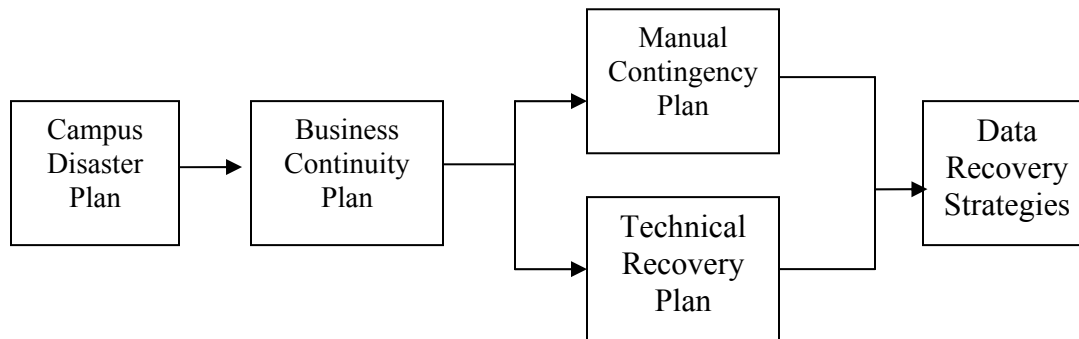


Section 1: Plan Overview

Introduction

The Business Continuity Plan (BCP) for the University of Arkansas at Little Rock (UALR) integrates business risk management, operational risk management, and business continuity. The plan recognizes a tiered approach to ensure the university is managed during a disaster that renders the technical infrastructure inoperable for a period exceeding two days. There are three important steps in managing the university during and after a disaster occurs. The first step will be implemented by activating the Campus Disaster Plan which ensures that health, life and safety issues are addressed prior to the activation of this plan. The BCP includes a two-tiered approach to managing and restoring functionality after a disaster with three primary goals:

1. Facilitate continued performance of essential business functions of the university manually until the technical infrastructure can be restored.
2. Activate the technical recovery plan that will be used to restore the technical infrastructure to full functionality.
3. Implement data recovery strategies to update the Banner system to ensure it remains up to date.



This plan was developed by a cross-functional team to address the needs of the university in the event of a crisis (2-5 days) or a disaster (over 5 days) that renders the campus network and computer systems infrastructure inoperable.

Business Continuity Development Team

Amy Barnes, Communications

Mike Beard, Law School Library

Larry Dickerson, College of Education

Charles Ford, College of Information Services and Systems Engineering

Jim Golden, College of Professional Studies

Dennis Fleming, Computing Services

Samuel Howell, Educational and Student Services

Lynette Jack, Ottenheimer Library

Jim Menth, College of Information Services and Systems Engineering

Diane Newton, Finance

Cindy Milazzo, Administration

Jerry Stevenson, Provost

Jeannie Winston, CIO, Chair

Statement of Purpose

The primary focus of this document is to provide a plan to respond to a disaster that destroys or severely cripples the University's technical infrastructure operated by the Computing Services Department. The intent is to restore operations as quickly as possible with the latest and most up-to-date data available.

Scope and Limitations

The Business Continuity Plan will be executed after health, life and safety issues are addressed. Health, life and safety issues are addressed in the Campus Disaster Plan that is administered by the Associate Vice Chancellor of Administration.

Objectives

- The development and testing of a well-structured and coherent plan which will enable UALR to recover as quickly and effectively as possible from an unforeseen disaster or emergency which interrupts normal business operations by rendering the technical infrastructure inoperable for a period exceeding two days.
- Establish cohesive emergency response and crisis management plan.
- Develop a communications plan to notify teams, activate the plan, assemble personnel, assess damages, and declare a disaster.
- Define mission critical processes using a Business Impact Analysis.
- Define manual processes that can be implemented until the technical infrastructure is restored.
- Develop a plan to recover and restore the technical infrastructure to the UALR campus.
- Establish criteria for making the decision to recover at a cold site or repair the affected site. Note: A cold site is an alternative location for computer and network equipment.
- Describe an organizational structure for implementing the plan.
- Provide information concerning the types of personnel who will be required to implement the plan and define the skills and knowledge required.
- Identify the equipment, floor plan, procedures, and other items necessary for the technical recovery.
- Communicate the plan to the campus community.

Assumptions

- Health, life and safety issues are addressed by the Campus Disaster Plan
- The library collection is not in imminent danger of loss
- Restoration of utilities is addressed in the Campus Disaster Plan
- This plan covers catastrophic events. Planned and unplanned downtime of less than two days are not addressed.
- The Business Impact Analysis drives IT Restoration and Recovery Strategies.
- Prevention is the most important aspect of continuity planning.
- The Recovery Point Objective (RPO) defines the amount of data that can potentially be lost in the event of a disaster. The RPO for the Banner system is six (6) days.
- The Recovery Time Objective (RTO) is the time frame in which the technical infrastructure is to be restored. The RTO is not quantified due to the lack of a redundant data center and the unknown variables of how long it will take to prepare a cold site in the event that Fribourgh Hall is damaged beyond use.
- This plan will be reviewed and updated annually.

Recommendations

- Conduct media relations training for senior management who may be required to interface with the media during a disaster.
- Install a generator in FH and move air conditioning compressors to a more protected location (feasibility study is \$6,500).
- Seal the windows in FH (estimated cost of \$33,000).
- Move critical servers in FH to a location that is less susceptible to water leak from wet labs in the floors above the data center.

Section 2: Mission Critical Processes and Systems

Mission critical processes and systems are identified on the following Business Impact Analysis matrix. This matrix was developed by the BCP Team and is based on the impact to the campus community. While the impact may vary depending on the timing of an event, the matrix assumes the university is in normal operating mode when the event occurs.

Business Impact Analysis Matrix

Infrastructure	Crisis			Disaster		
	High	Medium	Low	High	Medium	Low
Power/Utilities (1)	X			X		
Network	X			X		
Banner	X			X		
• Payroll						
• Registration						
• Records						
• Financial Aid						
• Purchasing						
• Accounts Payable						
• Accounts Receivables						
• Bookstore						
• Health Services						
• Card Access System						
• Admissions						
E-mail		X		X		
Web Server			X		X	
Phones (2)			X			X
Imaging System			X		X	

Function	Crisis (2-5 Days)			Disaster (Over 5 Days)		
	High	Medium	Low	High	Medium	Low
Communications	X			X		
Research Labs	X					X
Library (3) (4)		X				X
Teaching on-line courses (4)			X	X		
Teaching web enhanced courses			X			X

Assumptions:

1. Utilities are a function of the campus disaster plan.
2. Phones can be restored parallel to other activities.
3. The library collection is intact with no danger of massive losses.
4. Teaching on-line courses and the library are parallel activities that are performed by different groups.

Section 3: Threats and Risk Analysis

A threat is an event that causes a disruption in the normal university operating environment of more than two days. UALR recognizes two major types of threats: human and environmental/natural.

Human threats include:

- Sabotage
- Terrorism
- Virus
- Bomb threats
- Robbery/thefts
- Hackers

Environmental and natural threats include:

- Tornado – physical damage
- Loss of power
- HVAC
- Flood
- Fire – FH or ADS high risk, others moderate
- Ice and/or snowstorm
- Lightning
- Wind damage
- Earthquake

Based on the above types of threats, the BCP team developed the following Risk Assessment Matrix to identify what types of risks are high. The risks that are defined as high have contingency plans developed to address prevention and controls to mitigate risks.

Risk Assessment Matrix

Human Risk	High	Moderate	Low
Virus	X		
Hackers/Crackers	X		
Loss or absence of key personnel on crisis teams	X		
Sabotage		X	
Bomb Threat			X
Terrorism			X

Environmental Risk	High	Moderate	Low
Loss of power	X		
Ice/snow	X		
Flood	X		
Water leak in critical	X		

areas			
Fire (FH or ADS)		X	
HVAC		X	
Tornado (physical damage)			X
Lightning			X
Wind damage			X
Earthquake			X

The timeline for decision points for each risk will be evaluated individually to assess the actual risk in the event of a disaster.

Based on the Risk Assessment Matrix, UALR recognizes the following type of threats as high risk for our campus.

- Virus
- Hackers/Crackers
- Loss of technical personnel
- Loss of power to FH
- Ice/Snow
- Flood
- Water leak in critical areas in FH

Disaster Risks and Prevention

It is important to take reasonable measures to prevent a disaster or to mitigate the potential of one. This portion of the plan reviews the various threats that can lead to a disaster, identifies vulnerabilities, and steps that can taken to minimize our risk. The threats covered here are both human and environmental/natural.

Computer Crime (includes viruses and hackers/crackers)

Computer crime is becoming more of a threat as systems become more complex and access is more highly distributed. With the new networking technologies, more potential for improper access is present than ever before.

Computer crime usually does not affect hardware in a destructive manner. It may be more insidious, and may often come from within. A disgruntled employee can build viruses or time bombs into applications and systems code. A well-intentioned employee can make coding errors that affect data integrity (not considered a crime, of course, unless the employee deliberately sabotaged programs and data).

Preventive Measures

All systems should have security products installed to protect against unauthorized entry. All systems should be protected by passwords, especially those permitting updates to data. All users should be required to change their passwords on a regular basis. All security systems should log invalid attempts to access data, and security administrators should review these logs on a regular basis.

All systems should have the latest virus protection software. UALR has a site license for McAfee and it is available at no charge to individual users.

All systems should have the latest patches applied to operating systems. Computers without the latest patches are more vulnerable to attack and can have a devastating impact on the campus network.

All systems should be backed up on a periodic basis. Those backups should be stored in an area separate from the original data. Physical security of the data storage area for backups must be implemented. Standards should be established on the number of backup cycles to retain and the length of their retention.

Recommendations

Continue to improve security functions on all platforms. Strictly enforce policies and procedures when violations are detected. Regularly let users know the importance of keeping their passwords secret. Let users know how to choose strong passwords that are very difficult to guess.

Improve network security. Shared wire media, such as thinnet ethernet, are susceptible to sniffing activities, which unscrupulous users may use to capture passwords. Implement stronger security mechanisms over the network, such as one-time passwords, data encryption, and non-shared wire media.

Loss of technical personnel

The technical recovery plan addresses the loss of technical personnel.

Loss of power to the primary data center in Fribourgh Hall

The best method of ensuring the University is protected against a power loss is to purchase and install a generator in FH 213.

Ice/Snow

The most likely result of an ice or snow storm is the loss of power associated with damage to the commercial electric utility facilities that provide power to the UALR campus. The best method of dealing with the potential damage of ice or snow is to follow the same course of action for loss of power and purchase and install a generator in FH 213.

Flood (includes water leak from wet lab on floors above the data center)

The Fribourgh Hall Building is located on an area of elevation and is surrounded by lower ground. The Computing Services Data Center is on the second floor of Fribourgh Hall and is not

likely to flood from natural causes, however internal flooding from a broken pipe is a real threat. Not only could there be potential disruption of power caused by the water, a broken pipe can cause damage to cable or other sensitive electrical connections. Additionally, the presence of water in a room with high voltage electrical equipment can pose a threat of electrical shock to personnel within the machine room.

Preventive Measures

Machines should not be located under pipes from the floor above. Care should be taken to move existing machines to areas of the machine room that are not under water pipes. Water detectors should be installed under the raised floor and should be tested regularly.

Recommendations

Periodic inspections of the under flooring in the machine room must be conducted to detect water seepage.

Install an environmental monitoring system in FH 213 that will alert specified technical personnel if water is detected in the room. Periodic inspections of the water detectors are also required to ensure their proper operation. Batteries within the detectors must be replaced on a regular schedule.

Operators should be trained in shutdown procedures and drills should be conducted on a regular basis. Also, staff in the machine room should be trained in responding to victims of electrical shock.

Additional threats to FH 213

Additional threats to the technical infrastructure include fire, tornados and high winds, earthquake, and hazardous materials in FH. Even though these threats are not rated as high risk, each one is addressed individually due to the potential for extensive damage should one or more occur.

Fire

Fribourgh Hall is filled with electrical devices and connections that could overheat or short out and cause a fire. Additionally, there are batteries that produce hydrogen gasses in the Uninterruptible Power Supply room where a spark could ignite a fire and explosion. A minimal risk is that the computers within the facility also pose a quick target for arson from anyone wishing to disrupt University operations.

Preventive Measures

Fire Alarms

The Fribourgh Hall Building is equipped with a fire alarm system, with ceiling-mounted smoke detectors scattered widely throughout the building.

Fire Extinguishers

Hand-held fire extinguishers are required in visible locations throughout the building. Staff are to be trained in the use of fire extinguishers.

Building Construction

The Fribourgh Hall Building is built primarily of non-combustible materials. The risk to fire can be reduced when new construction is done, or when office furnishings are purchased, to acquire flame resistant products.

Training and Documentation

Detailed instructions for dealing with fire are present in Standard Operating Procedures documentation. Staff are required to undergo training on proper actions to take in the event of a fire. Staff are required to demonstrate proficiency in periodic, unscheduled fire drills.

Recommendations

Procedures should be regularly reviewed to ensure that they are up to date.

Unannounced drills should be conducted by an impartial administrator and a written evaluation should be produced for the department heads housed in the building.

Regular inspections of the fire prevention equipment are also mandated. Fire extinguishers are periodically inspected as a standard policy.

A Halon fire suppression system should be installed in the data center. Equipment should be wired to be shut down with the press of a button located near the entrance/exit of the data center.

Smoke detectors located under the machine room raised flooring should be periodically inspected and cleaned.

Tornados and High Winds

Although tornados and high winds are rated as low risk, the potential damage caused by a tornado on the campus could severely damage or destroy Fribourgh Hall. In the event that Fribourgh Hall is destroyed, the likelihood of being able to rebuild the technical infrastructure in a timely manner is greatly diminished.

Preventive Measures

Building construction makes a big difference in the ability of a structure to withstand the forces of high winds. Fortunately, Fribourgh Hall Building is a strong building. The exterior walls are solid concrete. The data center has small movable windows; however the handles are removed to keep the windows closed. Strong winds are often accompanied by heavy rain, so a double threat of wind and water damage exists if the integrity of the roof is lost.

Recommendations

All occupants of Fribourgh Hall should know where the strong points of the building are and be directed to seek shelter in threatening weather. The machine room operator is often unaware of outside weather conditions, so the machine room should be equipped with a weather alert radio.

Computing Services should have large tarpaulins or plastic sheeting available in the machine room area ready to cover sensitive electronic equipment in case the building is damaged. Protective covering should also be deployed over magnetic tape racks to prevent water and wind damage. Operators should be trained how to properly cover the equipment.

The windows in the data center should be reinforced with metal for protection from flying debris.

Earthquake

The threat of an earthquake in the Little Rock area is low, but should not be ignored. Scientists have predicted that a large earthquake along the New Madrid fault may happen any time in the next 50 years, and that its effects will be felt as far away as our area. Buildings in our area are not built to earthquake resistant standards like they are in quake-prone areas like California. So we could expect light to moderate damage from the predicted quake.

An earthquake has the potential for being the most disruptive for this disaster recovery plan. If the Fribourgh Hall Building is damaged, it is highly probable that the Cold Site on campus may also be similarly affected. Restoration of computing and networking facilities following a bad earthquake could be very difficult and require an extended period of time due to the need for wide scale building repairs.

Preventive Measures

The preventive measures for an earthquake can be similar to those of a tornado. Building construction makes all the difference in whether the facility will survive or not. Even if the building survives, earthquakes can interrupt power and other utilities for an extended period of time. Standby power generators could be purchased or leased to provide power while commercial utilities are restored.

Recommendations

Computing Services should have large tarpaulins or plastic sheeting available in the machine room area ready to cover sensitive electronic equipment in case the building is damaged. Protective covering should also be deployed over magnetic tape racks to prevent water and wind damage. Operators should be trained how to properly cover the equipment.

Hazardous Materials

The risk of hazardous material was not rated nor discussed by the BCP. It is mentioned because of the presence of such items in Fribourgh Hall and the possibility of consequences if the building is damaged by a tornado, high winds or an earthquake.

There are hazardous materials present in the Fribourgh Hall Building. Four primary sources exist for these materials:

1. Janitorial supplies - hazardous chemicals are present in the janitorial closets scattered throughout the building. The door to each closet contains a list of the chemicals present in the closet. If this information is not present at the scene of the disaster, contact the Physical Plant for a list of the chemicals located in the building.
2. Battery acid - hazardous battery acid is present in large quantities in the Uninterruptible Power Supply room located in the extreme northwest corner of the first floor of the building. Battery acid can cause caustic skin burns, blindness, and pulmonary distress if inhaled.

3. Hazardous Material Storage Area is just outside the entrance to the Fribourgh Hall Building and is storing unknown hazardous material.
4. The floors above the Data Center house Chemistry and Biology Labs, either of which can have toxic biological or chemical hazards.

Section 4: Roles and Responsibilities

Roles and responsibilities are defined utilizing a similar tiered approach based on the same structure as activating the Campus Disaster followed by the Business Continuity Plan. The initial assessment is performed under the scope of the Campus Disaster Plan. The next phase is to activate the Business Continuity Plan (BCP) and assemble the Crisis Management Team (CMT). The third phase is to concentrate simultaneously on executing manual processes and restoring the technical infrastructure. The final phase is to recover any data that has been lost due to the disaster. The roles and responsibilities in each phase are included in this section.

Emergency Response Team

As stated in the introduction, UALR utilizes a tiered approach to disaster planning and recovery. The Emergency Response Team (ERT) will execute the first tier Campus Disaster Plan for the Departments of Public Safety and Physical Plant. Members of the ERT are first responders in the event of a crisis or disaster. The ERT will be activated by the Associate Vice Chancellor of Facilities.

The responsibilities of the ERT include understanding the scope of the situation, coordinating physical and safety recovery efforts, and monitoring the situation. The Associate Vice Chancellor for Facilities, as a member of the ERT, will be responsible for notifying the CMT of the status of an event. The Chancellor, as a member of the ERT, will be responsible for designating a disaster and activating the continuity plan.

Business Continuity Crisis Management Team (CMT)

Once the Emergency Response Team has ensured that the campus is a safe working environment and that life, health and safety issues are addressed, the Crisis Management Team (CMT) is activated by the Chancellor. The CMT will be responsible for managing the business recovery and resumption efforts and will communicate with both internal and external campus constituencies. The CMT will report to the Emergency Operations Center (EOC). The primary site for the EOC is designated as the Chancellor's Conference Room on the third floor in Administration South. The secondary site for the EOC is designated as the first floor of Dickinson Hall. In the event both the primary and secondary site are not accessible, the CMT will meet in the Don W. Reynolds Center.

A list of members of the Crisis Management Team is included in Appendix A. Contact information for each member is included.

Technical Recovery Management

After the CMT has reported to the designed EOC and assessed the damage, the technical recovery will be managed by Computing Services. The Technical Recovery Management Team will be composed of the CIO and Associate Directors of Computing Services. Refer to Appendix B for contact information.

Data Recovery Management

When the technical recovery is completed to a point where the Banner system is restored to full functionality, the individual users will be responsible for entering any data that was lost due to

the disaster and any data that was manually processed during the disaster. Both the technical and data recovery responsibilities are defined in the following roles and responsibilities matrix.

Roles and Responsibilities Matrix

This matrix was developed by the BCP Team based on the mission critical systems and processes in the BIA matrix that is located in Section 2 of this plan.

Role or Function	Responsible	Accountable
Power/Utilities	Director, Physical Plant (Dave Millay)	AVC Facilities (Cindy Milazzo) Lucian Shockey
Network	AD Networks (Rogers Davis)	CIO (Jeannie Winston)
Banner	AD MIS Banner User's Group (Tracy Johnson)	CIO (Jeannie Winston)
• Payroll	Manager, Payroll (Brett Powell Linda Johnson)	AVC Finance (Brett Powell)
• Registration	Manager, Registration (Sandra Dannaway)	Division Chief (Sam Howell)
• Records	Manager, Records (Sandra Dannaway)	Division Chief (Sam Howell)
• Financial Aid	Manager, Financial Aid (John Noah)	Division Chief (Sam Howell)
• Purchasing	Manager, Purchasing (Mike Shepherd)	AVC Finance (Brett Powell)
• Accounts Payable	Manager, Accounts Payable (Dorothea Yates Bruce Anderson)	AVC Finance (Brett Powell)
• Accounts Receivables	Manager, Accounts Receivables (Brett Powell Gina Fielder)	AVC Finance (Brett Powell)
• Bookstore Vouchers	Bookstore Manager (Brenda Thomas)	Division Chief (Preston Slayden)
• Card Access System	AD MIS (Tracy Johnson) (Rogers Davis)	CIO (Jeannie Winston)
• Admissions	Manager, Admissions (John Noah)	Division Chief (Sam Howell)
• Admissions (Law School)	Director, Admin & Reg (Jean Probasco)	Dean, Law School (Chuck Goldner)
E-mail	AD Networks (Rogers Davis)	CIO (Jeannie Winston)

Web Server	Project Specialist (CS) (Pat Pearce)	AD Networks (Rogers Davis)
Phones (2)	AD Networks (Rogers Davis)	CIO (Jeannie Winston)
Imaging System	Manager, Records (Sandra Dannaway)	Division Chief (Sam Howell)
Communications	Director (Amy Barnes)	VC Advancement (Bill Walker)
Research Labs	Individual Academic Departments	Provost (David Belcher)
Library (3) (4)	Library MIS (Mark Pace)	Interim Director, Library (Bill Traylor)
Teaching on-line courses (4)	OCCP (Sonja Sanderson)	AVC Provost (Linda Musun)
Teaching web enhanced courses	StaR (Aimee Dixon)	AVC Provost (Linda Musun)
Electronic Course Delivery		
○ WebCT	StaR (Aimee Dixon)	AVC (Linda Musun)
○ Comppressed Video	StaR (Aimee Dixon)	AVC (Linda Musun)
○ Streaming Video	StaR (Aimee Dixon)	AVC (Linda Musun)

A flowchart of the emergency Roles and Responsibilities is included in Appendix C.

Section 5. Communications Plan

Organizations are judged less by the crisis that arises than by how they rise to deal with the crisis.

Note: Any and all media requests during an event that necessitates activation of this plan will be addressed by the Office of Communications or the Crisis Management Team.

Overview

This plan is designed to provide a consistent communication framework to plan for and/or respond to any crisis situation that disrupts UALR's operations and reputation. Its purpose is to support the response to any crisis that may occur by providing timely, accurate information to employees, students, donors, vendors, media, and other important University audiences.

It is important that university officials work to present a consistent response that is supported by open, honest interaction with internal and external audiences, including when appropriate, media, government entities and oversight agencies.

When a crisis occurs, this plan will help identify the steps to take to ensure the facts are being presented to the appropriate audiences when and how they need them to minimize potential damage.

Crisis Scenario Variables

Possible Locations of Crises

- UALR campus
- UALR Benton Center
- UALR William H. Bowen School of Law

Potential Audiences to Consider for Communications

- Faculty and staff (and families)
- Students (and families)
- University of Arkansas system office
- Donors
- Vendors
- Media- print, online, and broadcast
- Community-at-large
- Government officials
 - Law enforcement- local, state, and federal
 - Elected officials- local, state, and federal
 - Agencies- Emergency Management, Department of Higher Education

Crisis Management Preparedness

Crises Communications Response Team

The Crises Communications Response Team serves as a triage unit to assess the crisis and determine appropriate management, operational, and communications responses.

Primary Team Members

- Amy Barnes, Director of Communications
- Brad King, Director of Public Safety
- Cindy Milazzo, Associate Vice Chancellor of Facilities & Services

Secondary Team Members

- Joel Anderson, Chancellor
- Sandra Robertson, Interim Provost
- Bill Walker, Vice Chancellor of University Advancement
- Joni Lee, Associate Vice Chancellor of University Advancement
- Communications Dept.- Joan Duffy, Kim Fox, Lindsay Howell, Thomas Wallace
- Jeannie Winston – Chief Information Officer
- Charles Donaldson- Vice Chancellor of Educational & Student Services
- Lucian Shockey, Vice Chancellor of Finance and Administration
- David Millay, Director of Physical Plant

Additional Personnel (if necessary)

- Angi Dixon, Director of Printing Services
- Dierdre Whitfield, Administrative Secretary for Communications/ Development
- Gwen Stanley, Secretary for Communications/ Development
- Janette Prior, Administrative Assistant for Development

Emergency Contact List

Name	Office	Home	Cell Phone	Pager
Amy Barnes Dir./Comm.	569-3372	221-0627	837-8477	405-3971
Brad King Dir./Public Safety	569-3404	851-4950	580-3055	N/A
Cindy Milazzo Assoc. VC/ Fac. & Serv.	569-3202	851-3029	454-1862	N/A
Joel Anderson Chancellor	569-3200	603-0037	413-9580	N/A
David Belcher Provost	569-3204	663-4084		N/A
Bill Walker VC/ Univ. Adv.	569-3186	868-4424	837-8441	N/A
Joni Lee Assoc. VC/ Univ. Adv.	569-3186	614-9179	837-8442	N/A
Joan Duffy	569-8600	228-0053	837-8478	405-5614

Media Rel. Mgr.				
Kim Fox Mktg./ Ad Mgr.	569-8602	225-4728	837-8479	405-3970
Lindsay Howell PR Coord.	569-3373	803-9864	681-6723	405-3707
Thomas Wallace Web Designer	569-3261	614-9831	681-6724	405-3767
Lucian Shockey VC/ Finance and Admin.	569-3202	241-2362	454-1860	N/A
David Millay Dir./ Physical Plant	569-8897	803-9077	454-1863	N/A
Jeannie Winston Dir./ Computing Serv.	569-3345	227-8443	837-8466	N/A
Charles Donaldson VC/ Educ. & Student Serv.	569-3328	227-9346	837-8480	N/A
Angi Dixon Dir./ Printing Serv.	569-8634	312-8557	837-8550	405-3026
Dierdre Whitfield Admin. Sec.	569-3194	565-1830	N/A	N/A
Gwen Stanley Sec.	569-3260	562-2343	258-6080	N/A
Janette Prior Admin. Assist	569-3194	835-6161	N/A	N/A
Deborah Baldwin, Dean	569-3296	N/A	N/A	N/A
Angela Brenton, Dean	569-3244	217-8828	681-4745	N/A
Charles Goldner, Dean	324-9434	225-8091	N/A	N/A
Mary L. Good, Dean	569-8188	227-5273	258-5093	N/A
William C. Goolsby, Dean	569-3048	821-4556	310-4556	N/A
Richard Hanson, Dean	569-8660	227-0476	N/A	N/A
Michael Ledbetter, Dean	569-3257	663-9765	NA	N/A
Angela M. Sewall, Dean	569-3113	664-6965	993-3700	993-9939

Elements of the Plan

How a crisis is handled in the first hour after it is identified often dictates how well – or not – an organization weathers the event. A crisis occurs on its own time. Given this natural law, advance preparation is the key to timely response within this “golden hour.”

The following outline provides a guide for assembling the critical elements necessary to effectively respond to crises quickly.

- Develop pre-approved messages for public response (to be developed by Team when crises occur)

- Create general message points that provide an understanding of the university's mission (Appendix 2- attached)
- Prepare media policies and guidelines that cover non-crisis policies as well (Appendix 3- attached)
- Define methods and predetermined locations to convene the Team
 - Communications Dept. Conference Room (if Comm. Dept. is not source of crisis)
 - Alternative location if Comm. Dept. is not suitable (Bailey Center, Hilton Hotel)
- Identify appropriate spokespersons relative to potential situations
 - For most scenarios, the Chancellor, Provost and/ or Amy Barnes are the appropriate spokespersons
 - Other spokespersons will be identified as needed
- Create and update emergency contact cards on a regular basis; each member of the Team should have a card
- Identify process for obtaining and using contact information for employees, students, donors, vendors, etc. This should include process for access from an off-campus source in the event of a physical crisis on campus. (Cindy/ Brad)
- Assemble crisis supply kits and travel kit (duplicate to be stored offsite) of materials necessary to facilitate decision-making and communications:
 - Copy of crisis plan
 - Press kit
 - Laminated emergency contact card
 - Media lists (hard copy and copy on disk)
 - Emergency media phone kit to keep by main switchboard; should include key contact numbers, guidelines for dealing with media calls, log sheets to record calls, etc. (see attached Appendix 4 for media inquiry log)
 - Cellular phone
 - Flashlights with batteries
 - Mini or micro-cassette recorders and tapes with batteries
 - Disposable camera and/ or digital camera
 - Video camera and tapes
 - Office supplies (letterhead, envelopes, legal pads, pens, stapler, duct tape, etc.)
 - Fed Ex account number and supplies (Mail Services)
 - One set of two-way radios with batteries
 - Laptop computer and portable printer (if accessible)
 - Extra batteries for all appropriate items

Crisis Management Response Checklist

The Chancellor designates a disaster and the Crisis Management Team is convened. The following is an outline for response:

- Notify the Team and other personnel needed to manage the crisis (employees to handle the switchboard, track media coverage, etc.) (Amy)
- Convene the Team to assess the situation and determine what operational, technical, financial, legal and/or communications responses are appropriate for consideration. (Amy)

- Develop a specific plan relevant to the actual circumstances faced, with audiences identified and prioritized, responsibilities and timelines for follow up clearly delineated. (Comm. Dept.- Lindsay)
- If necessary, assign someone to create a secure timeline of the actual events related to the crisis and responses undertaken; only one person should have this responsibility and access to the timeline to assure accuracy and integrity of the information. (Comm. Dept.- Kim)
- Set up a crisis response center (Bailey Center or Comm. Dept. Conference Room) with copies of the crisis response plan, the response statement and contact information for all members of the Team. If possible, center should have multiple phone lines, computers, fax and copier access. This center will receive all calls related to the crisis.
- Create phone logs of news organizations covering the crisis and any other key personnel, employees, students, donors, vendors, etc. who may be inquiring about the situation. (see attached Appendix 4 for media inquiry log) (Comm. Dept.)
- Identify key message points, drawing on general UALR message points. Refine as needed. (see attached Appendix 2) (Comm. Dept.)
- Prepare possible response statements for telephone and crisis-site inquiries. (Comm. Dept.- Joan/ Kim)
- Begin contacting those affected by the crisis. Identify best mechanisms to reach each, including, phone, face-to-face meetings, conference calls, e-mail, Internet, media briefing, press release, etc. (Comm. Dept.)
- Post response statement on UALR Web site, if appropriate. If crisis warrants, develop additional online pages, including press releases, photos, etc. (Comm. Dept.- Thomas/ Lindsay)
- Contact local emergency officials and government officials, if necessary. (Brad/ Cindy)
- Prepare for initial media briefing. (Comm. Dept.)
 - Identify media to be notified (Joan)
 - Determine spokesperson(s) (Amy)
 - Designate site and time to hold briefing (Bailey Center or HR Room) (Amy)
 - Notify media via phone calls and/ or media advisory (Joan)
 - Make press kits available as well as copies of response statement (Joan/ Kim)
 - Designate an employee to keep a log of media in attendance so coverage can be tracked later (Kim)
 - Alert media clipping service (print, online and broadcast) to monitor coverage (Joan)
 - Decide if additional briefings are necessary (consider daily/ hourly briefings) (Team members)
- Make sure those affected by crisis are being kept informed through regular Web site updates, e-mail updates, etc. (Comm. Dept.- Thomas/ Lindsay)
- Define specific times/dates to reconvene the Team to assess situation as it changes, and to make appropriate adjustments in operations and communications responses. (Team members)

Returning to Normal

Approximately one to two weeks after the crisis event is substantially or completely handled, full debriefing of the Team should occur to:

- Evaluate the short-term impact of the crisis
- Identify possible long-term effects that should be addressed
- Prepare follow-up communications if necessary
- Critique performance of the Team
- Note changes that should be made to handle future situations

UALR General Messages

The University of Arkansas at Little Rock is Arkansas' premier metropolitan university with 11,000 full and part-time students.

As an active and integral part of the community, UALR is able to put its students in close contact with the state's most influential leaders in government, business, industry, medicine, and information technology.

Offering the state's only comprehensive information science and systems engineering program, UALR is a leader in the field of information technology. All of our students receive thorough instruction in the field.

UALR is responsible for providing excellence in instruction to ensure high-quality education for our students.

The University applies its resources and research skills to local, state, national, and international needs in order to improve the human condition.

UALR provides a community of learning that stimulates students, faculty, and staff to become lifelong learners and use their knowledge in ways that will contribute to society.

The University has a responsibility to serve the needs of a diverse student population and to make its resources accessible to the general public.

UALR remains responsive to a changing environment and society by continuous assessments of its strengths and weaknesses in meeting the needs of the faculty, staff, students, and community.

The safety of our employees and students is paramount to our university. We strive to follow all appropriate state and federal regulations.

UALR is an equal opportunity/ affirmative action employer.

UALR Talking Points

1. You may not think UALR plays any role in your life because you don't have a child in school here or you didn't attend here, but let me help broaden your vision.
 - Your child might have educational advantages because his or her teacher has been trained in our CyberTeacher program or EAST Lab, which give teachers the skills they need to incorporate technology in the classroom.

- Your child might be better prepared for college through one of the many programs that assist high schools across the state. These include our online pre-calculus program, the physics lending library that helps teachers bring physics to life, or the Hall High program where we offer college credit in composition, history, biology, physics, algebra, psychology, and sociology.
- Your water resources are protected because we helped solve the decades-old dispute in Pulaski and Saline County.
- Your government, business, and community leaders have a better handle on our economy because of research and forecasts from our Institute of Economic Advancement.
- Your city has been improved because one of its struggling neighborhoods is part of our revitalization program.
- The small business that you work for has a better chance to succeed with the help of our Arkansas Small Business Development Center.

So, you see, UALR is a part of your life, one of the better parts.

2. At UALR, there is no question about our mission- it is to educate students to live and work in the complex, diverse, technological world of this new century. We are doing that everyday through:

- Our three-year-old CyberCollege, which is training the highly-skilled technological workforce, or “cyber engineers” as we call them, needed now and well into the future.
- The popular IT minor program, which gives students in all areas of study the critical technology skills they need to get a better job in today’s and tomorrow’s market.
- The EAST Lab program, helping current and future teachers incorporate technology in the classroom.
- Our efforts to incorporate the technology curriculum across campus. For example, the Multimedia Technology Lab, operated by the College of Arts, Humanities, and Social Sciences, where musicians can use computer technology to write, score, arrange, and play music, graphic designers can use technology to create, and theatre arts majors use technology to design sets and create their stage.
- The online rehab counseling master’s program, recognized by *U.S. News & World Report* in its special edition on e-learning. This course is filling a nationwide void. Approximately 150 students across the country are getting the education critical to meeting new federal standards.

3. We are building a “powerhouse” university, one that will rank as one of the nation’s top metropolitan universities. A metropolitan university isn’t just defined by its location. It’s defined by its involvement in the community. It’s defined by a unique, diverse student body- many balancing work, careers, and families while they complete or enhance their degrees. A metropolitan university is defined by its commitment to solving critical community problems. It’s defined by its efforts to create partnerships that advance the community and the region. For instance, as a metropolitan university, UALR:

- Harnesses the expertise of the University to solve community problems. UALR’s faculty Water Task Force helped resolve a decades-old dispute and led to the creation of the Central Arkansas Water System. After that success, Saline County approached us for help in solving a similar dispute and we delivered a plan which they are implementing as we speak.
- Plays an important role in implementing the plan for the federal Empowerment Zone designation, which UALR helped the county obtain.

- Partners with the City of Little Rock to operate the Neighborhood Resource Center, which works with neighborhood associations and community organizations to build a stronger community by studying neighborhood issues and developing problem-solving strategies.
- Collaborates with public schools to enhance K-12 education through our online pre-calculus program, Reading Recovery literacy training, EAST Lab technology program, and the Hall High project offering college credit to high school students in composition, history, biology, physics, algebra, psychology, and sociology.

4. We are building a “powerhouse” university, one that provides an excellent education for our students through our prestigious faculty and academic excellence by:

- Attracting faculty from some of the nation’s and world’s most prestigious universities such as Harvard, MIT, and Yale.
- Offering the nation’s first scholarly course of its kind examining the Clinton presidency. The course has created so much interest that C-SPAN is televising the entire course, the first time in the network’s history.
- Developing the first-in-the-nation presidential studies minor to give students an insider’s view of the U.S. presidency.
- Partnering with local business and industry so our professors have the opportunity to work and learn the latest in their fields and bring that knowledge back to the campus.
- Establishing the first systems engineering program in the state of Arkansas in UALR’s CyberCollege and training the technological workforce of tomorrow.

5. There is a line we quote often on our campus, “There is no great city without a great University.” That means if Central Arkansas’ economy thrives, UALR thrives. If our region grows, UALR grows. We don’t compete for separate goals - we celebrate common success. Our expertise extends to the community through:

- The Neighborhood Resource Center, in partnership with the City of Little Rock, which works with neighborhood associations and community organizations to build a stronger community by studying issues and developing problem-solving strategies.
- The Neighborhood Leadership Program to help current and future neighborhood leaders sharpen their organizational and leadership skills and develop community and economic development strategies.
- The presidential studies initiative that will, with the new Clinton Library, make UALR and the city a destination for the study of the American presidency.
- The CyberCollege and Arkansas’ only systems engineering program developed in partnership with some of the nation’s leading knowledge-based industries.
- The Office of Community Engagement to support the growing number of UALR faculty, staff, and students who work in the community and to actively seek new community partnerships.
- The Arkansas Small Business Development Center, which has provided research, consulting, and training services to nearly 40,000 Arkansans.
- The new non-profit management certificate to prepare managers in nonprofit organizations to lead their agencies more effectively.
- Our Mid-South Center for Education, Research, and Training that trains all social workers in the state.
- Our partnership with the Arkansas Department of Emergency Management to help the state of Arkansas and communities prepare for natural disasters.

Media Policies and Guidelines

It is important to ensure consistent, accurate information when messages are communicated to the public. Therefore, all media inquiries should be referred to Amy Barnes at 569-3372 or 837-8477 (cell) or Joan Duffy at 569-8600 or 837-8478 (cell).

If possible, please consult first with the Communications Department before giving a statement to the media. If you receive a phone call from a reporter, please handle it in the following manner:

- Treat a media call with courtesy, like any other important business call
- Write down the reporter's name and media organization as well as direct line and other contact information for response
- Ask what the call is regarding and try to obtain specifics from the reporter without pushing too hard, but do not discuss the situation with the reporter, answer questions or give out information
- Tell the reporter you will have the appropriate person contact them
- Ask if the reporter is on deadline and, if so, what that deadline is
- Relay the message promptly to Amy Barnes at 569-3372 or 837-8477 (cell) or Joan Duffy at 569-8600 or 837-8478 (cell)

Section 6: Contingency and Restoration

Contingency Plans

Both Educational and Student Services and Finance and Administration will maintain contingency plans defining how they will conduct manual processing until limited network and system functionality can be restored. The one exception to the departmental plan is the contingency plan for payroll that is included in this plan. After a disaster is declared, the Bank of America will be notified to continue processing payroll based on the latest payroll data available until the Banner system has been restored and a new payroll can be generated.

There are two time frames in which the payroll contingency plan will not be sufficient to meet the payroll needs for the campus. These two time frames coincide with the beginning and ending of the academic calendar. Personnel Action Forms specifying the employment periods for nine-month faculty begin in mid-August and end in mid-May. If the disaster occurs immediately before the fall semester, new and returning faculty will need manual paychecks. If the disaster occurs immediately after the last payroll for faculty at the end of the spring semester, nine-month faculty will be paid when they are not due a paycheck.

The following list of UALR employees are authorized to notify the Bank of America that UALR is declaring a disaster.

UALR Chancellor	Dr. Joel Anderson
UA System Vice President for Finance and Administration	Ann Kemp
UALR Vice Chancellor for Finance and Administration	Lucian Shockey
UALR Assoc. Vice Chancellor for Finance	Brett Powell
UALR Assoc. Vice Chancellor for Facilities and Services	Cindy Milazzo

The Bank of America archives direct deposit files for at least four (4) payroll periods.

The Memorandum of Agreement with the Bank of America and the procedures by which it can be executed is located in Appendix E.

The list of essential functions and personnel for Finance and Administration and Educational and Student Services is included in Appendices F and G, respectively.

Restoration and Recovery Strategies

Based on the functions identified in the Business Impact Analysis, systems will be restored in the following order in either a crisis or disaster:

1. Campus network (in part at the backup location or in whole depending on the situation)
2. Banner
3. E-mail
4. Web Server
5. WebCT

Desktop personal computers should be distributed to Computing Services, Educational and Student Services and Financial Services. A minimum of ten should be distributed to each department.

Technical Recovery Management

The technical recovery is the responsibility of Computing Services. A technical recovery plan that restores systems in the above order is under development and will be located in SUB 205 and FH 213.

Data Recovery Management

Each department will be responsible for entering data into the Banner system that has been manually processed during a disaster.

Emergency Procurement Procedures

The Arkansas State Purchasing Regulations provides considerable latitude in emergency procurement of goods and services.

The Technical Recovery Management Team will be responsible for all emergency procurement for Computing Services. All purchases must follow the regulations established for emergency procurement and will work with the UALR Purchasing Office to complete the acquisition. If the Purchasing Office has been so severely affected by the disaster that it cannot function, a member of the Technical Recovery Management Team will work with the Office of State Purchasing in Little Rock for all emergency procurements. If this is necessary, the Office of State Purchasing will be requested to send a representative to campus to handle purchasing transactions on-site in the most efficient manner possible.

The Technical Recovery Management Team is responsible for tracking all acquisitions to ensure that financial records of the disaster recovery process are maintained and that all acquisition procedures will pass audit review.

Arkansas State Purchasing Regulations are included in this plan in Appendix H.

Once a disaster has been declared and equipment purchasing needs have been identified, the state outlines emergency requisition procedures. These procedures are included as Appendix I.

Section 7: Campus and Educational Awareness Materials

This plan is available through UALR's web server in order to make it more generally available to University faculty and staff. Additionally, a web document format permits it to be published in an online form that can be stored on diskette or CD-ROM media for viewing with an Internet browser in file browse mode. This plan will be updated annually or as substantial changes to the computing and networking systems are made.

Information on the plan development process and the draft plan can be accessed at www.ualr.edu/bcp.