SFU Covid-19 Recovery Framework

The effective management of any crisis or emergency includes a successful recovery. “Recovery” is defined as a process of returning to a normal state after a crisis. SFU’s Emergency Management Policy (GP31) references a central commitment to facilitating “the timely recovery of teaching and research operations”. Learning continuity and the resumption of research are front and centre of the University’s recovery actions.

The key pieces of the SFU recovery framework are:

- Clear, collaborative and inclusive vision for recovery
- Coordination and communication of recovery activities
- Setting priorities for recovery
- Identifying, assessing and responding to risks and opportunities

1. Vision for recovery
The University will adopt operational models and capitalize on opportunities and lessons learned to retain and enhance the position of the University as a leading comprehensive university. The University will use this period to drive innovation, efficiency and relevance.

2. Objectives
To transition effectively and efficiently from response to recovery while ensuring the health and safety of the SFU community, identifying, assessing and responding to both strategic and operational risks and opportunities, meeting legal compliance requirements, making responsible use of funds, and incorporating resilience and taking advantage of opportunities to innovate and recalibrate.

3. Scope
The Covid-19 recovery framework is designed to support recovery planning, management and operations across the entire University.

4. Guiding principles
- The University will protect the health and wellbeing of students, faculty and staff.
- The University will consider issues of accessibility, equity, diversity and inclusion in all decisions.
- The University will consider the carbon footprint and climate change adaptation implications in all decisions.
- The University will communicate decisions and guidance as early and broadly as possible.
- Research activity will be supported to every extent possible.
- The University will take advantage of opportunities to innovate and recalibrate.

5. Crisis Impact Scale
SFU COVID-19 crisis impact scale (Appendix A) will aid in the recovery planning and implementation as the university responds to the external decisions and indicators (including the potential for further outbreaks of Covid-19) to either loosen or tighten the operations in an orderly and coordinated way. Decisions will be based on information from a variety of sources that may include but not be limited to:
Provincial Health Authority, Ministry of Advanced Education, Skills and Training (AEST), Research Universities’ Council of British Columbia (RUCBC), WorkSafeBC and legal counsel. The principle areas of impact are teaching and learning, research, faculty/staff, support services, meetings/events/programs, international travel, and building access.

The crisis impact scale has four distinct impact rankings (extreme, high, moderate and low) ranging from the strictest measures in place (extreme) to a new business as usual state (low). The crisis impact scale allows SFU as a whole and each of the departments to plan and implement their recovery activities depending on the external indicators triggering the change.

Risk and Opportunity Considerations
Recovery planning and implementation will include identification, assessment and mitigation of risks and opportunities as departments loosen or tighten their operations depending on external decisions and indicators. Special attention should be paid to understanding the interdependencies with other areas of the operations.

Please contact Laura Vajanto, Senior Director, Enterprise Risk and Resilience for assistance and risk assessment resources (laura_vajanto@sfu.ca).

6. Recovery Management Structure
It is important that SFU recovery activities are centrally coordinated to ensure collaboration across the different operational areas and avoid unnecessary duplication of activities.

The SFU COVID-19 recovery management structure follows the emergency management structure outlined in the SFU Comprehensive Emergency Management Plan.

The Policy Group:
- President
- VPs
- Advisory Group

The Recovery Management Team:
- The Policy Group Liaison - Chief Safety Officer
- Chair - Senior Director, Enterprise Risk and Resilience
- Co-Chair - Executive Director, Office of the Vice-President, Academic
- Liaison Officer (resource people liaison) - Senior Director, Enterprise Risk and Resilience
- Info Officer - Senior Director, Media Relations and Public Affairs
- Operations, Student Services - Executive Director, Student Affairs
- Operations, Faculty/Staff - Team Lead & HR Strategic Business Partner, Human Resources
- Operations, Research - Executive Director, Research Operations
- Planning (Academic Planning Committee liaison) - Executive Director, Office of the Vice-President, Academic

The recovery management team will be supported by appropriate resource people including but not limited to:
- Ancillary Services/Events - Senior Director, Ancillary Services/Director, Ceremonies and Events
• Childcare - Executive Director, SFU Childcare Society
• Compliance - Legal Counsel
• External Stakeholder Liaison/BCP – Program Manager, Emergency and Continuity Planning
• Facilities – Director, Maintenance and Operations
• Faculty Administration – Director, Administration
• Finance - Director, Budget Office
• Green Recovery – Director, Sustainability Office
• Health Authority Liaison - Director, Health and Counselling
• Health and Safety - Senior Director, Environmental Health and Safety
• International Travel – Executive Director, SFU International
• Security/Building Access - Senior Director, Campus Public Safety
• Surrey – Associate Director, Facilities
• Technology - Director, Client Services
• Vancouver - Associate Director, Facilities

Meetings
The Recovery Management Team Chair is responsible for scheduling the Recovery Management Team meetings. The frequency and duration will be determined based on the demand. The Chair is responsible for recording the meeting notes and circulating them with the participant and the resource people.

7. Recovery Plans
Working groups developing recovery plans for the principle areas of impact will consider the following as part of the recovery planning:

• Understand processes and activities that have been either suspended, altered or changed during the response;
• Identify external and internal indicators that may trigger recovery activities, and potential lag time required to restart or reinstate suspended or altered activities;
• Identify short, medium and long term recovery priorities;
• Identify how the employees will be reintegrated into the workplace and necessary accommodations and supports put in place;
• Identify, assess and respond to risks associated with the recovery,
• Plan for potential future outbreaks of Covid-19 and
• Identify opportunities and associated implementation strategies that allow SFU to take advantage of opportunities to innovate and recalibrate.

SFU has created a Covid-19 timeline that includes major external and internal decisions and announcements. Departments are encouraged to use this timeline to identify external and internal indicators that may trigger their recovery activities and potential lag time required to restart or reinstate suspended or altered activities.

SFU has also created a central database for the processes and activities that have been changed during the Covid-19 response. Departments are encouraged to utilize the database when setting recovery priorities (short, medium and long term) and identifying opportunities for their areas.
Please contact Laura Vajanto, Senior Director, Enterprise Risk and Resilience for access to the Covid-19 timeline and the central database (laura_vajanto@sfu.ca).

Departmental Recovery Planning
Individual SFU departments are encouraged to use this recovery framework and their individual departmental business continuity plans to aid in their recovery activities.
Appendix A
### SFU COVID-19 Crisis Impact Scale

#### Primary Areas of Impact

<table>
<thead>
<tr>
<th>Rating</th>
<th>Teaching1</th>
<th>Academic</th>
<th>Research</th>
<th>Faculty/ Staff</th>
<th>Visitors</th>
<th>Campus Amenities and Services</th>
<th>Meeting/ Events/ Programs</th>
<th>International Travel</th>
<th>Domestic Travel &amp; Off-Campus Activities</th>
<th>Building Access/Public Areas</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Extreme (E)</strong></td>
<td>No in-person teaching</td>
<td>No in-person meetings, events or programs</td>
<td>No on-campus research (excluding exemptions)</td>
<td>Only employees providing in-person essential services on campus</td>
<td>No visitors permitted on campus.</td>
<td>Only essential on-campus services (e.g. Residence Dining Hall, Health and Counselling)</td>
<td>No in-person meetings, events or programs</td>
<td>International exchange programs cancelled, no international faculty/staff travel</td>
<td>No class field trips or field schools</td>
<td>Restricted building access, public areas and lunchrooms closed</td>
<td>Physical distancing in place, additional cleaning</td>
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<tr>
<td><strong>High (H1)</strong></td>
<td>Only essential in-person teaching</td>
<td>Only essential in-person meetings, No events or programs</td>
<td>On-campus research except in-person human subject research (safety and risk mitigation plan required)</td>
<td>Only employees providing essential services on campus (staggered shifts in place)</td>
<td>Only visitors providing or assisting with a core service, and only on invitation approved by a manager.</td>
<td>Only essential on-campus services (e.g. Residence Dining Hall, Health and Counselling)</td>
<td>No in-person meetings, events or programs</td>
<td>No university-sanctioned international student, staff and faculty travel unless it is in accordance with approved guidance for exceptions.</td>
<td>No domestic class field trips or field schools</td>
<td>Restricted building access, public areas and lunchrooms closed</td>
<td>Physical distancing in place, additional cleaning</td>
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<tr>
<td><strong>High (H2)</strong></td>
<td>Only essential in-person teaching</td>
<td>Essential in-person meetings, events or programs with restrictions (&lt;10 participants)</td>
<td>On-campus research except in-person human subject research (safety and risk mitigation plan required)</td>
<td>Limited numbers of employees providing essential and some limited services on campus (staggered shifts in place)</td>
<td>Only visitors providing or assisting with a core service, and only on invitation approved by a manager.</td>
<td>Very limited on-campus services with restrictions (e.g. Dining, Health and Counselling, Library, etc.)</td>
<td>Essential in-person meetings, events or programs with restrictions (&lt;10 participants)</td>
<td>Only essential university-sanctioned international student, staff and faculty travel in accordance with approved guidance for exceptions. Required isolation period upon return</td>
<td>Very limited domestic field schools and field trips in accordance with approved guidance for exceptions.</td>
<td>Restricted building access, public areas and lunchrooms closed</td>
<td>Physical distancing in place, additional cleaning</td>
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<tr>
<td><strong>Moderate (M1)</strong></td>
<td>In-person teaching with restrictions on class sizes (&lt;30 students) and types of classes</td>
<td>Limited in-person meetings (e.g. journal clubs), events or speaker programs with restrictions (&lt;30 participants)</td>
<td>On-campus research with limited in-person human subject research (safety and risk mitigation plan required for in-person human subject research)</td>
<td>Employees providing services commensurate with on-campus community member levels (staggered shifts in place)</td>
<td>Only visitors providing or assisting with a core service, and only on invitation approved by a manager.</td>
<td>Limited on-campus services with restrictions (e.g. Dining, Health and Counselling, Library, Recreation Facilities, etc.)</td>
<td>Limited in-person meetings, events or programs with restrictions (&lt;30 participants)</td>
<td>University-sanctioned international student, staff and faculty travel, with country or regional restrictions and possible required isolation period upon return</td>
<td>Limited domestic field schools and field trips with restrictions available with restrictions</td>
<td>Restricted building access, public areas and lunchrooms available with restrictions</td>
<td>Limited Physical distancing measures in place, some additional cleaning</td>
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<tr>
<td><strong>Moderate (M2)</strong></td>
<td>In-person teaching with restrictions on class sizes (&lt;30 students) and types of classes</td>
<td>In-person meetings, events [e.g. Recruitment] and programs [e.g. guest lectures] with restrictions (&lt;30 participants)</td>
<td>On-campus research with limited in-person human subject research (safety and risk mitigation plan required for in-person human subject research)</td>
<td>Significant number of employees on campus (staggered shifts in place)</td>
<td>Visitors with a legitimate reason in support of the University core mission (teaching, research, learning)</td>
<td>On-campus services open with restrictions (e.g. Cafeterias, some students services)</td>
<td>In-person meetings, events and programs with restrictions (&lt;50 participants)</td>
<td>University-sanctioned international student, staff and faculty travel, with country or regional restrictions</td>
<td>University-sanctioned domestic student, staff and faculty travel, including local field schools &amp; trips</td>
<td>Unrestricted building access, public areas and lunchrooms available with restrictions</td>
<td>Limited Physical distancing measures in place, some additional cleaning</td>
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<tr>
<td><strong>Low (L)</strong></td>
<td>In-person teaching without restrictions to class sizes</td>
<td>In-person meetings, events or programs without restrictions</td>
<td>On-campus research without restrictions</td>
<td>All employees on campus without exceptions</td>
<td>Visitors welcome</td>
<td>On-campus services open without restrictions</td>
<td>In-person meetings, events or programs without restrictions</td>
<td>University-sanctioned international student, staff and faculty travel, subject to risk advisory levels.</td>
<td>University-sanctioned domestic student, staff and faculty travel, including local field schools &amp; trips</td>
<td>Unrestricted building access</td>
<td>No Physical distancing measures in place, standard cleaning</td>
</tr>
</tbody>
</table>

1 Decisions on teaching will usually apply to an entire academic term and may be made months in advance. A reduction in impact scale during an academic term may therefore not lead to any changes in teaching activities on campus.