



MIT Advanced Business Resiliency Course

Agenda - June 22 – 26, 2026

Monday June 22		Tuesday June 23		Wednesday June 24		Thursday June 25		Friday June 26	
Welcome, Introductions, Course Information (9:00 – 9:50)	Richard Larson, Steve Goldman, Sandra Galletti, <i>MIT</i>	Deep Dive into BR Program Metrics, Benchmarks, and ISO-22301 (8:00 – 9:50)	Don Byrne, <i>Metrix 411</i>	The Crosswalk for Resilience: Collaboration for Success (8:00 – 9:50)	S. Nicole Scott, <i>Devine Direction, LLC</i>	Beyond Third Party Risk: The Gotchas That Can Make or Break Your Organization (8:00 – 9:50)	Donna Speckhard, <i>USAA</i>	Presentation of Student Projects (8:00 – 9:50)	Student Project Teams
Break 9:50 – 10:10 AM									
ICS / CM / BR Organizations (10:10 – 12:00)	Steve Goldman and Class	The Business Impact Analysis: Its Use and Abuse (10:10 – 12:00)	Barney Pelant, <i>Pelant Associates</i>	The New Rules of Crisis Management (10:10 – 12:00)	Dr. Jo Robertson, <i>TriNet</i>	Our 18-month Third Party Critical Service Provider Outage! (10:10 – 12:00)	Ashleigh Allison, <i>Noridian Healthcare Solutions</i>	Presentation of Student Projects (continued) (10:10 – 12:00)	Student Project Teams
LUNCH 12:00 N – 1:00 PM									
Next- Generation Incident Command System (1:00 – 2:50)	Stephanie Foster, <i>MIT Lincoln Laboratory</i>	Community Resilience (1:00 – 2:50)	Yael Blanka Rauová	Comparing Software Tools and Notification Systems (1:00 – 2:50)	Kathy Ekberg, <i>FHLBank, Berhen Widjaja, DIRECTV</i>	Build your Exercise on AI – Live Demonstration! (1:00 – 5:00)	Jason Hoss, <i>Whirlybird Labs Steve Goldman, MIT</i>	Current Issues, Future Challenges (1:00 – 2:50)	Class
Break 2:50 – 3:10 PM									
Ten Hard Questions to Improve IT and Organizational Resilience (3:10 – 5:00)	Jason Buffington, <i>Data Protection Matters</i>	Invisible Wounds, Visible Leadership: Integrating the Human Side of Crisis (3:10 – 5:00)	Manya Chylinski	Successful Drills and Exercises – Best Practices (3:10 – 5:00)	Steve Goldman, Sandra Galletti, <i>MIT</i>	↓ (Continued)	↓ (Continued)	Course Review, Final Thoughts, Adjourn (3:10 – 4:00)	Richard Larson, Steve Goldman, Sandra Galletti
Student Projects (5:00 – 5:30)	Steve Goldman, Sandra Galletti, and Class	Work on Student Projects (5:00 – 5:30)	Student Project Teams	Work on Student Projects (5:00 – 5:30)	Student Project Teams	Work on Student Projects (5:00 – 5:30)	Student Project Teams		

All times are US Eastern Daylight Time

Schedule, topics, and speakers are subject to change

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(Listed in Alphabetical Order by Session Topic)

Topic: Beyond Third Party Risk: The Gotchas That Can Make or Break Your Organization	Presenter Donna Speckhard USAA
Description: This session will increase your knowledge of third-party risk fundamentals and program development. Donna Speckhard will explain the scope of third-party risk, including vendors, contractors, and partners. Then the concept of n th -party risk (e.g., vendors' vendors) is introduced. A basic Third-Party Risk Management Program should include risk identification, assessment, and prioritization. What are the tools and methodologies to evaluate, assess, and prioritize vendor impact (e.g., criticality, exposure, likelihood)? Your program must also have controls and governance. This session will showcase real-world examples of successes and failures to reinforce the importance of third-party risk management. Finally, participants will interactively analyze three dynamic scenarios tied to third-party risk.	

Topic: Build your Exercise on AI – A Live Demonstration!	Presenters Jason Hoss, <i>Whirlybird Labs</i> Steve Goldman, <i>MIT</i>
Description: You, yes you, will develop a custom drill/exercise for your organization using AI in class! Session leaders will give students access to an AI platform on your individual laptop computers. We will walk you through how to develop a drill/exercise using AI. This includes guidance (or perhaps a template) as needed. Students will then develop a custom scenario built for their individual organization. If you can't use your own laptop, you can work together with another student and develop their scenario. Otherwise, 2 - 3 students can work together as a team for a fictitious organization of their choice. Students or teams will then present their scenario to the class, discussing any problems and sharing what they learned.	

Topic: Business Impact Analysis – Its Use and Abuse	Presenter Barney Pelant <i>Barney Pelant & Associates</i>
Description: BIA expert Barney Pelant does a deep dive into the business impact analysis. What does a BIA actually do? How do you do one properly? How do you use its results successfully? How does it differ from a Risk Analysis? What are the best practices in our profession? What about a BIA for your supply chain? World-class expert Barney Pelant provides answers to these plus all your questions.	

Topic: Community Resilience	Presenter Yael Blanka Rauová
Description: This session examines how the events following October 7 have acted as a catalyst for a rapidly evolving risk landscape confronting religious communities across Europe. Prevailing community security strategies—largely centered on physical protection measures such as guards and surveillance systems—are no longer sufficient on their own. Critical non-physical vulnerabilities, including leadership bottlenecks, fragmented responsibility structures, communication breakdowns during high-pressure situations, and a lack of coordinated response mechanisms across community institutions are identified.	
Structured community resilience is a necessary complement to physical security. An engineered resilience framework built around core pillars such as leadership continuity, crisis communication, organizational coordination, and clearly defined responsibility chains are necessary. Highlighted are the need for formalized crisis management protocols, updated contact structures, and continuity planning tailored to the specific institutional realities of these and other communities.	

Topic: Current Issues, Future Challenges: Open Discussion	Presenter	Class
Description: Prior to the class, students will compile and submit any issues or topics that they want to discuss with the class in an open but private forum. Dr. Steve will compile and send the topics to the class prior to the Course so participants can think about how to help their colleagues and perhaps bring documents, practices, or advice. Topics could include Cloud vendors; how to talk BR to management, IT, and public relations; public/private partnerships; media training; viable workarounds during downtimes, how to quantify event impact, obtaining executive buy-in, etc. This is an open discussion in a private environment. As needed during the week, we will make time to address issues as they evolve.		

Topic: Deep Dive into BR Program Metrics, Benchmarks, and ISO 22301	Presenter	Don Byrne Metrix411
Description: Don Byrne takes slices from his previous presentation at MIT's "Crisis Management & Business Resiliency" Course and does a deep dive into these student-selected sub-topics: BR Program Metrics, Benchmarks, and ISO 22301. What's out there, what do others do, how do they do it, and what will work best for your program? Find out in Don's session.		

Topic: ICS / CM / BR Organizations	Presenter	Steve Goldman MIT
Description: There seem to be as many response organization structures as there are organizations. What do they look like? What's out there? Which is better for your organization: an ICS structure or a corporate crisis organization? Is there a difference between Planning Teams and Response Teams? Prior to the Course, students will be asked to send their crisis response (and others as applicable) organizations for review and discussion (anonymity will be maintained). Students will discuss the systems presented as we explore the variations and perhaps what is the best fit for your organization.		

Topic: Invisible Wounds, Visible Leadership: Integrating the Human Side of Crisis into Business Resiliency	Presenter	Manya Chylinski
Description: Executives and managers in crisis management often focus on technology, logistics, and operations. This session complements those disciplines by addressing the leadership responsibilities tied to the human dimension of crisis: how decisions impact employee trust, retention, and performance.		
Drawing on her experience as a survivor of the Boston Marathon bombing, Manya connects the realities of recovery to leadership choices that shape organizational outcomes. We will examine how executives set the tone for communication, resource allocation, and culture in the aftermath of crisis. Participants will leave with practical strategies to identify hidden risks, support employees inclusively across roles and backgrounds, and integrate the human element into continuity and recovery at the highest levels of leadership.		
This session delivers a rare survivor's perspective, paired with executive-level insight into leadership blind spots and organizational risk. For executives, this translates into stronger leadership effectiveness, reduced organizational risk, and improved workforce stability after crisis events.		

Topic: Software Tools and Notification Systems	Presenters Kathy Ekberg, <i>Federal Home Loan Bank Berhen Widjaja, DIRECTV</i>
Description: Kathy Ekberg and Berhen Widjaja will discuss the process and results of determining criteria, assessing products/services, contract negotiations, and selecting vendors for BC program software and notification systems. Kathy and Berhen both base their lectures on their own recent experiences. Prior to the course we will survey participants on their experiences, especially those practitioners who have recently gone through the process. In this private session, class members can also freely discuss their involvements, problems, observations, results, and recommendations.	

Topic: Student Projects	Presenter Class Teams
Description: In Student Projects, students work together in small teams during the Course, study/research a topic of interest, and present team results at the end of the Course. Students will self-assemble in individual Teams based upon professional interest, personal curiosity, business area, or some other common interest. Student Project topics will then be selected by the Teams to work on during the course. Individual Team research and results will be presented to (and evaluated by) the entire class on the last day of the Course.	
<p>Student Project topic issues can consider – but are not limited to - pandemic lessons learned; pandemic preparations for the next one; business impact analyses; notification systems; business continuity vs business resiliency; risk management; exercises; cyber security; cloud vendors; selling BC to your organization; individual organization experiences; analysis of a recent event – yours or someone else’s; or other topic as approved by the Course Directors. <u>Any relevant area of our profession is acceptable.</u></p> <p>Following the Course, if interested, a Team’s Student Project can result in a <u>published article</u> and/or <u>conference presentation</u>. Dr. Steve can facilitate the publishing / presentation process.</p>	

Topic: Successful Drills and Exercises - Best Practices	Presenters Steve Goldman and Sandra Galletti <i>MIT</i>
Description: Successful business resilience and disaster/cyber recovery take more than a plan: it requires realistic testing and validation. Do your exercises provide as close- to-real situations as possible? Are your response teams challenged properly? What do others do? How can you improve? What are the best practices in industry? Dr Steve and Sandra will also show several videos/pictures of exercises and real events. Learn how to develop and conduct your successful drill/exercise – live and online.	

Topic: Ten Hard Questions to Improve IT and Organizational Resilience	Presenter Jason Buffington <i>Data Protection Matters</i>
Description: IT can be the cause of disruptions to your business processes, as well as enabling your underlying systems to be resilient. In this session, we'll start with lessons learned from surveying 502 BC/DR leaders on their organizational resilience strategies, methods, and metrics. That survey reveals organizational silos and priorities that affect a comprehensive approach to resilience. In addition, the session curates market insights from a variety of other trusted sources (e.g. Gartner/IDC) into "Ten hard questions" to ask your IT and Resilience teams, what to listen for in their answers, and what to consider as best practices to each.	

Topic: The Crosswalk for Resilience: Collaboration for Success	Presenter S. Nicole Scott <i>Devine Direction, LLC</i>
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Description: During a crisis, an organization is the strongest with its' critical pieces communicating, coordinating, and working collaboratively to create a holistic program ensuring the safety of the employees, and focusing on the execution of critical business operations and recovery procedures. In this session, we will discuss the pieces that are needed to build a "holistic" BCM program. Understanding and aligning your BCM program with the corporate culture, the community that you are in, and the services that you support is pivotal to success. We will outline how to define a strategy to align and build the necessary relationships across leadership and with different backgrounds, abilities, and preferences necessary to support operational resilience during a business disruption. The diversity in thought, skillset, and information can be an advantage for organizational resilience. The key to building a successful BCM program requires the consideration of all potential impacts and a variety of solutions and aspects including people, processes, and resources.

Topic: The New Rules of Crisis Management	Presenters Jo Robertson <i>TriNet</i>
Description: As practitioners, we've been relying on the same cardinal "rules" for decades without truly challenging what is "best practice". It's time to put best practices for crisis management to the test. One size does not fit all. This is especially true of small to mid-sized organizations that may not have the resources of larger organizations to address all the "must-haves" that are "required" and which leaves smaller organizations in the position of hoping they don't have a crisis instead of actively planning for a good outcome. Rather than wait and hope, there are new and fresher approaches and strategies to ensure crisis preparedness, no matter the size of the organization. This seminar will leave you with a fresh perspective on tailored strategies immediately applicable to your organization.	

Topic: The Next-Generation Incident Command System	Presenter Stephanie Foster <i>MIT Lincoln Laboratory</i>
Description: MIT's Lincoln Laboratory developed the Next-Generation Incident Command System (NICS) to enable first responders across different jurisdictions, agencies, and countries to effectively coordinate during emergencies of any scale. This web-based information-sharing tool was originally intended to help U.S. firefighters respond to wildfires. NICS has since evolved from an R&D prototype into an open-source operational platform adopted by emergency-response agencies worldwide not only for natural disaster response but also search-and-rescue operations, health crises management, public event security, and aviation safety. The global community of users cultivated by NICS and spinouts inspired by NICS has maximized its impact. The NICS project has demonstrated the power of collaborative development, in which each partner lends their expertise, resulting in a meaningful contribution to the global disaster response community.	

Topic: Our 18-month Third Party Critical Service Provider Outage!	Presenter Ashleigh Allison <i>Noridian Healthcare Solutions</i>
Description: A lengthy outage of a critical third-party service was a wake-up call for Noridian Healthcare Solutions. Outsourcing essential processes—such as printing and mailing time-sensitive Medicare documents—introduced significant risks. Despite having a contract with strict SLAs, a major cyber breach rendered those SLAs and RTOs meaningless. The contract language failed to protect them, leaving the business vulnerable and forcing us to manually print and mail letters for 18 months. Imagine your organization relying on manual workarounds for that long.	
In this session, Ashleigh Allison shares lessons learned and practical strategies for resilience professionals to mitigate such risks. She will explore recommended contract language, incorporate concepts like Work Recovery Time (WRT) and Maximum Tolerable Downtime (MTD), and compare SLAs to RTOs. Resilience professionals must begin to consider contract language with critical third parties to safeguard their organizations. Collaboration with contracts and legal teams is critical to ensure agreements include the right protections. Like it or not, this is (or will become) part of your job!	