Kirkwood
COMMUNITY COLLEGE

College Procedure: 705.1 – Business Continuity Planning

Policy Reference:	705 – Business Continuity Management
Responsible Department:	Facilities and Public Safety
Approval Authority:	Cabinet
Procedure Owner:	Vice President, Facilities and Public Safety
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Legal Counsel Reviewed (yes/no):	No
Legal Reference(s):	N/A
Scope:	College-wide

Reason for Procedure

Business Continuity Planning is a proactive strategic approach that anticipates a variety of threats and risks facing Kirkwood should there be a major disruption of service. Developing prior arrangements and procedures enables Kirkwood and individual departments to respond to a major disruption in such a manner that critical business functions can continue within planned levels of disruption. The end result of this activity is an effective Business Continuity Plan (BCP). The BCP provides guidance and steps for recovery in a specified period of time for a specified function or process. Kirkwood uses the Kuali IT application (branded as Kirkwood Readiness & Recovery) for business continuity planning. This procedure describes the system used to create, store and maintain BCPs; the steps needed to create a BCP within the system; requirements for periodic review and testing of the BCP; and steps for implementing a BCP.

The Procedure

Note: This is a summarized version of the procedures. Detailed system procedures are included in "Business Continuity Management: Guide to Business Continuity Planning" referenced at the end of this procedure document.

System Administration

System Administrators are responsible for system setup including establishment of the following:

- Initial User Access

- Buildings/Locations

- Departments

- Major Divisions (led by a cabinet member)

- Centrally Owned IT Applications maintained and support internally by Technology Services

- Instructional Departments

- Levels of Criticality categories and definitions

- Recovery Time Objective categories

- Creating a new plan for each department

System Administrators assign access to department plans using the following guidelines from least restrictive to most restrictive access. After initial plan access is assigned Plan Managers can add planlevel users.

- **Plan Managers**: Plan Managers control plan access. Once granted, a person's access permissions remain valid until removed or changed. Managers can add other Managers and edit the plan.
- **Plan Editors**: Plan Editors can edit and view the plan but cannot manage access for other users.
- **Plan Viewers**: Plan Viewers can view, but not edit the plan.

Completing a Department BCP in Kirkwood Readiness & Recovery

Once a plan shell is established by the System Administrator and plan access is granted to department personnel, the responsibility for completing each department's BCP lies within the department. System Administrators will assist in plan completion, but the ultimate responsibility lies with each department as they know the critical functions, people, processes, and technology critical to continued operation. Department leadership is ultimately accountable for their department's plan. The following main sections of each BCP can be accessed from the top of any screen in the system:

- Plan Details

- Contacts

- Critical Functions

- Key Resources

- Information Technology

- Instruction

Subsections of each main section are accessed using the left-hand panel. Helpful tips for completing each section are located in the right-hand panel under Guidance. The following six sections of this document summarize the system inputs required to develop a department's BCP.

PLAN DETAILS

Documenting basic department information will provide anyone reading a department BCP the information needed to quickly understand the department's role, their organizational and leadership structure, and locations where employees are housed and department services are provided.

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CONTACTS

Knowing who to contact in an emergency is critical. The contacts section is used to identify and document key internal and external contacts for your department. In addition to employee contact information, this section is used to maintain contact information for critical vendors and other community partners.

CRITICAL FUNCTIONS

A major part of business continuity planning is identifying functions that define department operations. These are called critical functions. Critical functions are those services, programs, or activities that are necessary to on-going operations of your department and would directly affect the success of your department if they were to stop for an extended period of time. The success of your department and the support you provide to the College rely on these functions. Stopping them for an extended period of time would cause an unacceptable disruption to your operations and possibly to other departments and the College as a whole.

The list of critical functions will serve as the guide for how to restart operations following a major disruption. Critical functions help answer the question "What is the minimum level of service or activity my department must offer to still be in business?"

Along with documenting critical functions, answering questions within the system will help assess and document the potential impacts and negative consequences of a major disruption on the function (i.e., conducting a BIA). Working through the BIA will assist in prioritizing critical functions. Once critical functions are documented and prioritized, each department will document how they will cope under different scenarios that disrupt normal operations.

KEY RESOURCES

After critical functions have been identified and a plan is in place to cope and recover those critical functions after a major disruption, additional key resources are documented. This includes personnel, teams, facilities, equipment, and materials that are absolutely necessary to keep your department functioning following a major disruption.

INFORMATION TECHNOLOGY

Information technology touches almost every function performed at the College and is critical to the success of each department and the College as a whole. The purpose of the section is to capture all technology used at the College, whether housed/supported/maintained internally by Technology Services, or cloud-based and functionally owned and maintained by a department. Documenting this information will help Technology Services determine which IT applications are most critical to the College and will help prioritize recovery efforts of technology detailed in the IT Disaster Recovery Plan.

INSTRUCTION
Academic departments that provide student instruction have several options to document how they will cope with a major disruption. For areas that provide student instruction, and teaching is included as a

critical function, document any specific needs in Critical Functions/How to Cope and Key Resources/Facilities & Transportation. The second option for departments that provide student instruction is to complete the Instruction Tab in the system. Focus on answering the questions in the "All Courses" and "Department Practices" sections of that tab.

Operationalizing Business Continuity Planning

PERIODIC PLAN REVIEW

In an effort to keep business continuity planning top of mind and in an operational state, Business Continuity Planning will be added to Kirkwood's Cabinet agenda on an annual basis. The agenda item can be used for general updates by cabinet members, sharing of information by departments, discussion of testing results/lessons learned, etc.

Ideally, each plan shall be updated as people, processes, or technology change within a department. Each plan will require an annual formal review by department leadership. The system will notify Plan Managers that a BCP review is due. At this point the system will move the plan status from "Completed" to "Due for Review". Once the review is complete and appropriate updates have been completed, the Plan Manager will update the plan status to "Current" until the next review date.

PERIODIC PLAN TESTING

Each plan will be required to be periodically tested based on guidance from Kirkwood Leadership, but tests must be conducted at least annually. The purpose of testing is to ensure the BCP as created helps to maintain critical functions of the College in the event of a disruption of service. Testing may include individual department table-top exercises based on real-life scenarios or College-wide testing based on predetermined "events", e.g., active shooter, loss of a location, loss of Kirkwood's internal network, loss of personnel due to a pandemic, etc. Lessons learned from testing will be documented and plans will be updated to close any gaps found in the recovery efforts during the testing. Any time a plan is updated the plan status should be shown as "Current".

IMPLEMENTATION OF THE PLAN

Each plan has a "BCP Response Team" located in the "Key Resources/Teams" section. This team is responsible for determining if the BCP needs to be implemented and then communicating next steps to key department and institutional personnel. Each person on each department BCP Response Team will maintain a hard copy of the department BCP at an offsite location, e.g. at their residence. Lessons learned from plan implementation will be documented and plans will be updated to close any gaps found in the recovery efforts. Any time a plan is updated the plan status should be shown as "Current".

EMPLOYEE PREPAREDNESS

The most valuable resources at Kirkwood are employees. Following a major disruption of operations all of your preparedness and planning will go to waste if you don't have qualified people available to help execute the plan. Employee preparedness is an important part of your overall emergency preparedness planning and will help increase the likelihood that your employees will be available after a disruption of

operations. Ensure your personnel are familiar with all aspects of your emergency and business continuity plans and where they are located. Encourage them to keep their emergency contact information updated.

In case of a disruption of operations that displaces employees, each department should have a communication plan that includes a "gathering" location to ensure employee safety, but also to help determine work assignments and work locations until the original location is brought back into service.

In some emergency/disaster situations, employees from one department may be asked to help out in another area that has highly critical functions that need to be performed.

References

"BUSINESS CONTINUITY MANAGEMENT: GUIDE TO BUSINESS CONTINUITY PLANNING"

Definitions

Business Continuity Management: THE UMBRELLA UNDER WHICH BUSINESS CONTINUITY, IT DISASTER RECOVERY, EMERGENCY MANAGEMENT, AND CRISIS COMMUNICATION ARE LOCATED. IT IS THE FRAMEWORK FOR ENSURING PLANNING, PREPAREDNESS, RESPONSE, CONTINUED OPERATIONS, AND RECOVERY IN THE EVENT OF A DISRUPTION OF SERVICE.

Business Continuity Planning: A PROACTIVE STRATEGIC APPROACH THAT ANTICIPATES A VARIETY OF THREATS AND RISKS FACING AN INSTITUTION. DEVELOPING PRIOR ARRANGEMENTS AND PROCEDURES ENABLES KIRKWOOD AND INDIVIDUAL DEPARTMENTS TO RESPOND TO A MAJOR DISRUPTION IN SUCH A MANNER THAT ESSENTIAL BUSINESS FUNCTIONS CAN CONTINUE WITHIN PLANNED LEVELS OF DISRUPTION. THE END RESULT OF THIS ACTIVITY IS AN EFFECTIVE BUSINESS CONTINUITY PLAN (BCP).

Business Continuity Plan: A DOCUMENT WHICH PROVIDES GUIDANCE AND STEPS FOR RECOVERY IN A SPECIFIED PERIOD OF TIME FOR A SPECIFIED FUNCTION OR PROCESS. IT IS WRITTEN IN ENOUGH DETAIL SO THAT THOSE REQUIRED WILL BE ABLE TO EXECUTE THE PLAN WITH MINIMAL DELAY. IT IS A COLLECTION OF RESOURCES, ACTIONS, PROCEDURES, AND INFORMATION THAT IS DEVELOPED, TESTED, AND HELD IN READINESS FOR USE IN THE EVENT OF A MAJOR DISRUPTION OF OPERATIONS.

Revision Log

Table 1 Revision Log

Version Number	Date Approved	Approved by	Description of Change
1	07/11/2023	Cabinet	Initial procedure documentation