procedures for notifying Systemwide EM of an emergency. Each location's EM Director is responsible for ensuring timely notifications and compliance with all aspects of the protocol.

	Notification Type	Route	Timing
EMERGENCY An emergency situation that requires immediate action to prevent harm, injury, or damage. May involve threats to life, health, property or the environment	 Direct Contact Notification	• Direct contact from impacted location(s) to UCOP via email, text, phone	As soon as possible: ideally within 1 hour but not > 12 hours
	 System-Generated Notification	• Via location-based Mass Notification System • Via alert and monitoring app (i.e., First Alert, etc.)	As determined

Incident Screening

Incidents reported to UCOP will be screened to determine whether systemwide support or coordination is required. The following criteria will help guide that assessment:



Post-Screening Outcomes

Following incident screening, UCOP may take the following actions based on the scope, severity, and potential impact of the event:

- 1. Continue to Monitor**
No immediate systemwide action is required; the situation will be monitored for developments.
- 2. Activate the Systemwide ICT**
Operational coordination and support are needed for one or more UC locations.
- 3. Activate the MRT**
Executive-level decision-making, policy guidance, or systemwide strategy is required.

The MRT Chair may independently determine that MRT activation is necessary based on available information.

Activation

Activations may occur virtually or in person, depending on the nature of the incident. If a team activation is initiated, members will be notified via email or phone. In-person operations will be facilitated from Lobby 1 in the UCOP Franklin Building, with Franklin Lobby 2 and/or additional conference rooms or other UC locations utilized as needed.



INCIDENTS THAT SIGNIFICANTLY IMPACT UC HEALTH OPERATIONS

If an incident significantly impacts UC Health locations, the UC Health Coordinating Committee (UC-HCC) may be activated to provide health-specific expertise, guidance, and systemwide coordination. Led by the Executive Vice President of UC Health, the committee consists of a core leadership team and subject matter experts from across the UC system.

The UC-HCC operates in coordination with the MRT and elevates recommendations to the MRT for deliberation and approval.

IV. Systemwide Procedures Matrix

This section outlines the operating procedures for the Management Response Team (MRT) and the Systemwide Incident Coordination Team (ICT). These teams may be activated independently or concurrently.

This section describes core procedures; it may not capture all actions taken by either team during a response. Additional actions may be required.

CORE PROCEDURE	MRT	ICT
ACTIVATION 	MRT Chair (EVP/COO): - Evaluate and determine MRT activation - Determine need for incident-specific representatives MRT Coordinator: - Notify standing members and incident-specific representatives - Schedule initial meeting - Distribute latest status update/summary if available	Systemwide EM: - Recommend team activation to AVP/CRO - Determine team composition, notify team members - Schedule initial meeting
INITIAL MEETING 	Facilitated by the MRT Chair Agenda includes: - Situational status - Functional area updates - Key strategic/policy issues for deliberation - Communications strategy - Action items and next steps	Facilitated by Systemwide EM Agenda includes: - Situational summary - Functional area updates - Resource and mutual aid requests - Action items and next steps

CORE PROCEDURE	MRT	ICT
IMMEDIATE ACTIONS 	• Determine strategic direction and policy-level decisions • Approve or escalate communications strategy • Assign follow-ups to MRT members • Set meeting cadence • Establish reporting expectations from ICT (if activated)	• Gather and confirm incident information from impacted UC locations • Establish coordination calls and briefings • Produce systemwide Situation Reports and other response documents • Confirm GIS support, mutual aid needs, and communication coordination • Coordinate with MRT if convened
ONGOING COORDINATION 	• Remain active as long as strategic or policy-level decisions are required • Ensure systemwide consistency in policy direction, response priorities, and key messaging • Maintain communication with location-based leadership • Provide briefings to the UC President and Regents as appropriate • Review and approve major communications to internal and external stakeholders	• Support incident monitoring and situational awareness for decision-making • Liaise with functional area SMEs, systemwide working groups, and external agencies • Assist with resource requests and mutual aid • Ensure alignment and information flow between ICT, UC locations, and UCOP leadership
DEACTIVATION 	• Determined by the MRT Chair once strategic decisions are complete	• Determined by Systemwide EM • If the MRT is convened, continue to provide support until MRT deactivates

V. Roles and Responsibilities

This section summarizes the role and responsibilities of the MRT, Systemwide ICT, and UC locations.

Management Response Team

Role	Responsibility
Core Responsibilities	- Define policy direction and coordinate strategy for managing University-wide impacts of an incident. - Approve the communications strategy and key messages for internal and external stakeholders. - Brief the UC President and make recommendations on response strategy and major issues. - Oversee the response to UCOP-focused incidents.
MRT Chair (EVP-COO)	- Assess initial incident information and determine if MRT activation is warranted. - Identify incident-specific representatives as needed. - Lead MRT meetings, identify strategic issues, and task members with developing recommendations. - Brief the UC President as needed. - Coordinate with impacted UC location(s) leadership. - Coordinate with ICT lead to maintain alignment between operational and policy-level activities.
MRT Coordinator (Systemwide EM)	- Notify MRT members of activation, including incident-specific MRT members. - Send an activation message to the MRT virtual communication channel; add any incident-specific representatives. - Assist with meeting scheduling and agenda preparation. - Provide situational status updates as needed.
MRT Team Members	- Participate in MRT meetings and contribute to strategic decision-making. - Coordinate with direct reports and relevant teams to implement MRT decisions. - Communicate MRT decisions and guidance to appropriate stakeholders. - Identify and elevate emerging issues or risks within area of responsibility.

Systemwide Incident Coordination Team (ICT)

Role	Responsibility
Core Responsibilities	• Monitor incidents across UC locations and maintain systemwide situational awareness. • Coordinate information flow between UCOP and impacted UC locations. • Facilitate mutual aid, resource requests, and support between campuses. • Prepare and distribute Systemwide Situation Reports and other response documentation. • Support MRT by providing operational context and updates for policy-level decision-making. • Liaise with state and federal agencies and other external partners as appropriate.
ICT Lead (Systemwide EM)	• Recommend team activation to AVP/CRO. • Determine team composition, notify team members, and determine meeting schedule. • Facilitate team meetings and systemwide calls, approve and distribute Systemwide Situation Reports and other response documents. • Coordinate with MRT (if convened). • Coordinate with UCOP Building Services on in-person activation.
Team Members	• Notify Systemwide EM of known incidents that may require systemwide coordination. • Share information on known impacts, location concerns, or unmet needs specific to functional area. • Assist in addressing resource requests. • Liaise with systemwide working groups. • Participate in coordination meetings.

UC Locations

Role	Responsibility
Impacted UC Locations	• Notify Systemwide EM of significant incidents, including a proclamation of a campus emergency. • Comply with incident reporting requirements from UCOP and state regulatory requirements. • Provide timely situational updates including impacts, response actions, and unmet needs. • Respond to UCOP requests for information. • Submit requests for mutual aid to UCOP.
Non-Impacted UC Locations	• Respond to requests for mutual aid in a timely manner.

VI. Post-Incident Review, Plan Maintenance and Training

This section outlines the post-incident review process, plan maintenance and training expectations.

Post-Incident Review Process

Following deactivation, UCOP will conduct a post-incident review to evaluate the effectiveness of coordination, communication, and decision-making processes. This review can include input from activated teams, impacted locations, and other stakeholders. The purpose is to identify lessons learned, document best practices, and recommend improvements to strengthen systemwide preparedness and response efforts.

Findings from the review will inform updates to this response plan, ensuring it remains current, practical, and aligned with evolving needs and conditions.

Plan Maintenance

Systemwide EM is responsible for the overall development and maintenance of the Systemwide Emergency Response Plan. Systemwide EM will conduct a thorough review of the plan every three years. Changes will be made based on lessons learned from real world response efforts and exercises.

Training

To ensure readiness, UCOP encourages regular training and exercises for staff involved in systemwide emergency response roles. Systemwide EM may support these efforts by providing guidance, resources, or coordination as needed.

VII. Appendix A – Rosters and Resources

Rosters

MRT Membership by Title

Core Leadership: Standing Team Members		
Functional Area	Position	Title
Operations (MRT Chair)	Primary	Executive Vice President — Chief Operating Officer
	Alternate	Chief of Staff to the COO
Academic Affairs	Primary	Provost and Executive Vice President, Academic Affairs
	Alternate	Chief of Staff to the Provost
Communications	Primary	Senior Vice President – External Relations and Communications
	Alternate	Chief of Staff
Finance	Primary	Executive Vice President – Chief Financial Officer
	Alternate	Chief of Staff to the CFO
Health	Primary	Executive Vice President – UC Health
	Alternate	Chief of Staff – UC Health
Legal	Primary	General Counsel and Senior Vice President – Legal Affairs
	Alternate	Chief of Staff and Deputy General Counsel
President's Executive Office	Primary	Chief of Staff to the President
	Alternate	Chief Policy Advisor
Risk Services	Primary	Associate Vice President & Chief Risk Officer
	Alternate	Deputy Chief Risk Officer
MRT Coordinator	Primary	Director, Emergency Management and Business Continuity
	Alternate	Program Manager, Emergency Management and Business Continuity

ICT Membership by Title

Core Leadership: Standing Team Members		
Functional Area	Position	Title
Systemwide Emergency Management	Primary	Director, Emergency Management and Business Continuity
	Alternate	Program Manager, Emergency Management and Business Continuity
Situational Status	Primary	Systemwide Emergency Management
	Alternate	Risk Services Team Member
GIS	Primary	Systemwide Emergency Management
	Alternate	GIS for EM Subcommittee Member
Incident-Specific Functional Areas (activated as needed)		
Animal Care	Primary	Research Policy Manager, Research Policy Analysis & Coordination
	Alternate	Research Policy Analyst
Capital Projects	Primary	Executive Director Capital Programs
	Alternate	Director, Design & Construction
Civil Rights	Primary	Executive Director, Systemwide Office of Civil Rights
	Alternate	Policy and Compliance Officer
Communications	Primary	Associate Vice President, Communications
	Alternate	Director, Executive Communications and Engagement
Community Safety	Primary	Systemwide Director, Office of Systemwide Community Safety
	Alternate	Associate Director, Office of Systemwide Community Safety
Cyber Risk	Primary	Cyber Risk Program Manager
	Alternate	Chief Information Security Officer (CISO)
Energy	Primary	Director, Energy Services
	Alternate	Associate Director, Energy Services

Core Leadership: Standing Team Members		
Functional Area	Position	Title
Environment, Health & Safety	Primary	Executive Director, Environment, Health & Safety
	Alternate	Deputy Director, Environment, Health & Safety
EM Mutual Aid	Primary	Systemwide EM Council Co-Chair
	Alternate	Systemwide EM Council Co-Chair
FEMA Cost Recovery	Primary	Director, Systemwide Enterprise Risk Management
	Alternate	Director, Financial Planning & Analysis
Finance	Primary	Associate Vice President of Capital Finance
	Alternate	Director, UC Treasury
General Liability & Property	Primary	Executive Director, General Liability & Property Programs
	Alternate	Program Manager, General Liability & Property Programs
Government Relations - Fed	Primary	Associate Vice President, Federal Governmental Relations
	Alternate	Director, Education, Federal Governmental Relations
Government Relations - State	Primary	Associate Director for Strategy, Planning and Operations
	Alternate	Legislative Director, Business Operations
Graduate, Undergraduate & Equity Affairs	Primary	Associate Vice President, Graduate, Undergraduate & Equity Affairs
	Alternate	Director, Student Policies and Governance
National Labs	Primary	Sr. Director for Strategy & Governance/Chief of Staff
	Alternate	Administrative Operations Manager
Natural Reserve System	Primary	Executive Director, UC Natural Reserve System
	Alternate	Associate Director, UC Natural Reserve System
President's Executive Office	Primary	Policy Planning Specialist
	Alternate	Policy Planning Specialist
Procurement	Primary	Associate Vice President & Chief Procurement Officer
	Alternate	Chief of Staff & Executive Director

Core Leadership: Standing Team Members		
Functional Area	Position	Title
Student Health	Primary	Medical Director - Student Health & Counseling, UC Health
	Alternate	Program Policy Analyst, UC Health
Student Health Insurance (SHIP)	Primary	Executive Director, UC SHIP
	Alternate	Program Manager, UC SHIP
Sustainability	Primary	Chief Sustainability Officer
	Alternate	Associate Director, Sustainability
Systemwide Human Resources	Primary	Deputy Chief HR & Chief of Staff to VP of Systemwide HR
	Alternate	Associate Vice President of Employee and Labor Relations
Threat Assessment	Primary	Program Manager - Risk, Security & Resilience
	Alternate	Associate Director of Security Services
UC Health Operations	Primary	Manager of Operations and Workforce Development
	Alternate	Strategic Program Manager
UCOP Local Operations	Primary	Executive Director, UCOP Operations
	Alternate	Senior Director, Building and Administrative Service Center
UCOP Security	Primary	Associate Director of Security Services
	Alternate	Sergeant, UCPD

Team Resources

To access team resources, email eoc@ucop.edu.

- [MRT](#)
- [Systemwide ICT](#)