



**IBSU**

**INTERNATIONAL BLACK SEA UNIVERSITY LLC**

# **Business Continuity Plan**

**Tbilisi, Georgia  
2018**



# BUSINESS CONTINUITY PLAN

## 2018-2025

Approved on 16/02/2018 by Rectors order №36 (appendix #1)

### Approvals

The signatures below certify that this quality manual has been reviewed and accepted, and demonstrates that the signatories are aware of all the requirements contained herein and are committed to ensuring their provision.

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Commission

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**AMENDMENTS**

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**REVISION LIST**

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# **BUSINESS CONTINUITY PLAN**



Business Continuity Plan (BCP) is vital for International Black Sea University LLC (hereinafter referred as "University"). We are obligated to protect and provide for students, faculty, staff, and visitors at all times, even in the event of a major or minor interruption of operations. Business continuity plan ensures the ability to resume business operations should a crisis occur. The BCP covers all technical and non-technical areas of the university's business operations, including a plan for communication, data storage and recovery, system applications, network access, academic and other institutional processes, and human resources.

The BCP provides a clear roadmap for the recovery of all normal business operations, thus allowing the University to return to "business as usual." The BCP includes all processes that are essential to each structural unit, allowing them to minimize losses, resume administrative functions, and continue to serve students, faculty and staff, or visitors. The business continuity plan is dynamic – constantly updating as structural and technological changes occur.

The main steps for developing and implementing of university BCP are the following:

- Identify critical business processes;
- Develop a plan to address how critical processes will be restored/minimize the loss in the event of a disruption;
- Implement the plan;
- Test the plan and Update the plan as the institution's processes change.

There are four key components of university BCP:

- **Business Impact Analysis** - This component identifies critical processes, provides estimates of the maximum threshold for downtime.
- **Risk Assessment** - This second element recognizes specific threats to the institution and assigns a "degree of risk" associated with each potential event.
- **Risk Management** - This component examines the results of the Risk Assessment to decide which risks require specific management and provides a written, widely distributed plan outlining the actions necessary to restore business functions/minimize the loss in the occurrence of a disruption.

- **Testing and Updating** - The final component establishes the methodology used by university to consistently test and update the plan and communicate plan changes to employees.

## **BUSINESS IMPACT ANALYSIS**

The business impact analysis is conducted as one of the initial stages in the business continuity planning process. This process includes identification of critical business functions, development of estimates for allowable downtime, and prioritization of the recovery process. At IBSU, critical business processes may be placed into one of three categories:

- **Safety and Security** - This category includes activities which are necessary to maintain a safe and secure environment for all students, faculty, staff, campus visitors, and the surrounding community.
- **Business Support Services** - These services include activities that allow the institution to maintain vital business operations, safeguard assets, and secure the financial viability of the institution.
- **Learning, Education, and Research** - This category consists of all programs and services that directly support the academic mission of the institution.

## **RISK ASSESSMENT**

Risk assessment focuses on the potential hazards and threats that could negatively impact IBSU and attempts to predict the likelihood of occurrence, the severity of impact. The vulnerability analysis is the foundation of a business continuity plan, and it outlines how the institution might allocate additional time and resources towards mitigation or planning efforts for events with high likelihood of occurrence and high levels of severity.

## **RISK MANAGEMENT**

University BCP develops specific strategies to be enacted if a disruptive event occurs.

These strategies include:

- Steps to prevent interruptions and protect assets;

- Procedures to be followed during a disruptive event, including those from the institution's emergency management plan;
- Planned responses to the incident.

### **IMPLEMENTATION, TESTING, UPDATING**

Testing is important to business continuity planning and development for a number of reasons. If university has not established realistic recovery timelines, a wide expectation gap between the needs of the university and the actual procedures of the continuity plan could arise after a disruption. WE need to develop a methodology to regularly test the proposed strategies and should also ensure adequate information is made available to staff. The implementation process of Business continuity plan is coordinated by Strategic Development Office. The plan is annually revised according to the necessity /changes of the business processes.

**THE STRATEGY FOR DIMINISHING LOSS AIMS AT CONDUCTING THE ACTIVITIES, DEFINED BY THE BCP IN ORDER TO RESUME THE DISRUPTED BUSINESS PROCESSES, DONE WITH MINIMAL EXPENSES AND IN MAXIMAL SHORT TERM AIMING AT EFFECTIVE RESUMING OF BUSINESS PROCESSES.**

### **ESSENTIAL RISKS**

As outlined on the following page, IBSU has identified four categories of potential business risks: operational, technological, legal and financial, strategic and reputation.

Business Continuity Plan

Operational	Technological	Financial and Legal	Strategic and Reputation
<ul style="list-style-type: none"> <li>Loss/destroy of facilities, teaching laboratory supplies and materials, research samples</li> <li>Unavailability of employees (retired, laid off, emergency)</li> <li>Utility failures (power, heating, air, water)</li> <li>Vital material records destroyed or unavailable to access</li> </ul>	<ul style="list-style-type: none"> <li>Telephone/internet services unavailable</li> <li>Critical equipment/hardware failure</li> <li>Critical software unavailable (client server or web)</li> <li>Data unavailable or destroyed</li> </ul>	<ul style="list-style-type: none"> <li>Fines and Penalties</li> <li>Taxes</li> <li>Lack of income</li> <li>Replacement cost for equipment/ hardware and office assets</li> <li>Lawsuits</li> <li>Contract violation</li> <li>Unexpected costs</li> </ul>	<ul style="list-style-type: none"> <li>Decreased enrollment</li> <li>Loss accreditation/authorization</li> <li>Loss of permits</li> <li>Loss of trust</li> <li>Negative media publicity</li> </ul>

**RISK ASSESSMENT TABLE**

Operational			
Threat	Probability of Occurrence <i>(High, Medium, Low)</i>	Impact on University <i>(High, Medium, Low)</i>	Impact on Students <i>(High, Medium, Low)</i>
<b>Loss/destroy of facilities, teaching laboratory supplies and materials, research samples</b>			
Classes	low	low	medium
Computer laboratories	low	low	medium
Administrative Building	low	high	medium
Study Building	low	high	high
Library	low	high	high
Field laboratories	low	high	high
Research Materials	low	high	medium
<b>Unavailability of employees (retired, laid off, emergency)</b>			
Academic	low	high	high
Invited	low	medium	high
Key administrative	low	high	medium
Other administrative	low	medium	low
<b>Utility failures (power, heating, air, water)</b>			
Power	low	medium	medium
Heating	low	medium	medium
Air	low	medium	low
Water			
Technical	low	medium	medium
Drinking	medium	medium	medium
<b>Vital material records destroyed or unavailable to access</b>			
Archive	low	high	medium
Current documents	low	high	high

Technological			
Telephone/internet services unavailable			
Telephone services	medium	medium	low
Internet services	low	high	high
Critical equipment/hardware failure			
Critical equipment	low	high	high
Hardware	low	high	high
Critical software unavailable (client server or web)			
Critical software unavailable (client server or web)	low	high	medium
Data unavailable or destroyed	low	high	high
Financial and Legal			
Fines and Penalties			
Administrative	low	high	medium
Tax fines	low	high	medium
Other	low	high	medium
Taxes	low	high	low
Lack of income			
Lack of payment tuition fees	medium	high	medium
Lack of grants/funding/projects	medium	medium	low
Replacement cost for equipment/ hardware and office assets			
Hardware	medium	high	medium
Software	medium	high	high
Office assets	medium	high	low
Lawsuits			
Lawsuits	medium	high	low
Contract violation			
Technical supplies	low	high	medium
Educational supplies	low	high	high
Unexpected costs			
Unexpected costs	medium	medium	medium
Strategic and Reputation			
Decreased enrollment			
Decreased enrollment	medium	high	medium
Loss accreditation/authorization			
Accreditation	low	high	high
Authorization	low	high	high
Loss of permits			
Loss of permits	low	high	medium
Loss of trust			
Loss of trust	low	high	high
Negative media publicity			
Negative media publicity	medium	high	high

**RISK MANAGEMENT**

Operational					
Threat	Preventive action	Allowed downtime	Assigned Unit/Person	Action	Assessment
<b>Loss/destroy of facilities, teaching laboratory supplies and materials, research samples</b>					
Classes	Checking every month	1 day	Maintenance Office, EIS <sup>1</sup> Office, Dean	Making class available	Chancellor, Dean
Computer laboratories	Checking every week	1 day	Maintenance Office, EIS Office, Dean	Making lab available	Chancellor, Dean
Administrative Building	Checking every 7 year	4 days	Maintenance Office, Chancellor	Making building available	Rector
Study Building	Checking every 7 year	2 days	Maintenance Office, Chancellor	Making building available	Rector
Library	Checking every month	1 day	Maintenance Office, EIS Office, Vice-Rector for Education, Chancellor	Making library available	Rector
Field laboratories	Checking every month	4 days	Maintenance Office, Dean	Making laboratories available	Chancellor, Dean
Research Materials	Checking every semester	1 week	Vice-Rector for Research and Science Chancellor	Restore/prepare new	Rector
<b>Unavailability of employees (retired, laid off, emergency)</b>					
Threat	Preventive action	Allowed downtime	Assigned Unit/Person	Action	Assessment
Academic	Academic Incentives Offering health insurance Offering immediate response to problems with working conditions	5 days	HR, Program coordinator, Quality Assurance, Dean, Vice-rector for Education	Temporary replacement , announcing vacancy	Rector
Invited	Academic Incentives Offering health insurance Offering immediate response to problems with working conditions	5 days	HR, Program coordinator, Quality Assurance, Dean, Vice-Rector for Education	Temporary replacement , announcing vacancy	Rector
Key administrative	Academic Incentives Appraisal and Promotion Offering health insurance Offering immediate response to problems with working conditions Offering day-offs Individual flexible work schedules	2 weeks	HR, Chancellor	Temporary replacement , announcing vacancy	Chancellor, Rector

<sup>1</sup> EIS – Electronic Information Systems



Other administrative	Academic Incentives Appraisal and Promotion Offering health insurance Offering immediate response to problems with working conditions Offering day-offs Individual flexible work schedules	10 days	HR, Chancellor	Temporary replacement , announcing vacancy	Chancellor
<b>Utility failures (power, heating, air, water)</b>					
<b>Threat</b>	<b>Preventive action</b>	<b>Allowed downtime</b>	<b>Assigned Unit/Person</b>	<b>Action</b>	<b>Assessment</b>
Power	Checking power cabals on university territory every 5 years	1 day	Maintenance Office	Making power available autonomously - diesel-powered generator	chancellor
Heating	Checking heating system every year	1 day	Maintenance Office	Making heating available.	chancellor
Air	Checking air system every year	2 day	Maintenance Office	Making air conditioning available	chancellor
Water					
Technical	Checking monthly water tank	1 week	Maintenance Office	Making water available autonomously	chancellor
Drinking	Checking the pipes on university territory every three months	1 day	Maintenance Office	Making water available autonomously	chancellor
<b>Vital material records destroyed or unavailable to access</b>					
<b>Threat</b>	<b>Preventive action</b>	<b>Allowed downtime</b>	<b>Assigned Unit/Person</b>	<b>Action</b>	<b>Assessment</b>
Archive	Checking every semester physical conditions	5 days	Head of chancellery &HR Maintenance Office	Restore	Chancellor
Current documents	Systematical distribution in folders, keeping secure	2 days	Head of chancellery &HR	Restore/prepare new	chancellor
<b>Technological</b>					
<b>Telephone/internet services unavailable</b>					
<b>Threat</b>	<b>Preventive action</b>	<b>Allowed downtime</b>	<b>Assigned Unit/Person</b>	<b>Action</b>	<b>Assessment</b>
Telephone services	Checking every semester	2 Days	EIS Office Maintenance Office	Making Phone Service available	Chancellor
Internet services	N/A	24 Hours	EIS Office	Making Internet Service available	Chancellor
<b>Critical equipment/hardware failure</b>					
<b>Threat</b>	<b>Preventive action</b>	<b>Allowed downtime</b>	<b>Assigned Unit/Person</b>	<b>Action</b>	<b>Assessment</b>
Critical equipment	Updates, antivirus	24 Hours	EIS Office	Redundancy Devices	Chancellor
Hardware	Regular cleaning, cooling	24 Hours	EIS Office	Redundancy Devices	Chancellor

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<i>Critical software unavailable (client server or web)</i>	Every Week Backup	24 Hours	EIS Office	Back UP	Chancellor
<i>Data unavailable or destroyed</i>	Every Week Backup	1 Week	EIS Office	Back UP	Chancellor
<b>Financial and Legal</b>					
<b>Fines and Penalties</b>					
Threat	Preventive action	Allowed downtime	Assigned Unit/Person	Action	Assessment
Administrative	Strengthening control of performed tasks	3 days	Chancellor, Accountancy	Find additional resources	Rector, Board of trustees
Tax fines	Consultation with auditors	8 months	Chancellor, Accountancy	Find additional resources	Rector, Board of trustees
Other	N/A	5 months	Chancellor, Accountancy	Find additional resources	Rector, Board of trustees
<i>Taxes</i>	Use of effective mechanisms	1 week	Chancellor, Accountancy	Find additional resources	Rector, Board of trustees
<b>Lack of income</b>					
Threat	Preventive action	Allowed downtime	Assigned Unit/Person	Action	Assessment
Lack of payment tuition fees	Regular monitoring of payment process	1 month	Chancellor, Accountancy	Find additional resources	Rector, Board of trustees
Lack of income from contractors	Having regular contacts	1 year	Chancellor, Accountancy	Find additional resources	Rector, Board of trustees
Lack of grants/funding/projects	Increasing the number of projects	1 year	Chancellor, Accountancy	Find additional resources	Rector, Board of trustees
<b>Replacement cost for equipment/ hardware and office assets</b>					
Threat	Preventive action	Allowed downtime	Assigned Unit/Person	Action	Assessment
Hardware	UPS, Air conditions, semester checkup	weeks	Chancellor, Accountancy	Find additional resources	Rector, Board of trustees
Software	Updating's, antivirus	weeks	Chancellor, Accountancy	Find additional resources	Rector, Board of trustees
Office Assets	Semester checkup	weeks	Chancellor, Accountancy	Find additional resources	Rector, Board of trustees
Lawsuits	Performing obligation on time, duly	weeks	Legal Office, Rector	Acting in accordance	Rector
<b>Contract violation</b>					
Threat	Preventive action	Allowed downtime	Assigned Unit/Person	Action	Assessment
Technical supplies	Having regular contact	3 months	Chancellor, Department for Student and Staff Support Service	Find additional resources	Chancellor

Educational supplies	Having regular contact	2 weeks	Student Affairs Office, Quality assurance office	Find addition resources	Rector
Unexpected costs	N/A	1 months	Chancellor	Acting in accordance	Rector
<b>Strategic and Reputation</b>					
<b>Threat</b>	<b>Preventive action</b>	<b>Allowed downtime</b>	<b>Assigned Unit/Person</b>	<b>Action</b>	<b>Assessment</b>
Decreased enrollment	Market research Promotion Updating programs Updating qualified human resources	1 semester	Quality assurance Office, Program Coordinators, Deans	PR activities, Evaluation of programs, Analyzing situation, Making improvements	Rector
<b>Loss accreditation/authorization</b>					
<b>Threat</b>	<b>Preventive action</b>	<b>Allowed downtime</b>	<b>Assigned Unit/Person</b>	<b>Action</b>	<b>Assessment</b>
Accreditation	Meeting the standards	1 year	Quality assurance Office, Program Coordinators, Deans	Transferring students via mobility Updating program	Rector
Authorization	Meeting the standards	1 year	Quality assurance Office, Rector	Transferring students via mobility Submitting for new authorization	Rector
Loss of permits	Meeting the standards	1 month	Quality assurance Office, Program Coordinators, Dean	Applying for new	Rector
Loss of trust	Keeping high quality	6 months	Rector, PR, Dean	PR activities Responsive actions	Rector
Negative media publicity	Regular contacts with media entities	1 day	PR, Rector	Responsive actions	Rector

**About this document:**

This document was prepared in collaboration with the University community and was approved by the Rector's order №36 issued on the 16 of February, 2018

The Business Continuity Plan will be revised annually.

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