



Annex J – Continuity of Operations Plan

Record of Changes

Change #	Date	Part Affected	Date Posted	Who Posted

Table of Contents

Table of Contents	2
SECTION 1: INTRODUCTION.....	3
SECTION 2: PLANNING ASSUMPTIONS	3
SECTION 3: CONCEPT OF OPERATIONS.....	3
Continuity Execution.....	4
Continuity and Recovery Group	4
Time-Phased Implementation	4
Phase 1: Activation.....	4
Phase 2: Implementation	5
Loss of Facility Access	5
Loss of Personnel.....	5
Loss of Information Technology	6
Phase 3: Deactivation.....	6
SECTION 4: CONTINUITY OF LEADERSHIP	6
SECTION 5: ESSENTIAL FUNCTIONS.....	6
Tier 0 - Critical: Uninterrupted or Resumed within 12 Hours	6
Tier 1 - High: Resumed Within 12 Hours – 3 Days	7
Tier II - Medium: Resumed Within 3 Days - 1 Week	7
Tier III - Low: Resumed Within 1 Week – 2 Weeks.....	7
SECTION 6: IDENTIFIED MISSION CRITICAL/ESSENTIAL FUNCTIONS.....	7
SECTION 7: CRITICAL INFRASTRUCTURE.....	11
SECTION 8: DEPENDENCIES	11
SECTION 9: ALTERNATE FACILITIES AND WORKSITES.....	12
SECTION 10: COMMUNICATIONS	12
SECTION 11: TESTING, TRAINING, AND EXERCISE.....	12
SECTION 12: CONTINUITY ANNEX MAINTENANCE.....	12

SECTION 1: INTRODUCTION

As an institute of higher learning, Prairie View A&M University has some critical functions that must not be interrupted or rapidly and efficiently resumed in an emergency. While the impact of an emergency or disruption cannot be predicted, planning for operations under such conditions can mitigate the effects of the emergency or disruption on our students, faculty, staff, and visitors, as well as our facilities and mission. To that end, Prairie View A&M University has prepared a continuity of operations annex to the Emergency Management Plan.

The Prairie View A&M University Continuity of Operations Plan Annex establishes guidelines and procedures to ensure the resumption of essential functions for Prairie View A&M University if an emergency or disruption incapacitates operations and requires the relocation of selected personnel and functions.

This annex helps to ensure continuity of essential functions during situations that may affect university building(s), workforce, or critical systems for up to 30 days. Such events include fire, structural damage, loss of utilities, workforce reduction, or chemical/biological contamination.

SECTION 2: PLANNING ASSUMPTIONS

Prairie View A&M University has developed this annex using the following planning assumptions:

- Proper implementation of these guidelines will reduce or prevent disaster-related losses
- Emergencies or threatened emergencies can adversely impact the university's ability to continue essential functions and provide support to day-to-day operations
- There will be enough available administrators with adequate supporting personnel to continue the essential functions of the university
- Recovery of a critical subset of the university's functions and application systems will occur and allow essential functions to continue
- A disaster may require students, faculty, staff, and the public to function with limited support services and some degradation of service until a full recovery
- Leadership and employees will continue to recognize their responsibilities to the university and exercise their authority to implement this continuity promptly when confronted with disasters
- The university can reinstate academic classes within two weeks of the disruption, whether through traditional or alternative methods/locations
- In the event of a disaster, the university will work in cooperation with surrounding jurisdictions and local emergency response personnel for recovery

SECTION 3: CONCEPT OF OPERATIONS

Prairie View A&M University has developed a concept of operations that describes its approach to implementing the continuity annex and how each element will be addressed. This section focuses on establishing a decision process for determining appropriate actions in implementing continuity plans and procedures. It also identifies how Prairie View A&M University will address issues associated with notification and alert, and direction and control.

Continuity Execution

The President, Provost, CFO designees, or his or her designated successor may activate this continuity annex. The continuity annex is activated based on known or anticipated threats and

emergencies that may occur with or without warning. Prairie View A&M University will use a time-phased approach for implementation whereby critical resources are deployed early, and other resources will follow as needed. Prairie View A&M University is preparing for threats and emergencies, with or without warning, during or outside normal operating hours.

Continuity and Recovery Group

Prairie View A&M University has established the Continuity and Recovery Group to manage the continuity and recovery process. The Continuity and Recovery Group will oversee and prioritize the actions of the university and departments during Institutional Continuity Annex activation and disaster recovery. To staff the Continuity and Recovery Group, Prairie View A&M University has identified key positions to provide management and oversight necessary to restore critical infrastructure and essential functions with a priority rating of “critical” within hours after continuity annex activation. The members of the Continuity and Recovery Group are:

- President and Chief Executive Officer or designee
- Provost and Senior Vice President for Academic Affairs or designee
- Senior Vice President for Business Affairs and Chief Financial Officer or designee
- Executive Director, Marketing and Communication or designee
- Executive Director, Health Center or designee
- Senior Vice President for Student Affairs or designee
- Chief Information Officer or designee
- Senior Vice President for Research or designee
- Executive Director for Human Resources or designee
- Director of Athletics or designee
- Others as assigned by the President
- The President will designate the leadership of the Continuity and Recovery Group. The Continuity and Recovery Group may add additional members for specific expertise.
- For this plan, individuals with “Interim” or “Acting” titles are understood to be filling the typical roles in the Continuity and Recovery Group.

Time-Phased Implementation

Prairie View A&M University will use a three-phased approach to activating, implementing, and deactivating the continuity annex. A brief description of Prairie View A&M University’s approach to each activation phase is provided below.

Phase 1: Activation

Activation of the Institutional Continuity of Operations Annex will be determined by the President, Provost, CFO or designee. The President, Provost, CFO, or designees will activate the plan by assembling the Continuity and Recovery Group. Members of this group will be notified with the time, date, and location of the meeting or teleconference.

There may be situation(s) that call for activation and implementation of individual division, department or college continuity plans but not the Institutional Continuity Annex. Implementation of an individual division, department or college plan does not require approval of the Continuity and Recovery Group or activation of the continuity annex.

Phase 2: Implementation

The Continuity and Recovery Group will consider the following:

- Assessment of impacts to critical infrastructure

- Prioritization of essential functions and unmet needs of colleges or departments
- Coordination with on-going response activities, if applicable
- Establish objectives and timeframes
- Identify available resources
- FEMA reimbursement requirements, if applicable
- Dissemination of timely and accurate information to internal and external audiences
- Contract(s) execution
- Implement necessary changes to the Leave Policy
- Prioritization and continuation of research
- Materials procurement
- Counseling Services – student, employee, and responder mental health needs
- Transportation considerations (on and off-campus)
- International students, faculty and staff
- Work & eligibility requirements
- Student Financial Aid and Work Study Programs
- Appropriate accommodation for functional and access needs (students, faculty, and staff with disabilities)
- Specific considerations for each planning scenario are:

Loss of Facility Access

- Facility(ies) damage assessment and estimate for time of loss
- Alternate assignments for on-campus lectures
- Alternate assignments for on-campus work location
- Leasing requirements for off-campus work relocation
- Protocols for faculty and staff working from remote locations
- Alternate assignments for on-campus housing
- The transition between temporary shelters and semi-permanent housing
- Agreements/contracts for generator, dehumidifier, water removal systems, debris removal, temporary construction
- Food Services - contracts with the food vendor

Loss of Personnel

- Payroll Support of students remaining on campus
- Special event cancellation
- Staff augmentation – cross-disciplinary training
- Food considerations – alternative arrangements for providing meals
- Requirements for distance education and telecommuting

Loss of Information Technology

- Off-campus secondary back-up facilities
- Contracts for water removal systems
- Data recovery as identified by departmental or CITE personnel

Phase 3: Deactivation

Deactivation of the continuity annex will occur when the President or designee has determined that the university is operating at a sufficient level and the guidance of the Continuity and Recovery Group is no longer required.

SECTION 4: CONTINUITY OF LEADERSHIP

Orders of Succession / Delegations of Authority

If executive management or senior personnel are unavailable during an emergency, Prairie View A&M University has developed a set of procedures to determine orders of succession and delegations of authority. A successor will assume the duties of the leadership role when the usual leader is not able to be contacted by normal methods (e.g., telephone, cellular telephone, and direct connect), and will relinquish leadership duties when the usual leader is contacted or until a permanent successor has been named by appropriate line management, or another appropriate individual. Each division/department has developed a succession and delegation of authority.

Orders of succession and delegations of authority are recommended for the Continuity and Recovery Group and should be maintained on file within their organizations.

For executive leadership, the line of succession for the President are as follows:

1. President
2. Provost and Senior Vice President for Academic Affairs
3. SVP for Business Affairs
4. SVP for Strategy and Transformation
5. VP for Student Affairs
6. VP for Enrollment Management

SECTION 5: ESSENTIAL FUNCTIONS

Essential/Mission critical functions are those services, programs, or activities that are necessary to operations and would directly affect the university's success if they were to stop for an extended period. The university has developed categories for essential functions based on their recovery time objectives (maximum time that function can be down). These categories can be applied at any level of the organization to assist with prioritizing recovery operations.

Tier 0 - Critical: Uninterrupted or Resumed within 12 Hours

- Must go uninterrupted or be resumed within 12 hours of an incident
- Functions that preserve the university through command-and-control Functions with direct and immediate effect on the jurisdiction to preserve life safety and protect property

Tier 1 - High: Resumed Within 12 Hours – 3 Days

- Must be continued at an average or increased level within 12 hours – 3 days of an incident
- Functions that may cause significant consequences if paused for more than 3 days

Tier II - Medium: Resumed Within 3 Days - 1 Week

- Must be continued at an average or increased level within 3 days - 1 week of an incident
- Functions that may cause significant consequences if paused for more than 1 week

Tier III - Low: Resumed Within 1 Week – 2 Weeks

- Must be continued at an average or increased level within 1 month of an incident
- Functions that may be suspended for up to 2 weeks without causing significant disruption

SECTION 6: IDENTIFIED MISSION CRITICAL/ESSENTIAL FUNCTIONS

Below is the list of identified mission-critical/essential functions.

Priority	Owning Division	Owning Department	Function	RTO
1	PRES	Pres/ Marketing & Communications	Communication Internal Facing	Tier 0
2	VPST	UPD	Life Safety	Tier 0
3	PRES	Pres/ Marketing & Communications	Communication Outward Facing	Tier 0
4	VPAA	Enrollment Management	Information/Call Center	Tier 0
5	VPST	UPD	Institutional Security	Tier 0
6	VPST	UPD	Physical Security of Information Technology Resources	Tier 0
7	VPST	UPD	Law Enforcement	Tier 0
8	VPBA	Campus Planning/Physical Plant	Care & Maintenance for Generators (emergency power) and Waste Water Treatment Facility	Tier 0
9	VPAA	College of Agriculture	Care & Maintenance of Animals	Tier 0
10	VPST	Human Resources	Payroll	Tier 0
11	VPBA	Financial Services	Distribution of emergency funding	Tier 0
11	VPBA	Procurement and Disbursement	Emergency Purchases and Contracts	Tier 0
12	VPST	UPD	Panther Alerts/Timely Warnings	Tier 0
13	VPBA	Procurement and Disbursement	Central Receiving - receiving, delivering essential supplies	Tier 0

Priority	Owning Division	Owning Department	Function	RTO
14	VPST	Human Resources	Family Notifications Staff/Faculty	Tier 0
15	VPST	Student Affairs	Family Notifications Student	Tier 0
16	VPBA	Auxiliary Services	Housing/Food Services Students	Tier 0
17	VPST	Health Center	Health Center	Tier 0
18	VPR	Office of Research and Innovation	Research involving animals, plants, biological live samples, vacuum, electronic and electrical equipment, super computers, refrigerators, and cold rooms	Tier 0
19	VPST	Counseling Services	Emergency Counseling Services	Tier 0
20	VPAA	Institutional Effectiveness	Transmission of State & Federal Reports	Tier 0
21	VPAA	Financial Aid	Transmission of State & Federal Reports	Tier I
22	VPST	UPD	Traffic Control	Tier 1
22	VPAA	VPAA	Classroom Instruction	Tier I
23	VPAA	VPAA	Academic Labs	Tier I
24	VPEM	Enrollment Management	Admissions processing	Tier I
25	VPEM	Financial Aid	Financial aid processing (loans and awards)	Tier I
26	VPEM	Registrar Office	Registration/enrollment of students	Tier I

Priority	Owning Division	Owning Department	Function	RTO
27	VPEM	Registrar Office	Processing of grades	Tier I
28	VPSA	KPVU	FCC Public File	Tier I
29	PRES	Athletics	Athletic Competition	Tier I
29	VPSA	KPVU	Radio Broadcasting to include Emergency Alerts	Tier I
30	PRES	Athletics	Team Travel	Tier I
30	VPAA	Student Success	Testing Services	Tier I
31	VPBA	Campus Planning/Physical Plant	Building & Grounds Maintenance & Repair	Tier I
32	VPST	Human Resources	Faculty, Staff & Graduate Assistants (Hiring & Onboarding)	Tier I
33	VPST	Human Resources	Employee Relations (to address legal matters, grievances and unemployment claims)	Tier I
34	VPST	Human Resources	Records	Tier I
35	VPST	Human Resources	Transmission of State & Federal Reports	Tier I
36	VPBA	Procurement and Disbursement	Travel - Emergency travel needs	Tier I
37	VPST	Human Resources	Benefits	Tier I
38	VPST	Human Resources	Immigration (submitting petitions, accessing immigration document such as original I-797 documents)	Tier II

Priority	Owning Division	Owning Department	Function	RTO
39	VPST	Human Resources	Student Employment (Hiring & Onboarding)	Tier II
40	VPAA	Registrar Office	Student Records	Tier II
42	VPAA	AESS	Advising services	Tier II
43	VPST	EEO/Title IX	Training, Monitoring, Investigations	Tier II
44	VPBA	Financial Services	Financial Reporting & Analysis of Accounting	Tier II
41	VPR	OSP	Grant Processing	Tier II
45	VPAA	Library	Library Services	Tier III
46	VPAA	Grad Studies	Processing / supporting graduate students' theses & dissertations	Tier III
47	VPAA	Student Academic Support Services	Tutoring services to support academics	Tier III
48	VPST	Compliance	Internal Reviews, Audit Liaison and Follow-Up, Clery Compliance, Policy Development & Updating, Training, Risk Assessment and Annual Compliance Plan, Hotline Reporting System	Tier III
49	VPBA	Procurement and Disbursement	Accounts Payable - Essential payments	Tier III
50	VPSA	Student Academic Support Services	Tutoring services to support academics	Tier III

SECTION 7: CRITICAL INFRASTRUCTURE

Based on the categorization of essential functions, the university has identified broad operations with university-wide implications for sustaining and supporting life and safety following an

emergency. These broad operations have been identified as critical infrastructure that must be robust and resilient to support the recovery of other essential functions. Critical infrastructure includes:

- Emergency Response Services
- Utilities, including electricity, water, and reasonable climate control
- Communications with internal and external audiences including students, faculty, staff, and media
- Internet, authentication, and voice communications
- Hazardous materials spill response and control, including safe handling and proper disposal of toxic substances, biologically hazardous materials, research animals, and radioactive materials
- Departments responsible for critical infrastructure will coordinate with the Continuity and Recovery Group to restore their “critical” and “high” essential functions quickly following an emergency.

SECTION 8: DEPENDENCIES

All Prairie View A&M University departments/divisions/colleges depend on other components of the university to continue their essential functions. Departments, divisions, and colleges may also depend on external vendors to continue their essential functions. Each department/division/college will document its key internal and external dependencies in its continuity plan. These critical internal and external dependencies may include:

- Essential/mission-critical functions Standard and emergency procedures
- Data, format, and location
- Essential employees
- Equipment
- Supplies

SECTION 9: ALTERNATE FACILITIES AND WORKSITES

Prairie View A&M University recognizes that normal operations may be disrupted and there may be a need to perform essential functions at alternate facilities or worksites. If relocation is necessary, the Continuity and Recovery Group will work with PVAMU Campus Planning & Space Management to identify appropriate available facilities for the affected departments/divisions/colleges.

During the continuity planning process, each department/division/college will identify available alternate facilities or worksites within their organization and determine their requirements for an alternate facility, including the amount of space, workstations, supplies, equipment, food, etc. This information will be used to assist in locating an appropriate facility if an alternate internal space is unavailable.

Affected departments/divisions/colleges will submit their alternate facility requirements to the Continuity and Recovery Group upon request. The Continuity and Recovery Group will review and establish priorities as necessary.

Some disruptions of normal operations may necessitate the need for telecommuting. Approval for telecommuting resides with the department or unit head. Therefore, departments/divisions/colleges should include procedures for this purpose in their specific plans.

SECTION 10: COMMUNICATIONS

Communication is a critical component of successful continuity capability. Communications systems must support connectivity to internal organizations, other agencies, critical customers, and the public. Consideration should be given to the full spectrum of technological advances now available: landlines, cellular, satellite, wireless, etc. The redundancy of communications is vital and should be developed to the depth necessary to sustain operations.

To ensure communication during a continuity incident, Prairie View University Office of Marketing and Communication will lead the communication efforts by utilizing all means of communication available. Additional plans will be developed to organize communication.

SECTION 11: TESTING, TRAINING, AND EXERCISE

Refer to the Emergency Management Plan for the Testing, Training, and Exercise schedule.

SECTION 12: CONTINUITY ANNEX MAINTENANCE

Prairie View A&M University has developed an approach to maintaining viable continuity capability. This approach ensures the review and update of the continuity annex and its supporting documents, the orientation of training of both existing and newly hired/appointed personnel, and the testing of the continuity capability through internal, local, regional, and state exercises.