Mission Continuity: vision

- Develop sustainable, University-wide program
- Uphold core missions of the University (research, teaching, service)
- Continue programs and systems that may be impacted or threatened in the case of a disruption to normal operations, a crisis, or a disaster.
Purpose of today’s presentation

Provide an overview of the University's Mission Continuity initiative

– Goals and vision
– Strategy
– History to date
– Structure
The Need for Mission Continuity Planning

Hurricane Katrina

Campus Tragedy

Oakland Earthquake

Chemistry Lab Accident

Iowa River Flood

5/21/14 Association of Business Administrators
The Need for Mission Continuity Planning at Penn

Water Main Break, 38th & Spruce

Construction Crew Cut Phone Cable

Snow Emergencies

Flu Vaccinations
Mission Continuity Program Structure

Program Sponsors
- Executive Vice President & Provost

Program Owners
- EVP Special Projects
- Provost Admin Affairs
- ISC Admin Systems

Advisory Board
- Policy & Procedures Team (School and Center Representatives and Subject Matter Experts)

Project Management
- ISC

School and Center Leadership
- Plan Owners

Mission Continuity Liaisons
- School & Center end-users

Communications
- Web site
- Tools & Resources
- Report Development

Training
- Knowledge Building Modules
- Instructor-led training

Working Groups
- Continuity of Teaching
- Continuity of Research
- End-User Group
History: criticality filters

• Spring/summer 2008: criticality filters completed by Schools and Centers

• Contents:
  – Inventory of critical functions and assets needed to maintain an organization’s mission
  – Information on desired or required recovery time
  – Whether recovery plans were in place

• Raised awareness
What we learned: oh, no!

– Over **2000** processes, functions or assets deemed **critical**
  • i.e., needed to be restored within 5 days
– Nearly **30%** were deemed necessary to be restored within 24 hours
– Over **2/3** reported there were no plans
University-wide Continuity Planning

- Provost & EVP communicate vision and directives
  - Team of SMEs selected software
- Established basis for Foundation Plans
- Pandemic planning summer 2009
  - Each School and Center completed at least one questionnaire about their preparation for a flu epidemic
Foundation Plan Components
defined by Provost and EVP

- Critical processes and functions
- Call lists
- Roles and responsibilities
- Building/facility information
- Necessary equipment and supplies
- Key technology and system applications
- Vital documents
- Key third-party vendor/partner information
Foundation Plan Methodology: BETH3

- Loss of **Building**
  - Incident response
  - Continuity of operations
- Loss of **Equipment**
  - Includes vital documents
- Loss of **Technology**
  - Disaster recovery
  - Continuity of operations
- Loss of **Human Resources**
  - Key personnel
  - Pandemic model
- Loss of **Third-party Vendors/Partners**
Foundation Plan Structure

• Plan structure in database (Shadow-Planner)
  – Triggers, Actions, Responsible persons, Procedures
  – When, What, Who, How
Shared plans: **Continuity of Teaching/Research/Administration**

- Teaching and Research committees assembled 2009-2010; Administration committee underway this year
- Representatives from Schools and Centers
- Concerned with continuity of instruction, research or administration in the event of any kind of outage
- Creation of 5 sample plans (BETH3) each, usable by any School or Center
Constructing a plan

• Start with Pre-Planning Questionnaire (PPQ)
  – Available on Mission Continuity website
  – Use for
    • Interviews
    • Ask relevant people to complete all or part of it
• Make into plan in a spreadsheet template
  – Template available on Mission Continuity website
  – Cut and paste information into Mission Continuity tool
Mission Continuity Program Current Status

• Trained over 250 end-users
• Plans activated and proven useful
• Best practices shared
• Tabletop exercises conducted annually
• Real value in the planning process
Mission Continuity training and support

• All training (3 modules) online in Knowledge Link; accessible to entire Penn community:
  • Mission Continuity Knowledge Building Module
  • Mission Continuity: Shadow-Planner Application
  • Information Security and Privacy
• Additional site visits and workshops on demand
• Website
• Monthly user group meetings
• askmc@lists
# Action Plan in Shadow-Planner

<table>
<thead>
<tr>
<th>Trigger</th>
<th>Action</th>
<th>Responsible</th>
<th>Documents</th>
<th>Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Shadow-Planner unavailable short-term</td>
<td>inform end-users that system is temporarily down <a href="mailto:SHADOW-PLANNER_USERS@LISTS.UPENN.EDU">SHADOW-PLANNER_USERS@LISTS.UPENN.EDU</a>; <a href="mailto:askmc@lists.upenn.edu">askmc@lists.upenn.edu</a></td>
<td>Project Manager, Mission Continuity</td>
<td>Awaiting Documents</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Post message on SP portal page Tell users to access yesterday server</td>
<td>Project Manager, Mission Continuity</td>
<td>Shadow-Planner down message for portal page</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Contact vendor Phoenix</td>
<td>Project Manager, Mission Continuity</td>
<td>Awaiting Documents</td>
<td></td>
</tr>
<tr>
<td>2. Shadow-Planner unavailable long-term</td>
<td>inform end-users that system is unavailable <a href="mailto:SHADOW-PLANNER_USERS@LISTS.UPENN.EDU">SHADOW-PLANNER_USERS@LISTS.UPENN.EDU</a>; <a href="mailto:askmc@lists.upenn.edu">askmc@lists.upenn.edu</a></td>
<td>Project Manager, Mission Continuity</td>
<td>Awaiting Documents</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Post message on SP portal page Tell users to access yesterday server and plans stored elsewhere</td>
<td>Project Manager, Mission Continuity</td>
<td>Shadow-Planner back-up formats</td>
<td></td>
</tr>
<tr>
<td></td>
<td>If necessary, explore alternatives to Shadow-Planner</td>
<td>Project Manager, Mission Continuity</td>
<td>Awaiting Documents</td>
<td></td>
</tr>
</tbody>
</table>
Mission Continuity

Plan ▪ Respond ▪ Recover

Mission continuity planning is designed to ensure that the University is prepared to resume operations as efficiently as possible in the event of a crisis (such as a fire, flood, or other cause of interruption in operations). As part of Penn’s Mission Continuity program, Schools, Centers and departments are responsible for developing mission continuity plans and recording them online using special software tailored for Penn, called Shadow-Planner.

Who is responsible?

Each School and Center will identify people responsible for developing and updating mission continuity plans. These plan liaisons and plan contributors will be trained in using the software, so they can easily enter and maintain their plans in the University’s Shadow-Planner repository. A mission continuity representative will also be designated in each School and Center. These representatives will serve as a conduit for two-way communications and be responsible for sharing and distributing important program information within their organization and sharing lessons-learned and feedback with other program participants. Some individuals may serve in more than one role. For example, the same person may be both a plan liaison and plan contributor.

Who benefits?

The University benefits from having consistent and accessible mission continuity plans for all organizations and buildings. Should disaster strike, these plans will provide the information necessary to help Schools and Centers resume their operations as quickly as possible.

More information

On this site, you will find guidance on creating a mission continuity plan, links to the tools the University provides for mission continuity planning, information on where to get help, and details about the overall Mission Continuity program.

If you have questions or want more information about the Mission Continuity program, please send an email to askmc@lists.upenn.edu and someone will be in touch to address your concern or question.
Reaching us

• Our website:
  www.upenn.edu/missioncontinuity

• Shadow-Planner:
  http://missioncontinuity.upenn.edu

• For help:
  askmc@lists.upenn.edu