



1. Goal of the document

Business continuity management tools and assurance policy describes risks assessment and risk prevention measures methods towards learning and scientific activities in the East European University (hereinafter – “university”), as wells as business continuity plan together with responsible persons and deadlines for managing the one.

2. Scope of the document

The given document is used by all structural units during the workflow and while cooperating with the third parties.

3. Business Continuity policy

Business continuity policy represents the EEU vital management component. It ensures the process of taking the necessary risk control measures by taking into account the risk factors that affect the achievement of the university goals and objectives.

The task of the business continuity policy is to identify risks and take counter measures.

Risk management is a single, continuous process, is permanent and covers almost all risks related to the activities of the university, both in the past and in the future.

The goal of Business Continuity management tools is to ensure the smooth running process of the university and the safety of people in the event of business disruption incidents.

The university considers the circumstances arising from business disruption situations as risks that could affect its functioning, cause partial disruption of operations, and in some cases, complete paralysis.

Business continuity policy ensures the execution of the following activities:

1. Establishment of a sustainable risk management system in the process of teaching, scientific activities and university management, which assures any activity to be conducted in a controlled environment;
2. Human Health Protection and evacuation appropriately;
3. Support of property and resources efficient usage;
4. Strengthening the reputation of the university;
5. Develop and strengthen the human resources, assets and institutional knowledge base;
6. Optimization of financial operations, etc.

4. Responsibility of interested parties involved in the business continuity assurance process

Each employee of the university participates in the risk management process within the scope of his / her authority, and the top management of the university ensures the establishment and efficient functioning of the system.

The Rector of the university conducts a general control in terms of developing and implementing suitable tools, while the direct control is ensured by the Vice Rector of the University in charge of administration issues.

Rector of the university is responsible for:

1. Ensure the development and effective implementation of business continuity policy;
2. Ensure the periodic assessment process of the implemented business continuity policy.
3. Creating an appropriate risk management environment and raising awareness of the risk culture;
4. Crisis management at the university management during any incidents;
5. Any other activities that provide general control over the business continuity process.

Vice – Rector responsibility:

1. Proper maintenance of material-technical support and information-communication systems is essential for risk management;
2. Any other activities that ensure the functioning of the business continuity policy.

Responsibility of the Head of Structural Unit:

1. Risks identification, determination the acceptable risk level and submission of information concerning them;
2. Ensure compliance with the accepted recommendations to improve risk management;
3. If required, submit a report on risk losses after elimination of risks. If applicable, submit ideas concerning ineffective, unnecessary and unsuccessful activities;

Each employee is responsible:

1. To be aware of risk management procedure and be proactively engaged;
2. If applicable, submit ideas concerning ineffective, unnecessary and unsuccessful activities;

5. Business process risk impact analysis

Business Processes Risk impact analysis involves identifying key risks and determining maximum tolerable period of disruption. It is based on risk assessment methodology (see Annex 1).

Risk assessment is aimed at identifying and eliminating potential threats and dangers that may adversely affect the university. It is focused on assessing the likelihood of an accident and the severity of the impact. Vulnerability analysis is the basis of a business process continuity plan and it shows how the university could use the extra time and resources to reduce expected and severe events and develop a plan.

The university, according to its goals and objectives, also defines risks categories, taking into account internal and external factors. Identifying risk categories involve identifying impact consequences to minimize the expected negative consequences.

The following risks are identified after assessing the university basic business processes:

1. Risks related to changes in state policy in the field of education

Risks arising from legislative changes related to public education policy, as well as the status, management and funding of public education in Georgia and other countries.

2. Risks related to compliance with Educational Standards

Risks that arise in the process of determining compliance with national and international educational standards in the field of education;

3. Risks related to human, financial and material-technical resource management –

Risks that arise in the process of managing human, financial and material-technical resources at the university, as well as during ensuring an internet access;

4. Risks related to reputation and brand awareness

Risks arising from the low awareness of the university and the negative attitude of the target and involved parties.

5. Risks related to force majeure situations

Risks arising from natural disasters (floods, strong winds, hurricanes, earthquakes, fires), terrorist acts, viral / epidemic diseases, and demolition of buildings.

The university, as part of the risk identification and evaluation process, measures potential and existing risks, during which the results of risk analysis and risk criteria are compared.

The purpose of risk measurement is to take appropriate preventive measures based on specific criteria, goals and objectives of the university and to compare the assessed or rated risk with existing control mechanisms and the acceptable risk level to the university.

As a result of the risk assessment, a decision is made as to what kind of measures should be taken in response to the identified risks. The purpose of the responded measures is to reduce the negative impact of the risks the university is facing, which will be reflected in the threat reduction measures and the achievement of the university goals.

Selecting the best counter measures requires comparing the costs and benefits of each type of such measure. The cost of risk management should be commensurate with the benefits derived from that management. When comparing costs with benefits, the specific environment and circumstances must be taken into account. It is important to consider all direct and indirect costs and benefits (both tangible and intangible) and to evaluate them financially or otherwise. Factors such as political, social, and others. Consideration shall be taken when selecting counter measures.

The university considers counter measures to each risk, among them are:

1. The university management develops and implements various management solutions in order not to create preconditions for specific risks;
2. Implement specific risk response actions;
3. The university administration applies such risk counter measure, when specific response is either impractical and / or, in some cases, impossible. Also, adapting and monitoring is done on risks with insignificant impact level, but which criteria may change in the future, etc.

Once a year, the university administration evaluates the risks, as well as the response procedures established in the risk management plan, as well as ensuring personnel familiarization with the brought changes.

6. Business process continuity plan

A Business Process Continuity Plan has been developed to provide continuous services to students, staff and guests at the university at all times, including significant or minor delays in the process.

The purpose of the Business Continuity Plan is to ensure the full functioning of the university in case of various risks. It includes activities aimed at the continuous operation of all structural units

in order to minimize losses during disruption, quickly restore business processes and the university to smoothly continue functioning.

The Business Continuity Plan describes risk prevention activities, as well as, in the event of an incurred risk, activities aimed at restoring the university business process and the structural units / officials responsible for it (see Annex 2).

Attachment 1: Risk identification methodology

Risk and its general characteristics

Risk is the probability of an outcome that is a deviation from the planned / expected outcome and negatively affects the achievement of the university's goals.

Risk significance and impact on business processes are determined by a combination of probability of occurrence and risk impact characteristics.

Occurrence Probability

Probability of occurrence is the possibility of a concrete outcome, where the frequency of occurrence of the outcome shall be taken into account. In determining the probability of occurrence. Attention should be paid to the statistic data of a particular risk in the education field, including the ones occurring in the university.

The following risk levels and corresponding scores are determined by the probability of occurrence:

Probability	Description
High probability (5)	It is expected to occur regularly in a normal situation
Estimated (4)	It is expected to happen sometimes
Likely (3)	May rarely occur
Less likely (2)	It is unlikely to happen for some period
Rare (1)	It may ever happen, but it will most likely never happen

Risk Impact

Risk impact is the effect obtained at risk when a particular outcome arises.

Impact considers 4 elements:

1. Time;
2. Quality;
3. Benefit;
4. Human and other resources.

Based on the impact, risk levels and appropriate scores are defined:

Impact	Required actions to treat the risk
Critical (5)	<ul style="list-style-type: none">• Requires immediate response;• Immediately evacuate people to safe places;• Considering the specifics of the established risk, a notification is sent to the organization (including the governmental one) that has the appropriate competence and duty to respond accordingly;• Isolate the area where the risk occurred;• Deprives the functioning of critically important information and impairs material and financial protection;

High (4)	<ul style="list-style-type: none"> • Immediate response is needed; • The university management ensures the elimination of the obtained results as soon as possible in order to restore the financial, organizational or operational sustainability of the university; • Structural units are notified as needed to respond to the university management.
Possible (3)	<ul style="list-style-type: none"> • It shall be determined whether the existing control procedures are adequate or further actions or risk elimination should be defined; • Monitoring and verification, e.g. by means of existing business practices or meetings.
Less significant (2)	<ul style="list-style-type: none"> • Procedures management approach; • Reporting to managers on risk-related actions; • If necessary, monitoring and evaluation.
Insignificant (1)	<ul style="list-style-type: none"> • Does not require any response; • Managers are informed about occurred risk;

c) Risk Level

Each level of risk should be assessed according to its occurrence and its possible impact on the object or subject.

It is calculated by the formula $L \times S$, where L is the risk level and S is the risk impact.

Risk Level	L x S
Critical	20 - 25
High	15 - 19
Average	10-14
Less important	5 - 9
Low	1 - 4

Risks matrix

A risk matrix is based on key risk characteristics. The risk matrix reflects the combination of the risk probability occurrence and its impact.

Risks are assessed using the following formula.

Probability	Risk Impact				
	Insignificant (1)	Less significant (2)	Average (3)	High (4)	Critical (5)
High Probability (5)	Less significant 5	Average 10	High 15	Critical 20	Critical 25
Estimated (4)	Low 4	Less significant 8	Average 12	High 16	Critical 20
Likely (3)	Low 3	Less significant 6	High 9	Average 12	High 15

Less likely (2)	Low 2	Low 4	Less significant 6	Less significant 8	Average 10
Rare (1)	Low 1	Low 2	Low 3	Low 4	Less significant 5

First of all, the risks with highest occurrence and impact are considered and managed. In sequence, each subsequent risk is less likely to occur and less likely to have a severe impact. In fact, this is a complex process, because there are risks with high probability, but the impact is low and / or vice versa.

In such cases, risks are prioritized according to the goals and objectives of the university to prevent errors.

All those risks that are likely to occur while the impact on processes is critical, mostly related to human health and life, therefore require special attention, prompt and effective response.

Attachment 2: Business process continuity plan

1. Risks related to changes in state policy in the field of education

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
1.1. Changes in the government related to the educational field	Possible	High	<ul style="list-style-type: none"> - Monitoring of legal updates; - Active engagement in ministry of education working groups; 	<p>Responsible P – Rector</p> <p>Involved Structural Unit – Quality Assurance Service</p>	<ul style="list-style-type: none"> - Determination of changes necessity in the university strategy and action plan - Determination and improvement of financial stability - Bringing Changes in the appropriate documentation and regulations
1.2. Changes in the state policy on the education of foreign citizens in Georgia	Less Likely	High	<ul style="list-style-type: none"> - Monitoring of legal updates; 	<p>Responsible P – Rector</p> <p>Involved Structural Unit – Quality Assurance Service</p> <p>- International Relations Department</p>	<ul style="list-style-type: none"> - Determination of changes necessity in the university strategy and action plan - Determination and improvement of financial stability - Bringing Changes in the appropriate documentation and regulations - Studying of alternative market entry perspectives and conducting appropriate preparatory work

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
1.3. Change in state policy in the field of education abroad	Less Likely	High	- Monitoring of legal updates;	Responsible P – Rector Involved Structural Unit – Quality Assurance Service - International Relations Department -	- Determination of changes necessity in the university strategy and action plan - Determination and improvement of financial stability - Bringing Changes in the appropriate documentation and regulations - Studying of alternative market entry perspectives and conducting appropriate preparatory work
1.4. Amendments in national legislation in the field of education (including HEI authorization and accreditation standards, sectoral characteristics, procedures, etc.)	Likely	High	Monitoring of legal updates; - Active engagement in ministry of education working groups;	Responsible P – Rector Involved Structural Unit – Quality Assurance Service	- Determination of changes necessity in the university strategy and action plan - Determination and improvement of financial stability - Bringing Changes in the appropriate documentation and regulations
1.5. Changes in HEI funding system	Likely	High	- Monitoring of legal updates; - Active engagement in ministry of education working groups;	Responsible P – Rector Involved Structural Unit – Quality Assurance Service	- Determination of changes necessity in the university strategy and action plan - Determination and improvement of financial stability

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
					- Bringing Changes in the appropriate documentation and regulations
1.6. Changes in the system of financing public student scholarships	Likely	High	<ul style="list-style-type: none"> - Monitoring of legal updates; - Active engagement in ministry of education working groups; 	Responsible P – Rector Involved Structural Unit – Quality Assurance Service - International Relations Department	<ul style="list-style-type: none"> - Determination of changes necessity in the university strategy and action plan - Determination and improvement of financial stability - Bringing Changes in the appropriate documentation and regulations

2. 2. Educational standards-related risks

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
2.1. Loss of educational programs accreditation	Likely	High	<ul style="list-style-type: none"> - Periodic assessment of educational programs compliance and efficiency with accreditation standards - Compliance and efficiency assessment and amendments in policies, procedures and processes based on the requirements - Assessment of engaged personnel and improvement of their skills - Conduction of all kinds of satisfaction surveys; - Upgrade of material-technical facilities in the university 	<p>Responsible P – Faculty Council</p> <p>Involved Structural Unit – Quality Assurance Service</p> <ul style="list-style-type: none"> - Learning Process administering and students service department - other faculties 	<ul style="list-style-type: none"> - Determination of changes necessity in the university strategy and action plan - Determination and improvement of financial stability - Bringing Changes in the appropriate documentation and regulations - Informing students and offering alternative learning opportunities - Development of educational program re-accreditation plan - Assess the issue of employment in an alternative University of the existing academic and invited contingent at other educational programs - Provision of training for upgrading the qualification of academic personnel - Attraction of new academic personnel

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
2.2. Loss of educational programs international accreditation	Likely	Low	<ul style="list-style-type: none"> - Periodic assessment of educational programs compliance and efficiency with international accreditation standards - Compliance and efficiency assessment and amendments in policies, procedures and processes based on the requirements - Assessment of engaged personnel and improvement of their skills - Conduction of all kinds of satisfaction surveys; - Upgrade of material-technical facilities in the university 	<p>Responsible P – Faculty Council</p> <p>Involved Structural Unit – Quality Assurance Service</p> <ul style="list-style-type: none"> - Learning Process administering and students service department - other faculties 	<ul style="list-style-type: none"> - Determination of changes necessity in the university strategy and action plan - Determination and improvement of financial sustainability - Bringing Changes in the appropriate documentation and regulations - Informing students and offering alternative learning opportunities - Development of educational program re-accreditation plan - - Assess the issue of employment in an alternative University of the existing academic and invited contingent at other educational programs - Provision of training for upgrading the qualification of academic personnel - Attraction of new academic personnel

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
2.3. Loss of HEI authorization	Likely	High	<ul style="list-style-type: none"> - Compliance assessment with institution authorization standards - Compliance and efficiency assessment and amendments in policies, procedures and processes based on the requirements - Assessment of engaged personnel and improvement of their skills - Conduction of all kinds of satisfaction surveys; - Upgrade of material-technical facilities in the university 	<p>Responsible P – Rector</p> <p>Involved Structural Unit – Quality Assurance Service</p> <ul style="list-style-type: none"> - Learning Process administering and students service department - other faculties 	<ul style="list-style-type: none"> - Determination of changes necessity in the university strategy and action plan - Determination of financial sustainability - Bringing Changes in the appropriate documentation and regulations - Informing students and offering alternative learning opportunities - Development of educational programs re-authorization plan - Provision of training for upgrading the qualification of academic personnel - Attraction of new academic personnel

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
2.4. Negative Decision concerning increase of students contingent	High	Average	<ul style="list-style-type: none"> - Compliance assessment with institution authorization standards - Compliance and efficiency assessment and amendments in policies, procedures and processes based on the requirements - Assessment of engaged personnel and improvement of their skills - Conduction of all kinds of satisfaction surveys; - Upgrade of material-technical facilities in the university 	Responsible P – Rector Involved Structural Unit – Quality Assurance Service - Learning Process administering and students service department - other faculties	<ul style="list-style-type: none"> -Determination of changes necessity in the university strategy and action plan - Determination of financial sustainability - Bringing Changes in the appropriate documentation and regulations - Informing students and offering alternative learning opportunities - Development of contingent increase plan based on the requirement - Provision of training for upgrading the qualification of academic personnel - Attraction of new academic personnel

3. Risks related to Human, Financial and material – technical resources management

Risks related to Human Resource Management

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
3.1. Reducing the number of academic personnel while implementing educational programs	Less Likely	High	-Application of human resource management policy methods (affiliation, incentive, flexible payroll system, etc.) to reduce the flow of existing academic personnel; - Involvement of academic personnel in the professional development scheme;	Responsible Person – Faculty Council Involved S/ unit – HRM Department - Legal Department - Quality Assurance Service	- Temporary redistribution of work among existing academic personnel; - Temporary replacement of academic personnel from other faculties with relevant qualifications; - Vacancy competition announcement
3.2. Reducing the number of invited personnel while implementing educational programs	Less Likely	High	- -Application of human resource management policy methods (affiliation, incentive, flexible payroll system, etc.) to reduce the flow of existing invited personnel;	Responsible Person – Faculty Council Involved S/ unit – HRM Department - Legal Department - Quality Assurance Service	Temporary redistribution of work among existing academic and invited personnel; - Temporary replacement of academic and invited personnel from other faculties with relevant qualifications; - Vacancy competition announcement

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
			- Involvement of invited personnel in the professional development scheme;		
3.3. Reduce the number of administrative and support personnel required for the effective functioning of the University	Less likely	Average	<ul style="list-style-type: none"> - Application of the methods provided by the human resources management policy to reduce the flow of existing administrative and support staff (incentives, flexible workload and payroll system, etc.) - Involvement in a professional development scheme 	Responsible Person – Head of S/Unit Involved S/ unit – HRM Department - Legal Department	<ul style="list-style-type: none"> - Redistribution of work among existing employees, - Temporary replacement with qualified personnel, - Attracting students for temporary work; - Announcing a competition for the position

Risks related to Financial Resources Availability

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
3.4. Increase in new and / or additional financial liabilities caused by legislative changes	Likely	High	<ul style="list-style-type: none"> - Monitoring of legal updates - Participation in the working group of the ministry of education on legal changes 	Responsible person – Head of Administration Involved structural unit - Human Resource Management Department - Legal Department - Financial and Material resources management department	<ul style="list-style-type: none"> - Assess and implement the need for changes in the university's annual budget - Identify and implement the need for changes in the university Strategic and Action Plan. - Determine financial sustainability and take action to seek additional funding - Assess and implement the need for changes in documentation and regulations
3.5. administrative penalties imposed by the increase in financial liabilities	Less Likely	High	<ul style="list-style-type: none"> - Constant control of pays 	Responsible person – Head of Administration Involved structural unit - Human Resource Management Department - Legal Department - Financial and Material resources management department	<ul style="list-style-type: none"> - Investigating the causes of administrative fines - Assess and implement the need for changes in the annual budget of the university - Determine financial sustainability and take action to seek additional funding - Assess and implement the need for changes in documentation and regulations

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
3.6. Increase in financial liabilities by imposing tax penalties	Less Likely	High	- Constant control of pays	Responsible person – Head of Administration Involved structural unit - Human Resource Management Department - Legal Department - Financial and Material resources management department	- Investigating the causes of administrative fines - Assess and implement the need for changes in the annual budget of the university - Determine financial sustainability and take action to seek additional funding - Assess and implement the need for changes in documentation and regulations
3.7. Increase in financial liabilities caused by changes in taxes and fees	Less Likely	High	- Constant control of pays	Responsible person – Head of Administration Involved structural unit - Human Resource Management Department - Legal Department - Financial and Material resources management department	- Assess and implement the need for changes in the annual budget of the university - Determine financial sustainability and take action to seek additional funding - Assess and implement the need for changes in documentation and regulations
3.8. Increase in financial liabilities caused by legal disputes	Less Likely	High	- Constant control of pays	Responsible person – Head of Administration Involved structural unit	- Investigation of legal disputes ground bases Assess and implement the need for changes in the annual budget of the

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
				<ul style="list-style-type: none"> - Human Resource Management Department - Legal Department - Financial and Material resources management department 	university <ul style="list-style-type: none"> - Determine financial sustainability and take action to seek additional funding - Assess and implement the need for changes in documentation and regulations
3.9. Tuition fees are reduced by students through individual tax revenue.	Likely	High	- Constant monitoring of incomes	Responsible Person – Vice Rector supervising financial and information technologies issues Involved Structural Unit – Faculty Council and Financial and material resources management department	<ul style="list-style-type: none"> - Survey of students satisfaction to identify the reasons for analysis; - Changes in student support regulations - Implementation of programs to attract entrants
3.10. Reduction of revenues from state education grants	Less likely	Average	- Constant monitoring of incomes	Responsible Person – Vice Rector supervising financial and information technologies issues Involved Structural Unit – Faculty Council and Financial and material	<ul style="list-style-type: none"> - Survey of students satisfaction to identify the reasons for analysis; - Changes in student support regulations - Implementation of programs to attract entrants with high marks on the national exam

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
				resources management department	
3.11. Revenue Reduction from social grants	Less likely	Average	- Constant monitoring of incomes	Responsible Person – Vice Rector supervising financial and information technologies issues Involved Structural Unit – Faculty Council and Financial and material resources management department	- Survey of students satisfaction to identify the reasons for analysis; - Changes in student support regulations - Implementation of programs to attract entrants with high marks on the national exam
3.12. Reduction of revenues from external grants / co-financing / projects in the field of research	Less likely	Average	- Constant monitoring of incomes - Monitoring of report from Academic and invited personnel - Faculty Annual report monitoring	Responsible Person – Vice Rector supervising scientific issues Involved Structural Unit – Faculty Council and Financial and material resources management department	- Satisfaction survey of academic and invited personnel to investigate the reasons; - Changes in regulation of academic and invited personnel support
3.13. Decrease in financial income caused by exchange rate changes	Less likely	Average	- Systematic control of financial parameters	Responsible Person – Vice Rector supervising financial and information	- Assessment of financial sustainability; - Use of financial reserves

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
				technologies issues Involved Structural Unit – Financial and material resources management department	- Finding alternative sources of funding

**Risks related to access to technical equipment, laboratory equipment and other inventory,
as well as unimpeded access to information and communication systems**

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
3.14. Insufficient amount of technical support required for efficient operations of the university	Less Likely	Low	<ul style="list-style-type: none"> - Annual inventory and inventory monitoring - Apply for the purchase of necessary technical equipment when planning the annual budget 	Responsible Person – Vice Rector supervising financial and information technologies issues Involved Structural Unit – Faculty Council and Financial and material resources management department	<ul style="list-style-type: none"> - Allocation of necessary financial resources by the faculties within their own budget; - Allocation of necessary financial resources from the university budget; - Tender announcement
3.15. Insufficient amount of software required for effective operations of the University	Less Likely	Low	<ul style="list-style-type: none"> - Annual inventory and inventory monitoring - Apply for the purchase of the necessary software when planning the annual budget 	Responsible Person – Vice Rector supervising financial and information technologies issues Involved Structural Unit – Faculty Council and Financial and material resources management department	<ul style="list-style-type: none"> - Allocation of necessary financial resources by the faculties within their own budget; - Allocation of necessary financial resources from the university budget; - Tender Announcement;

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
				- Information Technologies management department;	
3.16. Insufficient number of required inventory for efficient functioning	Less Likely	Low	<ul style="list-style-type: none"> - Monitoring of annual inventory and supplies - Annual budget planning of required inventory - Purchasing request 	Responsible Person – Vice Rector supervising financial and information technologies issues Involved Structural Unit – Faculty Dean and Financial and material resources management department	<ul style="list-style-type: none"> - Allocation of necessary financial resources by the faculties within their own budget; - Allocation of necessary financial resources from the university budget; - Tender Announcement;
3.17. Water supply interruption for no more than 24 hours	Likely	Low	<ul style="list-style-type: none"> - Systematic monitoring of water supply system - Constant loading of water supply 	Responsible Person – Vice Rector supervising financial and information technologies issues Involved Structural Unit – Faculty Dean and Financial and	<ul style="list-style-type: none"> - In case of damage inside the building, eliminate it independently - Send an accident notification to the water supply company - Activation of alternative water supply system

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
				material resources management department	- Drinking water supply to the building
3.18. Water supply interruption for more than 24 hours	Less Likely	Low	<ul style="list-style-type: none"> - Systematic control of water supply system - Constantly replenish water supplies 	Responsible unit - Vice-Rector for Finance and Information Technology Management Involved Structural Unit - Faculty Dean - Financial and material resources management department; - Learning process administering and student services department	<ul style="list-style-type: none"> - In case of damage inside the building, eliminate it independently - Sending accident notification to Tsal Supply Company - Activation of alternative water supply system - Drinking water supply to the building - Adjusting the work schedule of employees - Make changes in the schedule of the learning process

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
3.19. Power outage for no more than 24 hours	Less Likely	Low	<ul style="list-style-type: none"> - Systematic control of electrical wiring - Creating an alternative (including its own electric generator) power supply system, creating a system 	<p>Responsible unit</p> <ul style="list-style-type: none"> - Vice-Rector for Finance and Information Technology Management <p>Involved Structural Unit</p> <ul style="list-style-type: none"> - Faculty Dean - Financial and material resources management department; - Learning process administering and student services department 	<ul style="list-style-type: none"> - Determining the cause of power outage and: <ul style="list-style-type: none"> - In case of damage inside the building, eliminate it independently - Sending accident notification to the electricity supply company - Activation of an alternative system of electricity supply

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
3.20. Power outage for more than 24 hours	Less Likely	Low	<ul style="list-style-type: none"> - Systematic control of electrical wiring - Creating an alternative (including its own electric generator) power supply system, creating a system 	Responsible unit - Vice-Rector for Finance and Information Technology Management Involved Structural Unit - Faculty Dean - Financial and material resources management department; - Learning process administering and student services department	<ul style="list-style-type: none"> - Determining the cause of power outage and: <ul style="list-style-type: none"> - In case of damage inside the building, eliminate it independently - Sending accident notification to the electricity supply company - Activation of an alternative system of electricity supply - Bring corrections to personnel working timetable - Changes into learning process timetable
3.21. Internet connection disconnection	Likely	Average	<ul style="list-style-type: none"> - Systematic control of internal and incoming networks - Signing a service agreement with two different ISPs 	Responsible Person – Information Technology Department Involved Structural Unit	<ul style="list-style-type: none"> - Identify and eliminate the cause of internet connection interruption in case of damage taking place inside the building; - Send an accident notification to the Internet Service Provider;

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
				Vice-Rector for Finance and Information Technology Management	- An alternative system activation for providing internet supply
3.22. Virus attack on university electronic resources	Likely	Average	<ul style="list-style-type: none"> - Systematic control of internal and incoming networks - Signing a service agreement with two different ISPs - Introduction of antivirus systems - Introduction of data storage system 	Responsible Person – Information Technology Department Involved Structural Unit Vice-Rector for Finance and Information Technology Management	<ul style="list-style-type: none"> - Identify and eliminate the cause of delays in case of databases and systems damage; - System restore using databases backups; - Send an accident notification to the Internet Service provider; - Launch of an alternative system for providing Internet supply - Analyze and improve the efficiency of existing security systems

4. Risks related to reputation and brand awareness

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
4.1. Low awareness of the university from the focus groups	Less Likely	Average	<ul style="list-style-type: none"> - Periodic Satisfaction survey of focus groups - Media and social network monitoring - PR campaigns <p>Conduction to raise awareness of the university</p> <ul style="list-style-type: none"> - Publishing positive information content on various media platforms 	<p>Responsible Unit Marketing & International Relations Department</p> <p>Involved Structural Unit:</p> <ul style="list-style-type: none"> -Rector - Faculties - Structural Units 	<ul style="list-style-type: none"> - Conduction of Marketing Research - Evaluate and update the efficiency of awareness-raising campaigns - Labor Market research
4.2. Negative attitude among university focus groups	Likely	High	<ul style="list-style-type: none"> - Periodic Satisfaction survey of focus groups - Media and social network monitoring - PR campaigns <p>Conduction to raise awareness of the university</p> <ul style="list-style-type: none"> - Publishing positive information content on various media platforms 	<p>Responsible Unit Marketing & International Relations Department</p> <p>Involved Structural Unit:</p> <ul style="list-style-type: none"> -Rector - Faculties - Structural Units 	<ul style="list-style-type: none"> - Conduction of Marketing Research - Evaluate and update the efficiency of awareness-raising campaigns - Labor Market research

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
4.3. Negative media feedback towards university	Less Likely	Low	<ul style="list-style-type: none"> - Everyday monitoring of basic media platforms; - Publishing positive information content on various media platforms 	Responsible Unit Marketing & International Relations Department Involved Structural Unit: -Rector - Faculties - Structural Units	<ul style="list-style-type: none"> - Mass media content analysis - Conduction of PR campaigns aimed for raising awareness - Labor Market research
4.4. Negative PR campaigns from social media towards university	Likely	High	<ul style="list-style-type: none"> - Everyday monitoring of Social Media; - Publishing positive information content on various media platforms 	Responsible Unit Marketing & International Relations Department Involved Structural Unit: -Rector - Faculties - Structural Units	<ul style="list-style-type: none"> - Mass media content analysis - Conduction of PR campaigns aimed for raising awareness - Labor Market research
4.5. Reduced enrollment rate of Georgian citizen students	Likely	High	Each semester monitoring	Responsible Unit: - Vice – Rector supervising International and Administration issues Involved Structural	<ul style="list-style-type: none"> - Enrollment analysis - Financial sustainability assessment, - Review of marketing strategy - Analysis of Student Satisfaction Surveys

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
				Units: - Faculties - Financial and Material Resources department - Marketing and International Relations Department	- Review / update existing educational programs - Labor market research - Assess the need for new educational programs development
4.6. Reduced enrollment rate of Foreign citizen students	Less Likely	Average	Systematic Monitoring	Responsible Unit: - Vice – Rector supervising International and Administration issues Involved Structural Units: - Faculties - Financial and Material Resources department - Marketing and International Relations Department - International Relations Department	- Enrollment analysis - Financial sustainability assessment, - Review of Foreign Students attraction marketing strategy - Service quality assessment of Foreign students recruiting agencies - Students satisfaction survey analysis - Review / Amendment of educational programs - Labor Market Research - Assess the need for new educational programs development

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
4.7. Termination of services with foreign student recruitment agencies	Less Likely	Average	Systematic Monitoring	Responsible Unit: - Vice – Rector supervising International and Administration issues Involved Structural Units: - Faculties - Financial and Material Resources department - Marketing and International Relations Department - International Relations Department;	- Analyze the reasons for the termination of the services of foreign student recruitment agencies; - Enrollment analysis; Financial sustainability assessment; - Review of foreign students attraction marketing strategy - Finding a new foreign student recruitment agency and signing a contract - Students satisfaction survey analysis - Labor Market Research

5. Risks related to Force Majeure

Risk	Probability	Impact on university functioning	Preventive Action	Responsible and involved structural units	Reaction / Action
5.1. Natural disasters (floods, strong winds, hurricanes, earthquakes)	Less Likely	Critical	<ul style="list-style-type: none"> - Proper infrastructure arrangement - Proper arrangement of the special inventory and equipment system and training of the responsible persons; - Proper arrangement of evacuation information system - Trainings on emergency situations behavioral principles and following the instructions during a natural disaster; - Raising public awareness of the university. - Creating and updating distance learning courses - Arranging distance working and teaching infrastructure; 	<p>Responsible Unit</p> <ul style="list-style-type: none"> - Rector <p>Involved Structural Units:</p> <ul style="list-style-type: none"> - Vice – Rectors - Safety Department; - Financial and Material resource management department - Faculties - Continuous Education Centre - Education Department 	<ul style="list-style-type: none"> - Immediate evacuation of students and personnel to Assembly Point - Immediate message / call to Emergency Service - First medical aid to injured if required - Termination of learning and working process - Assessment of infrastructural damage - Financial Sustainability Assessment and appropriate funds allocation - Disinfection and cleaning of the building - Make changes in the learning process timetable; - Develop personnel shift timetables at the University; - Transfer to distance learning - Distance learning methods training for academic staff

			<ul style="list-style-type: none"> - Development and implementation of quality control management regulations referring to distance education programs 		<ul style="list-style-type: none"> - Transfer employees to distant activities
5.2. Fire	Likely	Critical	<ul style="list-style-type: none"> - Proper arrangement of fire safety system. - Proper arrangement of special inventory and equipment system and training of responsible persons; - Proper arrangement of the evacuation system; - Training and instruction of how to behave during the fire; - Raising the public awareness of the university. - Creating and updating distance learning courses 	<p>Responsible Unit</p> <ul style="list-style-type: none"> - Rector <p>Involved Structural Units:</p> <ul style="list-style-type: none"> - Vice – Rectors - Safety Department; - Financial and Material resource management department - Faculties - Continuous Education Centre - Education Department 	<ul style="list-style-type: none"> - Immediate evacuation of students and personnel to Assembly Point - Immediate message / call to Emergency Service - First medical aid to injured if required - Termination of learning and working process - Assessment of material damage - Financial Sustainability Assessment and appropriate funds allocation - Inventory - Disinfection and cleaning of the building - Make changes in the learning process timetable; - Develop personnel shift timetables at the University; - Transfer to distance learning

					<ul style="list-style-type: none"> - Distance learning methods training for academic staff - Transfer employees to distant activities
5.3. Terrorist acts	Less Likely	Critical	<ul style="list-style-type: none"> - Proper arrangement of security system in the area and buildings. - Proper arrangement of the evacuation system - Trainings on behavior during a terrorist act; - Raising public awareness of the university. - Creating and updating distance learning courses - Arranging distance working and teaching infrastructure; - Development and implementation of quality control management regulations for distance educational programs 	<p>Responsible Unit</p> <ul style="list-style-type: none"> - Rector <p>Involved Structural Units:</p> <ul style="list-style-type: none"> - Vice – Rectors - Safety Department; - Financial and Material resource management department - Faculties - Continuous Education Centre - Education Department 	<ul style="list-style-type: none"> - Immediate evacuation of students and personnel from the building to the assembly point - Immediate notification of emergency services - If necessary, first aid is provided to the injured - Termination of training and working process - Assessment of infrastructural damage - Assessment of financial sustainability and allocate appropriate funds - Inventory - Develop personnel timetable at the university; - Transferring to distance learning - Transferring employees to remote activities - Training of distance learning methods for academic staff

5.4. Quarantine due to virus / epidemic disease	Likely	Critical	<ul style="list-style-type: none"> - Monitoring of ministry of health recommendations - Development of distance training courses and updating if necessary - Arrangement of distant working and learning infrastructure - Distant educational program management and quality control regulation development and implementation 	<p>Responsible Unit</p> <ul style="list-style-type: none"> - Rector <p>Involved Structural Units:</p> <ul style="list-style-type: none"> - Vice – Rectors - Safety Department; - Financial and Material resource management department - Faculties - Continuous Education Centre - Education Department 	<ul style="list-style-type: none"> - Sharing of information to personnel and the students; - Termination of training and working process - Financial Sustainability Assessment and appropriate funds allocation - Disinfection and cleaning of the building; - Implementation of epidemic - sanitary norms - Make changes in the learning process timetable; - Develop personnel shift timetables at the University; - Transfer to distance learning - Distance learning methods training for academic staff
5.5. Demolition of the building or part of it	Less Likely	Critical	<ul style="list-style-type: none"> - Systematic inspection of the building; - Proper arrangement of the evacuation system - Trainings on behavior during the demolition of a building; - Raising public awareness of the university. 	<p>Responsible Unit</p> <ul style="list-style-type: none"> - Rector <p>Involved Structural Units:</p> <ul style="list-style-type: none"> - Vice – Rectors - Safety Department; - Financial and Material resource 	<ul style="list-style-type: none"> - Immediate evacuation of students and personnel from the building and evacuate them to the assembly point - Immediate notification of emergency services - If necessary, first aid is provided to the injured

			<ul style="list-style-type: none"> - Creating and updating distance learning courses - Arranging distance working and teaching infrastructure; - Development and implementation of quality control management regulations for distance education programs 	<p>management department</p> <ul style="list-style-type: none"> - Faculties - Continuous Education Centre - Education Department 	<ul style="list-style-type: none"> - Termination of training and working process - Assessment of infrastructure damage - Assessing the sustainability and operational capacity of the building - Disinfection and cleaning of the building - Assess financial sustainability and allocate appropriate funds - Inventory - Finding the space needed for university functioning - Develop personnel shift timetable at the university; - Transferring to the distance learning - Transferring employees to remote activities - Academic Personnel training of distance learning methods
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