

Evaluating Business Continuity Practices in Private Educational Institutions in Batangas Province, Philippines: Toward an Enhanced School Continuity Management Framework

Evelyn Rufo Maligaya¹, Dr. Jay A. Sario

[https://orcid.org/0009-0000-4920-7078¹](https://orcid.org/0009-0000-4920-7078), [https://orcid.org/0000-0003-4755-3510²](https://orcid.org/0000-0003-4755-3510)

ermaligaya@yahoo.com¹, docjayasario@gmail.com²

AMA University, Quezon City, Philippines¹⁻²

Abstract

This quantitative study examines the implementation of Business Continuity Management (BCM) in selected private institutions in Batangas Province, focusing on how firmographic factors defining the school characteristics, such as years of operation, curricular diversity, student population, and geographical location, influence the extent of BCM implementation across the Plan-Do-Check-Act (PDCA) framework -- using survey questionnaires distributed to administrators and key personnel of private institutions. Data were analyzed using statistical tools to correlate firmographic profiles and BCM effectiveness. Descriptive and inferential analyses were conducted to assess the strengths and weaknesses of BCM implementation. Results show that newer institutions have a vigorous BCM implementation, specifically in planning, execution, and corrective action phases. Additionally, schools with diverse curricular offerings exhibit challenges in the “Check” and “Action” components, suggesting difficulties in maintaining consistent BCM practices. However, the student population showed no significant correlation with BCM effectiveness, whereas geographical factors had a significant influence on BCM in terms of response and recovery efforts. The strong positive correlation between BCM implementation and overall business continuity effectiveness reinforces the importance of a structured, integrated approach. The study concludes that while private institutions demonstrate commitment to BCM, certain areas -- such as KPI tracking, training programs, and benchmarking -- require improvement. Schools with longer operational histories must adapt and update their BCM strategies to remain resilient in an evolving risk landscape. Additionally, the study recommends an Enhanced School Business Continuity Management Framework designed to strengthen preparedness, response, and recovery measures, ensuring educational continuity in the event of disruptions.

Keywords: business continuity management, private educational institutions, risk assessment, resilience, PDCA model, school operations, Batangas, Philippines