Aerial view of OARDC's Agricultural Engineering Building after the Sept. 16, 2010, tornado. (Photo by Ken Chamberlain)
Introduction – Planning Context

“In the last decade, disasters have affected University and College campuses with disturbing frequency, sometimes causing death and injury, but always imposing monetary losses and disruption of the institution’s teaching, research, and public service. Damage to buildings and infrastructure and interruption to the institutional mission result in significant losses that can be measured by faculty and student departures, decreases in research funding, and increases in insurance premiums. These losses could have been substantially reduced or eliminated through comprehensive pre-disaster planning and mitigation actions” (FEMA 443, 2003).
What is Continuity Management?

“Business Continuity Management (BCM) is a management process that identifies risk, threats and vulnerabilities that could impact an entity's continued operations and provides a framework for building organizational resilience and the capability for an effective response” (DRI International, 2016).
What is a Business Continuity Plan?

A Business Continuity Plan contains “documented procedures that guide organizations to respond, recover, resume, and restore to a pre-defined level of operation following disruption” (ISO 22313).
What’s at risk?

- Branding / reputation
- Confidence (Students, Parents, Patients, Researchers, Board, etc.)
- Course offerings
- Donations / development
- Funding / grants / revenue
- Jobs / positions
- Research (existing and future)
- (Basically, whatever you do...)

Benefits of pre-planning?

- Enhances the university's ability to recover and resume academic and business operations following an adverse event
- Supports a coordinated response to resuming normal operations
- Provides a global view of risks and impacts thus helping to prioritize activities and optimize resource allocation
- Reassures university stakeholders that critical processes will be supported in adverse conditions
- Improves the university's chances of survival in the event of a catastrophe
- Increases the likelihood of meeting regulatory requirements
- Protects the university's resources and image
Primary Planning Objectives

- Document and maintain a continuity plan that, while being simplistic enough to cost effectively maintain, can be used to manage incidents that disrupt operations.

- Be prepared, when faced with a disruptive incident, to quickly respond, assess impact, and formalize an action plan based on the incident at hand (pre-plan vs ad-lib).

- Be prepared to participate / escalate within an integrated Business Crisis, Continuity, and Emergency Management structure that is vital to the successful management of large scale incidents that have the potential to threaten our mission.

- Be prepared to continue to educate, conduct research, and/or provide patient care, under adverse conditions, at acceptable predefined levels, until which time standard operations can be restored or new operations can be established.
Anticipated Planning Lifecycle

Response Structure (Phase 1)  2-6 sessions

Resumption Objectives (Phase 2)  2-6 sessions

Resumption Requirements (Phase 3)  1-3 sessions

Dedicated planning session (1.5 hours) every two weeks

Ongoing Maintenance & Exercise Program
- Department owns and maintains plan(s)
- Department updates plan every six months and runs yearly exercises
- OSU Continuity Management provides support, guidance, and training
Phase One: Response

- Program objectives and responsibilities
- Plan Owner, Manager, Alternate Manager
- Integrated incident management structure
- Team Structure, Roles & Procedures
- Continuity Team
- Emergency Operations Center
- Alternate work locations
- Call Tree
- Internal Key Contacts
- Vendors
- Agency/Departments
- Plan Attachments
Phase Two: Resumption Objectives

- Identify, score, and prioritize business processes
  - Initial capture of process dependencies

- Identify and document process risk
- Mitigation strategies

- Process Resumption Coordinators
- Process resumption strategies
  1. Loss of 60-80% of staff
  2. Loss of application/equipment
  3. Loss of building and all contents
     - Initial capture of assets
Phase Three: Resumption Requirements

- Assets needed to resume each process to acceptable level of service:
  - Workstations
  - Telecom
  - Hardware, Software, Equipment
  - Vital Records
- Dependent IT Applications:
  - Assign desired Recovery Time Objective based on maximum tolerable application downtime
- Plan maturity model and objectives
- Maintenance cycle
- Exercise cycle, options & objectives
- Metrics reporting
Continuity Planning Software

Continuity Planning System

- Internet-based planning with .pdf output
- Hosted off-site
- System is centrally used for large event scenario planning (catastrophic planning objectives)

Buckeye Box 24/7 plan access

- Access to Plan and supporting documentation
- Supports collaborative planning efforts
Next Steps

- Examine existing documentation
- Develop a roll-out strategy
Typical Working Group

- Identify persons for the following roles
  - Plan owner – responsible for unit/department
  - Plan manager – administers / maintains plan
  - Alternate plan manager – alternate

- Schedule a dedicated meeting
  - 1.5 hours
  - Every two weeks
  - Invite others to meeting as needed
THANK YOU!

• Questions?

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