1. **How do I access the plan that my department developed with Marsh in 2009-2010?**
   The original department continuity plans are located in shared file space on Novell at \\Depts7_server\depts7\CIS\SHARED\BCPLANNING

   Windows XP users should click on the Start icon on the bottom left corner of their screen and select 'My Network Places'. From the 'Tools' pull down menu, select 'Map Network Drive' and paste \\Depts7_server\depts7\CIS\SHARED\BCPLANNING into the folder field.

   Windows 7 users should click on the Start icon on the bottom left corner of their screen and select 'Run'. In the 'Open' box paste: \\Depts7_server\depts7\CIS\SHARED\BCPLANNING. Click 'OK'

   If you have problems or need further assistance, please contact the Help Desk at 3-4357 or help@brown.edu.

2. **How do I report a problem with the Brown Ready Continuity Planning tool?**
   Send email to Continuity@brown.edu which will go to your local system administrators. If they are unable to resolve your issue it will be escalated to the Kuali Ready system administrator.

3. **Which departments should create continuity plans?**
   Brown's policy is that all University departments, centers and programs are responsible for creating and maintaining a continuity plan consistent with the guidelines set forth by the University. University departments or designated affiliates that have not yet developed their own plans shall be required to follow the central direction set by the University.

4. **Should we appoint a department continuity lead planner?**
   Yes. It is a temporary, part-time assignment for the duration of the planning project, but the lead planner often continues informally as the department's expert and contact person for continuity issues and exercises. An effective planner is usually a staff member who has access to the unit?s senior management. The role is part project manager, part group facilitator.

5. **At what level of the organization should we create a plan?**
   This is a crucial decision. An academic or administrative department would typically use the online planning tool to create a single continuity plan. Centers and institutes would do the same. Schools, divisions, very large departments and large support units may find it easier to develop plans for their subunits rather than for the whole. ContactContinuity@brown.edu for guidance in making this decision.

6. **Who should be in the planning group?**
   The planning group is typically a staff group, with membership drawn from upper and middle managers and supervisors: assistant deans, assistant directors, HR managers, IT managers or department computing coordinators, key functional managers, building coordinators. These are people who have access to management and who understand how the organization operates and what its priorities are. Keep the group size manageable. In very small units, the continuity

plan is often done by the head staff member, without a planning group.

If your unit is an academic department or research unit, faculty input is an important part of the planning process. If faculty are not available to be direct participants in the process, try to solicit their input through other means such as interviews or informal conversations on key issues.

7. **How long does it take to create a continuity plan?**
Think of this as a one to three-month project - longer time frames do not produce better plans. Most of the time will be "white space" waiting for meetings to happen and people to come to agreements on priorities and action items. The number of actual staff hours required is surprising small, because Brown Ready Continuity Planning uses a "fill in the blanks" process. Virtually no time is spent learning how to do a continuity plan -- simply fill in the blanks and your plan is done.

8. **How should the planning group operate?**
The group will typically meet and discuss, with little-or-no ?homework.? The coordinator may choose to display the Brown Ready Continuity Planning tool at the meetings using a projector. Alternatively, the coordinator can provide the group with the printed plan (which includes all entries-to-date) for discussion. On occasion, the coordinator or someone else may interview a key manager (interview forms are provided in the tool) or do a bit of research. Even the coordinator?s role should not require a heavy time commitment. Brown?s approach to continuity planning asks for your thoughtful consideration of issues, not for detailed research or leg-work.

9. **How detailed and complete does our plan need to be?**
The Brown Ready Continuity Planning tool will prompt you for the appropriate level of detail, and most of those details will be things that your group easily knows or can figure out. Be brief: most questions are best answered with one-to-several sentences or bullets.

10. **What assumptions can we make about what the campus will do for us after a disaster?**
Here are some reasonable assumptions:

Temporary workspaces: The Continuity Steering Committee has identified several alternative working spaces on and off campus to be used in the event that one or more buildings is unavailable due to a disaster. Your department may be assigned to one of these workspaces - which are located in the CIT building, Sharpe Refectory and at Davol Square -based on the number of staff which you need working on ?campus? as opposed to working from home and other considerations. Phone and network access will be provided with the temporary work space.

Information Technology:
Computing and Information Services will restore communication, authentication and directory services as their first priority in the event of a disaster. You do not need to indicate a reliance on Internet access, for example, as part of your plan. If your department, however, has a website which is crucial to your operations, you should indicate such by adding the URL to the list of

required, centrally-maintained, applications and adding a comment indicating the maximum amount of time that your department would be able to function without this website.

Communication protocol
In the event of a campus-wide disaster, general communications with students, faculty, staff and the public will be handled by Public Affairs and University Relations and other senior administrators so that messages are consistent. The University?s Core Crisis Team may handle internal communication with affected departments. As your department resumes functioning, communications of an operational nature will be your responsibility.

Contacting your staff
This will be a department responsibility. Each school or department should keep its own emergency contact list. A template is available for creating this list.

Care of staff
Many staff issues arise during disaster recovery - pay, temporary leave, temporary alterations of assignment, safety, benefits, layoffs, work-at-home, stress, and family issues. You should assume that Human Resources will be available with guidance and mechanisms to assist departments in these complex areas. See 'Things to Know' for more specific guidance to managers from Human Resources.

Temporary staffing
Mechanisms will be available through Human Resources for hiring temporary staff and for redeploying existing staff. Available staff who are less critical to your operation may be redeployed elsewhere.

Externally funded research
The Office of the Vice President for Research will be in close communication with funding agencies regarding grant and contract funded projects which are affected by a disaster. Funding agencies normally show great flexibility and assistance to institutions recovering from disaster, recognizing that research progress may be affected by the event and that deadlines for reports and deliverables may need to be extended. Funding agencies have also been willing to extend grant and contract application deadlines under special circumstances such as disaster recovery.

Laboratory animals
The Animal Care Facility has developed its own continuity plan which addresses the safety and security of the animals in its facility - researchers need not make individual plans for their own research animals.

11. **How can we craft a plan to handle unknown circumstances?**
The methodology that we employ for continuity planning avoids discussion of particular causal events that could interrupt our mission. All such causal events (hurricane, fire, pandemic, loss of IT services, etc.) will affect our functioning in similar ways, they will temporarily prevent us from using some of the resources to which we have become accustomed.

These resources include:

- space (our classrooms, labs and offices)
- people (our staff)
- equipment (computers, networks, other equipment)
- information (libraries, data)
- funds (our income stream)

Our planning focuses on:

- identifying our critical functions
- identifying the resources that enable these functions
- safeguarding critical resources against loss (e.g., backup of systems and data, safe storage of research items)
- actions that will lessen the impact of losses (e.g. pre-arrangements for mutual aid)
- replacing resources quickly (e.g., contracts with vendors)
- performing critical functions without some of those resources (e.g., teaching via distance learning technology)
- providing our people with the information they will need, post-disaster, to get the campus back in action

12. **How often should we update these plans?**
    Plans should be updated whenever there is a major change in your area, e.g. a new application or position is used to support a critical function. In the absence of any major changes, you should review and update your plan annually.

13. **What should I do once my plan is complete?**
    Once your plan is complete, at least one department leader should keep a printed copy in their home office.

14. **What will my department gain from developing a continuity plan?**
    Your department will gain two important things from going through this process.

- The critical functions of the department and the resources required to support those functions will be documented.
- Your department will have a list of 'action items' to work on over the next year until you update your plan again. These action items will be a list of things that can be done to improve your ability to continue operating in the event of a disaster. Those that require funding can be used to make decisions about year-end spending and budget development for the next fiscal year.