

International Black Sea University
Business Process Continuity Plan

Article 1. General provisions

1.1. Business Process Continuity Plan (hereinafter "Plan") of the International Black Sea University (hereinafter "University") defines the rules of smooth operation of the University.

1.2. The purpose of the document is to identify the risk factors of the current and main business processes in the university, so that in case of unexpected circumstances, the university can ensure maximum risk reduction, prevention or their minimal impact on its activities.

1.3. The purpose of the University's Business Process Continuity Plan is to ensure that students, administrative and academic staff, and invited personnel can maintain their security, continuous processes and services at all times.

1.4. The plan lays out a clear roadmap for restoring all business processes in case of a force majeure or impending crisis, allowing the university to return to normal operations on an ongoing basis. The plan ensures that possible risks are eliminated or minimized as much as possible.

Article 2. University Business Process Continuity Plan

2.1. Business Process Continuity Plan of the International Black Sea University takes into account all possible risks, means of their complete or partial avoidance and strategy for reducing losses.

2.2. Business continuity planning in advance is necessary for the continuous operation of the university, which includes the identification, assessment and prevention of risks and ensuring the continuity of processes during a crisis.

2.3. In any kind of crisis situation, including a significant disruption of processes, it is important for the University to ensure the safety of human resources, the protection of students, administrative and academic staff and visitors.

2.4. A business process continuity plan is used to effectively manage crisis situations and restore processes. Appropriate activities determined by the business process plan will return the university to normal activities and ensure its normal operation.

2.5. The plan covers all areas of business processes at the university, including communication facilities, operational and human resources, and the persons responsible for business processes in each area. These include learning/teaching, research, academic, human and material resources, technological, operational, legal, strategic, security, financial and reputational risks.

2.6. The plan includes an evacuation plan for employees, students and other persons in the university and an emergency management plan, as well as a fire safety rule. In order to mobilize in emergency situations and to protect the health of those in the university, the university provides instructions to employees and students.

2.7. The development of the Business Continuity Plan is led by the Academic Process Quality Assurance Board, and the process of developing the plan is coordinated by the Office of Strategic Development. The mentioned board includes:

- Vice-rector for Administration (Chairman of the Board)
- Vice-rector for Education
- Vice-rector for Quality
- Vice-rector for Research

2.7.1. The academic process quality assurance board will convene a working group and together with them will determine the methodology for assessing the business process continuity plan, review the plan annually, update it if necessary and ensure that the updated plan is shared with university employees; The composition of the working group invited by the Board is:

- Head of Strategic Development Office

- Head of Human Resources Office
- Head of Quality Assurance Office
- Head of Information Technology Office
- Head of Procurement and Logistics Department
- Head of Legal Office

2.7.2. It is important to include all business process structural units in the business continuity plan, their participation in the development of the plan. The plan will be finalized by the Strategic Development Office, discussed with the Academic Process Quality Assurance Board and submitted to the Governing Board for approval.

Article 3. The main stages of development of the business process continuity plan of the university

3.1. It is important for the university to reduce risks, prevent them and ensure the continuity of activities/processes when risks occur. For this purpose, the development of a business process continuity plan includes several stages, namely:

- Identification and separation of risks
- Determining the probability/possibility of risks
- Assessment of the impact of risks on the university's activities
- Risk impact prevention strategy, determination of mechanisms and procedures
- Development of appropriate mechanisms and response rules for facing risks
- Determination of the person/structural unit responsible for each business process
- Plan implementation and verification
- Determination of plan evaluation methodology and verification mechanisms
- Updating the plan when processes change

3.1.1. **Identification and separation of risk factors** - the working group, based on consultation with the relevant structural units, establishes a list of risk factors that may potentially threaten

or hinder the work of the university. In addition, when compiling risk factors, attention is focused on the current situation in the country (economic, natural, technological, legislative, political); actions of various entities in the business environment (competitors, providers, society); situation in the university (in terms of processes and resources); In addition, when compiling risk factors, attention is focused on assessing their impact on the university's activities and at each stage of the business process; Development of a plan (what key processes should be restored or how to reduce losses in case of interruption of activities).

3.1.2. Determining the probability of risk factors - the list of risk factors named by the working group is sent and discussed with the relevant structural units of the university to determine the probability/feasibility of the risk. The head of the structural unit assesses each risk with a level of probability through a 5-point table (where the number 1 indicates that the probability of the risk is 'very low', and the number 2 - 'low'; 3 - 'average'; 4 - 'high' and 5 - 'very high'). The Strategic Development Office will process the received data in the final form.

3.1.3. Assessment of the impact of risks on the activities of the university - after determining the probability of risks, the working group together with the relevant structural units will assess the impact of the risks on the activities of the university, its functioning. Assessing the impact of risks is important for the university management to predetermine strategic and financial issues and respond to risks in a timely manner. The list of risks and their impact will be sent and discussed with the relevant structural units of the University, at which time they will:

3.1.3.1. They will assess each risk that will have a negative impact on the university's activities. The assessment will be based on a 5-point scale (where the number 1 indicates that the impact of the risk on the university's business activity is 'very low', and the number 2 - 'low'; 3 -

'average'; 4 - 'high' and 5 - 'very high'). The Strategic Development Office will process the received data.

3.1.3.2. By analyzing risk probability and adverse impact data, each risk is assigned a risk category (see Appendix #1) that indicates the risk's impact to management.

3.1.4. Developing a strategy, creating mechanisms and procedures for the prevention of risk exposure - each responsible structural unit will develop a strategy, mechanisms and plan relevant procedures to reduce or prevent the impact of risk factors. This will help the university to make a timely response or to ensure continuous activity of the current processes. (See Appendix #1).

3.1.5. Development of appropriate mechanisms and rules for responses to risks - in the plan, it is important to timely regulate the processes facing risks and develop appropriate rules. Accordingly, structural units develop rules and ensure access to information for crisis response. This also ensures the safety of students, administrative and academic staff and invited.

3.1.6. Determination of responsible persons for each business process - for the smooth operation and safety of the university, it is important to determine the responsible person for each business process, who will coordinate the activities in time, respond and prevent the risk or minimize it, in case of occurrence of the risk, take emergency actions to neutralize the negative effects.

3.1.7. Implementation and verification of the plan - the University's Business Process Continuity Plan is coordinated by the Strategic Development Office, and the implementation of the plan is carried out by the office heads of the relevant structural units and their subordinates. The Business Process Continuity Plan will be reviewed every three years. As necessary, the plan will be updated by a working group that will be reviewed by the Academic Process Quality Assurance Board, then presented to the Governing Board and the updated plan will be approved.

3.1.8. Determination of plan evaluation methodology and verification mechanisms - the university develops methodology and mechanisms to regularly verify the mechanisms of elimination or prevention of each risk.

3.1.9. Updating the plan when the processes change - at the end of each academic year, the results will be summarized by the working group and if necessary, the plan will be updated.

Article 4. Classification of risks

4.1. The business process continuity plan defines risk factors that will have a negative impact on the university's activities.

4.2. The plan includes internal and external risks, based on the 'SWOT' analysis of the situation in the university and the risks identified by the working group.

4.2.1. External risk factors:

- Natural - unforeseen natural hazards.
- Legislative - changes in the education system, legislative changes
- Technological - problems of cooperation with partner companies.
- Competition - increase in competition.
- Economic - changes in the labor market, reduction of purchasing power, deterioration of the socio-economic environment of the country
- Demographic - lack of entrants
- Political risk - unstable political situation.

4.2.2. Internal risk factors:

- Academic risks - outflow of academic and visiting lecturers, incorrect ratio between visiting and academic staff, educational/learning process risks, research and learning/teaching risks.
- Strategic risks - problems related to authorization-accreditation and their standards, reducing the advantage of the university.
- Reputational risks - loss of recognition, trust among students, society, media, locally and internationally.

- Security risks - threats related to life safety.
- Technological risks - damage or failure of computer hardware, cyber security risks, electrical energy, Internet services, internal networks, databases.
- Material risks - auditoriums, laboratories, damage to real/movable property, loss/damage of inventory (including laboratory equipment).
- Financial risks - research activities, infrastructure, educational process, financial source.
- Legal risks - termination of contracts, breach, non-fulfillment of contractual obligations by the contractor, legal disputes.

4.2.3 As a result of the assessment of business processes, the university determined the following main risks:

- Academic risks - relating to learning/teaching, research processes and management.
- Strategic risks - risks related to compliance with educational standards, the process of determining compliance with local and international educational standards.
- Risks related to financial and material-technical resources and their management.
- Reputational risks arising from the university's lack of awareness, loss of trust and negative media exposure, being referred to in a negative context via social media.
- Unforeseen external risks arising from natural disasters, viral/epidemic diseases or damage to buildings.

Article #5. Determining the probability/possibility of risks and their assessment methodology

5.1 Risk assessment refers to the identification and neutralization of potential threats that may have a negative impact on the University's activities. For this purpose, the probability of the occurrence of the risk and the severity of the impact on the processes and activities of the university should be assessed.

5.2 Considering internal and external factors of the university, risks are divided into categories. Risk categorization involves determining the consequences of exposure to risk in order to avoid negative consequences.

5.3. The impact of risk on business processes is determined by the characteristics of the probability of occurrence and the impact of risk. Probability of occurrence is the possibility of a particular outcome occurring, where the frequency of occurrence of the outcome should be taken into account. Depending on the probability of occurrence, the following risk levels and corresponding points are determined:

5.3.1 Risk probability assessment table:

The probability of the risk occurring	Description
Very high (5)	will occur regularly under normal circumstances
High (4)	will occur often
Average (3)	will occur less
Low (2)	It is unlikely to happen or rarely, for some time
Very low (1)	It might happen very rarely, but most likely never

5.3.2. Negative influence on the activity/work of the university:

The negative impact of risk	Risk management and necessary mechanisms
Very high (5)	It requires immediate response and immediate implementation of relevant measures.
High (4)	It is necessary to respond and take appropriate measures quickly, to eliminate the consequences as much as possible.
Average (3)	Needs response, determination of risk control procedures, monitoring.
Low (2)	Requires minor response, monitoring and evaluation.
Very low (1)	Requires no or very rare response.

5.3.3. Risk level according to the matrix: Each risk level will be evaluated according to its probability/occurrence and its possible impact/impact. This is calculated as follows:

5.3.3.1. Risk level and impact:

risk level	Impact of risk
Category A (red)	A1 to A8
Category B (yellow)	B1 to B9
C category (green)	C1 to C8

Article #6. Final Provisions

6.1. Business Process Continuity Plan of International Black Sea University is developed with the involvement and participation of members of the working group, which is reviewed and approved by the university's governing board.

6.2. Amendments and additions to the plan can be made by the university's governing board at the initiative and submission of the working group.