

"Approved"
By General Meeting of Partners of Avicenna –
Batumi Medical University", LLC
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Appendix No. 05

Business Process Continuity Policy of Avicenna - Batumi Medical University

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Article 1. General Provisions

1.1. The present **Business Process Continuity Policy** provides for all possible risks of "Avicenna - Batumi Medical University" LLC (hereinafter referred to as- "University" or "Avicenna"), the means of their complete or partial avoidance, and in the event of the aforementioned impossibility, the strategy of reducing losses. This policy defines the Business Process Continuity Plan (hereinafter referred to as the "Plan"), which includes a strategy aimed at the occurrence of possible risks in the course of the University's activities and their prevention.

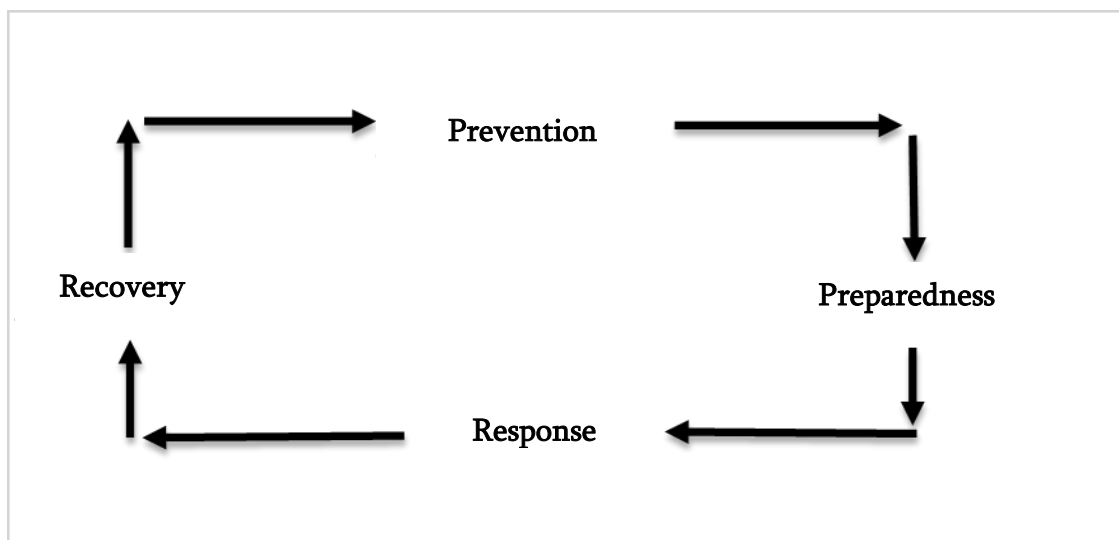
1.2. The implementation of the Business Process Continuity Plan should ensure the continuity of the university educational process, the safety of the university staff, students and visitors, the maintenance of material and technical resources, the upkeep of the information base and the sustainable development of the university's activities, both in an unforeseen crisis situation and in a competitive environment.

1.3. The daily activities of the university are affected by various factors, which can be both positive and negative, i.e. hindering, risk-bearing events. Risks are diverse, the probability of their occurrence varies over time. In addition, all of them have a different impact on both the overall environment of the organization and its individual system. In order to detect a variety of risks and to carry out different preventive measures, in order to effectively respond to it, the team involvement of the university staff is needed in order to stop the negative impact on the university in a reasonably short time, to use alternative means of temporarily safe continuation of the university's activities, and to hold the system in order to fully restore normal functioning.

1.4. Avicenna's Business Process Continuity Plan is a package of business continuity measures, which includes the identification of factors and risks that have a negative impact on the university's activities, the assessment of the level of its negative impact on the university's activities, the involvement of the university's structural units (departments) and specific responsible persons, an approximate plan of decisions written in time to eliminate problems, to evaluate the experiences of the previous period, in order to make further adjustments to the action plan based on the experience gained.

1.5. The business continuity of the university's activities includes a continuous chain of actions, which is presented according to the attached diagram (**diagram 1**).

Diagram 1 – Continuous chain of actions



1.6. The University's Business Continuity Plan is based on the framework - "Prevention", "Preparedness", "Response" and "Recovery", including:

- **Prevention** - related to risk management planning. This involves identifying and managing the likelihood and/or impact of incident-related risks. Key elements of risk management processes are implemented at this stage, where threats are identified and eliminated, or reduced to an acceptable level;
- **Preparedness** - includes the readiness of human resources and the acquisition of skills in order to avoid threats as a result of the analysis of the impact of factors on the business, the maximum maintenance of the material environment in accordance with the standards of risk avoidance, for which the main activities of the university are identified and prioritized in advance, which may be negatively affected by any destruction and critical incidents;
- **Response** - includes a business continuity and risk management incident response plan, determines the actions that should be taken in case of various risks to minimize the consequences, control and localize the impact;
- **Recovery** - represents the next stage of influence of factors. It includes a sequence of actions that should reduce the time of delays and interruptions, eliminate the danger and ensure the complete restoration of the University's functioning in a reasonably short time.

Article 2. Identification of Risks

2.1. University activities include specific processes, stages and sequence of decisions. The business continuity plan is based on the approach that the environment of the university's activities is always changing and renewing, characterized by the influence of various complexity factors, which are influenced by both the internal university environment and the events developed outside the university, which are related to the university's activities in various ways. Identification and impact assessment of the mentioned events is vital for the sustainable functioning of the university both in the current period and in the future.

2.2. Factors affecting the university's business continuity were divided into 2 groups - internal and external factors:

Internal factors:	External factors:
<ul style="list-style-type: none"> ➤ University development and image; ➤ Management of the learning process; ➤ Human resources; ➤ Contingent of students; ➤ Social sustainability ➤ Infrastructure and material-technical environment; ➤ Financial stability; ➤ Legal environment; ➤ Information environment; ➤ Utility services; ➤ Sanitary conditions; ➤ Security; ➤ Protection; 	<ul style="list-style-type: none"> ➤ Natural disasters; ➤ Ecological condition; ➤ Political environment; ➤ Principles of state management; ➤ Economic crises; ➤ Competition; ➤ Logistic environment; ➤ Municipal services; ➤ Communal infrastructure; ➤ Sanitary-epidemiological stability; ➤ Natural disasters; ➤ Deterioration of the ecological situation; ➤ Political environment; ➤ Internal political conflicts; ➤ Competition.

Article 3. Risk Assessment

3.1. In Avicenna's Business Process Continuity Plan, risk assessment includes specification and assessment of factors in two directions, namely the probability of occurrence of events and the assessment of its impact on business activities. Each of them is divided into five levels and evaluated by a 5-point system.

3.2. The assessment of risk level is obtained by the product of "probability" and "influence coefficients".

3.3. The number of risk assessment points ranges from 1 to 25, with a low score indicating a risk with an insignificant impact, and a high one - having a critical impact on business continuity, which can cause significant interruptions, human and material losses, paralyzing the activity process (**diagram 2**).

Diagram 2 -Risk assessment table (matrix)

			რისკის გავლენა				
			ფატალური	მაღალი	ზომიერი	ნაკლებად მნიშვნელოვანი	უმნიშვნელო
		ქულა	5	4	3	2	1
მოხდენის ალბათობა	მაღალი ალბათობა	5	25	20	15	10	5
	სავარაუდო	4	20	16	12	8	4
	შესაძლებელი	3	15	12	9	6	3
	ნაკლებად სავარაუდო	2	10	8	6	4	2
	იშვიათი	1	5	4	3	2	1

Article 4. Quantitative Indicators of Risks

4.1. The probability of occurrence (diagram 3) includes the following content of individual assessments (according to points):

Diagram 3 -Probability frequency

Point	Frequency	Definition
5	High probability	It is quite expected to occur regularly in a normal situation
4	Probable	It is expected to occur/recur occasionally
3	Possible	May occur/recur rarely

2	Less likely	Maybe, but probably not going to happen
1	Rare	Maybe someday, but most likely never

4.2. The assessment of the impact of risks (diagram 4) is as follows:

Diagram 4 - Potential outcome

Point	Impact of risk	Definition
5	Fatal	Critical environmental non-conformity - poses a significant threat to human life and/or health, causes suspension of the university's activities for a certain period of time and the immediate correction of which is mandatory.
4	Severe	Essential non-conformity of the environment - non-conformity, the correction of which is mandatory, but not immediately possible, and which does not pose a danger to human life at the given moment, at the current stage of the university's activity, but contains a significant threat for the shortest period of activity.
3	Moderate, moderate	Moderate non-conformity of the environment - non-conformity, the correction of which is mandatory, but not immediately possible, and which does not pose a danger to human life and/or the university's activities at the given moment (current stage), although its non-correction will create a significant threat to human life/health and the university's activities after a certain period of time .
2	Less important	Non-essential nonconformity of the environment - nonconformity that can be corrected without stopping the normal work process and that poses a direct threat to human life and/or health.
1	Unimportant	Acceptable risk (including residual risk), having an insignificant impact on the university's activities, local interruptions that can be eliminated without interruption of activities with insignificant losses.

4.3. Based on the risk assessment, the general action plan according to its individual level (diagram 5):

Diagram 5 - Risks by category

Total points	Risk category	Necessary arrangements
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17-25	Unacceptable / critical risk	<ul style="list-style-type: none"> ➤ Work must be stopped immediately; ➤ Requires immediate response; ➤ Evacuation of people to safe zones should be done immediately; ➤ Taking into account the specifics of the existing risk, a notification is sent to the body (including the state) that has the appropriate competence and duty to respond.
12-16	Very high risk	<ul style="list-style-type: none"> ➤ Measures must be taken immediately, without stopping the work process; ➤ Immediate response is required; ➤ The university administration ensures the elimination of the outstanding results as quickly as possible in order to restore the financial, organizational and/or operational sustainability of the university; ➤ By the structural units, according to the need, the notification is delivered to the university administration, for response; ➤ In accordance with the specific risk, isolate the area where there was a risk for life preservation
7-11	Substantial / average risk	<ul style="list-style-type: none"> ➤ Measures to eliminate the non-conformity must be taken within a reasonable time frame; ➤ Timely response is required to determine whether existing control procedures are adequate or to determine the need for further action or risk elimination; ➤ Monitoring and checking, through existing business practices or meetings (discussions).
3-6	Low / acceptable risk	<ul style="list-style-type: none"> ➤ Measures should be taken as soon as possible; ➤ Rapid response is required to prevent further risk escalation. ➤ It is necessary to provide a report on the results related to the existing risk to the managers; ➤ Monitoring and evaluation if necessary
1-2	Insignificant risk	<ul style="list-style-type: none"> ➤ Events are held without taking special measures; ➤ Management by normal procedures; ➤ Providing information about existing risk to managers.

Article 5. Business Process Continuity Management

5.1. For the successful implementation of the university's activities in the risk environment, response groups composed of university structural units and personnel are formed, who will be detailed in their position, actions in case of individual risks, decision-making and sequence of actions. For this purpose, the following is created:

- a) Business Continuity Management Coordinating Council;
- b) Crisis Management Team.

5.2. The Business Continuity Management Coordinating Board will develop business continuity strategic goals and directions, provide oversight to the Crisis Management Team, and manage emergency situations in the event of a major incident.

5.3. The Coordination Council consists of the following administrative officials of the university: Rector; Deputy Rector for Administrative and Financial Affairs; Deputy Rector for Clinical Bases and Educational Resource Management; Deputy Rector for Academic and Strategic Development; Dean of the main educational unit of the university (hereinafter - School of Medicine), heads of structural units (services).

5.4. The Crisis Management Team will implement the business continuity plan during crisis (emergency) situations. The crisis management team is accountable to the coordinator of the Business Continuity Management Board and is obliged to contact him during a large-scale incident.

5.5. The Crisis Management Team is staffed by university employees who have the necessary competence to manage crisis situations and perform functions in the university in the relevant direction:

- a) Deputy Rector for Administrative and Financial Affairs;
- b) Head of labor safety, Security and Logistics service;
- c) Doctor;
- d) Head of Public Relations and Marketing service;
- e) Head of Human Resource Management Service and Chancellery;
- f) Head of Information Technology (IT) Service;
- g) A Representative of the Avicenna School of Medicine.

Article 6. Responsibilities of entities involved in Business Continuity Management, Action Plan

6.1. Entities involved in University Business Continuity Management are responsible for the following activities:

6.1.1. Deputy Rector for Administrative and Financial Affairs:

- a) performs the function of coordinator of the University's Business Continuity Management Council;
- b) is responsible for the implementation of the university's Business Continuity Management strategy and plan;

6.1.2. Business Continuity Management Coordinating Council:

- a) develops, reviews and evaluates the university's Business Continuity Management Plan;

- b) establishes communication with the main educational unit (school) of the university and various structural units/departments/officials, both at the strategic and operational levels, to ensure the involvement of university employees at all stages of the business continuity plan implementation process;
- c) will manage emergency situations during large-scale incidents;
- d) will hold an annual meeting and discuss the need to change the business continuity plan;
- e) submits an annual report to the Academic Council of the University.

6.1.3. Head of Labor Safety, Protection and Economic Service:

- a) will perform the function of crisis management team coordinator;
- b) will inform all structural units/departments/officials of the university about the possible danger;
- c) ensures the implementation of the business continuity plan;
- d) will respond to specific risks and incidents, identify deficiencies;
- e) will study the causes of occurrence of each case;
- f) submits relevant conclusions and proposals to the Business Continuity Management Council;
- g) ensures the supply of utility services and, if necessary, their disconnection;
- h) will periodically check the stability of the building and ensure the determination of the safety of the building;
- i) will control the persons entering and leaving the building;
- k) repair/purchase damaged furniture and other educational/office equipment;
- k) if necessary, ensures the search for alternative study and office space;
- m) provides transportation of key personnel if necessary.

6.1.4. Labor safety specialist:

- a) ensures maintenance of order and security of the building;
- b) provides information and control of students and employees on potential threats;
- c) will develop the evacuation plan of the university and, if necessary, will evacuate the university;
- d) provides awareness of the content and location of radiological, chemical, biological and fire-fighting threats;
- e) ensures the organization and control of disinfection of the building;
- f) together with the legal service, will communicate and coordinate with local law enforcement structures.

6.1.5. Doctor - provides first aid for university staff and students;

6.1.6. Dean of the main educational unit - School of Medicine:

- a) provides familiarization with the business continuity policy for school employees;
- b) within the scope of competence, ensures the discussion of business continuity plan issues in the main educational unit;

6.1.7. Public Relations and Marketing service (in terms of communication):

- a) develops an effective communication plan for informing the university staff, students, media and other interested parties;

- b) provides prevention and control of the spread of false information;
- c) provides necessary communication services for students during emergency situations.

6.1.8. Information Technology (IT) Service:

- a) ensures proper operation of data, telecommunication and IT systems and networks and will respond accordingly in case of problems;
- b) ensures proper control of information security;
- c) will organize backup files of operations;
- d) if necessary, ensures the readiness for the transition to the remote mode of the working and educational process;

6.1.9. Finances and Accounting service:

- a) ensures timely payment of salaries together with the human resources management and case management service;
- b) manages extraordinary expenses;
- c) communicates with insurance companies together with the human resources management and case management service;
- d) together with the legal service, it ensures the preparation/storage of financial and administrative documentation (including electronically - taking into account/with the help of the recommendation of the Information Technology (IT) Service).

6.1.10. Heads of other structural units/services of the university:

- a) ensure the introduction and implementation of the business continuity policy in their direction;
- b) ensure proper involvement in the business continuity plan execution and monitoring process.

6.1.11. University employees:

- a) provide information about their activities in the process of developing a business continuity plan;
- b) get acquainted with the business continuity plan and procedures;
- c) if necessary, they will act in accordance with the business continuity plan.

Article 7. Analysis of Risk Impact on Business Processes

7.1. The analysis of the impact of risk on the university business processes includes the identification of the main risks and the determination of the expected "delay period" due to their influence. It is based on the attached risk assessment methodology/diagram (Diagram 6). Risk assessment is aimed at identifying potential threats and hazards that may negatively affect the university and making decisions that ensure the elimination of disruptions.

7.2. Risk impact analysis focuses on assessing the likelihood of an event occurring and the severity of the impact. The basis of the Business Continuity Plan is an analysis that shows how the University could use additional time and resources to mitigate anticipated and critical events and develop a plan.

7.3. The university, based on its goals and objectives, also divides risks into categories, considering internal and external factors. The identification of risk categories involves the determination of the consequences of the impact in order to avoid the expected negative consequences as much as possible.

7.4. As a result of the evaluation of the main business processes in the university, the following types of risks have been identified:

- a) **Risks related to changes in the state policy in the field of education** - risks arising from changes in the state policy in the field of education in Georgia and other countries, as well as legislative changes related to the status, management and financial provision of HEI;
- b) **Risks related to compliance with educational standards** - risks that appear in the process of determining compliance with Georgian and international educational standards in the field of education;
- c) **Risks related to the management of human, financial and material-technical resources** - risks that appear in the process of managing human, financial and material-technical resources at the university, as well as in providing access to the Internet.
- d) **Risks related to reputation and branding** - risks arising from the low awareness of the university, the negative attitude of the target and involved parties;
- e) **Risks related to force majeure situations** - risks arising from ongoing natural disasters (floods, strong winds, blizzards, earthquakes, fires), terrorist acts, quarantine caused by viral/epidemic diseases/pandemics, and destruction of buildings and structures.

7.5. The University, as part of the risk identification and assessment process, ensures the measurement of potential and existing risks, during which the results of the risk analysis and the risk criteria are compared.

7.6. The purpose of risk measurement is to take appropriate preventive measures based on specific criteria, the goals and objectives of the university, and provides for the comparison of the assessed, i.e., rated risk with the existing control mechanisms and the acceptable level of risk for the university.

7.7. As a result of the risk assessment, a decision is made on what kind of measures should be implemented in response to the identified risks. The purpose of countermeasures is to reduce the negative impact of the risks facing the university, which is reflected in the reduction of the threat and the full achievement of the goals set by the university.

7.8. Choosing the best among response measures involves comparing the costs and benefits of each type of response. The cost of risk management should be commensurate with the benefits that can be obtained as a result of this management. When making a cost-benefit comparison, the specific environment and situation must be taken into account. It is important to consider all direct and indirect costs and benefits (both tangible and intangible) and evaluate them by financial or other methods. Factors such as political, social and others should be taken into account when selecting response measures.

7.9. For each risk, the university must define specific response actions, among them:

- a) The management of the university develops and implements various management decisions in order to prevent the occurrence of a specific risk;
- b) Implements specific risk response actions;
- c) The university management uses a response action to respond to the risk, which is different from everyday decisions and is aimed only at reducing the risks, the expected negative result, in special circumstances. adaptation and monitoring of such risks, the level of impact of which is insignificant, but the characteristics of which may change in the future, etc. are also carried out;
- d) Once a year, the university administration evaluates both the risks themselves, as well as the response procedures set by the risk management plan, as well as informing employees about security changes.

Article 8. Business Process Continuity Plan

8.1. The **Business Process Continuity Plan** (diagram 7) attached to this policy document has been developed to provide continuous service to students, employees and guests at the University at any time, including in the event of significant or minor disruption of processes.

8.2. The purpose of the Business Process Continuity Plan is to ensure the full functioning of the University in the event of the occurrence of various types of risks, includes activities aimed at the continuous operation of all structural units, so that in the event of an established risk, the resulting losses are minimized, business processes are quickly restored and the University continues to operate as usual.

8.3. The Business Process Continuity Plan describes activities aimed at risk prevention, as well as activities aimed at restoring the University's business process in the event of an established risk, and the structural units/officials responsible for it.

Diagram 6 - Characterization of risks (assessment)

Probability of risks		
High probability	5	It is expected to occur regularly under normal circumstances
Likely	4	It is expected to happen occasionally
Possible	3	May occur rarely
Unlikely	2	Probably won't happen for some time
Rare	1	Maybe someday, but most likely never
Impact of risks on university activities		
Fatal	5	Critical environmental non-conformity – poses a significant threat to human life and/or health, causes suspension of the university's activities for a certain period of time and the immediate correction of which is mandatory
High	4	Essential non-conformity of the environment - non-conformity, the correction of which is mandatory, but not immediately possible, and which does not pose a danger to human life at the given moment, to the university's activities at the current stage, but contains a significant threat for the shortest period of activity
Moderate	3	Moderate non-conformity of the environment – non-conformity, the correction of which is mandatory, but not immediately possible, and which does not pose a danger to human life, the general activity of the university at a given moment, although its non-correction will create a significant threat to human life and/or health to the activity of the university after a certain period of time

<p>Less important</p>	<p>2</p>	<p>Non-essential environmental nonconformity – nonconformity that can be corrected without stopping the normal work process and that does not pose a direct threat to human life and/or health</p>
<p>Unimportant</p>	<p>1</p>	<p>Acceptable risk (including residual risk), having an insignificant impact on the university's activities, local interruptions that can be eliminated without interruption of activities with insignificant losses</p>

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Diagram 7

Business Process Continuity Policy

Risk	Point/level of risk	Expected result	Prevention / risk management	Responsible/ Engaged service	Maintaining business continuity	Business process restoration
State policy, regulation of the field of education						
Change of state policy in the field of education	9 High	<ul style="list-style-type: none"> Increasing standards and requirements for the university Disruption of the university's activities in case of non-compliance with the real requirements of the management 	<ul style="list-style-type: none"> Monitoring of legislative news. Active cooperation with the Ministry of Education regarding expected changes in standards and the estimated date of their implementation 	<ul style="list-style-type: none"> Rector Quality Assurance Service 	<ul style="list-style-type: none"> Determination of changes in the university's strategy and action plan. Defining and improving financial sustainability. Making changes in relevant documents and regulations Changing the management of the university to meet the new requirements 	
Change of state policy in the matter of education of foreign citizens in Georgia	15 Very high	<ul style="list-style-type: none"> Probable decrease in the number of students Reduction of university income 	<ul style="list-style-type: none"> Monitoring of legislative news. Monitoring of current events in the alternative market and countries 	<ul style="list-style-type: none"> Rector Quality Assurance Service 	<ul style="list-style-type: none"> Determining the need to change the university's strategy and action plan. 	

				<ul style="list-style-type: none"> International Relations and Strategic Planning service 	<ul style="list-style-type: none"> Determination and improvement of financial sustainability. Making changes in relevant documents and regulations Studying the perspective of entering alternative markets and conducting relevant works
<p>Change of the state's funding system for higher educational institutions</p> <p>/Discriminatory attitude towards private and state higher educational institutions/</p>	<p>9</p> <p>High</p>	<ul style="list-style-type: none"> Financial advantage of state HEIs compared to private HEIs Creation of more material and technical base in the State Higher Education Institution Giving preference to the state HEI system for students and academic staff Increased flow of students (exit from the university) Increase in the flow of qualified personnel (leaving the university) 	<ul style="list-style-type: none"> Monitoring of legislative changes Preparing and proposing an alternative project of the financing system to the Ministry of Education 	<ul style="list-style-type: none"> Deputy Rector for Administrative and Financial Affairs Quality Assurance Service Financial and Accounting service 	<ul style="list-style-type: none"> Formation of the optimal option of financial resources and budget Preparing an alternative budget option for the expected changes for the university in order to avoid the financial crisis Improving the quality of teaching in the university and introducing innovations - reducing the outflow of students and providing maximum support for students admitted to the university with mobility. Implementation and promotion of a flexible system of remuneration of academic staff, involvement in scientific and research

					activities, as well as social package	
Change in the system of financing students with state educational grants	3 Low	<ul style="list-style-type: none"> Possible reduction of the university's income Reducing the number of students due to the increase in tuition fees 	<ul style="list-style-type: none"> Establishment of internal university benefits within the limits of possibilities Establishment of internal university benefits within the limits of possibilities 	<ul style="list-style-type: none"> Deputy Rector for Administrative and Financial Affairs Quality Assurance Service Financial and Accounting service 	<ul style="list-style-type: none"> Intensive work on increasing the income of the university Communications with companies for the purpose of advertising their own activities on the establishment of scholarships for students, the rules of which can be granted 	
Change in the method of calculating the quota of students to be enrolled in HEI	20 Critical	<ul style="list-style-type: none"> Reducing the number of students in the university Decrease in university revenues Financial crisis and increase in liabilities 	<ul style="list-style-type: none"> Active connection with the Ministry of Education in order to inform about expected changes Maximum preparation in accordance with the requirements of the new standards for calculating the student quota 	<ul style="list-style-type: none"> Rector School Dean International Relations and Strategic Planning service 	<ul style="list-style-type: none"> Change of strategic plan Studying the standards corresponding to new requirements, evaluating the current situation and developing a development plan Formation of the development budget 	
Deterioration of interstate relations with the		<ul style="list-style-type: none"> Reducing the number of students 	<ul style="list-style-type: none"> Additional meetings with students in order to assess conflicts in reality 	<ul style="list-style-type: none"> Rector International Relations and 	<ul style="list-style-type: none"> Continuous study of processes 	

university's target countries	10 High	<ul style="list-style-type: none"> Development of conflicts with students at the university 	<ul style="list-style-type: none"> Maximum attention should be paid to the prevention of conflicts and the formation of friendly relations between students 	Strategic Planning service	<ul style="list-style-type: none"> Implementation of recommendations issued by the state Strengthening of security measures Finding alternative target countries 	
Risks associated with compliance with educational standards						
Change in authorization and accreditation standards	12 Very high	<ul style="list-style-type: none"> Possible loss of authorization and accreditation by the university Suspension of the learning process Financial crisis of the organization 	<ul style="list-style-type: none"> Evaluation and development of the learning environment in accordance with the standard requirements Support for academic staff in educational and scientific activities Assessment of students' needs in relation to teaching 	<ul style="list-style-type: none"> Rector Quality Assurance Service School Dean 	<ul style="list-style-type: none"> Adjusting and adapting the university's strategic plan to monitor performance in accordance with changes in standards Changes in the strategic development plan Systematic monitoring of the qualitative side of teaching Adequate to changes 	
Suspension of university authorization	10 High	<ul style="list-style-type: none"> Suspension of educational activities of the university; Redistribution of the existing student quota in different higher education institutions; loss of trust in the university; 	<ul style="list-style-type: none"> Assessment of compliance with the institution's authorization standards. Assessing and updating the compliance and effectiveness of policies, procedures and processes 	<ul style="list-style-type: none"> Rector Quality Assurance Service School Dean 	<ul style="list-style-type: none"> Determining the need to change the university's strategy and action plan. Determination of financial sustainability. Making changes in relevant documents and regulations. Informing students. 	

		<ul style="list-style-type: none"> • Suspension of admission of new quota of students until authorization is obtained 	<ul style="list-style-type: none"> • Periodic assessment of personnel and improvement of their skills • All types of satisfaction surveys 		<ul style="list-style-type: none"> • Develop a reauthorization plan. • Conducting trainings aimed at raising the qualifications of academic staff • Attracting new academic staff 	
<p>Suspension of accreditation of the program operating at the university</p>	<p>10 High</p>	<ul style="list-style-type: none"> • The occurrence of temporary problems in the implementation of university activities; • Problems with the implementation of training programs; • Reducing the flow of students; • Reduction of financial and human resources 	<ul style="list-style-type: none"> • Comparing university programs with compliance with accreditation standards; • Updating of training programs, teaching, material and technical base in accordance with accreditation requirements • Conducting program effectiveness studies • Systematic study of international regulations, evaluation in relation to the university • Qualitative improvement of teaching in accordance with new requirements 	<ul style="list-style-type: none"> • Deputy Rector for Academic and Strategic Development • Quality Assurance Service • School Dean 	<ul style="list-style-type: none"> • Determining the need to change the university's strategy and action plan. • Making changes in relevant documents and regulations • Informing students • Development of an action plan to remove restrictions • Trainings for raising the qualifications of academic staff • Attracting new academic staff • Refinement and improvement of learning processes • Refinement and improvement of learning processes • Sharing other experiences 	

					<ul style="list-style-type: none"> Improvement of the material and technical base 	
<p>Negative decision from the state on the request to increase the student quota</p>	<p>15 Very high</p>	<ul style="list-style-type: none"> Delay in increasing the number of students Reducing the university's income and delaying the educational process Impairment of university development 	<ul style="list-style-type: none"> Work on creating an adequate learning environment for the demand of increasing the contingent Development and constant updating of the training area 	<ul style="list-style-type: none"> Rector Quality Assurance Service Deputy Rector for Administrative and Financial Affairs, School Dean 	<ul style="list-style-type: none"> Constant study of legislative changes and standards requirements Assessment of the current situation in the university and detection of inconsistencies with standard requirements Developing a development plan 	
Image and awareness						
<p>Damaging the image of the university</p>	<p>15 Very high</p>	<ul style="list-style-type: none"> Reduced contingent of students Lack of professional personnel Increase in financial debts Suspension of activity 	<ul style="list-style-type: none"> Market research Strengthening of PR activities Updating programs Renewal of qualified human resources 	<ul style="list-style-type: none"> Quality Assurance Service School Dean Program Head Public Relations and Marketing service 	<ul style="list-style-type: none"> PR activities, evaluation of programs Situation analysis Development of a plan for raising awareness and activities of the university 	
<p>Negative attitude towards the university in the target groups</p>	<p>15 Very high</p>	<ul style="list-style-type: none"> Reduced contingent of students Lack of professional personnel 	<ul style="list-style-type: none"> Periodic satisfaction survey of target groups. Active use of feedback system with target groups; 	<ul style="list-style-type: none"> Deputy Rector for Academic and Strategic Development, Public Relations 	<ul style="list-style-type: none"> Conducting marketing research. 	

		<ul style="list-style-type: none"> • Increase in financial debts • Suspension of activity 	<ul style="list-style-type: none"> • Monitoring of media and social networks. • Placing information with a positive contingent on various media platforms 	and Marketing service	<ul style="list-style-type: none"> • Evaluating and updating the effectiveness of awareness raising campaigns 	
A negative campaign against the university in social networks	15 Very high	<ul style="list-style-type: none"> • Reduced contingent of students • Lack of professional personnel • Increase in financial debts • Suspension of activity 	<ul style="list-style-type: none"> • Monitoring every semester • Daily control of information • Dissemination of real information by the university 	<ul style="list-style-type: none"> • Rector • Public Relations and Marketing service 	<ul style="list-style-type: none"> • Analysis of enrolments - assessment of financial sustainability, - revision of marketing strategy - change of action plan 	
Negative media feedback	15 Very high	<ul style="list-style-type: none"> • Negative mood of the society towards the university • Reducing the prestige of the university • Reduction of the new quota of students • Reduction of the flow of possible enrolment applicants through mobility 	<ul style="list-style-type: none"> • Regular contract with media unions • Planning, implementation of university activities and providing information to the media 	<ul style="list-style-type: none"> • Rector • Public Relations and Marketing service 	<ul style="list-style-type: none"> • Conducting marketing research. • Evaluating and updating the effectiveness of awareness raising campaigns 	

		<ul style="list-style-type: none"> Exit of existing students from the university 				
Reduced rate of enrolment of students who are citizens of Georgia	3 Low	<ul style="list-style-type: none"> A reduced contingent of students and a decline in prestige Disruption of learning processes Financial crisis 	<ul style="list-style-type: none"> Creating the maximum level of teaching quality Strengthening the teaching of laboratory and practical skills Active involvement in teaching exchange programs 	<ul style="list-style-type: none"> Deputy Rector for Academic and Strategic Development School Dean Public Relations and Marketing service 	<ul style="list-style-type: none"> Intensive market research Active advertising of university activities, teaching methods, results Arranging open days for entrants, schoolchildren and their parents 	
Reduced enrolment of foreign students	20 Critical	<ul style="list-style-type: none"> A reduced contingent of students and a decline in prestige Disruption of learning processes Financial crisis 	<ul style="list-style-type: none"> Providing more information about the quality of teaching at the university to the target group Creating the maximum level of teaching quality Strengthening the teaching of laboratory and practical skills Active involvement in teaching exchange programs 	<ul style="list-style-type: none"> Deputy Rector for Academic and Strategic Development School Dean International Relations and Strategic Planning Service 	<ul style="list-style-type: none"> Active cooperation with foreign partners Creation of reference information of the university's activities/including the website, active reflection of the results/ 	
Student environment, social sustainability	9 High	<ul style="list-style-type: none"> The difficulty of adapting freshmen Conflicts on ethnic grounds in case of implementation of foreign language program 	<ul style="list-style-type: none"> Holding student evenings Involvement in joint public initiatives (greening, cleaning actions) Excursions across the city and different regions, joint events, 	<ul style="list-style-type: none"> Rector School Dean Curator of the group 	<ul style="list-style-type: none"> Systematic control of the situation Surveys and evaluations of student relations Frequent meetings of the dean, rector with the aim of identifying and preventing 	

			activation of student self-government		existing problems with students	
Risks related to human resource management						
Attitude of academic staff to university employment	15 Very high	<ul style="list-style-type: none"> Less interest in permanent university employment Deterioration of teaching quality 	<ul style="list-style-type: none"> Incentives for academic staff to deliver results adequately Quick response to problems related to working conditions Creating a corporate preferential system for various services 	<ul style="list-style-type: none"> Rector Quality Assurance Service School Dean Program Head Human Resource Management Service and Chancellery 	<ul style="list-style-type: none"> Temporary replacement Announcement of vacancy 	
Attitude of invited staff to university employment	12 Very high	<ul style="list-style-type: none"> Less interest in permanent university employment Deterioration of teaching quality 	<ul style="list-style-type: none"> Incentives for academic staff to deliver results adequately Quick response to problems related to working conditions Creation of a corporate preferential system for various services during the contractual period 	<ul style="list-style-type: none"> Deputy Rector for Academic and Strategic Development Quality Assurance Service School Dean Program Head Human Resource Management 	<ul style="list-style-type: none"> Temporary replacement Announcement of vacancy 	

				Service and Chancellery		
Attitudes of the main administrative staff towards university employment	8 High	<ul style="list-style-type: none"> ● Frequent staff turnover ● Instability of university management system ● Inefficient management of resources ● Mobilization of low-skilled personnel 	<ul style="list-style-type: none"> ● Encouragement and promotion of administrative staff ● Quick response to problems related to working conditions ● Introducing a paid system on holidays ● Creation of individual flexible work schedule 	<ul style="list-style-type: none"> ● Deputy Rector for Administrative and Financial Affairs ● Human Resource Management Service and Chancellery 	<ul style="list-style-type: none"> ● Temporary replacement ● Announcement of vacancy 	
Dependence of other administrative and technical staff on university employment	6 Average	<ul style="list-style-type: none"> ● Frequent staff turnover ● Instability of university management system ● Inefficient management of resources ● Mobilization of low-skilled personnel 	<ul style="list-style-type: none"> ● Academic incentives, commendation and promotion, health insurance ● Quick response to problems related to working conditions ● Paid days off ● Individual flexible work schedule 	<ul style="list-style-type: none"> ● Deputy Rector for Administrative and Financial Affairs ● Human Resource Management Service and Chancellery 	<ul style="list-style-type: none"> ● Temporary replacement ● Announcement of vacancy 	
Learning space, material and technical base						
Faulty classrooms	5 Average	<ul style="list-style-type: none"> ● Untimely conduct of lectures ● The increase in student dissatisfaction with the current environment 	<ul style="list-style-type: none"> ● Monthly monitoring of study halls ● Weekly control of the technical functioning of the auditoriums / lighting, power supply to the switches, state of inventory, board, monitor, devices, doors, windows/ in case of a defect, an 	<ul style="list-style-type: none"> ● Deputy Rector for Administrative and Financial Affairs ● School Dean ● Labor Safety, Security and Logistics 	<ul style="list-style-type: none"> ● Daily visual inspection of the study hall ● Fixing the corresponding written act on the revealed defects ● Preparation of conclusions and recommendations on identified deficiencies for 	

		<ul style="list-style-type: none"> Remarks by academic staff due to faulty infrastructure 	<p>appropriate document is drawn up</p> <ul style="list-style-type: none"> Responding to the defect in a reasonably short period of time, prompt response 	<ul style="list-style-type: none"> Information Technology (IT) Service 	<p>the purpose of further response from the administration</p>	
Library	10 High	<ul style="list-style-type: none"> Insufficient literature Damage to existing foundation Dilapidated reading room Growing dissatisfaction among students and academic staff Deterioration of teaching quality 	<ul style="list-style-type: none"> Monthly monitoring of existing space Monitoring of the standard environment of the repository of the library fund Monitoring of the reading room Responding to the opinions of readers and library staff to maintain the system. Formation of the budget by years depending on the training program 	<ul style="list-style-type: none"> Deputy Rector for Clinical Bases and Educational Resource Management Labor Safety, Security and Logistics Information Technology (IT) Service School Dean 	<ul style="list-style-type: none"> Equipping the library with necessary literature Maintaining the library technically Periodic inspection of lighting, ventilation heating-cooling system, elimination of defects if necessary Equipping with a standard fire safety system 	
Damage / destruction of educational, laboratory and administrative equipment	15 Very high	<ul style="list-style-type: none"> Disruption of the teaching of a specific educational program Interruption of administrative activities, minor interruption 	<ul style="list-style-type: none"> Periodic monitoring Examining the deficiencies identified by the university staff in the shortest possible time Creation of temporary study-work conditions 	<ul style="list-style-type: none"> Deputy Rector for Clinical Bases and Educational Resource Management Labor Safety, Security and Logistics Information Technology (IT) Service 	<ul style="list-style-type: none"> Maximum equipment of the laboratory environment Determining the staff of the university for the maintenance of the laboratory Support periodic initiatives for the proper functioning of the laboratory space 	

				<ul style="list-style-type: none"> School Dean 	<ul style="list-style-type: none"> Active use of protection and security system 	
Insufficient and faulty laboratories	10 High	<ul style="list-style-type: none"> Implementation of laboratory teaching with significant gaps Deterioration of teaching quality Increasing dissatisfaction of students and lecturers The problem of accreditation of the training program 	<ul style="list-style-type: none"> Weekly inspection of laboratory space Creation-equipment of university laboratories adequately organized according to the teaching levels of the program Creation of laboratories - creation of a budget fund for renewal 	<ul style="list-style-type: none"> Deputy Rector for Clinical Bases and Educational Resource Management School Dean Labor Safety, Security and Logistics Information Technology (IT) Service 	<ul style="list-style-type: none"> Formation of the budget for the development of university laboratory spaces Consideration of warranty periods when using laboratory equipment 	
Technical deficiencies of the educational building	10 High	<p>Creating a situation hindering the learning and working environment</p> <p>An increase in health risks</p>	<p>Monitoring of internal and external spaces of the building</p> <p>Identification of the detected defects</p> <p>Determination of measures for rehabilitation</p> <p>Budgetary support</p>	<ul style="list-style-type: none"> Deputy Rector for Administrative and Financial Affairs Labor Safety, Security and Logistics Finances and Accounting service 	<p>Rehabilitation of various defects in the interior of the building</p> <p>Fully restoring the learning and working environment</p> <p>Determining the cause of defects and responding to restoration within a reasonable time</p>	
Insufficient basic computer equipment	8 High	<p>Disruption of the learning process</p>	<p>Monitoring the proper operation of computers</p> <p>Provision of antivirus programs</p>	<ul style="list-style-type: none"> Deputy Rector for Administrative and Financial Affairs 	<p>Checking computers periodically</p>	

		Delay in implementation of administrative activities		<ul style="list-style-type: none"> Information Technology (IT) Service 	<p>Review and respond to staff complaints about computer performance</p> <p>Controlling the operation of the antivirus program</p> <p>Periodic consultations regarding the use of computers</p>	
Lack of basic software (client server/site)	8 High	<p>Disruption of the learning process</p> <p>Disruption of university activities and document circulation Inefficiency of the university services system</p> <p>Suspension of accounting activities</p>	<p>To determine the necessary programs for the implementation of educational and administrative activities of the university</p> <p>Find software partners with service guarantees</p> <p>Determine the appropriate budget</p> <p>Programs should be periodically archived and updated, and changes should be made</p>	<ul style="list-style-type: none"> Rector School Dean Information Technology (IT) Service 	<p>The necessary software package should be formed together with the services</p> <p>Periodically monitor the proper operation of the programs</p> <p>In case of defects, correct the defects within a reasonable time by own efforts or in connection with the suppliers.</p>	
Software problem	15 Very high	<ul style="list-style-type: none"> A slight interruption of the specific study / work process 	<ul style="list-style-type: none"> The presence of official partners Microsoft, Google and others, which reduces the risks associated with the software Presence of firewall, antivirus applications, LAN restriction 	<ul style="list-style-type: none"> Deputy Rector for Administrative and Financial Affairs Information Technology (IT) Service 	<ul style="list-style-type: none"> To identify the problem and respond accordingly, CMT can be contacted BCMB has been informed 	

			<ul style="list-style-type: none"> • Periodic storage of copies 		<ul style="list-style-type: none"> • In case of a serious problem - providing IT assistance to eliminate the error • - If necessary, contact with official suppliers 	
Damage to computer hardware	12 Very high	<ul style="list-style-type: none"> • A small delay in the implementation of a specific training program • Delay in implementation of university management 	<ul style="list-style-type: none"> • Periodic inspection of equipment, • From time to time, replacement of obsolete equipment with new ones • Backup computer supplies 	<ul style="list-style-type: none"> • Deputy Rector for Administrative and Financial Affairs • Information Technology (IT) Service 	<ul style="list-style-type: none"> • Problem identification and appropriate response (repair/replacement/purchase of damaged) CMT may be contacted • BCMB is notified in case of a serious problem • Providing IT assistance to eliminate the fault • Replacement of damaged equipment if necessary 	
A network of university educational facilities in the city	5 Average	<ul style="list-style-type: none"> • Disruption of teaching, delays due to placement of objects in different areas • Factors hindering movement • Difficulty in monitoring the conduct of studies 	<ul style="list-style-type: none"> • Creating a flexible teaching schedule • Creating an internal transport system for the organized movement of students • An effective monitoring system for teaching in different clinics 	<ul style="list-style-type: none"> • Deputy Rector • Labor Safety, Security and Logistics • School Dean 	<ul style="list-style-type: none"> • Implementation of flexible learning process • Adapting the teaching schedule to the network of educational facilities 	

<p>Data protection</p>	<p>10 High</p>	<ul style="list-style-type: none"> • Unofficial access to the database by a competitor or other legal or natural person • Danger of data deletion, destruction • Significant disruption of university management 	<ul style="list-style-type: none"> • Systematic control of internal and incoming networks • Signing a service contract with two different Internet providers • Implementation of antivirus systems • Implementation of data storage system 	<ul style="list-style-type: none"> • Deputy Rector for Administrative and Financial Affairs • Information Technology (IT) Service 	<ul style="list-style-type: none"> • In case of damage to databases and systems, determining and eliminating the cause of the delay; • System recovery using data and database backups • Sending a message about the current situation in the Internet connection provider company; • Implementation of an alternative system for providing Internet connection • Analysis and improvement of the effectiveness of the existing protection systems 	
<p>Office supplies</p>	<p>8 High</p>		<p>Semester examination</p>	<ul style="list-style-type: none"> • Deputy Rector for Administrative and Financial Affairs • Finances and Accounting service 	<ul style="list-style-type: none"> • Finding additional resources 	
<p>Risks related to the management of financial resources</p>						

Tuition regulation fee	8 High	<ul style="list-style-type: none"> Tuition fee increase for students Risk of suspension of student status 	<ul style="list-style-type: none"> Constant monitoring of legislative and regulatory changes In case of tuition fee increase, implementation of an alternative mitigating policy 	<ul style="list-style-type: none"> Rector School Dean Legal Service 	<ul style="list-style-type: none"> Student Satisfaction Survey Changes to student support regulations to investigate identifying causes Implementation of entrant attraction programs 	
Taxation policy, bills	4 Average	<ul style="list-style-type: none"> Impact of high fees on university revenue reduction and financial stability 	<ul style="list-style-type: none"> Budget adjustment Finding additional income using the existing base, establishing short-term training programs Preparing and proposing an alternative tax policy project to the Ministry of Education 	<ul style="list-style-type: none"> Deputy Rector for Administrative and Financial Affairs Finances and Accounting service 	<ul style="list-style-type: none"> Cooperation and formation of opinions with other private higher education institutions Clarification of the base and capabilities of the university in order to receive new revenues 	
Exchange rate change	16 Very high	<ul style="list-style-type: none"> Instability of earnings on English language program Price changes in national currency for university goods to be purchased from other countries 	<ul style="list-style-type: none"> Control of exchange rate dynamics Cooperation and risk insurance through the servicing bank 	<ul style="list-style-type: none"> Deputy Rector for Administrative and Financial Affairs Finances and Accounting service 	<ul style="list-style-type: none"> Implementation of a flexible system of payment of tuition fees Insurance against sharp changes in the exchange rate through contractual relations 	
Lack of income from contractors	16 Very high	<ul style="list-style-type: none"> Decrease in university revenues 	<ul style="list-style-type: none"> Continuous control of contractual obligations 	<ul style="list-style-type: none"> Deputy Rector for Administrative and Financial Affairs 	<ul style="list-style-type: none"> Adjustment of obligations with contractors 	

				<ul style="list-style-type: none"> Finances and Accounting service 	<ul style="list-style-type: none"> Search for new contractors in accordance with the current trend 	
Legal disputes	10 High	<ul style="list-style-type: none"> Disruption of the learning process 	<ul style="list-style-type: none"> Monitoring of legal disputes, identification of arising disputes Minimizing disputes 	<ul style="list-style-type: none"> Rector Legal Service 	<ul style="list-style-type: none"> Studying the causes and factors of disputes Development of dispute minimization system Increasing involvement in decision-making 	
Political environment	15 Very high	<ul style="list-style-type: none"> Change of state policy in the field of education abroad 	<ul style="list-style-type: none"> Defining and improving financial sustainability. Making changes in relevant documents and regulations Studying the perspective of entering alternative markets and conducting relevant works 	<ul style="list-style-type: none"> Deputy Rector for Academic and Strategic Development International Relations and Strategic Planning Service 	<ul style="list-style-type: none"> Calculating expected losses and budget adjustments. - Forcing market diversification measures. 	
Non-payment of tuition fees by the student within the prescribed period	15 Very high	<ul style="list-style-type: none"> Instability of university income and budget 	Non-payment of tuition fees by the student within the prescribed period	<ul style="list-style-type: none"> Deputy Rector for Administrative and Financial Affairs Finances and Accounting service 	<ul style="list-style-type: none"> Instability of university income and budget 	
Competition in the educational space	16 Very high	<ul style="list-style-type: none"> Increase in the number of profile competitive higher educational institutions; 	<ul style="list-style-type: none"> Systematic improvement of teaching quality 	<ul style="list-style-type: none"> Rector Quality Assurance Service 	<ul style="list-style-type: none"> Evaluating the advantages of competing HEIs Evaluating the university's strategy, current level of 	

		<ul style="list-style-type: none"> ● Outflow of academic staff from the university; ● Reducing the number of students; 	<ul style="list-style-type: none"> ● Strengthening the material and technical base ● Training of students with professional skills, high employment ● The activity of the university in terms of education and science and the introduction of the results to the public ● Work on raising the prestige of the university ● Proper delivery and advertising of university teaching, activities, achievements, successes, teaching methods for entrants, students and citizens of foreign countries 	<ul style="list-style-type: none"> ● School Dean 	<p>development and determining ways to increase competitiveness</p>	
Lack of income	15 Very high	<ul style="list-style-type: none"> ● Increase in financial debts ● Inability to pay salaries and other operating expenses ● Financial crisis 	<ul style="list-style-type: none"> ● Creation of financial reserves ● Adjustment of the school year budget during the academic year 	<ul style="list-style-type: none"> ● Deputy Rector for Administrative and Financial Affairs ● Financial Service ● Finances and Accounting service 	<ul style="list-style-type: none"> ● Participation in grant and research program competitions ● Development and addition of new training programs ● Development and addition of new short-term training courses 	

					<ul style="list-style-type: none"> • Activation in order to attract foreign students • Determining the amount of the expected loss in the process of solving the problem • Taking a loan 	
Fines, sanctions and penalties	5 Average	<ul style="list-style-type: none"> • Increase in financial obligations due to imposition of administrative fines • In case of untimely payment of debts, a significant increase in liabilities due to non-payment of fines or penalties 	<ul style="list-style-type: none"> • Constant control of payments • Consulting with auditors 	<ul style="list-style-type: none"> • Deputy Rector for Administrative and Financial Affairs • Finances and Accounting service 	<ul style="list-style-type: none"> • - Assessment and implementation of the need for changes in the annual budget of the university • Determination of financial sustainability and implementation of actions aimed at finding additional funds • Assessment and implementation of the need to make changes in documentation and regulations 	
Unforeseen expenses	12 Very high	<ul style="list-style-type: none"> • Additional costs from the university budget, which reduce the possibility of carrying out the planned events • Creating a financial deficit 	<ul style="list-style-type: none"> • Maximum consideration of the university's needs when forming the budget • Estimating needs effectively • Assessment of circumstances causing unforeseen expenses • Creation of contingency fund 	<ul style="list-style-type: none"> • Deputy Rector for Administrative and Financial Affairs • School Dean • Finances and Accounting service 	<ul style="list-style-type: none"> • Optimal planning of the budget for the academic year • Reconciling the budget with all structural units before approving it 	

				<ul style="list-style-type: none"> • Labor Safety, Security and Logistics 	<ul style="list-style-type: none"> • Maximizing expected liabilities 	
Force majeure						
<p>Sanitary-epidemiological situation;</p> <p>Pandemic / other infectious diseases</p>	<p>12</p> <p>Very high</p>	<ul style="list-style-type: none"> • Infecting large numbers of students and staff • Disruption of university work 	<ul style="list-style-type: none"> • Provide information to students and staff on prevention measures • Strengthening of university disinfection • Thermal screening of university entrants and more (see Infectious Disease Preparedness and Response Plan) 	<ul style="list-style-type: none"> • Deputy Rector for Clinical Bases and Educational Resource Management • Labor Safety, Security and Logistics 	<ul style="list-style-type: none"> • Shifting the work and study process to remote relationships (in full or in part) • Provision of administrative staff with computer equipment, transportation, communication and other resources to switch to online working mode • Conduct online training for academic staff to familiarize them with the technical details of distance learning • Preparation of recommendations for students/lecturers regarding online learning/teaching • Create online groups and subscribe to tables 	

					<ul style="list-style-type: none"> Organization of online exams by the exam center 	
Risks related to food safety in the HEI cafeteria	12 Very high	<ul style="list-style-type: none"> Increased risk of food poisoning among university students and staff Short-term or long-term incapacitation of individuals Deterioration of students' health condition 	<ul style="list-style-type: none"> Maintenance of sanitary standards, purchase of necessary equipment and facilities Carrying out periodic large-scale sanitary cleaning Cooperation with sanitary supervision services, consideration of recommendations 	<ul style="list-style-type: none"> Deputy Rector for Administrative and Financial Affairs Labor Safety, Security and Logistics 	<ul style="list-style-type: none"> Assessment of expected risks Identification of risks Systematic monitoring to minimize risks 	
Conflict situations in the university	6 Average	<ul style="list-style-type: none"> Work process interruption Disruption of the study process Damaging the image of the university 	<ul style="list-style-type: none"> Strict separation of work functions and objective response to completed work Introducing the principle of teamwork among employees Planning joint, corporate events 	<ul style="list-style-type: none"> Rector School Dean Human Resource Management Service and Chancellery 	<ul style="list-style-type: none"> Conflict risk assessment Studying the foundations of conflicts and developing a plan of measures to avoid them Preliminary assessment of expected conflicts and timely response to stop them 	
Terrorist attack / hostage taking	5 Average	<ul style="list-style-type: none"> Possible panic Risk of receiving psychological trauma Possible physical injuries (including life- 	<ul style="list-style-type: none"> Tightening the control of visitors' access to the territory of the university Tightening the storage and control of video recordings 	<ul style="list-style-type: none"> Deputy Rector for Administrative and Financial Affairs Labor Safety, Security and Logistics 	<ul style="list-style-type: none"> Assessment of the level of damage and adequate response in each specific case in cooperation with state structures Involvement in the problem-solving process 	

		<p>threatening) to students and employees</p> <ul style="list-style-type: none"> • Management of the situation by the state structure and restriction of movement on the territory of the university • Temporary suspension of university operation 	<ul style="list-style-type: none"> • Monitoring of the internal and external territory of the university 	<ul style="list-style-type: none"> • Doctor • Public Relations and Marketing service 	<ul style="list-style-type: none"> • Call 112 and call the police • Fencing and locking the perimeter • Stopping the learning / work process and moving students, university staff, visitors to a safe place as much as possible 	
<p>Use of explosive substances, distribution of poisonous, chemical, radioactive or biological substances (inside the building)</p>	<p>10 High</p>	<ul style="list-style-type: none"> • Possible panic • Risk of receiving psychological trauma • Risk of spreading harmful substances from an additional explosion • Possible physical injuries (including life-threatening) to students and employees • Possible environmental pollution • Management of the situation by the state structure and disposal of university resources • Temporary suspension of university operation 	<ul style="list-style-type: none"> • Tightening the control of visitors' access to the territory of the university • Tightening the storage and control of video recordings • Constant monitoring of the internal and external territory of the university 	<ul style="list-style-type: none"> • Deputy Rector for Administrative and Financial Affairs • Labor Safety, Security and Logistics • Doctor responsible for primary medical care • Public Relations and Marketing service 	<ul style="list-style-type: none"> • Assessment of the level of damage and adequate response in each specific case with state structures, calling 112 and calling the police • Emergency evacuation of the building • Fencing and locking the perimeter • Suspension of training / work process • If a few days are needed to solve the problem, continuing the training and work process online or finding an alternative space 	

<p>Fire</p>	<p>15 Very high</p>	<ul style="list-style-type: none"> Possible injury to students and staff Immediate suspension of the university 	<ul style="list-style-type: none"> Arrangement of the university in accordance with emergency management regulations Presence of fire hydrants, fire extinguishers in the university, its periodic renewal Conducting fire safety training for university employees Evacuation of staff from the university under the conditions of a simulated fire situation twice a semester during the teaching period 	<ul style="list-style-type: none"> Deputy Rector for Administrative and Financial Affairs Labor Safety, Security and Logistics Doctor responsible for primary medical care 	<ul style="list-style-type: none"> Damage to the building and inventory is assessed and repaired In case of significant damage, online continuation of the training and work process or finding an alternative space 	
<p>Damage to the building</p>	<p>10 High</p>	<ul style="list-style-type: none"> A slight interruption of the specific study/work process 	<ul style="list-style-type: none"> Periodic monitoring and repair work 	<ul style="list-style-type: none"> Deputy Rector for Administrative and Financial Affairs Labor Safety, Security and Logistics 	<ul style="list-style-type: none"> Damage assessment and standard repair work In case of significant damage, temporary closure of the damaged and emergency space Transferring a specific study / work process to a temporary alternative space and adjusted study mode 	
<p>Student protest</p>	<p>8 High</p>	<ul style="list-style-type: none"> Partial disruption of university processes 	<ul style="list-style-type: none"> Strengthening student activities services 	<ul style="list-style-type: none"> Rector School Dean 	<ul style="list-style-type: none"> Determining the reason for the student protest Conducting negotiations 	

		<ul style="list-style-type: none"> Possible aggravation of the situation Acceptance of unmanaged processes 	<ul style="list-style-type: none"> Effectiveness of student self-government activities Active communication with the university administration, dean's office, marketing and communication service 	<ul style="list-style-type: none"> Labor Safety, Security and Logistics Human Resource Management Service and Chancellery 	<ul style="list-style-type: none"> Problem solving or other responses to end the protest peacefully Monitoring the situation 	
A political, social or other type of event that happened in the country / city	8 High	<ul style="list-style-type: none"> Involvement of university staff in conflicts; Possible impact on university activities Possible suspension of the university's functioning Deterioration of the quality of teaching; 	<ul style="list-style-type: none"> Timely provision of information on the possible development of events Communicate with students and staff to ensure safety 	<ul style="list-style-type: none"> Rector School Dean Human Resource Management Service and Chancellery 	<ul style="list-style-type: none"> Constant study and evaluation of events Periodic meetings of the university administration and discussions regarding the position and mission of the university 	
Drinking water	3 Low	<ul style="list-style-type: none"> Periodic control of the internal water supply system connected to the entire territory of the university (monthly inspection) In order to eliminate interruptions in the supply of water from the external system, provision of drinking 	<ul style="list-style-type: none"> Checking the functioning of the water supply system on the territory of the university Restoration of damaged sections of water supply of amortized pipes during non-working time 	<ul style="list-style-type: none"> Deputy Rector for Administrative and Financial Affairs Labor Safety, Security and Logistics 	<ul style="list-style-type: none"> Independent provision of drinking water Identifying the problem (internal or external) and responding accordingly Creation of drinking water supply according to need Making intensive contact with the water supply representative 	

		water dispensers of the university				
Power supply problem	2 Low	<ul style="list-style-type: none"> Impeding the proper operation of the university's infrastructure Limiting the use of the elevator Stopping the movement of elevator users ("elevator jamming") Turning off the lighting system and interrupting lectures in the evening hours Disconnecting the air conditioning and ventilation system Limiting the use of the Internet network, delaying document circulation 	<ul style="list-style-type: none"> Installation of the power generator and periodic checking for proper operation Installation of an uninterruptible power supply system (UPS) for information storage and data protection Monitoring of the internal power supply system at university facilities twice a year Monthly monitoring of the main power distribution switches in the building 	<ul style="list-style-type: none"> Deputy Rector for Administrative and Financial Affairs Labor Safety, Security and Logistics 	<ul style="list-style-type: none"> Problem identification (internal/external) and appropriate response Automatic generator start-up and operation control Constant contact with the electricity supplier and adequate management of internal resources Adjusting the work schedule of employees - making changes to the schedule of the training process 	

<p>Natural gas supply problem</p>	<p>2 Low</p>	<ul style="list-style-type: none"> Seasonal risk of heating failure (by default - from November of each year to March of the next year), Temporary interruption of study / work process as a result of disconnection of central heating 	<ul style="list-style-type: none"> Temporary replacement of central heating with electric furnaces, air conditioning Monitoring of the heating system two weeks before the start of the season Seasonal preventive works of the heating system 	<ul style="list-style-type: none"> Deputy Rector for Administrative and Financial Affairs Labor Safety, Security and Logistics 	<ul style="list-style-type: none"> - Problem identification (internal or external) and appropriate response, CMT is ready for timely response BCMB is informed if gas supply is interrupted for a long time (>4 hours). - Contacting the gas supply representative - possible interruption of the study / work process during the critical period (5 months) 	
<p>Conditioning</p>	<p>2 Low</p>	<ul style="list-style-type: none"> Disruption of learning and work process 	<ul style="list-style-type: none"> Periodic system check, Standard inspection twice a year before the start of the academic semester Emergency check in case of local problem 	<ul style="list-style-type: none"> Deputy Rector for Administrative and Financial Affairs Labor Safety, Security and Logistics 	<ul style="list-style-type: none"> Provision of air conditioning system as needed 	
<p>Deterioration of the sanitary condition in the territory of the university</p>	<p>4 Average</p>	<ul style="list-style-type: none"> Risks of disease spreading on the university territory University's responsibility regarding the created situation 	<ul style="list-style-type: none"> Constant cleaning of sanitary units during the entire working period of the university Ensuring appropriate cleanliness in educational, practical and laboratory spaces 	<ul style="list-style-type: none"> Deputy Rector for Administrative and Financial Affairs Labor Safety, Security and Logistics 	<ul style="list-style-type: none"> Creating a standard cleaning system Periodic purchase and renewal of inventory, equipment, liquids and other auxiliary means, stock creation 	

			<ul style="list-style-type: none"> • Daily cleaning of common or educational-administrative spaces of the building • Ensuring the implementation of the recommendations received by the authorities in the university building during the epidemiological situation in the country • If necessary, thermal screening, use of protective means, treatment with a special solution, disinfection of spaces, air ventilation 		<ul style="list-style-type: none"> • Use of disinfection solutions • Carrying out large-scale cleaning of buildings once a month 	
Waste Management	3 Low	<ul style="list-style-type: none"> • Fluctuations in cleaning fees and increases in university costs • Delay in disposal of waste and creation of unsanitary situation in the vicinity of the university 	<ul style="list-style-type: none"> • Constant contact with the cleaning company • Placement of additional waste collection containers in the university quarters as needed 	<ul style="list-style-type: none"> • Deputy Rector for Administrative and Financial Affairs • Labor Safety, Security and Logistics • Finances and Accounting service 	<ul style="list-style-type: none"> • Implementation of systematic waste collection on the internal and external perimeter of the university • Monitoring of waste disposal by the service company 	
Defective water system (waste water)	4 Average	<ul style="list-style-type: none"> • Sudden deterioration of sanitary conditions in the university • Termination of activity/teaching at a specific facility (building) of the university 	<ul style="list-style-type: none"> • Preventive works of the internal system of the university 2 times a year during the non-academic period • Active cooperation with the relevant municipal service of 	<ul style="list-style-type: none"> • Deputy Rector for Administrative and Financial Affairs • Labor Safety, Security and Logistics 	<ul style="list-style-type: none"> • Identification of the problem (internal/external) and cleaning of the system by the appropriate service • Notification to relevant services 	

			the city in order to properly connect to the external system		<ul style="list-style-type: none"> Temporarily closing part of the sanitary units of the university 	
Damage / destruction of educational, laboratory and administrative equipment	15 Very high	<ul style="list-style-type: none"> A small interruption of a particular study/work process 	<ul style="list-style-type: none"> Periodic monitoring and repair work 	<ul style="list-style-type: none"> Deputy Rector for Administrative and Financial Affairs School Dean Labor Safety, Security and Logistics 	<ul style="list-style-type: none"> Damage assessment, repair or replacement Temporarily closing the damaged area Temporary relocation of a specific study / work process 	
Destruction of archival material and various documents	10 High	<ul style="list-style-type: none"> Delay in the proceedings Absence of contracts and memorandums with students, academic and administrative staff, suppliers and partners prior to renewal Possible delay in tax/audit verification process 	<ul style="list-style-type: none"> Creating electronic copies Storage of archival material and other documentation in specially designated secure spaces 	<ul style="list-style-type: none"> Deputy Rector for Administrative and Financial Affairs Finances and Accounting service Legal Service Human Resource Management Service and Chancellery 	<ul style="list-style-type: none"> Description of destroyed documentation and determination of priorities for phased recovery Restoration of documentation through electronic copies by the relevant service Restoration and renewal of contracts and memorandums In case of a significant problem, problem identification and appropriate response 	

Cyber crime	15 Very high	<ul style="list-style-type: none"> Risk of data loss Possible interruption of the study/work process 	<ul style="list-style-type: none"> Storing important information on external secure servers Create and save data backups periodically (once a week) 	<ul style="list-style-type: none"> Deputy Rector for Administrative and Financial Affairs Legal Service Information Technology (IT) Service 	<ul style="list-style-type: none"> Timely informing of law enforcement structures Providing IT support as much as possible 	
Logistical environment	8 High	<ul style="list-style-type: none"> Relations on the mobilization of the student contingent; Relations on the supply of laboratory equipment, technologies, materials and others/ Possible impact on university activities Possible suspension of university operation 	<ul style="list-style-type: none"> Active relationship with partners, search for alternative partners Timely delivery of information to partners on the possible development of events Communicate with students and staff to ensure safety 	<ul style="list-style-type: none"> Rector Chancellor Labor Safety, Security and Logistics Finances and Accounting service 	<ul style="list-style-type: none"> Calendar monitoring of agreements and commitments with partners Assessment of risks of fulfilment of obligations and timely response In case of expected delay, development of an alternative option in order to reduce the negative consequences 	
Interruption of Internet connection	6 Average	<ul style="list-style-type: none"> Disruption of the technical side of teaching Disruption of university management (document circulation, fulfilment of financial obligations, exchange of tasks and information) 	<ul style="list-style-type: none"> Systematic control of internal and incoming networks Signing a service contract with two different Internet providers 	<ul style="list-style-type: none"> Deputy Rector for Administrative and Financial Affairs Information Technology (IT) Service 	<ul style="list-style-type: none"> Determining the reason for the interruption of the Internet connection In case of damage inside the building, eliminate it independently Send a crash report to your Internet service provider 	

					<ul style="list-style-type: none"> ● Implementation of an alternative system for providing Internet connection 	
<p>Weather deterioration, natural events (floods, strong winds, blizzards, earthquakes)</p>	<p>9 High</p>	<ul style="list-style-type: none"> ● Possible injuries on the territory of the university ● Interruption of utility services ● Problems related to movement/travel ● Possible disruption of university work 	<ul style="list-style-type: none"> ● Proper arrangement of infrastructure. ● Proper arrangement of the evacuation system ● Trainings on behaviour during natural disasters; ● Raising the awareness of the university community. ● At the end of each working day, the building is monitored by the security service ● In case of worsening weather, to immediately inform the state emergency management service to minimize the risks 	<ul style="list-style-type: none"> ● Deputy Rector for Administrative and Financial Affairs ● Head of Security Service ● Labor Safety, Security and Logistics 	<ul style="list-style-type: none"> ● Immediate evacuation of students and staff from the building to a safe area ● Emergency situations and emergency services are notified immediately ● If necessary, first aid is given to the victims ● Discontinuation of study and work process ● Assessment of material damage ● Financial sustainability and allocation of appropriate funds ● Stocktaking 	
<p>Strong thunder, fall of the mech</p>	<p>10 High</p>	<ul style="list-style-type: none"> ● In the case of a fall of a tree, there is a possibility of damage to electrical equipment, computer equipment 	<ul style="list-style-type: none"> ● Arrangement of lightning conductor systems ● Creating a grounding system for laboratory and electrical equipment 	<ul style="list-style-type: none"> ● Deputy Rector for Administrative and Financial Affairs ● Labor Safety, Security and Logistics 	<ul style="list-style-type: none"> ● Consultations with specialists ● Purchase and installation of risk avoidance system ● Periodic monitoring of system performance 	

<p>Safety and security</p>	<p>12 High</p>	<ul style="list-style-type: none"> • Entry of foreigners into the territory of the university • The origin of social conflicts • Tampering with university property, laboratory and computer equipment • Stealing 	<ul style="list-style-type: none"> • Regulation of admission of personnel to the university during the day • Determination and observance of the rules for the admission of visitors to the university during the day • Ensuring building security continuously twenty-four hours a day 	<ul style="list-style-type: none"> • Deputy Rector for Administrative and Financial Affairs • Labor Safety, Security and Logistics 	<ul style="list-style-type: none"> • Systematic instruction of security guards • Developing risk assessment skills • Emergency response according to the specific situation 	
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