

COOPs are not for Chickens:
Preparing a Continuity of
Operations Plan for Emergencies
Affecting Your Own Office

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Continuity of Operations Plans (COOP): Departments

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Risk Management, Safety & Security

Business Continuity Planning

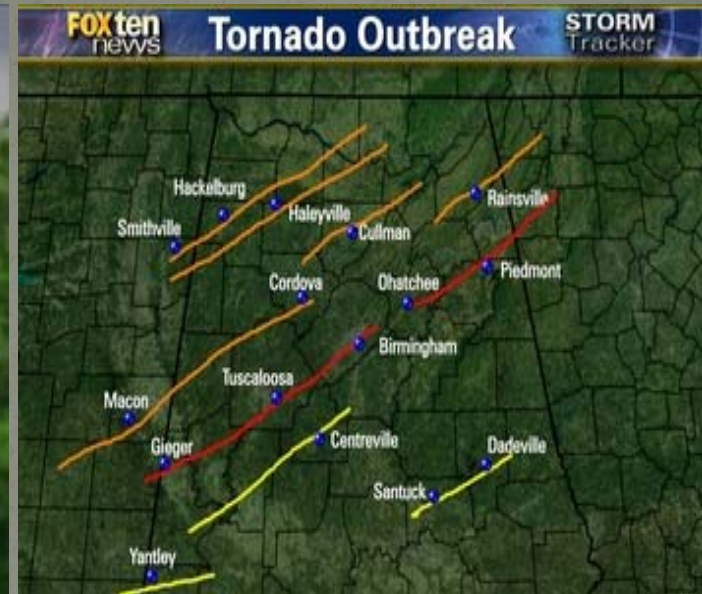
Continuity Planning

Why do we (institutions of higher education, IHE) need to worry about continuity?

- **Impact to campus, downtime**

- Operational Continuity: Research, Athletics, Auxiliary services, Housing, Parking
- Business Continuity: Administrative Services
- Academic Continuity: Online Courses, Spacing

The University of Alabama – 4/27/11



Our Lady of the Lake University – San Antonio, TX



University of Texas Medical Branch – Galveston, TX



- Business interruption: \$276M
- Building damage: \$255M
- External campus cleanup: \$67M
- Clinical equipment: \$52M
- Infrastructure: \$43M
- IT equipment: \$12M
- Education replacement: \$5M
- Evacuation: \$4M



Emergencies and Disasters

- Higher Education, Exposure
 - Sweat the small stuff
- Decrease recovery time and continue operations
- Use professional standards for ALL types of disasters or crises
 - Not just “the big one”
- Routine → Efficient → Effective Implementation

Why Do Continuity Planning?

- It's good business practice
 - Protects assets, cuts emergency costs, protects image
- Part of risk management process
 - Prevent, protect, mitigate, prepare, respond, recover
 - Identify trends and predict risks
- Promotes resiliency
 - Ability of an organization to absorb the impact of a disaster, and continue to function at a minimum acceptable level
 - Often the outcome of effective planning

Completing your COOP

- List all of the functions/processes within the unit
- Effect of loss of function/process
 - Loss of revenue/increased costs (cost per day)
 - Legal liability, fines/penalties, public harm
 - Loss of goodwill, other intangibles
- Ability to operate at reduced efficiency
- Recovery Time Objective (RTO)
- Key dependencies
- Contingency plans

Key to Recovery – Preparation!



PREPARATION

"By failing to prepare you are preparing to fail."
Benjamin Franklin

diydespair.com

Assembling a Team



- You can't do it alone!
- Representative of all procedures
- Detail orientation

Inventory

- Staff
- Processes
- Equipment
- Supplies
- Paper
- Digital
- Contacts
- Back-ups



Documentation

- What
- Where
- How
- When



Considerations in Creating a Continuity of Operations Plan (COOP)

- A COOP may be needed when all is well abroad; not just in what our field would call an emergency situation.
- Your COOP May Not Be a Public Record
 - **NC General Statute 132-1.6 –**
 - § 132-1.6. Emergency response plans.
 - Emergency response plans adopted by a constituent institution of The University of North Carolina, a community college, or a public hospital as defined in G.S. 159-39 and the records related to the planning and development of these emergency response plans are not public records as defined by G.S. 132-1 and shall not be subject to inspection and examination under G.S. 132-6. (2001-500, s. 3.1.)
- Possible Scenarios
 - Natural disasters – tornadoes, hurricanes, earthquakes etc...
 - Human-made disasters – power outages, mechanical disasters, terrorism etc...
 - Pandemics – local, regional and national – is your campus part of the regional or larger disaster response plan? If you do not know this, you need to find out.

Considerations in Creating a COOP

- Your unit's mission – keep this in mind for all planning and considerations
 - How much of what you do is dependent on your campus base of operations (your office)?
 - How much of your office can you replicate in another location including other campus sites and from home.
- ID your internal emergency communication systems
- Be sure to be connected to your campus (or organization's) emergency notification system

Considerations in Creating a COOP

- Plan your emergency access to data and systems
- Outline and rank your unit's critical functions and who will do these in the event of an emergency – define to 3 levels of responsibility
 - Define leadership succession
 - Determine team leader, members and recovery task plans for each team member
- Identify your key internal (campus) dependencies
 - Registrar
 - Financial Aid
 - Dean of Students Office

Considerations in Creating a COOP

- Identify your key external dependencies
 - Insurance companies
 - Partners, third party providers or direct enrollment schools
- Work from home plans for each staff member – review and update (if needed) regularly
- Have an impact analysis prepared
 - Why?
 - To determine what kind of impact a disruption will have (operational or financial), and the associated implications such as failure to meet regulatory obligations including fines...
 - Operational Impact Examples
 - Responding to student applications and inquiries
 - Recruitment (fairs, tabling)

Considerations in Creating a COOP

- Financial Impact Examples
 - Depositing credit card payments received
- Both Financial and Operational Examples
 - Student safety overseas
 - Disaster Responses
 - Paying invoices due
- Mitigating Circumstances – i.e., power out in the city
- Alternate work spaces
 - On Campus
 - Work from Home
 - Other Campuses
 - Beware public or other unsecure Wi-Fi hotspots
- Plan to Exercise your COOP

Xavier University of Louisiana

- New Orleans, Louisiana
- Private Historically Black & Catholic University
- Bachelors, Masters, Doctorate Degrees
- Two colleges:
 - Arts and Sciences
 - Pharmacy
- 3,500 students



Study Abroad at Xavier

- 4-10 semester study abroad students annually
- 10-20 short-term participants annually
- 7 NEW exchange agreements
- 10 3rd party provider affiliations



In late August of 2005, Xavier was closed by Hurricane Katrina. The University reopened five months later.



In late August of 2012, Xavier was closed for five days because of Hurricane Isaac.



Issue – How does my unit support students abroad in the event of a crises or natural disaster affecting operations on campus?

- Xavier has an emergency preparedness plan
- It includes the maintenance all of essential functions of the University
- Students abroad and those in the SA application process are uniquely effected by emergency situations
- Going forward, my unit should have a COOP to specifically address functions and processes for study abroad

Research for My Unit COOP at Xavier

- Reviewed University Emergency Preparedness Plan
- Interviewed key personnel on campus
 - Director of Risk Management
 - VP of Academic Affairs
 - Registrar
 - Director of Internet Technology Center
 - Director of Financial Aid

Developing the COOP for My Unit at Xavier

- Functions/processes within the unit
- Effect of loss of function/process
- Ability to operate at reduced efficiency
- Recovery Time Objective (RTO)
- Key dependencies
- Contingency plans
- NEXT STEPS

Additional Resources

- FEMA EMI (Emergency Management Institute)
 - Homepage <http://training.fema.gov/Programs/>
 - Online Courses are Open to US Citizens Free of Charge
- American University's Emergency Management and Continuity of Operations Plan (114 pages)
 - <http://www.american.edu/emergency/loader.cfm?csModule=security/getfile&pageid=598967>
- Google It! "Continuity of Operations Plan University"

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