



Campus-wide Planning for Business Continuity and Emergency Operations

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EDUCAUSE 2000



Agenda

- Welcome, Overview, Icebreaker
- Campus-wide project planning: Background and context setting using Y2K
- Unique Aspects/Outcomes
- Discussion/Sharing Tools & Templates
- Examples: how to leverage gains
- Summary, evaluation, wrap-up

Purpose of the Session


- Share U-M preparedness model and lessons learned
- Learn how to leverage the Y2K success for campus preparedness
- Explore how to ensure your campus is prepared for technical outages & other emergencies
- Share successful tools, techniques, & experiences
- Take home some “how to’s”

Icebreaker Activity

- After forming small groups, introduce yourselves to each other
- Discuss, then identify the questions, issues, and desired outcomes that brought you to this workshop today
- Write each on a Post-it™ Note
- Post them on the “Questions/Issues” board
- Time - 15 minutes

Background & Context Setting: U-M Model

- Timeline /Methodology
- Project Organization
- Tools and Aids
- Emergency Operations Plan
- IT Support



“What we can’t measure are things that were built like trust, collaborations, comradery, and a better understanding from all levels, of how different areas interact, does business or just survives within the University environment.”

— Y2K school/college/unit representative



Timeline/Methodology

- Information & awareness campaign
- Unit Representative awareness and training
- Assessment completed
- Action plans developed
- Quarterly reports
- Contingency planning training
- Unit contingency plans completed
- Y2K Communication & event management plan completed
- Communication & event management plan implemented
- Emergency response team formed and trained
- Emergency response center created and activated

Project Organization

Built on existing line management structure:

- Executive Committee
- Unit Representatives
- Emergency Response Team

Specific for this effort from UCIO:

- Project Leader
- Communications team leadership
- Tools and Helps

Unit Representatives: Responsibilities

- Coordinate with Executive Committee to ensure unit awareness and completion of all project deliverables
- Ensure focus on mission-critical processes
- Provide information channel between units and University-wide sources
- Submit quarterly status reports
- Identify outstanding issues and action plans to resolve

Emergency Response Team: Responsibilities

- Coordinate incident response and communications
- Ensure a University-wide view of conditions
- Build on current practices making best use of existing processes and resources
- Service Provider Teams direct response deployment within their campus operations centers
- Coordinate communications with service providers and their constituencies to coordinate a comprehensive view

Tools and Aids

- U-M Organizational Priorities defined by the U-M Executives
- Information & Awareness Campaign
- Web site
- Training sessions
- Contingency Planning
- Fully equipped EOC and secure web-based status board

Tools and Aids: Information & Awareness Campaign

- Web site
 - enhancing information and tool sharing
 - automated forms submission and reporting
 - full-phased project support and complete historical documentation
- Information and training sessions
- Extensive use of media
- School, college, unit presentations
- Community outreach

Tools and Aids: Contingency Plans

- Focused on mission-critical processes: U-M priorities
- Identified dependencies
- Developed/updated unit's plans
- Increased communication and sharing
- Leveraged technology

Tools and Aids: Emergency Operation Center

- Documented existing capabilities & responsibilities
- Define and established a communication center to address gaps
- Fully equipped and IT supported EOC
- Automated staffing and scheduling process

Tools and Aids: IT Support

- Campus-wide Y2K web site enhancing information and awareness campaign and tool sharing
- Fully equipped EOC: telephones, radios, workstations, televisions, video
- 1-877-UM-Y2K-OK
- Conference Bridge
- Secure web-based EOC “status board”

Share Session

- Purpose: To identify additional activities from your campuses' that can be added to the preparedness model
- Instructions
 - Identify and discuss preparedness activities
 - Write activity on Post-it™ Notes
- Share with everyone & bring Notes to facilitators

- 15 minutes

How We Benefited from Y2K

We know:

- ◆ how the fabric of our organization is woven together
- ◆ the value of information sharing
- ◆ how to build diverse partnerships and cooperation

We have:

- ◆ visibility at the top
- ◆ “can-do” reputation



Unique Aspects/Outcomes

1. Finally seen not only as an IT Problem
2. Project management facilitation
3. Enhanced relationships & partnerships
4. Basis for campus Business Continuity Plan
5. Enhanced Emergency Operation Plan
6. Enhanced communication and cooperation

Unique Aspects/Outcomes

1. Seen not only as an IT Problem

- Loss of IT capabilities has great business process impact
- IT facilitated the successful response to a business/management problem

Unique Aspects/Outcomes

2. Project Management -- decentralized and working through existing U-M management structures
 - Unit Representatives
 - Contingency Plans
 - Communications Team
 - Emergency Response Team

Unique Aspects/Outcomes

3. Enhanced Relationships & Partnerships

- Dept Public Safety
- Risk Management
- Plant & Facilities
- Medical Center IT
- Faculty Leadership -- Prof. James Snyder

Unique Aspects/Outcomes

4. Basis for Campus Business Continuity Plan

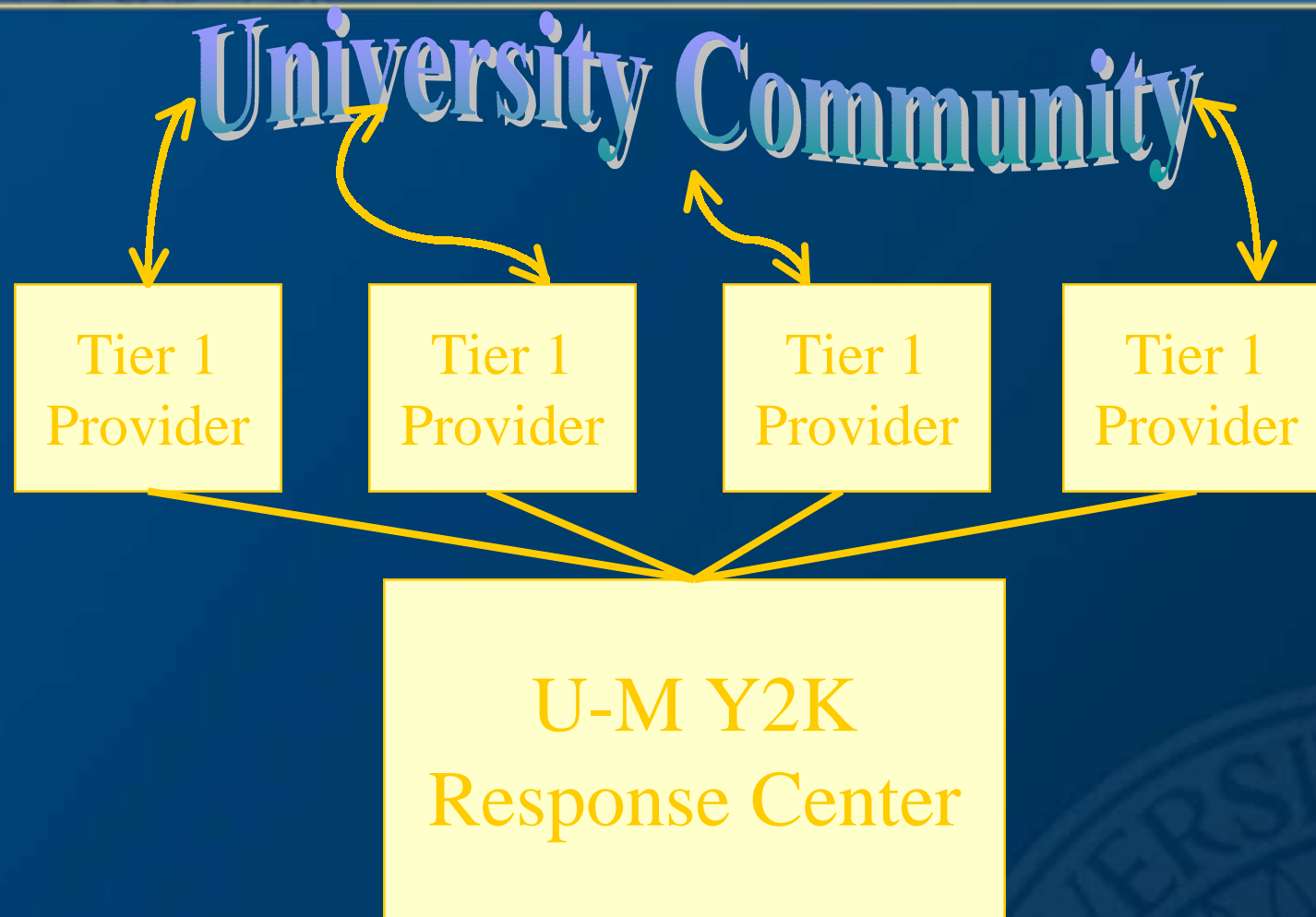
- Focused on mission-critical processes:
U-M priorities defined
- Identified dependencies
- Developed/updated unit's plans
- Increased communication and sharing
- Leveraged technology

Unique Aspects/Outcomes

5. Response Center Model:

- Response Center
 - Emergency Operations Center
 - Information Team
- Tier 1 service providers
- Tier 2 unit representatives
- DPS Dispatch
- ITCOM Dial-0 operators

U-M Y2K Response Center and Tier 1 Command Centers



Emergency Response Team Purpose

- Insure coordination and cooperation of Y2K Emergency Response Center, DPS Emergency Operations Center, and service providers' operations centers.
- Relieve service providers of the burden to provide information to a concerned UM Community when resources will be strained.
- Insure Y2K incidents are resolved quickly.
- Insure timely and accurate communication is to internal and external stakeholders.
- Provide a well-trained and properly supplied center.
- Successful management of the rollover event.

Supporting Technologies

- U-M telephones
- Ameritech telephones
- Radio phones
- Cellular phones
- DPS dispatch
- E-mail
- Web
- Fax
- Action logs
- Status board
- Videotaping
- Cable television
 - CNN
 - Weather Channel
 - BBC
 - Local news

Unique Aspects/Outcomes

6. Enhanced Communications and Cooperation
 - Diverse communication team of information providers from various University units
 - Built on existing “campus watch group”

Enhanced Communications and Cooperation

- Reviewed existing processes and identified gaps
- Created integrated communication plan
- Developing matrix with key messages, audiences, vehicles and timelines
- Working with members of team University wide to disseminate key information in a timely and appropriate manner
- Provided standard press/media room environment



BREAK

15 minutes

Discussion & Sharing on Outcomes

- Identify your campus' unique outcomes
- Discuss how these could be applied to other campuses
- Make list of additional outcomes
- 15 minutes

OUTCOMES: What, Why, How Leveraged

DIRECT

- Business Continuity Plan
- Emergency Operations Center
- IT Disaster Recovery

INDIRECT

- Infrastructure Review
- Security Architecture
- Emergency Operations Plan (EOP)

OUTCOMES: Business Continuity Plan

Work Group Charge:

- Ensure the maintenance of campus-wide business continuity plans to sustain critical operations in the event of a technical outage or other disaster.
- Establish an ongoing process that ensured the University is prepared through business continuity plan readiness.
- Build on and further develop information collected during Y2K contingency planning.

OUTCOMES: Business Continuity Plan

Work Group Outcomes:

- Successfully created basic procedures for business continuity planning.
- Now ready to collect information from University units and integrate into the planning materials.
- Awareness and training sessions scheduled.

Transition from Y2K Contingency Planning: New features

- Web site: www.cio.umich.edu/office/bus-cont/
- Status of business continuity planning activities
 - Public page
 - Secure page
- Updated supporting information
- Checklist and trigger information added
- Establishing a yearly review & updating process
- Year end: Critical information linked with DPS/EOP

Business Continuity Plan Process: www.cio.umich.edu/office/bus-cont/

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Location: <http://www.cio.umich.edu/office/bus-cont/> What's Related

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Business Continuity Planning at U-M

- [Charge From University CIO to the Business Continuity Workgroup](#)
- [Business Continuity Workgroup Membership List](#)
- [Timeline for U-M Business Continuity Planning Activities](#)
- [Status of Business Continuity Plans in U-M Units](#)
- [Update Triggers for Business Continuity Planning](#) (changes that indicate a need to review your Business Continuity Plan)
- [How to Develop a Business Continuity Plan](#) (with list of U-M Organizational Priorities)
- [Emergency Response For Business Continuity Planning: Emergency Response Checklist](#)
- [Procedure for Completing the Business Continuity Plan Summary Form](#) (with link to download the form)

PROJECTS SHOWCASE

[Comments or Questions?](#)

Business Continuity Plan Process: www.cio.umich.edu/office/bus-cont/

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Status of Business Continuity Plans in U-M Units

*These plans contain confidential information. Do not share this information.
(n/a = electronic copy not available)*

UNIT	CONTACT PERSON	DATE OF CURRENT PLAN
Office of the President (Lee Bollinger)		
President's Office	Steve Beebe Sheri Craft	December 1999
VP and Secretary of the University	Steve Beebe Nancy Arin	December 1999
Athletics	Thomas Westrick	December 1999
Office of the VP & General Counsel	Catherine Rector	December 1999
University of Michigan - Flint	Vahid Lotfi Mary Daibis	December 1999
University of Michigan - Dearborn	Violetta Ogilvy	December 1999
<hr/>		
VP Communications (Lisa Rutgers)		
News & Information Services	Julie Peterson	December 1999
VP Government Relations	Wono Lee	n/a

To the public [Business Continuity Web](#) pages.

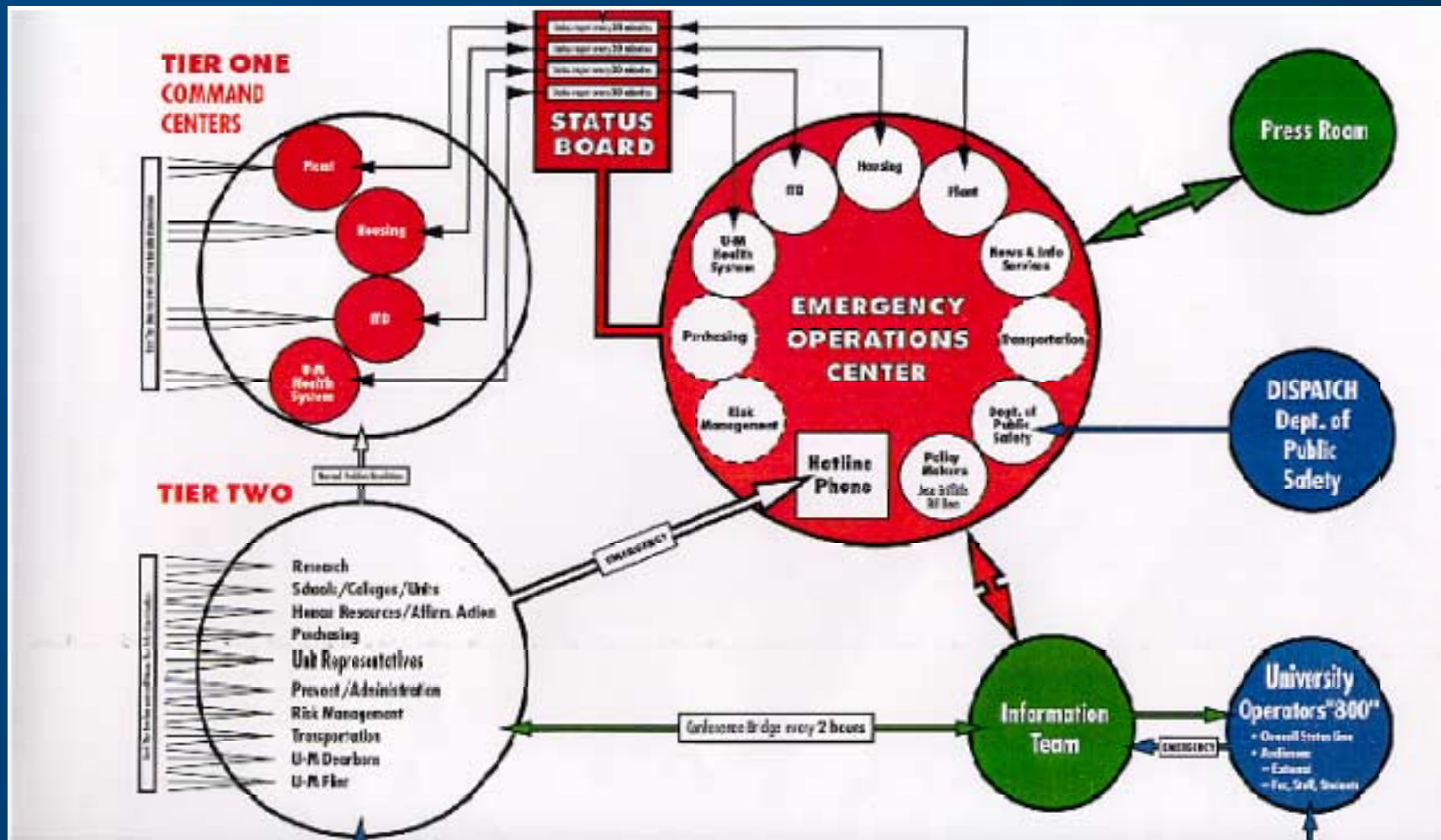
Business Continuity Plan Process

- Check secure Web site for unit's current information
- Review "Update Triggers" with unit's situation
- Review existing plan to ensure readiness (see "How to Develop a Business Continuity Plan" on web site)
- Apply Emergency Response Checklist

Business Continuity Plan Process (cont.)

- Update plan as required
- Obtain reviews and approvals
- Submit Business Continuity Plan Summary Form to “bus.continuity.reports@umich.edu”
- End of October: yearly review and update target

OUTCOMES/TEMPLATES: Emergency Operation Center



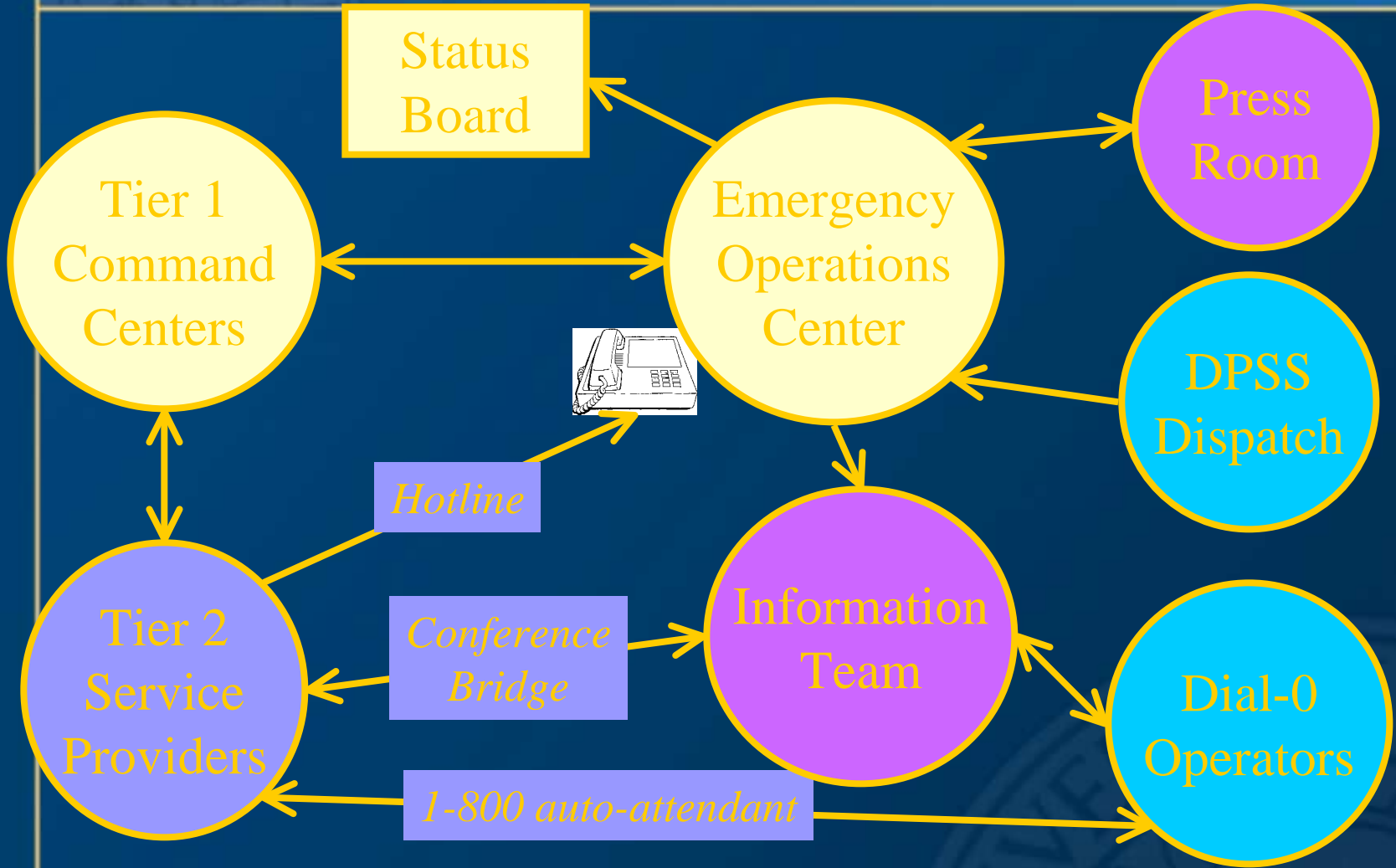
Tier 1 and 2 Service Providers

- Tier 1 service providers
 - DPSS
 - Housing
 - Information Technology
 - Plant
 - UMHS
- Tier 1 providers have seats at EOC
- Tier 2 service providers
 - Human Resources
 - Provost/administration
 - Purchasing
 - Regional campuses
 - Research
 - Risk Management
 - Schools/colleges/units
 - Transportation
 - Others

U-M Y2K Response Center "Tour"



U-M Y2K Information Flow



Tier 2 Service Providers Communication

- Tier 2 service providers per published schedule
- Constituents and/or unit representatives report to Tier 1 providers per normal procedures
- Unit representatives use hotline to Response Center for specific information
- Service providers fan-out to constituent groups per contingency plan “triggers”
- Some Tier 2 representatives may be called to Response Center per contingency plan “triggers”

Catastrophic Thinking & Practice

- “What’s the worst that can happen?” Group Discussion Exercise
- Table Top/Simulation Exercise

OUTCOMES/TEMPLATES: IT Support

Netscape: EOC Intranet Y2K Information Center

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www.u [http://itswww.umich.edu/2000/ What's Related

U-M EOC INTRANET Y2K RESPONSE CENTER

The information on this site is for informational use only. It is not to be used by U-M faculty, staff, or students.
The Y2K Emergency Operations Center phone number is (734) 763-9100.

Current Overall Status [E] [I] [A] [S] [D] [C] [F]

Wed Jan 5 11:26:21 2000
Thank to the efforts of many thoughtful and dedicated individuals working together, the roll-over into the Year 2000 was non-eventful so far. [\(Read more\)](#)

The event of the millennium at the University of Michigan will be an emergency. This page will keep you informed during the transition of the year 2000.

Additional Y2K Information:
<http://www.y2k2000.umich.edu/>

Have a safe and happy New Year from the Emergency Operations Center and the Information Technology Division.

DISCLAIMER
The University of Michigan maintains the Year 2000 Web site for the University faculty, staff, and students. Its purpose is to provide them with convenient access to information and resources relevant to Year 2000 date related computing issues. Information within this site is intended to be used as a general guide only, and the University of Michigan does not assume liability for any errors or omissions. References to other Web sites, information resources, and products is not an endorsement or recommendation.

Plant Operations [E] [I] [A] [S] [D] [C] [F]
Mon Jan 3 18:02:45 2000 All systems and services operational. [...](#)

Power [E] [I] [A] [S] [D] [C] [F]
Mon Jan 3 18:02:08 2000 All systems and services operational. [...](#)

Water [E] [I] [A] [S] [D] [C] [F]
Mon Jan 3 18:07:15 2000 All systems and services operational. [...](#)

ITD [E] [I] [A] [S] [D] [C] [F]
Mon Jan 3 18:02:25 2000 All systems operating with no problems reported. [...](#)

Telephone [E] [I] [A] [S] [D] [C] [F]
Mon Jan 3 18:02:47 2000 All systems and services operational. [...](#)

Network [E] [I] [A] [S] [D] [C] [F]
Mon Jan 3 18:07:55 2000 All networking services operational. NOC staff operating and a dedicated network team on site. [...](#)

Department of Public Safety [E] [I] [A] [S] [D] [C] [F]
Mon Jan 3 18:07:01 2000 Nothing to report at this time. [...](#)

800MHz Radio [E] [I] [A] [S] [D] [C] [F]

Housing [E] [I] [A] [S] [D] [C] [F]
Mon Jan 3 18:02:46 2000 All systems and services operational. [...](#)

Hospitals and Health Centers [E] [I] [A] [S] [D] [C] [F]
Mon Jan 3 18:02:09 2000 All systems and services operational. [...](#)

Student Information [E] [I] [A] [S] [D] [C] [F]
Mon Jan 3 18:02:13 2000 All systems and services operational. [...](#)

Media Relations [E] [I] [A] [S] [D] [C] [F]
Mon Jan 3 18:02:26 2000 No Y2K related media issues at this time. [...](#)

Weather [E] [I] [A] [S] [D] [C] [F]
Mon Jan 3 18:02:48 2000 Current temperature is 50 degrees Fahrenheit. Rain since 9 am and snow began at 10:20 pm. Snowing to a trace by 4 pm. Only temperatures in the lower 40s are expected. Tonight's forecast: Temperature around 41. Rain diminishing to showers late tonight. Windy periods. Tuesday's forecast: temperatures falling into the upper 20s. Rain and snow showers likely in the morning. Snow showers in the afternoon. [Forecast...](#)

Ann Arbor News [E] [I] [A] [S] [D] [C] [F]
Mon Jan 3 18:02:59 2000 No Y2K related incidents reported. [...](#)

OUTCOMES: IT Disaster Recovery

Work Group Charge:

- Strengthen existing business continuity and disaster recovery planning efforts
- Build upon earlier work -- tool, methodology, Y2K preparedness
- Coordinate efforts with business continuity planning

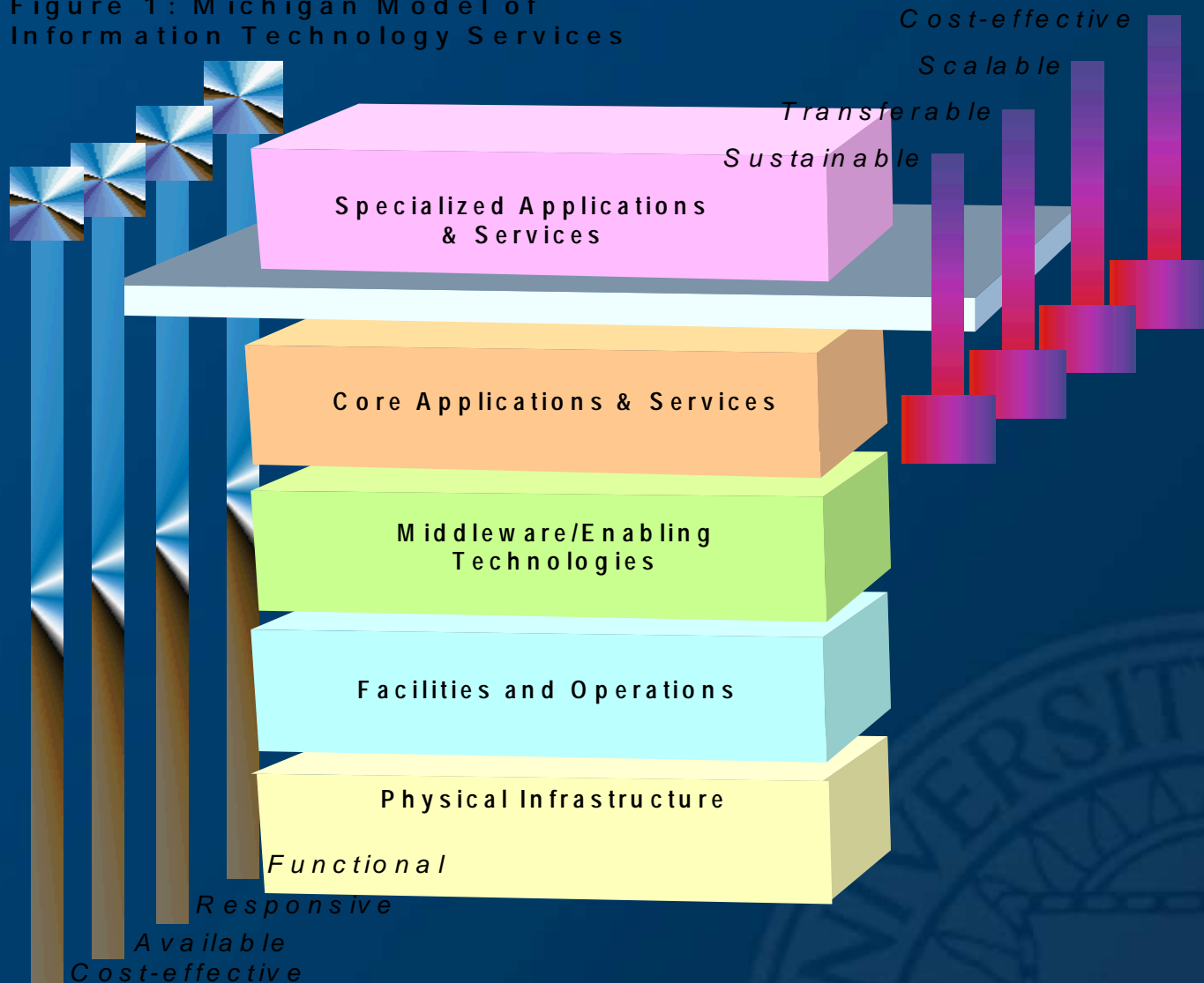
OUTCOMES: IT Disaster Recovery

Work Group Outcomes:

- Central IT Service Providers stretched with Y2K and M-Pathways implementation demands
- Major IT service providers are creating project plans & timelines for the electronic capture of IT Disaster Recovery plans
- Barriers to be identified
- UMHS has and is implementing overall plan and will be cooperative partner with campus.
- Building blocks for coordinated disaster response plans

OUTCOMES: Infrastructure Review

Figure 1: Michigan Model of Information Technology Services



OUTCOMES: Infrastructure Review

- Group charge
 - campus network
 - campus data centers
 - dial-up networking services
 - resident hall networking
 - high-speed connectivity to off-campus residences
 - campus computing sites
 - campus video services
 - microwave and satellite uplink/downlink services

OUTCOMES: Infrastructure Review

- How Y2K readiness facilitated the success of this effort
 - up-to-date inventories
 - current documentation
 - partnerships
 - communications
 - greater awareness of interdependencies and needs

OUTCOMES: Infrastructure Review

- Results

- Data facility needs identified
- Backbone upgrade proposal
- Link to Life Sciences initiative
- Residence Hall upgrade and bandwidth dialogue
- Link to future construction

OUTCOMES: IT Security Architecture

Task Force Charge:

- Identify initial security architecture requirements.
- Construct a statement of principles to guide development of U-M IT security architecture.
- Develop requirements for policy changes, technical security architecture, and related actions.

Diverse membership (23)

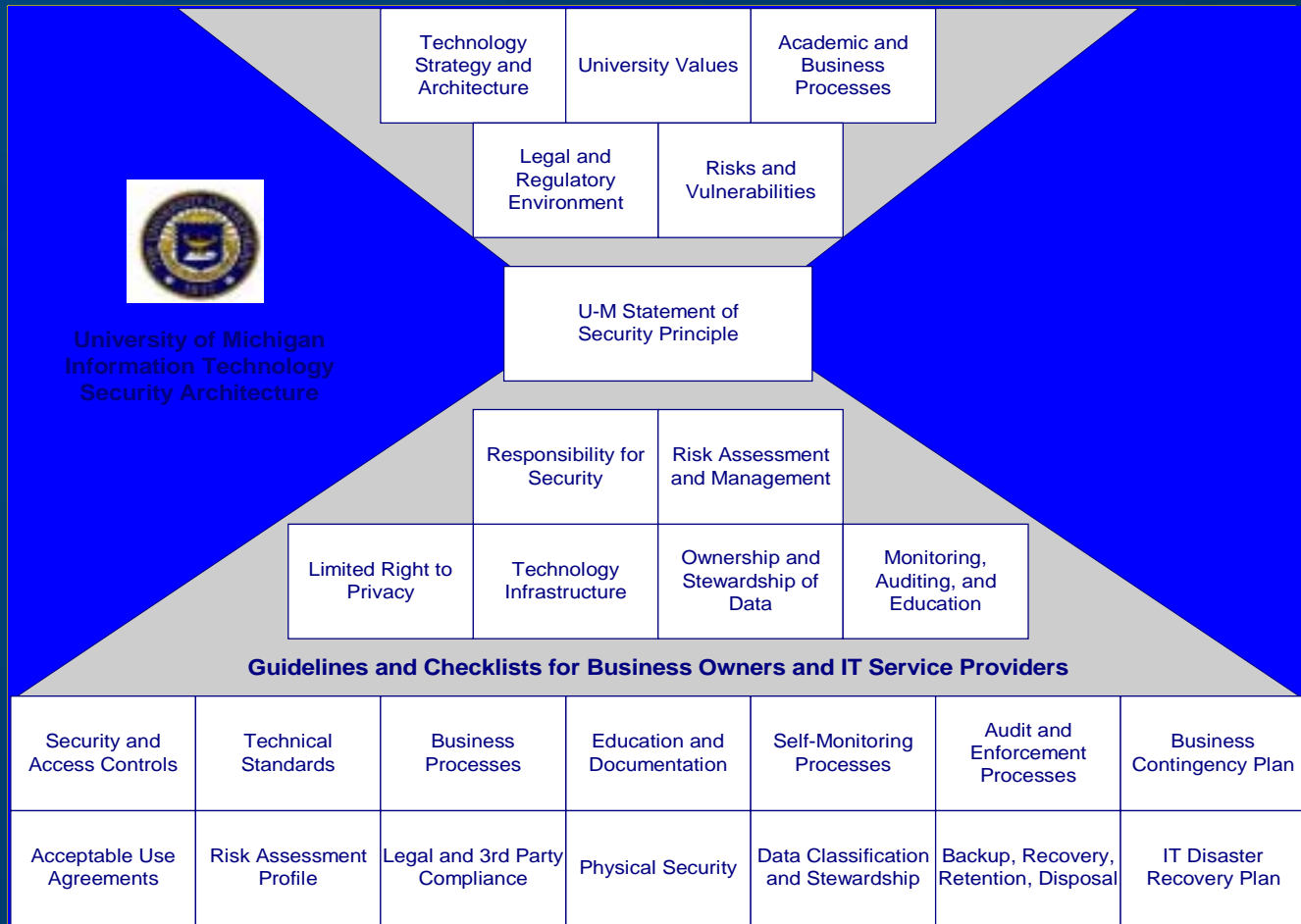
- General counsel, risk mgmt, provost, IT providers, library, research, registrar, health services, regional campus, UCAID, UCIO

OUTCOMES: IT Security Architecture

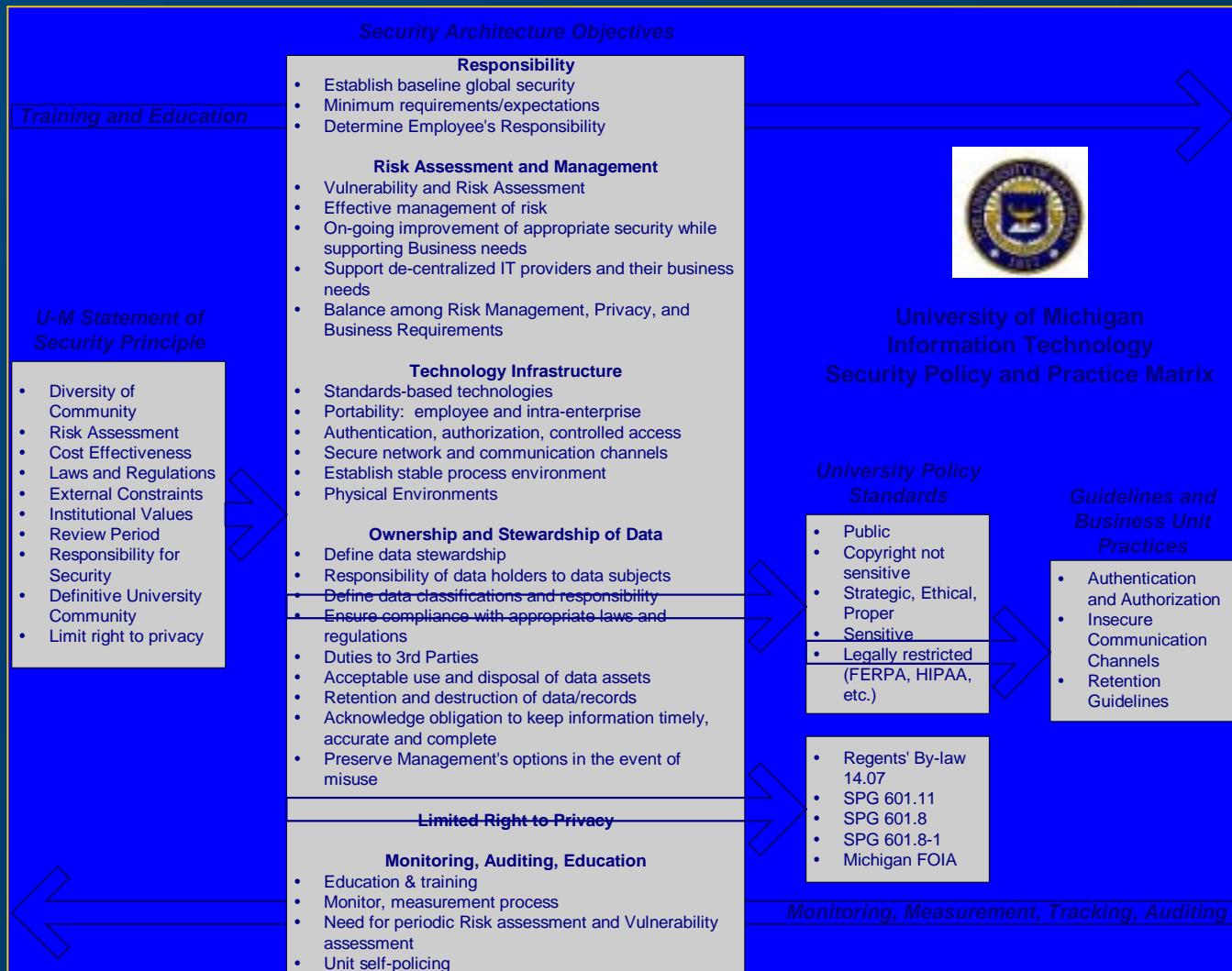
Statement of Security Principle

Responsibility for controlling access and the development and implementation of appropriate security policies, standards, guidelines, practices, and educational programs rests with the data stewards or their designees who are responsible for collecting and maintaining information as well as those charged with operating the University's information technology environments (includes all central and decentralized IT providers). The University is committed to the principle of appropriate access. For all information, data stewards should make informed decisions regarding the appropriate access that will be provided. Stewardship of the information may depend on its nature and be governed by federal laws, state laws, requirements of external regulatory organizations, and/or University policy.

University of Michigan Information Technology Security Architecture



University of Michigan IT Security Policy and Practice Matrix



OUTCOMES: Emergency Operations Plan

- Building on partnerships developed.
- U-M Emergency Operations Plan updated to incorporate successes and lessons learned from Y2K EOC.
- Y2K EOC design became U-M EOC.
- Establishing automated information links between Business Continuity Plan and EOP/EOC.
- Plan to use IT tools and capabilities.

Share Session

- Instructions:
 - Share direct and indirect outcomes from your campus -- especially the “surprises”
 - Identify “transplant” issues to implementing models/templates on your campus
 - Discuss ways to overcome barriers

- 15 minutes

Wrap-up

- Outstanding Post-IT™ Items
- Summary
- Evaluations
- Wrap-up

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