Business Impact Analysis Introduction

Fordham University has teamed with Turnbull Consulting, Inc. (TCI) to assist Fordham in the development of Business Continuity Plans for the following VP Areas:

VP Areas			
Administration	Information Technology	Enrollment	Finance
DAUR	Provost	Student Affairs	

The initial part of this process is to conduct a Business Impact Analysis. A Business Impact Analysis (BIA) is a methodology used to determine the impact of an interruption of services on each Department within the University and then the impact on Fordham University as a whole. The analysis provides valuable information on the short- and long-term effects of a disaster.

University service and business operations are comprised of numerous inter-related tasks and processes all focused on providing a service to either internal customers or students or external customers. During the planning process of developing a Business Continuity Plan (BCP), it is important to first understand the business processes and their impact on the University.

Not all processes are critical, and yet all processes are required to provide a complete business service. Services that directly impact the ability of the University to meet its mission-critical objectives, such as providing all of the necessary support for the educational requirements of the students, life safety services, etc., must be recovered in a more timely manner. Other services, although important, may not require immediate recovery, and could be delayed in some cases.

We need your assistance in identifying and prioritizing the most critical business processes/services being provided within your department. This information will be used to determine overall business process/services priorities for the University.

The questions have been developed to elicit such information as the financial impact, time frame for recovery, and resource requirements. The responses will be compiled and analyzed to provide the information required to develop a University-wide business recovery strategy.

Information gathered in the BIA will be used to

- Determine the priority for restoring the functions of the University.
- Determine the recovery time objective (RTO) for each business process.
- Determine the recovery point objective (RPO) for each business process.
- Identify critical resources required to support business Department recovery.
- Identify critical technology infrastructure requirements.

This, and other information, is required to develop an effective University-wide business recovery strategy.

If you have any questions, require clarification or need assistance please contact:

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Department Information

Short Form	VP Areas	Short Form	VP Areas	Short Form	VP Areas
1- ADM	Administration	4 – FNC	Finance	6 – PRVT	Provost
2 – DAUR	DAUR	5 – IT	IT	7 - STDA	Student Affairs
3 – ENRL	Enrollment				

1. Department Overview

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Department Name	
Department Manager	
Department Location(s)	
VP Area Code (from table above)	
Name of BIA Respondent	
BIA Respondent's Title	
BIA Respondent's Phone #	
BIA Respondent's E-Mail Address	

2. Name of the Business Process / Service

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Business Process Name:

3. Description of the Business Process / Service

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General Description

4. Process Frequency

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How Often is this process completed	Yes	No	How Often is this process completed	Yes	No
• Daily			• Quarterly		
• Weekly			• Semi-Annually		
• Monthly			• Annually		

5. Number of Employees Supporting Business Process or Service

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Number of employees required to complete the process:	

Business Impact Analysis

Return

Recovery Time and Recovery Point Objectives Explanation

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One (1) Business Impact Analysis (BIA) should be completed for each major business process within your department. It is important to note that sub-processes, although key to the completion of the main business process, should not be set up as a main business process unless it can stand on its own as its own business process where the result is a final product.

As part of the BIA process, we are asking that you identify the Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO) for the business process and its sub-processes. A description of RTO and RPO for Fordham University is shown below.

Priority – Recovery Time Objective (RTO)
The RTO is defined as how much time a user is willing to lose before regaining the use of their applications. If access to the network and your applications were to be down when you came into work, how long you would be willing to work without support of these applications. Depending on the criticality of an application, it can range from no downtime being acceptable to several days. Simply stated: "How long can you be down?"
0 - Recovery within 0 minutes – immediate recovery / no interruption in services
1 - Recovery within 24 hours - 1 day
2 - Recovery within 48 hours - 2 days
3 - Recovery within 72 hours - 3 days
4 - Recovery greater than 72 hours - > 3 days

Priority – Recovery Point Objective (RPO)
The RPO represents how much lost data will be acceptable to users. If the systems supporting your business processes were to fail, could the data be recovered by re-entry, by re-scanning, etc? If the data cannot be recovered, how much of a loss is acceptable? Simply stated: "How much data can a department re-create or re-enter?"
0 - At point of failure, the best case scenario is no data lost; however, it is possible that the last transaction just prior to the disaster may have been lost during transmission.
1 - Within the last eight (8) hours, regardless of when the disruption in service occurs. The data from the last eight hours can be re-created or re-entered into the system.
2 - As it was at the start of the business day (08:00 hours). All data entered since the last backup will have to be re-constructed and re-entered into the system.
3 - As of the backup taken on the most recent Saturday or Sunday night prior to the disaster. All data entered since the last backup will have to be re-constructed and re-entered into the system. There could be up to a week's worth of data lost that would have to be reconstructed and re-entered.

6. Business Process RTO / RPO

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Please indicate the RTO and RPO for this business process based on the RTO and RPO indicated in the tables on the previous page. Not every business process can be recovered instantly nor will it be required to be recovered instantly which an RTO of 0 would indicate. Please consider previous downtimes and how you were able to recover and provide services when choosing the RTO and RPOs. Indicate the dollars processed for this business process, if you are aware of this information.

Business Process Name	RTO	RPO

7. Sub-Processes

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For every business process, there may be sub-processes that are completed in support of the main business process. Please list the sub-processes and their respective RTO and RPO. Indicate the dollars processed for this business process, if you are aware of this information. If there are no sub-processes please leave this section blank.

Sub-Process Name	Description	RTO	RPO

8. Manual Continuity Plan

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For the above business process named in question #6, does the department have manual workaround procedures that would allow the process to continue in the event of a disruption of the services that would normally support this business process?

Yes		No	

9. Type of Support Provided by Department

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Which general support description best fits the Department?

General Support Description	Service provided to the following areas (check all that apply)
a) Provides direct student contact	
b) Provides administrative support	
c) Provides faculty support	
d) Provides technology, communications, and infrastructure support	
e) Administrative and/or Executive Management support	
f) Provides support to Alumni	

10. Department Hours

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What hours does the department work during a normal work week and on the weekends?

Indicate the hours for Weekdays and for the Weekend).		
Department Hours	**Start of Business Day**	**End of Business Day**
• Weekdays (Monday – Friday)		
• Weekends (Saturday – Sunday)		

Specify hours by day, if different each day.		
Department Hours	**Start of Business Day**	**End of Business Day**
a) Monday		
b) Tuesday		
c) Wednesday		
d) Thursday		
e) Friday		
f) Saturday		
g) Sunday		

11. Transaction Volumes

What is the number of transactions processed through this business process or service?

Frequency	# of Transactions
Daily	
Weekly	
Monthly	
Semester	
Annually	

12. Academic / Fiscal / Calendar / Dependency

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Is the criticality of this process or service dependent on the Academic/ Fiscal / Calendar Year? Please Explain:

Academic / Fiscal / Calendar / Dependency

13. Process Dependency

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Process Dependency	Name of Other Department	Name of Other Process	Description (if necessary)
This process or service **precedes** another department's process			
This process or service **follows** another department's process			

14. Business Partners

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Is all or part of this business process or service dependent on service providers that are outside of Fordham University?

Yes :		**No:**	

If yes, please describe or indicate the business partners. Add

Business Partners Name(s)	Description of Services Provided

15. Application RTO / RPO

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As part of the BIA please assign an **RTO** and **RPO** to all of the applications that you use to support this business process, according to the RTO and RPO scales shown below.

Please rank the **RTO** and **RPO** based on your usage and view of their importance. For the financial question, consider the financial consequences if the application were to be down for longer than the RTO that is chosen.

Priority – Recovery Time Objective (RTO)
0 - Recovery within 0 minutes – immediate recovery / no interruption in services
1 - Recovery within 24 hours - 1 day
2 - Recovery within 48 hours - 2 days
3 - Recovery within 72 hours - 3 days
4 - Recovery greater than 72 hours - > 3 days

Priority – Recovery Point Objective (RPO)
0 - At point of failure, this is the best case scenario, no data is lost; however, it is possible that the last transaction just prior to the disaster may have been lost during transmission.
1 - Within the last eight (8) hours, regardless of when the disruption in service occurs.
2 - As it was at the start of the business day (08:00 hours). All data entered since the last backup will have to be re-constructed and re-entered into the system.
3 - As of the backup taken on the most recent Saturday or Sunday night prior to the disaster. All data entered since the last backup will have to be re-constructed and re-entered into the system. There could be up to a week's worth of data lost that would have to be reconstructed.

Only respond to those applications that are used to support the business process being responded to in this BIA. If an application that you use for this process is not listed, please add it to the list and provide the appropriate information.

#	Local Systems	RTO	RPO
101	Access DB's locally		
102	Access-A-File		
103	AD		
104	Atlas		
105	Banner		
106	Blackboard TPS		
107	CBA Access		
108	CSDB		
109	Digital Storefront		
110	Eres		
111	EZProxy		
112	FM Pro locally		
113	FMPro		
114	ID Card System		
115	Illiad		
116	Local C: Drives		
117	Lotus Notes		
118	Magic		
119	Main Web Site		
120	Marketron		
121	Memsys		
122	My Fordham (Luminis)		
123	My Files (Xythos)		
124	Oracle		
125	Parking DB		
126	PDIS		
127	Pharos		
128	Planet Press		
129	PowerFAIDS		
130	PyraMed		
131	SIRSI		
132	SQL		
133	Star Rez		
134	Talend		
135	Ticket System		
136	Titanium		
137	Web Site		
138	Webtrends		

#	Applications – Externally Hosted Systems	RTO	RPO
201	Aces2		
202	AIS		
203	Alumni Finder		
204	Blackboard		
205	Bottom Line		
206	Bronto		
207	CBS		
208	EZDonor		
209	Hobsons		
210	NCAA		
211	Rplus		
212	TK20		
213	Touchnet		
214	Website		
215	Sportsware		
216	Gmail		
217	Hyland		

16. Special Office Equipment/Devices

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#	Item	Qty.	Location	Special Requirements

17. Future System / Application / Hardware

Return

Please describe new systems, applications or hardware that you are aware of that will be implemented in the future or are in the process of being implemented, but that you may not have listed above.

Future System / Application / Hardware

Thank you very much for your assistance in completing this Business Impact Analysis.