

# ***JACKSON STATE COMMUNITY COLLEGE***



## **Continuity Plan**

**July 22, 2020**

# Jackson State Community College

## Continuity Plan

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## DECLARATION

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**Jackson State Community College** is proud to serve citizens in communities throughout fourteen counties in West Tennessee. We are your community college. If you are seeking to begin your higher education experience with us in preparation for transferring to a baccalaureate institution, you will find that our faculty are extraordinarily qualified and dedicated to meet your learning needs. If you are seeking skills and knowledge to enable you to enter the workforce when you leave Jackson State, you will find that our faculty possess the ability to prepare you to be a productive employee. If you are seeking to expand your knowledge in personal interest areas, you will find a wide array of offerings, taught by people who share your enthusiasm and interest. If you are an employer seeking training opportunities for your employees, Jackson State can provide the expertise to ensure that your organization maintains its competitive edge. Whatever your higher education needs, and goals may be, Jackson State Community College is ready to meet your needs.

Jackson State combines a tradition to excellence in student performance and success with a caring and individualized approach to working with students. I invite you to visit one of our campuses and learn more about how we are prepared to assist you in achieving your goals.

To accomplish this mission, **Jackson State Community College** must ensure its operations are performed with minimal disruption during all-hazards emergencies or other situations that disrupt normal operations. This document provides planning and program guidance for implementing the **Jackson State Community College** Continuity Plan and Continuity Program to ensure the institution is capable of conducting its mission essential functions (MEFs) under all threats and conditions. The institution is committed to the safety and protection of its personnel, contractors, operations, and facilities. This Continuity Plan is a recovery plan that works as a companion plan with the **Jackson State Emergency Management Plan (EMP), Inclement Weather Policy (IWP), Cyber Security Response Plan (CSRP), and Information Technology Disaster Recovery Plan (ITDRP)**, and provides a framework to minimize potential impact and allow for rapid recovery from an incident that disrupts operations. This plan encompasses the magnitude of operations and services performed by the institution and is tailored to the institution's unique operations and MEFs.

This plan identifies key personnel that perform or manage the performance of MEFs. Upon plan activation, key personnel will be notified and assume responsibility for implementing the plan in accordance with the guidance provided by the Crisis Management Team as defined in the Emergency Management Plan or an appropriate designee. Key personnel should be prepared to implement the Continuity Plan and perform MEFs within the established recovery time objectives for a period of up to 30 days or until normal operations can be resumed.

This Continuity Plan was prepared by **Jackson State Community College** to develop, implement and maintain a viable continuity capability. This Continuity Plan has been distributed internally to appropriate personnel within the **Jackson State Community College** and with external organizations that might be affected by its implementation.



President

Jackson State Community College

7/22/2020

## RECORD OF CHANGES

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Submit recommended changes to this document to **Jackson State Community College**.

**Table 1**  
**Record of Changes**

Change Number	Section and/or Page Number	Description of Change	Date of Change	Posted By

## PUBLICATION AND DISSEMINATION

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The institution Continuity Plan will be distributed to executive leadership and key personnel within the institution and to others as deemed appropriate. Requests for additional copies of this plan or notification of updates should be directed to the Continuity Coordinator.

**Table 2**  
**Continuity Plan Distribution List**

Name	Title	Agency or Organization	Date Issued	Date Returned	Number of Copies

## BASIC PLAN

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### PURPOSE

The purpose of this Continuity Plan is to provide the framework for **Jackson State Community College** to continue or rapidly restore MEFs in the event of an emergency that affects operations. This document establishes the **Jackson State Community College's** Continuity Program procedures for addressing three types of extended disruptions that could occur individually or in any combination:

- Loss of access to a facility or portion of a facility (as in a building fire);
- Loss of services due to equipment or systems failure (as in telephone, electrical power, or information technology system failures); and
- Loss of services due to a reduced workforce (as in pandemic influenza, incidents in which employees are victims or incidents that prohibit employees from reporting to the workplace).

This Continuity Plan is **not** an emergency response plan. It **is** a recovery plan that works as a companion plan with the **College's Emergency Management Plan and/or local and state response plan**. The Continuity Plan provides a framework designed to minimize potential impact to operations and allow for rapid recovery from an event which may or may not cause the activation of emergency response or incident action plans.

### SCOPE AND APPLICABILITY

This plan applies to the operations and resources necessary to ensure the continuation of the **Jackson State Community College's** MEFs. This plan applies to institution personnel (including faculty) in all departments and all locations where MEFs and their supporting functions are conducted.

This Continuity Plan supports the performance of MEFs from alternate locations, with a reduction in workforce, or during a loss of services resulting from equipment or systems failure. The Continuity Plan does not apply to temporary disruptions of service, including minor IT system or power outages or any other scenarios where MEFs can be readily restored in the primary facility. This plan provides for the resumption of MEFs, continuity of management, and decision-making authority if senior leadership is unavailable. This Continuity Plan can be activated during duty and non-duty hours, both with and without warning.

## SITUATION OVERVIEW

The following situations impact ***Jackson State Community College***'s continuity planning efforts:

- ***Jackson State Community College*** is comprised of five campuses. Jackson, TN; Humboldt, TN; Paris, TN; Lexington, TN; and Savannah, TN.
- The institution's primary facility houses multiple departments including administration, human resources, operations, etc. There are approximately 250 total personnel and 170 adjunct faculty members, in addition to contractors, and typically approximately 2000 institution visitors in the primary facility on a daily basis.

## PLANNING ASSUMPTIONS

This plan has been developed based on the following assumptions:

- ***Jackson State Community College*** has considered its mission, statutory requirements, and emergency support function roles outlined in the Emergency Management Plan and has identified MEFs and appropriate recovery time objectives (RTOs) to support these functions.
- ***Jackson State Community College*** is susceptible to a full range of hazards (man-made, technological, and natural).
- ***Jackson State Community College*** acknowledges that its MEFs may be disrupted by: the loss of access to a facility (or portion of a facility), the loss of services due to equipment or system failure, the loss of services due to a reduction in the workforce, or any combination thereof.
- The primary college facility is in Jackson, TN and in the event of an emergency, either Lexington campus, Humboldt campus, Paris campus, or Savannah campus or all will be available as alternative facilities.
- The institution has identified key personnel and alternates required for the implementation of this plan.
- Institution leadership will exercise their authority to implement the Continuity Plan in a timely manner when confronted with events that disrupt the institution's MEFs.
- Executive leadership and key personnel may be required to relocate to an alternate facility during a continuity event.
- Leadership has been cross trained so that more than one executive or manager can perform their continuity responsibilities if called upon to do so;
- The institution will implement teleworking and distance learning as an alternate work arrangement, if appropriate.
- In the event of an emergency, the institution may need to rely on services of other agencies

and/or organizations for recovery.

- When properly implemented, this Continuity Plan will reduce or prevent disaster-related losses and allow for timely recovery operations.

## OBJECTIVES

The objectives of the ***Jackson State Community College*** Continuity Plan are outlined below.

- Ensure that ***Jackson State Community College*** can perform its MEFs under all conditions.
- Provide for the safety and well-being of ***Jackson State Community College***'s personnel, contractors, and visitors while enabling the institution's continued operations during any event or disruption to operations.
- Reduce or mitigate disruptions to operations.
- Minimize damage and loss to property, records, systems, and equipment.
- Achieve ***Jackson State Community College***'s timely and orderly recovery and reconstitution from an emergency.
- Ensure and validate continuity readiness through a dynamic and integrated continuity test, training, and exercise program.
- Protect FERPA, HIPPA and other data on students, Finance data, and personal identification data on staff and faculty.

## ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

**Table 3**  
**Continuity Implementation Responsibilities**

Position	Responsibility
President	<ul style="list-style-type: none"> <li>• Provide strategic leadership and overarching policy direction for the Continuity Program.</li> <li>• Implement the Continuity Plan when necessary, or when directed to by a higher authority.</li> <li>• Consult with and advise appropriate officials during implementation of the Continuity Plan.</li> <li>• Oversee and coordinate activities between the Continuity Coordinator and Reconstitution Manager.</li> </ul>
Continuity Coordinator	<ul style="list-style-type: none"> <li>• Coordinate the implementation of the Continuity Plan and initiate appropriate notifications to internal and external contacts.</li> <li>• Work closely with the Reconstitution Manager to ensure a smooth transition from continuity operations to reconstitution operations.</li> </ul>
Key Personnel	<ul style="list-style-type: none"> <li>• Be prepared to deploy and support the performance of institution MEFs in the event of a Continuity Plan implementation.</li> </ul>
Reconstitution Manager	<ul style="list-style-type: none"> <li>• Coordinate and oversee the reconstitution process.</li> <li>• Ensure that the primary facility can support the performance of MEFs</li> <li>• Develop a time-phased plan to ensure that functions are restored in a manner which minimizes downtime.</li> <li>• Work closely with the Continuity Coordinator to ensure a smooth transition from continuity operations to reconstitution operations.</li> </ul>
Employees and Faculty	<ul style="list-style-type: none"> <li>• Monitor institution communications for guidance or instructions during the event.</li> <li>• Know and understand their roles in a continuity environment.</li> </ul>
External Organizations	<ul style="list-style-type: none"> <li>• Monitor institution communications for guidance or instructions during the event.</li> <li>• Know and understand their roles in a continuity environment.</li> </ul>

## ORDERS OF SUCCESSION

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 his/her essential duties, successors have been identified to ensure there is no lapse in executive leadership. Authority shall return to the institution leader when the institution leader is capable of resuming essential duties or a permanent replacement has been chosen in accordance with institution policy. ***Jackson State Community College's*** orders of succession and method of notification to personnel are:

**Table 4**  
**Orders of Succession**

Position	Notification Method	Successor #1	Successor #2	Successor #3
President, George Pimentel	Cell Phone  615.400.2278			
Int .Vice President, Student Services, Robin Marek	Cell Phone  731.658.7069	Director, Admissions and Records Robin Marek  731.658.7069	Director, Financial Aid, John Brandt  731.225.9046	
VP, Financial & Admin. Affairs, Tim Dellinger	Cell Phone  731.609.7479	Director, IT Dana Nails  731.225.2509	Director, Business Services Adina Kerfoot 321.848.1631	Director, Purchasing Dart Hemrick 731.426.6523

Position	Notification Method	Successor #1	Successor #2	Successor #3
Director, Information Technology Dana Nails	Cell Phone 731.225.2509	Tech. Services, Coordinator Linda Shirley 731.549.6139	DBA/ERP Coordinator, Patti Tanski-Mego 731.267.9284	Systems Admin. Kevin Johnson 731.220.2722
Director, Physical Plant, William (Preston) Turner	Cell Phone 731.571.9210	Maintenance Mgr. Steve Mayfield 731.694.2334	Grounds Keeper David Greenway 731.467.1630	Phys. Plant Secretary Glory Griffin 731.225.8294
Chief of Police, Steven (Shane) Young,	731.225.5952	Adam Hillard 731.697.8229	Clinton Warrington 731.614.8484	Jimmy Turner 731.420.4295

## DELEGATIONS OF AUTHORITY

Generally, pre-determined delegations of authority will take effect when normal operations are disrupted and terminate when these have resumed. ***Jackson State Community College*** has identified the following delegations of authority:

**Table 5**  
**Delegations of Authority**

Authority (Function )	Type of Authority	Position Holding Authority	Delegation to Position	Triggering Conditions	Limitations
Continuity Plan, Emergency Operations Plan, Activation	Emergency Authority	President, and VP of Finance & Admin. Affairs (FAA)	Vice President of Academic Affairs and VP of Student Services	Unavailable or cannot be contacted	Terminates when incumbent returns
Emergency Alert System	Emergency Authority	President, Vice President, FAA, or Vice President of Academic Affairs	Vice President for Institutional Advancement (Public Information Officer)	Unavailable or cannot be contacted	Terminates when incumbent returns
Budget Management	Administrative Authority	President, Vice President of FAA, Vice President of Academic Affairs	Director of Business Services	Unavailable or cannot be contacted	Terminates when incumbent returns

Contracts for goods and services	Emergency & Administrative Authority	President, Vice President of FAA	Director of Purchasing	Incumbents are unavailable or cannot be contacted for more than twenty-four hours	Terminates when incumbent returns

Authority (Function)	Type of Authority	Position Holding Authority	Delegation to Position	Triggering Conditions	Limitations
Personnel new hires and contracts	Emergency and Administrative Authority	President and Director of Human Resources, and Vice President of Academic Affairs	Dean Academic Programs	Incumbents are unavailable or cannot be contacted for more than forty- eight hours	Terminates for emergency authority only when incumbent returns
Purchasing	Administrative Authority	Vice President, FAA	Director of Purchasing	Approving authority not available	When certification authority returns
Payrolls	Administrative Authority	Payroll Manager	Accountant I	College unable to certify	When certification authority returns
Personnel Records Maintenance (Personnel Management Information System)	Administrative Authority	Director, Human Resources	Vice President Academic Affairs	College unable to key updates	When certification authority returns.
Local Fund Procurement	Administrative Authority	President, Vice President, FAA	Director, Business Services	Approving authority not available	When certification authority returns
Purchase Cards	Administrative Authority	President, Vice President, FFA	Director, Business Services	Approving authority not available	When certification authority returns

Information Technology	Administrative Authority	Director of OIT	Tech. Services Coord. & DBA/ERP Coord.	Approving authority not available	When certification authority returns
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<b>Authority (Function)</b>	<b>Type of Authority</b>	<b>Position Holding Authority</b>	<b>Delegation to Position</b>	<b>Triggering Conditions</b>	<b>Limitations</b>
Website Maintenance	Administrative Authority	Public Relations Director	Web Administrator	Approving authority not available	When certification authority returns
Master Key System	Administrative Authority	Director, Physical Plant	Chief of Police	Approving authority not available	When certification authority returns
Energy Maintenance System	Administrative Authority	Director, Physical Plant	Chief of Police	Approving authority not available	When certification authority returns
College-owned equipment (vehicles)	Administrative Authority	Vice President, FAA	Director of Physical Plant	Approving authority not available	When certification authority returns
College facilities	Administrative Authority	President, & Vice President, FAA	Director of Physical Plant	Approving authority not available	When certification authority returns

## CONCEPT OF OPERATIONS

A continuity plan must be maintained at a high level of preparedness and be ready to be implemented without prior warning. As such, ***Jackson State Community College*** has developed a concept of operations which describes the implementation of the Continuity Plan.

### Phase 1- Preparedness

***Jackson State Community College*** participates in the full spectrum of readiness and preparedness activities to ensure the institution can continue to perform MEFs in an all-hazard risk environment. This is accomplished through various means outlined in the agencies Emergency Management Plan.

### Phase 2- Activation and Notification

The following matrices are intended to serve as an implementation guide. It is important to note that while an effort has been made to outline implementation levels and notification guidelines in these matrices, **they are a guide only** and do not limit the ability of executive leadership to make decisions and take necessary actions in the event of an emergency.

Executive leadership will stay informed of the threat environment using all available means, including government intelligence reports or notices, national/local reporting channels, and media outlets. Activation decisions by executive leadership will be made after evaluating all available information relating to:

- Direction and guidance from higher authorities
- National Terrorism Advisory System (NTAS) alerts, instructions, and guidance or similar communication from state or local authorities, including local emergency management agencies.
- National Weather Service Alerts
- The health and safety of personnel
- The ability to execute MEFs
- Intelligence reports
- The potential or actual effects on communication systems, information systems, office facilities, and other essential equipment
- The expected duration of the emergency

**Table 6**  
**Activation Decision Matrix**

Level of Emergency	Category	Potential Event	Impact on the Ability to Perform MEFs	Decisions
I	Alert	An event with notice, such as a severe weather forecast to impact area; scheduled software upgrades to essential systems or essential equipment maintenance/upgrades.	An actual or anticipated event that might have an adverse impact on any portion of the institution, staff, or equipment /systems for a period of time that exceeds recovery time objectives but does not require any specific response beyond what is normally available.	Impacted department alert appropriate personnel of situation and requests assistance. No Continuity Plan implementation required.
II	Stand-by	Inclement Weather approaching the area where institution facilities are located; system or equipment failure expected to last less than 24 hours; possible public health emergency reported with minimal impact to staff.	An actual or anticipated event estimated to have minimal impact on operations that might require minimal assistance beyond what is normally available.	Impacted department alerts appropriate personnel. Members of the Crisis Management Team are notified and placed on stand-by. Limited Continuity Plan implementation depending on individual department requirements.
III	Partial Implementation	Small fire localized to one wing or floor of the building; system or equipment failure expected to last more than one day; public health emergency declared with moderate impact to staff.	An actual event estimated to disrupt the operations of MEFs for more than the established recovery time objectives or 24 hours.	Impacted department alerts senior leadership. Crisis Management Team members alerted and instructed. Partial Implementation of the Continuity Plan. May require the mobilization of all resources. Also, may require the activation of orders of succession and the movement of some personnel to an alternative facility for a period of more than three days but less than fourteen days.

Level of Emergency	Category	Potential Event	Impact on the Ability to Perform MEFs	Decisions
IV	Full Implementation	Gas line explosion has caused extensive structural damage to the facility; system or equipment failure expected to last for an extended period of time; public health emergency declared with significant staff impact.	An actual event that significantly disrupts the operations of multiple MEFs for a period of time exceeding the MEF recovery time objectives.	Full implementation of the Continuity Plan approved by the executive leadership. Impacted department alerts senior leadership. Crisis Management Team members alerted and given instructions. Orders of succession maybe required along with the movement of significant number of personnel to an alternative location for a period of more than fourteen days. May require the complete mobilization of all resources.

**Table 7**  
**Activation Notification Matrix**

Level of Emergency	Category	Executive Leadership Notifications	Continuity Coordinator Notifications
I	Alert	<p>Impacted department alerts senior leadership of situation and requests assistance as applicable.</p> <p>Senior leadership notifies:</p> <ul style="list-style-type: none"> <li>– Tennessee Board of Regents (TBR) of the alert, other campuses, and</li> <li>– Continuity Coordinator.</li> </ul>	<p>The Continuity Coordinator notifies:</p> <ul style="list-style-type: none"> <li>– Key personnel of the alert and that they are to ensure go-kits, emergency contact information, and manual workaround procedures are up to date, and/or ensure the availability and functionality of telework resources.</li> </ul>
II	Stand-by	<p>Impacted department alerts senior leadership of situation and requests assistance as applicable.</p> <p>Senior leadership notifies:</p> <ul style="list-style-type: none"> <li>– TBR of the status, other campuses, and</li> <li>– Continuity Coordinator</li> </ul>	<p>The Continuity Coordinator notifies:</p> <ul style="list-style-type: none"> <li>– Key personnel that they are being placed on stand-by and that they are to ensure go-kits, emergency contact information, and manual workaround procedures are up to date, and/or ensure the availability and functionality of telework resources.</li> </ul>
III	Partial Implementation	<p>Impacted department alerts senior leadership of situation and requests assistance as applicable.</p> <p>Senior leadership notifies:</p> <ul style="list-style-type: none"> <li>– TBR of the partial implementation, other campuses, and</li> <li>– Continuity Coordinator.</li> </ul>	<p>The Continuity Coordinator notifies:</p> <ul style="list-style-type: none"> <li>– Key personnel and provides partial implementation instructions.</li> </ul>
IV	Full Implementation	<p>Impacted department alerts senior leadership.</p> <p>Senior leadership notifies:</p> <ul style="list-style-type: none"> <li>– TBR of the full implementation, other campuses, and</li> <li>– Continuity Coordinator.</li> </ul>	<p>The Continuity Coordinator notifies:</p> <ul style="list-style-type: none"> <li>– Key personnel and provides instructions.</li> <li>– Human Resources (to provide guidance to institution personnel)</li> <li>– Public Affairs</li> <li>– Facility Management</li> <li>– Security Manager</li> <li>– Others as appropriate. See Notes from IT</li> </ul>

In addition to the notifications outlined in the matrices, the following notifications may need to be made by the Continuity Coordinator or designee(s) within 12 hours of activation:

- Notifying all current active vendors, contractors, and suppliers of the plan activation and providing direction on activities that will need to be initiated, altered, or suspended as a result.
- As appropriate and necessary, notifying the primary point of contact for surrounding organizations, jurisdictions, and interdependent agencies of the plan activation and any potential consequences or planned alternate actions that might be required until normal operations can be restored.
- Once the situation has been fully assessed, notifying institution personnel, contractors, suppliers, vendors, and interdependent agencies of the expected duration of the event.

### Phase 3- Continuity Operations

Upon activation of the Continuity Plan during regular duty hours, key personnel will continue to perform MEFs if possible until ordered to cease operations by *Continuity Coordinator*. At that time, MEFs will transfer to the alternate facility and/or be performed in the manner prescribed by the *Continuity Coordinator*.

If, during non-duty hours, the decision to transfer MEFs to the alternate facility is made, previously designated key personnel may be required to arrive at the alternate facility first to prepare the site. Upon arrival at the alternate facility, these key personnel will:

- Ensure infrastructure systems, such as power and HVAC are functional
- Implement pre-designated security protocols if required
- Prepare check-in duty stations for key personnel and executive leadership arrival
- Field telephone inquiries from institution staff
- Ensure all electronic equipment is functioning and access is available to all systems
- Ensure support staff such as maintenance and housekeeping have been contacted and are reporting to the alternative facility
- Inventory facility to ensure equipment, furniture and supplies are available and ready to be used

If the decision to perform MEFs via telework or using a reduced workforce scenario is made, key personnel will:

- Heed all applicable instructions
- Retrieve pre-positioned information and activate applicable systems or equipment
- Begin performing institution MEFs
- Keep the Continuity Coordinator or designee informed of MEF capability.
- Ensure Leadership Team members are properly informed

During continuity operations, **Jackson State Community College** may need to acquire additional personnel, equipment, and supplies on an emergency basis to sustain operations for up to 30 days or until normal operations can be resumed. **Jackson State Community College** maintains the authority for emergency acquisition.

#### Phase 4- Reconstitution

**The Operations Manager** is responsible for initiating and coordinating operations to salvage, restore, and recover **Jackson State community College's** primary operating facility, overseeing the repair or restoration of systems or equipment, and/or supervising the return to work of personnel. It should be noted that in certain circumstances, reconstitution to the primary operating facility may require approval from local, State, or Federal law enforcement or emergency service agencies.

During continuity operations, the Reconstitution Manager or designee must obtain the status of the facilities, systems, and/or workforce affected by the event. Upon obtaining the status of the facility, systems, or workforce, the Reconstitution Manager will determine how much time is needed to repair the affected facility or systems, acquire a new facility or systems, or achieve workforce recovery.

Reconstitution procedures will commence when the **Continuity Coordinator** or other authorized person ascertains that the emergency situation or disruption has ended and is unlikely to reoccur. Once the appropriate authority has made this determination, in coordination with other applicable authorities, one or more of the following options may be implemented, depending on the situation:

- If the disruption was caused by a facility related event, the Reconstitution Manager may conduct security and safety assessments to determine buildingsuitability.
- Senior leadership notifies institution personnel that the threat of, or actual emergency, no longer exists and provides instructions for resumption of normal operations. Announcement is disseminated via established notification procedures.
- Each business unit or subcomponent will designate a reconstitution point-of-contact to work

with the Reconstitution Manager and to update personnel on developments regarding reconstitution.

- Key personnel continue to perform MEFs until notification of reconstitution implementation.
- The Reconstitution Manager and/or the Continuity Coordinator communicates the reconstitution schedule to personnel, contractors, institution partners and other key contacts (local jurisdictions, vendors, etc.), as applicable.
- The Reconstitution Manager coordinates with the Information Technology Director, or other appropriate staff and/or contractors to verify that systems, communication, and other required capabilities are available and operational and that the institution is fully capable of accomplishing all MEFs and operations at the new or restored facility, with the new or restored systems, or with a new or restored workforce.
- The action plan for reconstitution is implemented. The Reconstitution Manager or designee will supervise the return of personnel, equipment, and documents to normal operations whether at the primary or a permanent alternate facility location. The phase-down and return of personnel, functions, and equipment will follow the priority-based plan and schedule outlined by the Reconstitution Manager. Transition and/or recovery of essential records, databases, or equipment, as well as other records not designated as essential will occur in a manner consistent with institution disaster recovery plans (including the Information Technology Disaster Recovery Plan).
- The Continuity Coordinator conducts a “hot wash” or review of its continuity operations and the effectiveness of its plans and procedures with executive leadership and key personnel. This information is used to complete an After-Action Report (AAR) within three (3) months of the event. Information gathered during the AAR process should be used to develop an Improvement Plan (IP) to correct identified deficiencies.

## Acceptable Down Times

The ***Jackson State community College*** has identified Priorities for each division for resumption of operations during disruptions.

### Priorities for each division for resumption of operations during the disruption

- Academic Affairs – Physical Space for ground classes
- Financial and Administrative Affairs – Technology- Banner
- Effectiveness and Advancement – Technology – Web
- Student Services- Technology – Banner
- Institution – Technology – Banner and Internet/Web Access

The MEFs listed in the table below are prioritized by RTO to assist the institution and staff in knowing which functions must be recovered first. More information on the business processes identified for each MEF can be found in Appendix D – Business Process Analysis.

**Table 8**  
**Mission Essential Functions (MEFs)**

Level	Example	Acceptable Downtime
Level 1	typical snow/ice (estimated occurrence 3-5 days)	3-5 Days
Level 2	Ice Storm (estimated occurrence 10-14 days)	Institution would revisit academic schedule but otherwise acceptable
Level 3	localized disaster (tornado, etc.)	Within 3-5 days institution would begin resituating students, procurement process, etc.
Level 4	Centralized Banner access disrupted.	Immediate steps begin to establish connection and manual processes implemented
Level 5	Regional Disaster	Acceptance of long-term damage status. Begin processes once a safe environment is established

## PROGRAM MANAGEMENT AND MAINTENANCE

Leadership and the Continuity Coordinator are responsible for managing and maintaining the Continuity Plan. While the Continuity Plan serves as the guide during activation and recovery, the Continuity Program provides the framework and structure to guide continuity planning.

**Table 9**  
**Program Management and Maintenance Responsibilities**

Position	Responsibility
President	<ul style="list-style-type: none"><li>• Designate and authorize a Continuity Coordinator to manage the institution Continuity Program.</li><li>• Designate a Reconstitution Manager to oversee and coordinate reconstitution efforts.</li><li>• Coordinate the efforts and activities of the Continuity Coordinator and Reconstitution Manager.</li><li>• Ensure that orders of succession and delegations of authority are kept up to date</li><li>• Promulgate the Continuity Plan</li><li>• Ensure all appropriate institution components participate in continuity exercises</li></ul>
Continuity Coordinator	<ul style="list-style-type: none"><li>• Coordinate the development and documentation of all activities required for the institution to perform its MEFs during an event or other situation that disrupts normal operations.</li><li>• Create a planning schedule and milestones for developing or updating continuity capabilities and obtaining plan approval.</li><li>• Coordinate and/or administer continuity awareness training for all institution employees and applicable contractors responsible for supporting activation of the Continuity Plan.</li><li>• Maintain and update the Continuity Plan as outlined in Table 9 – Continuity Plan Maintenance Schedule.</li></ul>

Position	Responsibility
	<ul style="list-style-type: none"> <li>• Coordinate an annual continuity exercise and complete an After Action Report (AAR).</li> <li>• Develop an Improvement Plan (IP) to correct deficiencies noted in the AAR and modify the Continuity Plan, if appropriate.</li> </ul>
<b>Reconstitution Manager</b>	<ul style="list-style-type: none"> <li>• Initiate, coordinate, and oversee operations to salvage, restore, and recover the institution's primary operating facility, systems or equipment, and/or workforce, or locate and prepare a new facility for the organization.</li> <li>• Establish an action plan for reconstitution and notify the Continuity Coordinator of the plan.</li> </ul>
<b>Key Personnel</b>	<ul style="list-style-type: none"> <li>• Have an approved telework agreement, if applicable</li> <li>• Participate in continuity training and exercises as directed</li> <li>• Be aware of their role and capable of performing their responsibilities in the event of plan activation.</li> <li>• Update contact information with the Continuity Coordinator for inclusion in the Continuity Plan as appropriate.</li> </ul>
<b>Employees and Contractors</b>	<ul style="list-style-type: none"> <li>• Know and understand their roles in a continuity environment.</li> <li>• Understand the communication protocols to be used during a continuity event.</li> </ul>

The Continuity Coordinator or their designee is responsible for continuity plan maintenance.

**Table 10**  
**Continuity Plan Maintenance Schedule**

Activity	Tasks	Frequency
Revise contact information for senior leadership and key personnel	<ul style="list-style-type: none"> <li>Confirm and update senior leadership and key personnel information</li> </ul>	Semiannually
Plan update	<ul style="list-style-type: none"> <li>Review entire plan for accuracy and compliance</li> <li>Update plan to reflect organizational changes within the institution or changes to the MEFs or supporting activities performed by the institution, interdependent agencies, or contractors</li> <li>Incorporate lessons learned and changes in policy and philosophy</li> </ul>	Annually or when organizational changes occur
Maintain orders of succession and delegations of authority	<ul style="list-style-type: none"> <li>Identify current incumbents</li> <li>Update rosters and contact information</li> </ul>	Semiannually
Maintain alternate facility readiness	<ul style="list-style-type: none"> <li>Check all systems</li> <li>Verify accessibility</li> <li>Cycle supplies and equipment, as necessary</li> </ul>	Annually or at the institution's discretion
Verify the existence of an institution essential records program and identify the Program Manager	<ul style="list-style-type: none"> <li>Verify that essential records program includes provisions for monitoring the volume of materials, updating and/or removing materials, and materials distribution.</li> </ul>	Annually or at the institution's discretion

## TRAINING AND EXERCISES

To maintain the institution's continuity capability, an all-hazard continuity training and exercise program has been established. Major components of this program include training all staff in their continuity responsibilities and conducting periodic exercises to test and validate continuity plans and procedures, systems, and equipment.

### TRAINING

**Jackson State Community College** is dedicated to maintaining a continuity capability and as such has developed the following training schedule:

**Table 11**  
**Continuity Plan Training Schedule**

Individual or Group to Receive Training	Type of Training	Individual to Provide Training	Training Frequency
New Personnel	Continuity Awareness Briefing (or other means of orientation)	Human Resources and/or Continuity Coordinator	Within 60 days of hire
Senior Leadership and Key Personnel (Primary)	Continuity Plan Training (must minimally include individual Continuity Plan duties, mission essential functions, and orders of succession)	Continuity Coordinator	Annual awareness reminder or when plan changes occur
Key Personnel (Alternates)	Continuity Plan Training (must minimally include individual Continuity Plan duties, mission essential functions, and orders of succession)	Continuity Coordinator	Annual awareness reminder or when plan changes occur
	MEF Cross-training	Primary Key Personnel	Annually
	Orders of Succession and Delegation of Authority Awareness	Continuity Coordinator	When delegations or successors change

Individual or Group to Receive Training	Type of Training	Individual to Provide Training	Training Frequency
Pre-delegated Authorities and Successors	Continuity Plan Training (must minimally include individual Continuity Plan duties, mission essential functions, and orders of succession)	Continuity Coordinator	Annual awareness reminder or when significant plan changes occur
Applicable Contractors	Continuity Plan Training (must minimally include individual Continuity Plan duties, mission essential functions, and orders of succession)	Continuity Coordinator	Annual awareness reminder or when significant plan changes occur
All Institution Personnel	Continuity Plan Training (must minimally include individual Continuity Plan duties, mission essential functions, and orders of succession)	Continuity Coordinator	Annual awareness reminder or when significant plan changes occur

## EXERCISES

Exercises are conducted to validate elements of the Continuity Plan, both individually and collectively. *Jackson State Community College* is committed to ensuring that realistic exercises are conducted, during which individuals and business units perform the tasks that are expected of them in a real event. *Jackson State Community College has further defined its training program in its documented Emergency Management Plan.*

## ACRONYMS AND DEFINITIONS

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### ACRONYMS

<b>AAR</b>	After Action Report
<b>BIA</b>	Business Impact Analysis
<b>BPA</b>	Business Process Analysis
<b>CEMP</b>	Crisis and Emergency Management Plan
<b>COOP</b>	Continuity of Operations
<b>EMAC</b>	Emergency Management Assistance Compact
<b>EMAP</b>	Emergency Management Accreditation Program
<b>EAP</b>	Emergency Action Plan
<b>EMP</b>	Emergency Management Plan
<b>FEMA</b>	Federal Emergency Management Agency
<b>FOIA</b>	Freedom of Information Act
<b>HSEEP</b>	Homeland Security Exercise and Evaluation Program
<b>IP</b>	Improvement Plan
<b>ITDRP</b>	Information Technology Disaster Recovery Plan
<b>MEF</b>	Mission Essential Function
<b>MOU</b>	Memorandum of Understanding
<b>NTAS</b>	National Terrorism Advisory System
<b>NWS</b>	National Weather Service
<b>PBF</b>	Primary Business Function
<b>RPO</b>	Recovery Point Objective
<b>RTO</b>	Recovery Time Objective
<b>SPSHS</b>	Secretariat of Public Safety and Homeland Security

## DEFINITIONS

**Activation** – When all or a portion of the COOP plan has been put into motion. Activation may be full or partial.

**After Action Report (AAR)** – A report that summarizes and analyzes performance in both exercises and actual events. The report includes lessons learned, best practices, and an Improvement Plan (IP). The reports for exercises may also evaluate achievement of the selected exercise objectives and demonstration of the overall capabilities being exercised.

**Alternate Facility** – A location, other than the normal facility, used to process data and/or conduct mission essential functions (MEFs) in the event of a disaster.

**Application** – A software program that runs on a computer.

**Business Impact Analysis (BIA)** – A method of identifying the effects of failing to perform a function or requirement. A BIA may be a useful tool in helping an institution identify some of its primary business functions.

**Business Process Analysis (BPA)** – A systematic method of identifying and documenting all of the elements necessary to accomplish each organizational MEF. The BPA ensures that the right people, equipment, capabilities, records, and supplies are identified and available where needed during a disruption so that MEFs can be resumed quickly and performed as required. The BPA is a method of examining, identifying, and mapping the functional processes, workflows, activities, personnel expertise, systems, data, partnerships, controls, interdependencies, and facilities inherent in the execution of the MEF.

**Cold Site** – An alternate site that is reserved for emergency use, but which requires the installation of equipment before it can support operations. Equipment and resources must be installed in such a facility to support the mission essential functions or primary business functions of an organization. Cold sites have many variations depending on their communication facilities, UPS systems, or mobility.

**Continuity Coordinator** – The individual that serves as the institution's manager for all continuity activities. The Coordinator has overall responsibility for developing, coordinating and managing all activities required for the institution to perform its mission essential functions during an event that disrupts normal operations. Selecting a Continuity Coordinator is the first step in the continuity planning process.

**Continuity of Operations (Continuity)** – The effort to ensure an organization can continue its mission essential functions across a wide range of potential events.

**Continuity Plan** – A set of documented procedures developed to provide for the continuance of mission essential functions during an emergency.

**Continuity Program** – An ongoing, cyclical model of planning, training, evaluating, and implementing corrective action for continuity capabilities.

**Crisis and Emergency Management Plan (CEMP)** – A plan normally utilized by colleges and universities that uses a systematic approach to respond to and manage emergencies or disasters that threaten the college or university's students, faculty, staff, and visitors. A CEMP does not encompass continuity planning and should be separate and distinct from the college or university's continuity plan. An emergency action plan (EAP) is the non-academic version of the CEMP.

**Delegations of Authority** – Identification of statutory or signatory authorities, those individuals holding the authority, and the alternate individuals responsible for assuming that authority should the primary be unavailable.

**Emergency Action Plan (EAP)** – The plan maintained by an institution or organization for responding to a wide variety of potential hazards. It describes how people and property will be protected, details who is responsible for carrying out specific actions, identifies available personnel, equipment, facilities, supplies, and resources, and outlines how all response actions will be coordinated. An institution or organization's EAP is separate and distinct from its continuity plan.

**Emergency Management Accreditation Program (EMAP)** – An independent, non-profit organization with a standards-based voluntary assessment and peer review accreditation process for government programs responsible for coordinating prevention, mitigation, preparedness, response, and recovery activities for natural and human-caused disasters. Accreditation is based on compliance with collaboratively developed national standards and is open to all US states, territories, and local governments.

**Emergency Management Assistance Compact (EMAC)** – Congressionally ratified organization that provides form and structure to interstate mutual aid. During a disaster, it allows a state to request and receive assistance from other member states.

**Emergency Management Plan (EMP)** – The JSCC defined Emergency Management Plan

**Emergency Preparedness** – The discipline which ensures an organization or community's readiness to respond to an emergency or disaster in a coordinated, timely and effective manner.

**Essential Records** – Records, files, documents or databases, which, if damaged or destroyed, would cause considerable inconvenience and/or require replacement or re-creation at considerable expense. For legal, regulatory or operational reasons these records cannot be irretrievably lost or damaged without materially impairing the organization's ability to conduct business.

**Equipment** – set of physical resources that provide support or provide improved capability of performing a function. Equipment can include mobile assets such as radios and other communication

resources, or they can be fixed assets such as generators or voice over internet protocol (VOIP) phones.

**Facility** – A location containing the equipment, supplies, and voice and data communication lines to conduct transactions required to conduct business under normal conditions.

**Faculty** – The teaching and administrative staff and those members of the administration having academic rank in an educational institution.

**Federal Emergency Management Agency (FEMA)** – The federal agency tasked with supporting citizens and first responders to ensure that as a nation, the United States works together to build, sustain, and improve its capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

**Freedom of Information Act (FOIA)** – A federal law, passed in 1966, which allows for the full or partial disclosure of previously unreleased information and documents under the control of government agencies.

**Homeland Security Exercise and Evaluation Program (HSEEP)** – A threat and performance-based exercise program developed by DHS that provides doctrine and policy for planning, conducting, and evaluating exercises. It was developed to enhance and assess terrorism prevention, response, and recovery capabilities at the federal, state and local levels.

**Hot Site** – An alternate facility that already has in place the computer, telecommunications, and environmental infrastructure to recover the mission essential functions disrupted by an emergency or disaster.

**Hot Wash** – A post-event meeting where executive leadership and key personnel discuss best practices of and potential improvements to the institution's overall preparedness.

**Implementation Procedure Checklist** – A list of the immediate actions to take once the continuity plan is implemented.

**Improvement Plan (IP)** – A list of action steps and resources required to correct a deficiency identified in an After Action Report, including the individual responsible for the actions and an estimated timeline for completion.

**Information Technology Disaster Recovery Plan (ITDRP)** – A set of documented procedures that identify the steps to restore organizations' IT systems and resources that support its primary business functions.

**Key Personnel** – Personnel designated by their division as critical to the resumption of mission essential functions.

**Memorandum of Understanding (MOU)** – A document that expresses mutual accord between two parties. To be legally operative, a memorandum of understanding must identify the contracting

parties, spell out the subject matter of the agreement and its objectives, summarize the essential terms of the agreement, and be signed by the contracting parties.

**Mission Essential Functions (MEFs)** – The limited set of department and institution level government functions that must be continued throughout or resumed rapidly after a disruption of normal activities.

**National Terrorism Advisory System (NTAS)** – The system that replaces the color-coded Homeland Security Advisory System and provides timely, detailed information to the public, government agencies, first responders, airports and other transportation hubs, and the private sector. NTAS Alerts will only be issued when credible information is available. More information about NTAS may be found at <http://www.dhs.gov/files/publications/ntas-public-guide.shtm>.

**National Weather Service (NWS)** – A division of the National Oceanic and Atmospheric Administration (NOAA) that provides weather, hydrologic, and climate forecasts and warnings for the United States, its territories, and its adjacent waters and ocean areas, for the protection of life and property and the enhancement of the national economy.

**Orders of Succession** – A list that specifies by position who will automatically fill a position once it is vacated. Orders of succession should be performed for positions of both executive leadership and key personnel.

**Primary Business Function (PBF)** – Specific supporting activities that an organization must conduct in order to perform its mission essential functions. Primary business functions are typically enablers that make it possible for an organization to perform its mission.

**Promulgation** – The process that officially announces/declares a plan and gives organizations both the authority and responsibility to perform their tasks.

**Reconstitution** – The process by which institution personnel resume normal business operations in a rehabilitated or new facility.

**Reconstitution Manager** – The individual responsible for all reconstitution activities. During an event, the Reconstitution Manager develops a plan and schedule for resuming normal operations and supervises the return of key personnel, essential records, and/or equipment.

**Record Retention** – Storage of historical documentation for a set period of time usually mandated by state or federal law or by the Internal Revenue Service.

**Recovery** – Recovery, in this document, includes all types of emergency actions dedicated to the resumption of mission essential functions and operational stability.

**Recovery Point Objective (RPO)** – The period of time between backups of essential electronic records in which data could be lost.

**Recovery Time Objective (RTO)** – The period of time in which systems, applications or mission essential functions must be recovered after a disruption of normal operations.

**Risk** – An ongoing or impending concern that has a significant probability of adversely affecting business continuity.

**Risk Assessment/Analysis** – A process or methodology for evaluating risk by determining: the probability and frequency of a hazard occurring, the level of exposure of people and property to the hazard, and the effects or costs, both direct and indirect, of mitigating or accepting this exposure.

**Risk Management** – The discipline which ensures that an organization does not assume an unacceptable level of risk.

**Systems** – An organization of hardware and software that share one or more of the following: storage, processing capabilities, application/functional software, and data. A system should function together as a unit, and there could theoretically be systems of systems.

**Vulnerability** – The susceptibility of an institution or organization to a hazard. The degree of vulnerability to a hazard depends upon its risk and consequences.

**Warm Site** – An alternate facility that is only partially equipped.

## **Crisis Communication and Campus Safety**

### **Lead Assessment Personnel:**

<b>Situation/Crisis Type</b>	<b>Designated Facility (If Applicable)</b>	<b>Facility Purpose</b>	<b>Decision Lead* and Impact Assessment Team</b>	<b>Emergency Measures and Formal Protocols (Where Applicable)</b>	<b>Reporting/Communication with Other Personnel</b>	<b>Associated Policies and Procedures</b>
<i>Active Shooter, Violent or Criminal Behavior Incident/Accident</i>	<i>EMP Section 1</i>	Command Center for crisis intervention efforts	President & Campus Emergency Response Team	<ol style="list-style-type: none"> <li>1. Campus Lockdown</li> <li>2. Activate protocols per <i>Emergency Management Plan</i></li> </ol>	Crisis Communication Plan – <i>EMP Section 2</i>	<i>EMP Section 3</i>
<i>Acute Weather Warning/Risk (e.g., tornado, Earthquake)</i>	<i>EMP Section 1</i>	Command Center for crisis intervention efforts	President & Campus Emergency Response Team	<ol style="list-style-type: none"> <li>1. Activate appropriate <i>Emergency Response Procedures</i></li> <li>2. Activate procedures for Inclement Weather if necessary</li> </ol>	Crisis Communication Plan – <i>EMP Section 2</i>	<i>EMP Section 3</i> <i>Inclement Weather Procedures</i>

Situation/Crisis Type	Designated Facility (If Applicable)	Facility Purpose	Decision Lead* and Impact Assessment Team	Emergency Measures and Formal Protocols (Where Applicable)	Reporting/Communication with Other Personnel	Associated Policies and Procedures
<i>Campus Shutdown/Delay due to Weather</i>			President & Campus Emergency Response Team  Director of Physical Plant  Grounds Manager	1. Activate appropriate Procedure per Inclement Weather Policy  2. Notify Faculty and Students,	Use of School Cast System	<i>Inclement Weather Procedures</i>  <i>Use of Regroup Text Messaging System</i>
<i>Workplace Violence</i>	<i>EMP Section 1</i>	Command Center for crisis intervention efforts	President & Campus Emergency Response Team	Campus Lockdown  Activate protocols per Emergency Management Plan	Crisis Communication Plan – EMP Section 2	<i>EMP Section 3</i>
<i>Explosion on Campus</i>	<i>EMP Section 1</i>	Command Center for crisis intervention efforts	President & Campus Emergency Response Team	Campus Lockdown  Activate protocols per Emergency Management Plan	Crisis Communication Plan – EMP Section 2	<i>EMP Section 3</i>

Situation/Crisis Type	Designated Facility (If Applicable)	Facility Purpose	Decision Lead* and Impact Assessment Team	Emergency Measures and Formal Protocols (Where Applicable)	Reporting/Communication with Other Personnel	Associated Policies and Procedures
<i>Campus Demonstration</i>	<i>EMP Section 1</i>	Command Center for crisis intervention efforts	President & Campus Emergency Response Team	Campus Lockdown  Activate protocols per Emergency Management Plan	Crisis Communication Plan – EMP Section 2	<i>EMP Section 3</i>
<i>Bomb Threat/Suspicious Packages</i>	<i>EMP Section 1</i>	Command Center for crisis intervention efforts	President & Campus Emergency Response Team	Activate protocols per Emergency Management Plan	Crisis Communication Plan – EMP Section 2	<i>EMP Section 3</i>
<i>Campus Fire</i>	<i>EMP Section 1</i>	Command Center for crisis intervention efforts	President & Campus Emergency Response Team	Activate protocols per Emergency Management Plan	Crisis Communication Plan – EMP Section 2	<i>EMP Section 3</i>

Situation/Crisis Type	Designated Facility (If Applicable)	Facility Purpose	Decision Lead* and Impact Assessment Team	Emergency Measures and Formal Protocols (Where Applicable)	Reporting/Communication with Other Personnel	Associated Policies and Procedures
<i>Psychological Crisis</i>	<i>EMP Section 1</i>	Command Center for crisis intervention efforts	President & Campus Emergency Response Team	Activate protocols per Emergency Management Plan	Crisis Communication Plan – EMP Section 2	<i>EMP Section 3</i>
<i>Pandemic Crisis</i>	<i>EMP Section 1</i>	Command Center for crisis intervention efforts	President & Campus Emergency Response Team	Activate protocols per Emergency Management Plan	Crisis Communication Plan – EMP Section 2	<i>EMP Section 3</i>
<i>Utility Failure</i>	<i>EMP Section 1</i>	Command Center for crisis intervention efforts	President & Campus Emergency Response Team	Activate protocols per Emergency Management Plan	Crisis Communication Plan – EMP Section 2	<i>EMP Section 3</i>
<i>Elevator Malfunction</i>	<i>EMP Section 1</i>	Command Center for crisis intervention efforts	President & Campus Emergency Response Team Director of Physical Plant	In the event of an entrapment, the phone in the elevator dials security's cell phone. Security contacts PP. PP contacts the proper company. They are to be on campus within the hour of an entrapment call.	JSCC has a service agreements with United Elevator Services for Sci, Clr, Lib, Mcw, and Kone elevators services for Nur and HS.	<i>EMP Section 3</i>

Situation/Crisis Type	Designated Facility (If Applicable)	Facility Purpose	Decision Lead* and Impact Assessment Team	Emergency Measures and Formal Protocols (Where Applicable)	Reporting/Communication with Other Personnel	Associated Policies and Procedures
<i>Chemical and Radiation Spills</i>	<i>EMP Section 1</i>	Command Center for crisis intervention efforts	President & Campus Emergency Response Team	Activate protocols per Emergency Management Plan	Crisis Communication Plan – EMP Section 2	<i>EMP Section 3</i>
<i>Cardio-vascular Emergencies</i>	<i>EMP Section 1</i>	Command Center for crisis intervention efforts	President & Campus Emergency Response Team	Activate protocols per Emergency Management Plan	Crisis Communication Plan – EMP Section 2	<i>EMP Section 3</i>

## **Information Technology**

Lead Assessment Personnel: Dana Nails, Director of Information Technology

### Definition and Scope

*Information Services* refers to those measures by which the campus notifies impacted personnel of any threats to continuous operations of the college due to hardware, software, or service provider failures in the information systems infrastructure. The Director of Information Services updates the Information Technology Disaster Recovery Plan as needed. This document provides protocols for all incidents which can interrupt said services. Through this plan, the College imposes specialized measures to ensure a safe and secure learning, teaching, administrative, and public outreach environment. Typical examples of situations in which Information Services recovery measures are employed include:

- Severe weather events and/or campus power failures
- Off-site provider interruption of services
- Repair and/or updates to infrastructure

The Director of Information Services is responsible for compiling all formal protocols related to *Information Services*.

*These protocols refer primarily to the Jackson Campus. The Lexington, Humboldt, Paris, & Savannah Campuses are governed by the same protocols.*

<b>Situation/Crisis Type</b>	<b>Designated Facility (If Applicable)</b>	<b>Facility Purpose</b>	<b>Decision Lead* and Impact Assessment Team</b>	<b>Emergency Measures and Formal Protocols (Where Applicable)</b>	<b>Associated Policies and Procedures</b>
<i>Long-Term or Catastrophic shutdown of IS services</i>	JSCC Main Site	Strategy Review of Alternative Measures	Director of Information Technology  President  Emergency Response Team	<ol style="list-style-type: none"> <li>1. Activate the appropriate measures as detailed in the <i>Information Technology Disaster Recovery Plan</i></li> <li>2. Notify faculty and staff</li> <li>3. Notify students</li> </ol>	<i>Information Technology Disaster Recovery Plan</i>
<i>Mandated shutdown of services from service provider</i>	Office of the Director of Information Services	Assessment and Strategy Review	Director of Information Technology  President  Impacted Members of the Emergency Response Team	<ol style="list-style-type: none"> <li>1. Activate the appropriate measures as detailed in the <i>Information Technology Disaster Recovery Plan</i></li> <li>2. Notify faculty and staff</li> <li>3. Notify students</li> </ol>	<i>Information Technology Disaster Recovery Plan</i>
<i>Banner Disaster</i>	Office of the Director of Information Services	Assessment and Strategy Review	Director of Information Technology    Impacted Members of the Emergency Response Team	<ol style="list-style-type: none"> <li>1. Activate the appropriate measures as detailed in the <i>Information Technology Disaster Recovery Plan</i></li> <li>2. Notify faculty and staff</li> <li>3. Notify students</li> </ol>	<i>Information Technology Disaster Recovery Plan</i>

## **Business and Human Resources**

**Lead Assessment Personnel:** Adina Kerfoot and Amy West

### Definition and Scope

*Business and Human Resources* refers to those measures by which the campus notifies impacted personnel of any threats to continuous operations of the college related to the business and human resource functions of the college. Typical examples of situations in which Business and Human Resources might activate a recovery plan include:

- IT shutdown of business operations during registration
- Delayed payroll due to interruption of state distributions of funds or external banking issues
- Long-Term IT shutdowns that impact daily business functions
- Destruction of personnel files
- Breach of personnel information

Adina Kerfoot and Amy West is responsible for compiling all formal protocols related to *Business and Human Resources*.

Situation/Crisis Type	Designated Facility (If	Facility Purpose	Decision Lead* and Impact Assessment Team	Emergency Measures and Formal Protocols (Where Applicable)	Associated Policies and Procedures
<i>IT shutdown of business operations during registration</i>	JSCC Main Site	Strategy Review of Alternative Measures	Vice President, Finance & Admin Affairs*  Director of Information Technology  President  Impacted Members of the Emergency Response Team	Activate the <i>Delayed Billing Protocol</i> used when electronic registration functions are shutdown.	<i>Information Technology Disaster Recovery Plan</i>
<i>Delayed payroll due to interruption of state distributions of funds or external banking issues</i>	None	Strategy Review of Alternative Measures	VP of Financial and Administrative Affairs  Director of Business Services  Payroll Supervisor  President	<ol style="list-style-type: none"> <li>1. Query State as to projected allocation of funds.</li> <li>2. Notify bank to delay direct deposit.</li> <li>3. Delay distribution of any printed payroll checks.</li> <li>4. Notify faculty and staff of anticipated release of funds and the need to contact personal banking institutions related to the processing of automatic drafts.</li> <li>5. Determine if using Reserves</li> </ol>	<i>NONE</i>

<i>Breach of Personnel Information</i>		Strategy Review of Alternative Measures	President*  Vice President, Finance & Admin Affairs  Director of Human Resources  Director, Information Technology  Human Resource Specialist	1. Activate Cyber Incident Response Plan 2. Identify and notify impacted parties.	<i>Cyber Incident Response Plan</i>
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## **Facilities**

Lead Assessment Personnel: Dr. Larry G. Bailey

### Definition and Scope

*Facilities* refers to those measures by which the campus notifies impacted personnel of any interruption of access to physical facilities on campus and the specialized actions taken to ensure a safe and secure learning, teaching, and public outreach environment. Typical examples of situations in which Facilities measures are employed include:

- Isolated, short-term interruption to power or water access
- Campus-wide, Long-Term interruption to power or water access
- Interruption of climate control measures
- Interruption of IS support services
- Interruption of telecommunication operations

*These protocols refer primarily to the Jackson Campus. The Lexington, Humboldt, Paris, and Savannah Campus' are governed by the same protocols.*

Situation/Crisis Type	Designated Facility (If Applicable)	Facility Purpose	Decision Lead* and Impact Assessment Team	Emergency Measures and Formal Protocols (Where Applicable)	Associated Policies and Procedures
<i>Isolated, short-term interruption to power or water access</i>		Assess and implement emergency measures	Director of Physical Plant	<ol style="list-style-type: none"> <li>1. Activate <i>Emergency Response Procedures</i>.</li> <li>2. Contact Utility Company.</li> <li>3. Isolate impact.</li> </ol>	<i>EMP Section 3</i>
<i>Campus-wide, Long-Term interruption to power or water access</i>		Assess and implement emergency measures	Director of Physical Plant	<ol style="list-style-type: none"> <li>1. Activate <i>Emergency Response Procedures</i>.</li> <li>2. Contact Utility Company.</li> <li>3. Isolate impact.</li> </ol>	<i>EMP Section 3</i>
<i>Interruption of IT support services</i>		Assess and implement emergency measures	Director of Information Technology  Director of Physical Plant  Vice President of Academic Affairs	<ol style="list-style-type: none"> <li>1. Activate IT Disaster Recovery Plan.</li> <li>2. Isolate impact.</li> <li>3. Notify impacted faculty/staff.</li> </ol>	<i>Information Technology Disaster Recovery Plan</i>
<i>Interruption of telecommunication operations</i>		Assess and implement emergency measures	Director of Information Technology  Director of Physical Plant	<ol style="list-style-type: none"> <li>1. Activate Emergency Response Procedures.</li> <li>2. Isolate impact.</li> <li>3. Notify impacted faculty/staff.</li> </ol>	<i>Information Technology Disaster Recovery Plan</i>
<i>Structural damage to a campus facility</i>		Assess and implement emergency measures	Director of Physical Plant*  Vice President, Finance & Admin. Affairs  Director of Information Technology  Telecommunications Services Coordinator	<ol style="list-style-type: none"> <li>1. Activate Emergency Response Procedures.</li> <li>2. Notify impacted faculty/staff.</li> </ol>	<i>EMP</i>

## **Student Services and Enrollment**

Lead Assessment Personnel: Vice President of Student Services

### Definition and Scope

*Student Services and Enrollment* refers to those measures by which the campus notifies impacted personnel of any threats to continuous operations of the college related to student services and course delivery functions of the college. Typical examples of situations in which Student Services might activate a crisis or recovery plan include:

- Long-Term communicable/ infectious disease outbreak that interrupts delivery of on-campus delivery of courses and services
- Campus-wide IS shutdown of Student Services operations during registration
- Shutdown of IT services during registration
- Catastrophic or Long-Term loss of access to Physical Locations

The **Vice President of Student Services** is responsible for compiling all formal protocols related to *Student Services and Enrollment*.

Situation/Crisis Type	Designated Facility (If Applicable)	Facility Purpose	Decision Lead* and Impact Assessment Team	Emergency Measures and Formal Protocols (Where Applicable)	Associated Policies and Procedures
<i>Long-Term communicable/infectious disease outbreak that interrupts delivery of on-campus delivery of courses and services</i>		Risk Identification and Assessment	President  Chief of Police/Environmental Safety  Custodial Supervisor	<ol style="list-style-type: none"> <li>1. Activate <i>Emergency Response Procedures</i>.</li> <li>2. Estimate duration of impact.</li> <li>3. Notify faculty and students.</li> </ol>	<i>Emergency Management Plan</i>
<i>Campus-wide IT shutdown of Student Services operations during registration</i>		Strategy Review of Alternative Measures	Director of Information Technology  Vice President of Student Services  Vice President of Academic Affairs	<ol style="list-style-type: none"> <li>1. Activate the</li> <li>2. Notify faculty and staff.</li> <li>3. Notify students.</li> </ol>	<i>IT Disaster Recovery Plan</i>
<i>Catastrophic or Long-Term loss of access to Campus</i>		Strategy Review of Alternative Measures	President  Director of Information Technology  Campus Emergency Response Team	<ol style="list-style-type: none"> <li>1. Activate the Assessment and Mitigation Activities for the following units in Student Services: Admissions, Student Success Center, Financial Aid, and Records and Registration, and Personal Counseling.</li> <li>2. Notify faculty and staff.</li> <li>3. Notify students.</li> </ol>	<i>Emergency Management Plan</i>

<i>Disruption of reporting data to the Dept of Education</i>		Strategy Review of Alternative Measures	Director of Information Technology Vice President of Student Services Vice President of Academic Affairs	1. Activate the 2. Notify faculty and staff. Notify students.	<i>IT Disaster Recovery Plan</i>
<i>Disruption to Admissions and Document Processing</i>		Strategy Review of Alternative Measures	Director of Information Technology Vice President of Financial and Administrative Affairs Vice President of Academic Affairs VP Student Services	1. Activate the 2. Notify faculty and staff. Notify students.	<i>IT Disaster Recovery Plan</i>

## **Distance Learning and Emergency Course Delivery**

**Lead Assessment Personnel:** Patrick Davis

### Definition and Scope

*Distance Learning* refers to those measures by which the campus notifies impacted personnel of any threats to continuous operations and access to online learning tools made available to curriculum and continuing education sectors. Typical examples of situations in which Distance Learning are employed include:

- Catastrophic interruption of the JSCC system server farm
- Catastrophic interruption of online curriculum.
- Campus-wide power outage that interrupts delivery of on-campus delivery of coursework
- Long-Term weather event or communicable/infectious disease outbreak that interrupts delivery of on-campus delivery of coursework

Patrick Davis is responsible for compiling all formal protocols related to *Distance Learning and Emergency Course Delivery*.

<b>Situation/Crisis Type</b>	<b>Designated Facility (If Applicable)</b>	<b>Facility Purpose</b>	<b>Decision Lead* and Impact Assessment Team</b>	<b>Emergency Measures and Formal Protocols (Where Applicable)</b>	<b>Associated Policies and Procedures</b>
<i>Long-Term or Catastrophic interruption of JSCC system server farm - Hosted</i>		Risk Identification and Assessment	Director of Distance Education*  Director of Information Technology  Dean of Academic Support	<ol style="list-style-type: none"> <li>1. Contact Information Technology for estimated access outage.</li> <li>2. Notify faculty/staff.</li> <li>3. Notify students of impacted services.</li> <li>4. Notify all parties when services are restored.</li> </ol>	<i>EMP Information Technology Disaster Recovery Plan</i>
<i>Long-Term or Catastrophic interruption online curriculum</i>		Risk Identification and Assessment	Director of Distance Education*  Director of Information Technology  Dean of Academic Support	<ol style="list-style-type: none"> <li>1. Contact Information Technology for estimated access outage.</li> <li>2. Notify faculty/staff of interruption of services.</li> <li>3. Notify students of impacted services.</li> <li>4. Post warning messages and disconnect links until full service is restored.</li> <li>5. Notify all parties when services are restored</li> </ol>	<i>EMP Information Technology Disaster Recovery Plan</i>

<i>Long-Term or Catastrophic interruption of Remote Learning access (continuing education)</i>		Risk Identification and Assessment	<p>Department Chair for Distance Learning*</p> <p>Director of Information Technology</p>	<ol style="list-style-type: none"> <li>1. Contact Information Technology for estimated access outage.</li> <li>2. Notify faculty/staff of interruption of services.</li> <li>3. Notify students of impacted services.</li> <li>4. Post warning messages and disconnect links until full service is restored.</li> <li>5. Notify all parties when services are restored</li> </ol>	<p><i>EMP</i></p> <p><i>Information Technology Disaster Recovery Plan</i></p>
<i>Campus-wide power outage that interrupts delivery of on-campus delivery of online coursework</i>		Risk Identification and Assessment	<p>Vice President, Finance &amp; Admin. Affairs</p> <p>Director of Physical Plant</p> <p>Director of Information Technology</p> <p>Dean of Academic Support</p> <p>3<sup>rd</sup> Party Vendor for online Curriculum</p>	<ol style="list-style-type: none"> <li>1. Activate Emergency Response Procedures.</li> <li>2. Contact Utility Company for estimated time of service outage.</li> <li>3. Isolate impact.</li> <li>4. Notify faculty and students.</li> </ol>	<p><i>EMP</i></p> <p><i>Information Technology Disaster Recovery Plan</i></p>

## **Campus Health**

**Lead Assessment Personnel: Director or Health and Safety, Human Resource Director, VP Student Services**

### **Definition and Scope**

*Campus Health* refers to those measures by which the campus notifies impacted personnel of any threats that health concerns pose to continuous operations of the college and measures by which the campus imposes specialized actions to ensure a safe and secure learning, teaching, and public outreach environment. Typical examples of situations in which Campus Health measures are employed include:

- Infectious and communicable disease outbreaks
- Bloodborne pathogens

In addition, Campus Health refers to those measures the College takes to ensure the health and wellness of the campus community. The Chair of the Health and Wellness Committee and the Chair of the Safety Committee, in consultation with the and the Executive Vice President, are responsible for compiling all formal protocols related to *Campus Health* and educational efforts to promote campus health, such as:

- Health and Wellness fairs
- Training in bloodborne pathogens, OSHA practices
- Annual flu shot clinics
- Hepatitis B vaccination notification of availability
- Drug-screen/background checks for clinical course requirements

The College recognizes the governance of policies from the Centers for Disease Control as the general protocols to be practiced on this campus.

Situation/Crisis Type	Designated Facility (If Applicable)	Facility Purpose	Decision Lead* and Impact Assessment Team	Emergency Measures and Formal Protocols (Where Applicable)	Associated Policies and Procedures
Infectious/Communicable Disease Outbreak/Bloodborne Pathogens		Safety Office to provide isolation from exposure	President Director of Human Resources Vice President of Student Services* Chief of Police/Environmental Safety Custodial Supervisor	1. <i>Review and Implement as necessary CDC Recommendations and Guidelines</i> 2. <i>Review and Implement as necessary TBR Policy 5.01.01.18</i> 3. <i>Review and Implement as necessary Emergency Management Plan</i>	EMP  TBR Policy 5.01.01.18

## **Continuing Education**

**Lead Assessment Personnel: Dr. Larry G. Bailey**

### **Definition and Scope**

*Continuing Education* refers to those measures by which the campus notifies impacted personnel, the student population, the public, and the service community of any threats to continuous operations to continuing education delivery and enrollment/registration functions. Typical examples of situations in which Continuing Education might activate a crisis or recovery plan include:

- Campus-wide IT shutdown
- Catastrophic or Long-Term loss of online access
- Emergency campus evacuation that impacts special population(s)

*These protocols refer primarily to the Jackson Campus. The Lexington, Humboldt, Paris, & Savannah Campus' are governed by the same protocols.*

Situation/Crisis Type	Designated Facility (If Applicable)	Facility Purpose	Decision Lead* and Impact Assessment Team	Emergency Measures and Formal Protocols (Where Applicable)	Associated Policies and Procedures
<i>Long-Term or Catastrophic IT shutdown</i>		Strategy Review of Alternative Measures	Dean of Business & Industry* Director of Information Technology Administrative Assistant to Continuing Education Director of Public Relations and Marketing	<ol style="list-style-type: none"> <li>1. Activate the <i>Risk Assessment and Mitigation Activities</i> for the following units in Continuing Education: Student Services, College and Career Readiness, Occupational, Public Safety, Self- Supporting, Internal Auditor, and Marketing.</li> <li>2. Notify faculty and staff Notify students</li> </ol>	
<i>Long-Term or Catastrophic loss of access</i>		Strategy Review of Alternative Measures	Vice President, Finance & Admin. Affairs* Director of the Physical Plant Director of Human Resources Dean of Business & Industry Director of Information Technology Administrative Assistant to Continuing Education Director of Public Relations and Marketing	<ol style="list-style-type: none"> <li>1. Activate the Risk Assessment and Mitigation Activities for the following unit in Continuing Education: Student Occupational.</li> <li>2. Notify appropriate JSCC vice president(s).</li> <li>3. Notify faculty and staff via Regroup and Microsoft 365/Outlook of alternative measures.</li> <li>4. Notify students via Regroup auto caller and student email of relocated services delivery.</li> </ol>	

<p><i>Long-Term or Catastrophic loss of access</i></p>		<p>Strategy Review of Alternative Measures</p>	<p>Vice President, Finance &amp; Admin. Affairs*</p> <p>Dean of Business &amp; Industry</p> <p>Director of Physical Plant</p> <p>VP of Institution Research and Student Success</p>	<p>1. Activate the Risk Assessment and Mitigation Activities for the following units in Continuing Education: College and Career Readiness.</p> <p>2. Notify impacted program coordinator(s).</p> <p>3. Notify faculty and staff via Regroup and Microsoft 365/Outlook of alternative measures.</p> <p>4. Notify students via Regroup messaging system and student email. .</p>	<p><i>PPM SECTION 10</i></p>
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## AUTHORITIES

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Page 1 of 1

JSCC Policy

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### JACKSON STATE COMMUNITY COLLEGE

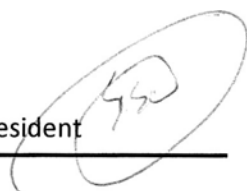
#### **POLICY**

TBR Policy Reference:1:03:02JSCC Policy Chapter: 1

**Subject:** Delegation of Authority/Signature Authority Policy

**Office Responsible:** President's Office

**Approved By:** Dr. Jeff Sisk, Interim President



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Whenever the President is unavailable, the Vice President of Academic Affairs will automatically assume the duties of President. If both the President and the Vice President for Academic Affairs are unavailable, the Vice President for Financial and Administrative Affairs will automatically assume the duties of President. In the situation where the President and both the Vice President for Academic Affairs and the Vice President for Financial and Administrative Affairs are unavailable, the Vice President for Student Services will automatically assume the duties of President. And, in the situation where the President and the Vice Presidents for Academic Affairs, Financial and Administrative Affairs and Students Services are unavailable, the Vice President for Institutional Effectiveness and Advancement will automatically assume the duties of President.

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History:

Approved: May 30, 2014; January 6, 2016; October 16, 2017; October 30, 2019

## REFERENCES

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## APPENDIX A – KEY PERSONNEL RAPID RECALL LIST

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This rapid recall list includes contact and telework information for key personnel tasked with responsibilities during a disruption to the institution operations or services. Institutions staff not included on this list should follow instructions provided by ***Jackson State Community College Administration*** during an activation of the Continuity Plan. Such list is maintained by the President's Office.

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## APPENDIX B - ALTERNATE FACILITIES

### Reciprocal Disaster Services Agreement

This is an Agreement of Convenience entered between Jackson State Community College and Union University for the period commencing upon the acceptance of the Agreement by both parties.

WHEREAS Jackson State Community College and Union University are both institutions of Higher Education with Jackson, TN

WHEREAS both Jackson State Community College and Union University operate fairly comparable equipment, and WHEREAS Jackson State Community College and Union University locations are reasonably convenient to one another

THEREFORE BE IT RESOLVED by the administrations of Jackson State Community College and Union University that they do hereby agree to provide reciprocal services as outlined below in the event a disaster should disable the data processing equipment of one if the sites.

A) Access to educational facilities of the functioning site by personnel from non-functioning site as available

B) Computer time, personnel assistance, and all other assistance that can be reasonably be made by the non-functioning site without placing an unreasonable burden upon the staff and other resources of the functioning site.

C) Costs for services provided to the non-functioning site would not exceed the actual educational operating and bonded by the functioning site due to the additional workload processed for the non-functioning site under this agreement.

D) Other services as mutually agreed upon by the parties of this Agreement.

This agreement shall be considered perpetual and may be modified any time by the written mutual consent of the involved parties. Cancellation of this agreement may be effected by either party upon thirty-day (30) written notification to the other party.

This agreement becomes effective on the later of the date shown below:

Jackson State Community College

  
President-Jackson State Community College  
Dr. Allana Hamilton

6/19/19

Date

Union University

  
President-Union University  
Dr. Rameel M. Oliver

6/19/19

Date

### AGREEMENT Between

JACKSON STATE COMMUNITY COLLEGE  
2046 North Parkway  
Jackson, Tennessee 38301

And

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY AT JACKSON  
2468 Technology Center Drive  
Jackson, Tennessee 38301

### DISASTER RECOVERY SITES

#### Disaster Site Backup Agreement:

This Agreement, entered into by and between JACKSON STATE COMMUNITY COLLEGE and TENNESSEE COLLEGE OF APPLIED TECHNOLOGY AT JACKSON, relative to Information Technology and Administrative backup facilities is effective upon the execution by both parties and shall continue at the mutual consent of the same.

It would be to the mutual benefit and is the desire of each institution to agree to provide for the other institution limited space and network connectivity for basic operations should an emergency or disaster occur at one of the locations.

JACKSON STATE COMMUNITY COLLEGE

By: 

Print Name: Dr. Allana Hamilton

Title: President

Date: 12/10/18

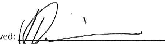
TENNESSEE COLLEGE OF APPLIED  
TECHNOLOGY AT JACKSON

By: 

Print Name: Dr. Jeff Sisk

Title: President

Date: 12-6-18

Approved:   
Tim Declineer  
Interim Vice President,  
Financial & Administrative Affairs

## APPENDIX C - ALTERNATE FACILITIES MOUs

**Jackson State** has established the following MOUs for alternate facility locations:

A Memorandum Understanding (MOU) is in effect with the alternate site owners. Reviews of the MOU(s) are completed annually and updated periodically or as needed. The attached MOU(s) are maintained by **N/A**.

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WHEREAS both Jackson State Community College and Union University operate fairly comparable equipment, and

WHEREAS Jackson State Community College and Union University locations are reasonably convenient to one another

THEREFORE BE IT RESOLVED by the administrations of Jackson State Community College and Union University that they do hereby agree to provide reciprocal services as outlined below in the event a disaster should disable the data processing equipment of one of the sites.

A) Access to educational facilities of the functioning site by personnel from non-functioning site as available.

B) Computer time, personnel assistance, and all other assistance that can be reasonably be made to the non-functioning site without placing an unreasonable burden upon the staff and other resources of the functioning site.

C) Costs for services provided to the non-functioning site would not exceed the actual additional operating and incurred by the functioning site due to the additional workload processed for the non-functioning site under this agreement.

D) Other services as mutually agreed upon by the parties of this Agreement.

This agreement shall be considered perpetual and may be modified any time by the written mutual consent of the involved parties. Cancellation of this agreement may be effected by either party upon thirty-day (30) written notification to the other party.

This agreement becomes effective on the later of the date shown below.

Jackson State Community College

Arlene Hamilton  
President-Jackson State Community College

Dr. Arlene Hamilton

6/19/19

Date

Union University

Dr. Samuel M. Oliver  
President-Union University

Dr. Samuel M. Oliver

6/19/19

Date

AGREEMENT  
Between

JACKSON STATE COMMUNITY COLLEGE  
2046 North Parkway  
Jackson, Tennessee 38301

And

TENNESSEE COLLEGE OF APPLIED TECHNOLOGY AT JACKSON  
7468 Technology Center Drive  
Jackson, Tennessee 38301

DISASTER RECOVERY SITES

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It would be to the mutual benefit and is the desire of each institution to agree to provide for the other institution limited space and network connectivity for basic operations should an emergency or disaster occur at one of the locations.

JACKSON STATE COMMUNITY COLLEGE

TENNESSEE COLLEGE OF APPLIED  
TECHNOLOGY AT JACKSON

By: Allana Hamilton

By: Jeff Sisk

Print Name: Dr. Allana Hamilton

Print Name: Dr. Jeff Sisk

Title: President

Title: President

Date: 12/6/18

Date: 12-6-18

Approved: [Signature]  
Kim Dullinger  
Interim Vice President,  
Financial & Administrative Affairs

## APPENDIX D – External Contacts and Vendors

Emergency Personnel	Address	Phone