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**Appendix**

## I. GENERAL

### **Introduction**

Business Continuity Plan is the process whereby organizations ensure the maintenance of critical operations when confronted with adverse events such as natural disasters, technology failures, human errors, or terrorism. The objectives of a business continuity plan are to minimize loss of the organization, continue to serve customers, and maintain administrative operations. The overall business continuity planning process is depicted in Figure 1.

The University has an obligation to protect and provide for students, faculty, staff, and visitors in the event of a major interruption of our mission or operation. These obligations extend to a responsibility for each Department to be able to meet its individual obligations. This includes the ability to provide the services expected of them and to carry out functions critical to the mission of the University should an event occur that interrupts the normal course of operations. Failure to have an adequate continuity plan could lead to financial disaster, interruptions of academic classes, failure of research projects, and delays in completing other mission critical activities.

### **Scope**

The Business Continuity Plan (BCP) is executed after health, life, and safety issues are addressed. The Campus Disaster Plan addresses health, life, and safety issues. As a minimum, the BCP assumes the following have been restored:

- Police, Fire, and Ambulance services
- Electricity, water, reasonable climate control, and adequate lighting
- Access to and egress from campus, classrooms, and administrative facilities
- Safe handling and proper disposal of toxic substances, biologically hazardous materials, and radioactive materials

Business Continuity Plan encompasses maintaining and recovering the business, not just the recovery of technology.

Business Continuity Planning requires both a university-wide plan and individual plans for operating units that are responsible for mission critical functions. Mission critical functions are processes that are essential to ensure loss to the organization is minimized, constituents continue to be served, and administrative operations are resumed safely and effectively.

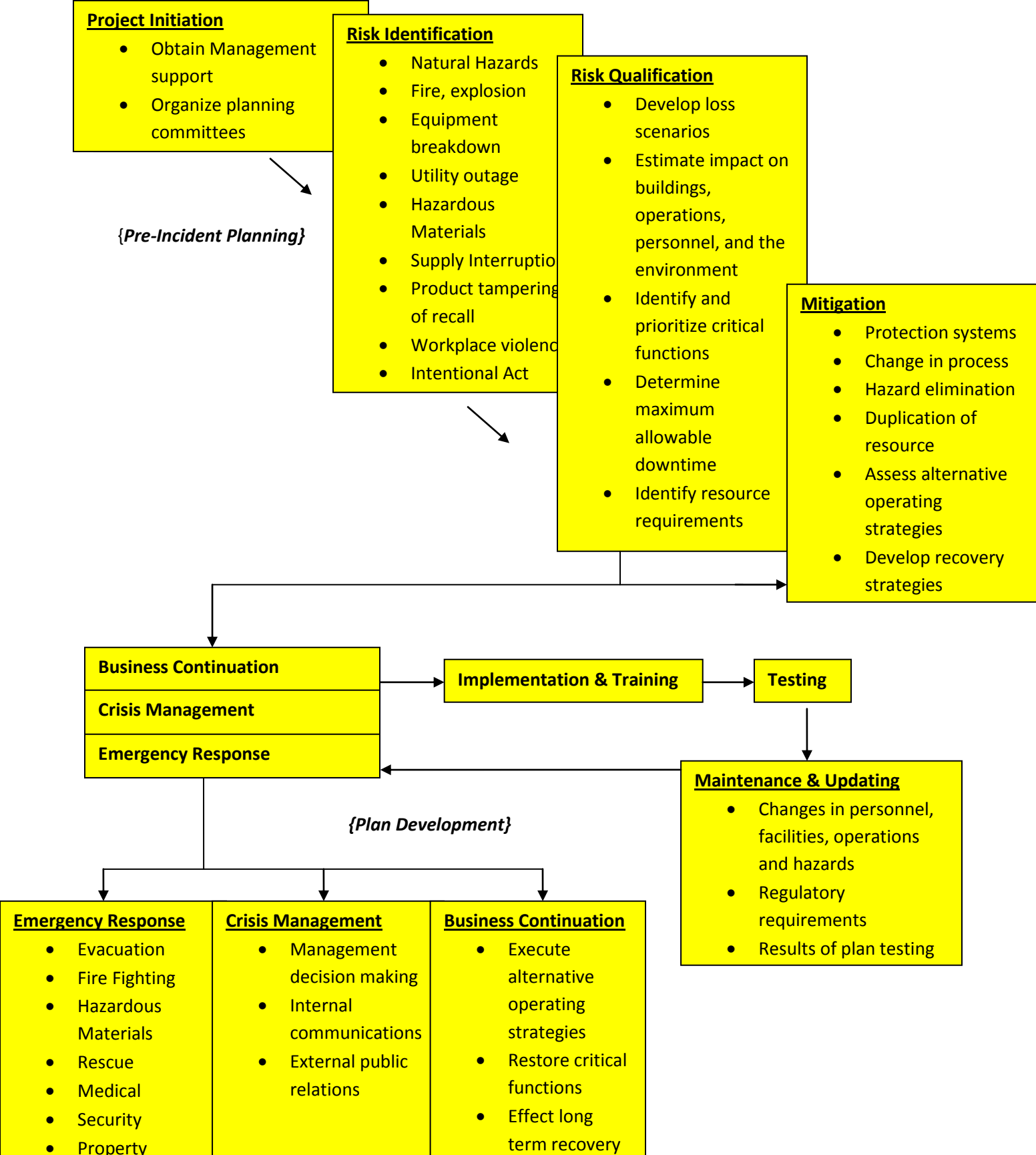
### **Components**

The commonly accepted components of a Business Continuity Plan are:

Business Impact Analysis- identifies critical business processes, assigns estimates of maximum allowable downtime, and designates priorities for restoration.

Risk Assessment- identifies specific threats, assesses vulnerability to those threats, and assigns degree of risk associated with each threat.

**Figure 1-The Business Continuity Management Process**



***{Incident Response}***

***{Incident Response}***

Risk Management/Continuity Planning- utilizes the Risk Assessment to determine which risks should be managed; and provides a written, widely disseminated, and exercised plan on actions necessary to get the business up and running in the event of disruption associated with those risks.

Testing and Updating- establishes mechanisms to exercise the plan and keep it current.

**II. BUSINESS IMPACT ANALYSIS**

The first step in business continuity planning is determining critical mission processes and interdependencies between these processes that must continue to exist for the University to function. Critical processes generally fall into one of three general categories:

Safety and Security- Activities needed to sustain a safe and secure environment for students, faculty, staff, the visiting public, and surrounding community. While the Disaster Recovery Plan addresses restoring safety and security, the Business Continuity Plan may be concerned with sustaining those functions for an extended period.

Business Support Services- Activities that allow the University to maintain necessary business operations, safeguard assets, and ensure the financial viability of the University. Examples include payroll, revenue collection, accounts payable, and financial reporting.

Learning and Teaching- Activities that carry out or directly support the academic mission of the University. For example, students support services (admissions, registration, etc.), lecture & teaching, research, continuing education programs, and graduation.

Critical business processes identified by each University Division are detailed below

**Academic Affairs**

<b>Business Unit</b>	<b>Business Process/Business Function</b>	<b>Allowable Downtime</b>	<b>Priority for Recovery</b>
Office of the VP/Provost	Academic Affairs Administration	1-2 days	High
Provost Senior Staff	Academic Affairs Administration	1-3 days	High
Grd/Ugrd Admissions	Admissions Peak (Oct- late May)	0-1 days	High
Grd/Ugrd Admissions	Admissions Non Peak	1-2 days	High
Financial Aid	Award Cycle Peak (Sep-late May)	0-1days	High
Financial Aid	Award Cycle Non Peak	1-2 days	High
Registrar	Registrations/Grade Submission/Drop Add Peak	0-1 days	High
Registrar	Registrations/Grade	1-2 days	High

	Submission/Drop Add Non Peak		
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<b>Business Unit</b>	<b>Business Process/Business Function</b>	<b>Allowable Downtime</b>	<b>Priority for Recovery</b>
International Student Services	Visa Processing, interface with International students and INS ,etc.	1-2 days	High
Office of the VP for Finance and Administration	Human Resources and Budget Office	0-1 days	High
Other Academic Affairs Units	Office of Institutional Effectiveness, Advising Center, Testing Center,	3-5 days	Medium
Institutional Research	Institutional studies and reporting	2-3 days	Medium
Colleges/Libraries/Other Academic Units	Instruction/Administration/Support	TBD in College Level Plans	TBD in College Level Plans

### Finance and Administration

<b>Business Unit</b>	<b>Business Process/Business Function</b>	<b>Allowable Downtime</b>	<b>Priority for Recovery</b>
Business Services	Mail Services	1 Day	High
Business Services	Motor Transportation Services	½ Day	High
Business Services	Bowie Card Office	1-2 Days	Medium
Business Services	Travel Services	1-2 Days	Medium
Human Resources	Classification	2-3 Days	High
Human Resources	Employment	1 Day	High
Human Resources	Staff Relations	2-3 Days	Medium
Human Resources	Organizational Development & Training	5 Days	Low
Procurement	Purchasing	½ Day	High
Facilities	Construction & Faculties Procurement	½ Day	High
Bowie Card Office	Dining Services	None	High
Procurement	Central Receiving	½ Day	High
Procurement	Central Shipping & Distribution	½ Day	High
Comptroller	Bursar- Peak Period- Online Payments	1 Day	High
	Bursar- Peak Period- Bill Generation	1 Day	
	Bursar- Peak Period-Walk Up Payments	2-3 Days	
Comptroller	Bursar- Peak Period- Online Payments	1 Day	High
	Bursar- Peak Period- Bill Generation	5-10 Days	
	Bursar- Peak Period- Walk Up Payments	2-3 Days	
Comptroller	Accounts Payable/Accounts Receivable	1 Day	High

Comptroller	General Accounting-Working Fund Checks	½ Day	High
Comptroller	Payroll	None	High
Comptroller	Budget-Peak	1 Day	Medium

<b>Business Unit</b>	<b>Business Process/Business Function</b>	<b>Allowable Downtime</b>	<b>Priority for Recovery</b>
Comptroller	Budget-Non-Peak	2-3 Days	Medium
Comptroller	Contract and Grants Accounting	1 Day	High
Facilities Management	Facilities Planning	24-48 Hours	Medium
Facilities Management	Architecture, Engineering & Construction	24-48 Hours	Medium
Facilities Management	Operations and Maintenance	None	High
Facilities Management	Building and Landscape Services	None	High
Facilities Management	Office of Facilities Administration	None	High
	Staffing operations of critical personnel for emergency responses	None	High
	Providing emergency response for the campus	None	High
	Providing technical assistance and evaluation to assess and communicate tasks	None	High
	Investigating accidents, incidents, exposures, and discharges	None	High
	Access to emergency communications equipment and vehicles	None	High
Finance and Administration	Managing/Reporting worker's compensations injuries	None	High
Finance and Administration	Managing insurance claims process for all incidents	2 Days	Medium
<b>Student Affairs</b>	<b>Business Process</b>	<b>Allowable Downtime</b>	<b>Priority for Recovery</b>
Public Safety	Provide notice of hazardous material releases to regulatory agencies	None	High
	Provide collection, packaging, and secure storage of controlled waste	7 Days	Low
	Access to chemical inventories	None	High
	Access to Material Safety Data Sheet Info and Lab Signage	None	High
	Access to Personal Protective Equipment	None	High
Public Safety	Staffing operations of critical personnel for emergency response	None	High
Public Safety	Providing emergency communications equipment and vehicles	None	High
Public Safety	Activation of Campus Emergency Operations Center	None	High

<b>Business Unit</b>			
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Public Safety	Mobilizing Field Incident Command Post	None	Medium
Public Safety	Investigating criminal activity related to incident	None	Medium
Public Safety	Providing site security and orderly traffic flow	None	High
Public Safety	Acquiring other law enforcement and governmental resources	1 Day	Medium

### Research

<b>Business Unit</b>	<b>Business Process/Business Function</b>	<b>Allowable Downtime</b>	<b>Priority for Recovery</b>
OPAA	Pre-proposal Routing & Review	1 Day	High
OPAA	Electronic Proposal/Data Submission	1 Day	High
OPAA	Electronic Data-entry	2 Days	Medium
OPAA	Electronic Data Management	2 Days	Medium
OPAA	Campus Outreach	5 Days	Low
IRB	Review & approval of applicable research proposals	2 Days	Medium
	Intellectual property protection	5 Days	Low
		5 Days	Low

### Student Affairs

<b>Business Unit</b>	<b>Business Process/Business Function</b>	<b>Allowable Downtime</b>	<b>Priority for Recovery</b>
Students Affairs		8 Hours	High
Recreation and Intramurals	Campus Recreation Center	24-48 Hours	Low
Career Center	Career Fairs	4 Hours	Medium
Conference Services	Summer Conferences	4 Hours	Medium
Counseling Center	Counseling Service	24 Hours	Medium
Advising Center	Disability Support Services	None	High

Health Center	Primary Care	4hours	High
Health Center	Medical Records	4 hours	Medium
Health Center	Information Systems	1-2 hours	Medium
Residential Facilities	Housekeeping and Maintenance	None	High
Residential Facilities	Security and Special Services	None	High
Residential Facilities	Financial & Information Technology Services	None	High
Resident Life	Assignments and Public Inquiry	1 day	Low
Resident Life	Residence Halls	None	High
Wiseman Student Centre'	General Operations	1 day	Low
Transportation Services	Fleet Management	None	High

### Institutional Advancement

Business Unit	Business Process/Business function	Allowable Downtime	Priority for Recovery
Data Services	Computer services (Email, data processing, etc)	Peak: 2Days Off Peak: 3-5 days	High
Development	Fundraising	Peak: 2Days Off Peak: 5 days	Med
Alumni Association	Alumni Association Events	Peak: 2Days Off Peak: 5 days	Peak: Med Off Peak: Low
Alumni Association	Alumni Association Membership Dues Processing	Peak: 2Days Off Peak: 5 days	Peak: High Off Peak: Med

### University Relations

Business Unit	Business Process/Business function	Allowable Downtime	Priority for Recovery
Public Relations and Marketing	Public information including internet communications	None	High
Information Services	Computer services (Email, data processing, etc)	Peak: 2Days Off Peak: 3-5 days	High
Public Relations and Marketing	Outreach to UM & the State	None	High

### Division of Information Technology



The core services provided by the Division of Information Technology (e.g. telephone, network, administrative software applications) are considered basic to the recovery of most if not all the above business processes. As such, DIT maintains a separate Disaster Recovery Plan that addresses the recovery and the continuity of those services in the event of a disaster.

### **III. Risk Assessment**

The second step of business continuity planning is to determine the potential hazards or threats that could affect the University, assess the likelihood of their occurrence, and analyze our vulnerability. This analysis then forms the basis for preparing the continuity plan. More time and resources are spent planning for and, where possible, preventing disasters that are judged to have both a high likelihood of occurrence and a high level of severity.

This risk analysis provided herein is extracted verbatim from the University's Disaster Recovery Plan. This risk analysis addresses the likelihood of occurrence and severity of threats as viewed from a campus wide perspective. Operating units can use this assessment as a guide in developing their specific risk assessments, but must realize that both likelihood of occurrence and event consequence may differ when viewed from a unit level. For example, the occurrence of a major fire that affects the entire University is judged to be unlikely, but the occurrence of a fire affecting a specific warehouse that lacks robust fire prevention measures may be judged likely.

#### **Broad Categories of Hazards**

The Bowie State University recognizes that the planning process must address each hazard that threatens the University. The University is vulnerable to a wide range of threats. The University, with, location to MARC, use of space, rapidly growing student population, and commuter population is subject to a wide variety of negative impacts from natural and technological hazards. The natural hazards and technological or man-made hazards that confront the University include:

##### Natural Hazards

- Floods;
- Fires;
- Earthquakes;
- Extreme weather,/storm; and

##### Technological/Man-made Hazards

- Utility/telecomm failure
- Hazardous materials;
- Major vehicle accident;
- Train accident;
- Airplane crash;
- Civil disturbance; and
- Terrorism.

A hazard matrix that depicts the likelihood of occurrence and severity level of each of these hazards is listed below.

**Hazard Matrix**

<b>Hazard</b>	<b>Likelihood of Occurrence</b>		<b>Severity</b>		
	<b>Likely</b>	<b>Unlikely</b>	<b>High</b>	<b>Moderate</b>	<b>Low</b>
<b>Tornado</b>	X		X		
<b>Flood</b>		X			X
<b>Air Crash</b>	X				X
<b>Structural Collapse</b>		X		X	
<b>Disease Outbreak</b>		X			X
<b>Civil Disorder</b>		x	X		
<b>Train Accident</b>		X	X		
<b>Utility Failure</b>	X		X		
<b>Power Failure</b>		X	X		
<b>Telecomm Failure</b>		X	X		
<b>Major Fire</b>		X		X	
<b>Extreme Weather</b>	X		X		
<b>Terrorist Threat</b>		X	X		
<b>Hazmat</b>	X		X		
<b>Earthquake</b>		X	X		
<b>Active Shooter</b>	X		X		
<b>Public Assembly Emergency</b>	X				X
<b>Hostage Situation</b>	X			X	

**IV. RISK MANAGEMENT/ CONTINUITY PLANNING**

## **Policy**

The University division will appoint a Emergency Preparedness Planning Committee (EPP) responsible for continuity planning. This person will be the division focal point for determining which of its units operates processes that are critical and ensuring those processes are identified in section II of this plan.

Each division will ensure that operating units responsible for critical business processes identified in section II develop a Business Continuity Plan that enables the operating unit to continue to perform those critical functions and services in the event of a disaster. This decision will be based on factors such as commonality of business process, size of the division, etc. However, all identified critical processes must have covered by a plan.

Unit plans must take into account the possibility that a University-wide interruption may affect multiple units. Departments that depend on other departments or external suppliers to ensure these suppliers or units also have a continuity plan.

The EPP Committee will provide central coordination of continuity planning process to assist units in determining space, equipment, and services that might be available within the University and to make the planning process coherent across units.

The Vice President for Student Affairs will be responsible for collecting all unit plans and the combination of this document and the unit plans will constitute the University's complete business Continuity Plan. Initial versions of unit plans will be completed and forwarded to VPSA no later than six months from the approval of this plan.

In the event plan activation requires prioritization among units for the recovery of services or allocation of limited resources, that prioritization will be accomplished by the President's Cabinet after consideration of the exact circumstances surrounding the plan activation.

## **Unit Plans**

The plan for operational continuity shall contain clear strategies and procedures need to continue operations and execute a recovery in the event of an interruption that compromises the ability of the operating unit to carry out its critical functions.

The determination that an interruption has occurred may be made by the individual unit manager for local occurrences or by the Cabinet for university-wide occurrences.

Unit plans will follow business continuity planning principles described in this document. The unit Business Continuity Plan should be developed by completing and documenting these steps:

Determine which subset of critical business process(s) identified in section II are being addressed by the unit plan.

Develop a unit risk analysis that uses section III of this document as a guide and identifies risks and/or hazards that might reasonably pose a threat to the operation unit's ability to function. The

unit risk analysis should examine threats as they apply to the operating unit so the results may differ from those in section III.

Identify existing and easily implemented controls to avoid these risks and hazards.

Develop and document procedures for recovering all or part of the highest priority functions, given specific failure scenarios and time horizons.

Determine whether each process could be suspended or degraded or whether it must be fully operational immediately. In many cases, service levels may be considerably less than existed prior to interruption, but nevertheless sufficient to sustain the critical mission function for some time.

Determine the time frame for fully recovery of critical functions if a degraded service level is deemed initially acceptable.

Identify alternate work sites or other temporary facilities for the most critical functions.

Provide for the ongoing back up of critical data and protection of critical equipment.

Assign local recovery roles, responsibilities, and authority.

Develop procedures for recovering impacted operations quickly, and strategies for providing programs and services under various emergency conditions.

Determine when the plan needs to be activated and identify who within the unit is authorized to implement the plan.

Identify all persons with copies of the plan. Store at least one current copy in an off-site facility with immediate availability.

Maintain the list of resources, vendors, etc. with which the unit has agreements for the provision of services, supplies, or equipment to be used in the event of an interruption of operations.

Establish procedures for contacting appropriate University departments and University suppliers in the event of an interruption of operations.

Establish procedures for return to full, normal operations of the operating unit, including that of non-critical functions.

The questionnaire found at Appendix 1 may assist units in formulating their Business Continuity Plan.

## **V. UNIT PLAN TESTING AND MAINTENANCE**

## **Testing**

Unit Business Continuity Plans must be exercised no less frequently than once every two years. This exercise will include the following:

- Identifying exercise objectives
- Conducting exercise to validate the viability of the plan
- Documenting exercise results and the steps proposed to correct any problems
- Making appropriate changes to the plan

## **Training**

Units will assure that training on the use of the plan is provided to ensure that all staff are adequately trained to fulfill their responsibility in support of the recovery process.

Training for new employees should be carried out within 120 days of their start date.

Plans should be reviewed by the unit head once per year. In particular, the unit head should assure that:

- Critical functions have been identified
- Continuity and recovery strategies are in place
- Documentation for the plan is current
- Minimum levels of required operation and recovery time frames have been set
- Exercising of the plan has been completed during the last 24 months

## **Plan Maintenance**

Unit heads must evaluate the impact of changes within the unit, make appropriate plan updates, and communicate changes to persons holding copies of the plan.

The following questions will aid the BSU in providing specific guidance for recovery planning in their constituent departments:

