

PHILIPPINE NORMAL UNIVERSITY

The National Center for Teacher Education



Quality Manual



Nurturing Innovative Teachers

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PHILIPPINE NORMAL UNIVERSITY
The National Center for Teacher Education

QUALITY MANUAL

Version 3

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1. Introduction

1.1 General Statement

In order to ensure the delivery of the Strategic Development Plan, meet customer satisfaction and comply with statutory and regulatory requirements and local and international standards, this Quality Manual (QM) presents the general requirements for the Philippine Normal University (PNU) and its supporting procedures, where necessary, to achieve competence towards a management system for quality, administrative and technical operations.

The Manual considers the application of a system of processes throughout the University, as well as the identification, interaction and management of these processes. The Quality Management System (QMS) presented herein applies to the products and services provided by PNU encompassing all its units and sub-units. All members of the PNU community are responsible for ensuring the quality of their work and that they operate in conformity with the requirements of this QMS.

1.2 Scope and Content

This Manual is PNU's official document that describes the scope and processes of the University's QMS. This QM aims to provide the University's administration and staff (teaching and non-teaching) with a source that defines PNU's policies and procedures to ensure the delivery of quality products and services, continual improvement of the University's QMS and compliance with statutory and regulatory requirements and local and international standards.

The procedures and guidelines contained in this QM are applicable to all customers of PNU including its suppliers and contractors. Applicable forms that promote recording of evidences for compliance to local and international standards are also included in this QM.

1.3 Maintenance and Distribution

This QM shall be maintained by the Director of Center for Planning and Quality Assurance (CPQA) and shall be available to all PNU employees and other interested parties who may need it. CPQA shall provide this QM to them as and when it is requested.

1.4 System of Amendment and Revision

This QM shall be reviewed by the PNU ISO Technical Working Group (TWG) and Administrative Council (AC) and revised as and when necessary. The ISO-TWG may approve minor changes and updates to the University's QMS. Minor changes may include those corrections where the real sense of the sentence is not changed, like spelling and punctuation errors, or changes in document referencing. However, major changes have to be approved by AC. After AC's review, this QM shall be updated (if necessary) by incorporating all the approved modifications to be carried out. All changes shall be logged, the revision date shall be updated and this QM shall be re-approved and released as a new issued Manual in its entirety. These procedures are covered in the University's QMS Guidelines on Control of Documented Information.

2. Terms and Definitions

Core Processes Planning. This term refers to the formulation of a systematic plan involving related and interdependent activities that transform an input to an output with added value to a customer of PNU. The core processes entail the transformation of people, money, materials and information that is the value-added work of the University.

Documented Information. This term refers to all documents and records an organization keeps in the course of carrying out its business as explained by ISO 9001: 2015 Quality Management System (QMS) Standard.

Domain. This term refers to an office at the University over which an official has control.

Evaluation. This term refers to a systematic determination of a subject's merit, worth and significance, using criteria governed by a set of standards.

External Processes Planning. This term refers to the creation of a plan involving the inputs that the University receives from external providers or stakeholders and the outputs it sends to external interested parties.

Guidelines. This term refers to the recommended practices or series of rules, explanations or orders issued by a concerned University official.

Interested Party. This term refers to an entity who has a recognizable stake in the outcome of an issue or a transaction involving the University.

Individual Performance Commitment and Review (IPCR). This term refers to the performance, commitments and targets of individual employees in all units of the University.

ISO 9001:2015. This term refers to the latest ISO 9001 Standard on Quality Management System (QMS) being promoted by the Geneva, Switzerland-based International Organization for Standardization. The ISO 9001: 2015 QMS Standard, released on September 23, 2015, advocates the process approach beyond the existing requirements of the globally-recognized ISO 9001: 2008 QMS Standard.

Management Review. This term refers to the University's top level meeting designed to ensure that all quality-related functions are reviewed so that all levels of management are made aware of the changes, updates, revisions, verification activities and policies.

Monitoring. This term refers to the act of supervising the activities in progress to ensure that they are on-course and on-schedule in meeting the objectives and performance targets.

Non-conformity. This term refers to a significant deviation from work standards, practices, procedures, regulations, QMS performance, to name a few, either in number of occurrences or in seriousness. This may also refer to individual observations that are not addressed within a given timescale. It may be noted that a significant number of single observations can lead to a formal non-conformity.

Office Performance Commitment and Review (OPCR). This term refers to the performance, commitments and targets of all offices/units of the University.

PDCA. This term refers to the Plan-Do-Check-Act Cycle which is a repetitive four-stage model for continuous improvement of a business process management.

Planning Process. This term refers to the basic management function involving the formulation of one or more detailed plans aimed at achieving the optimum balance of needs with the available resources. The planning process identifies the goals or objectives to be achieved; formulates the strategies how to achieve them; arranges for the required means; and implements, directs, and monitors all steps in a proper sequence.

Procedure Manual. This term refers to the controlled document containing the procedures and instructions in the conduct of the University's business processes.

Process Owner. This term refers to the person who has the ultimate responsibility for the management of processes within the office/unit of the University.

Quality Manual. This term refers to the controlled document containing the University's Quality Management System (QMS) and its related documents.

Review Process Planning. This term refers to the formulation of a plan involving the evaluations of the University's current practices which are being done via thorough analyses of its human resources, processes and technology. The review helps to determine the areas where an organization shall perform well in order to be successful, existing or potential problems with a particular area and the potential solutions.

Support Process Planning. This term refers to the crafting of a plan involving activities or functions that support the day-to-day operations of the University, such as accounting, budget, maintenance, supplies, among others. The plan covers the processes that support the management processes.

Unit. This term refers to an office at the University with specific functions. This also means a department that is part of a bigger domain at the University.

Work Instruction. This term refers to the controlled document that outlines how to perform a task.

3. General Information about PNU

3.1 University Background

The **Philippine Normal University (PNU)** is a state university that was established by the Americans in 1901. It was declared by the Philippine government as The National Center for Teacher Education pursuant to Republic Act No. 9647.

The main campus, located at Ayala Boulevard corner Taft Avenue in Manila, is the flagship and oldest campus of the University. It has four other hubs, namely, PNU North Luzon (Hub for Indigenous Education) that is based in Alicia, Isabela; PNU South Luzon (Hub for Technology and Livelihood Education) that is situated in Lopez, Quezon; PNU Visayas (Hub for Environment and Green Technology Education) in Cadiz City, Negros Occidental, and PNU Mindanao (Hub for Multicultural Education) in Prosperidad, Agusan del Sur. The highest official that manages the main campus is the University President who is being assisted by four (4) Vice Presidents (VP for Academics; Finance and Administration; Research, Planning

and Quality Assurance; and University Relations and Advancement). On the other hand, each hub is being managed by its own Director.

The University's program offerings are being managed by three (3) Colleges (College of Flexible Learning and e-PNU, College of Graduate Studies and Teacher Education Research, and College of Teacher Development) and three (3) Institutes (Institute of Knowledge Management, Institute of Physical Education, Health, Recreation, Dance and Sports, and Institute of Teaching and Learning). Said programs are categorized as Outcomes-Based Teacher Education Curricula, Undergraduate Certificates, and Graduate Programs, with various fields of specialization.

3.2 Vision

PNU shall become an internationally-recognized and nationally-responsive teacher education university. As the established producer of knowledge workers in the field of education, it shall be the primary source of high-quality teachers and education managers that can directly inspire and shape the quality of Filipino students and graduates in the country and the world.

3.3 Mission

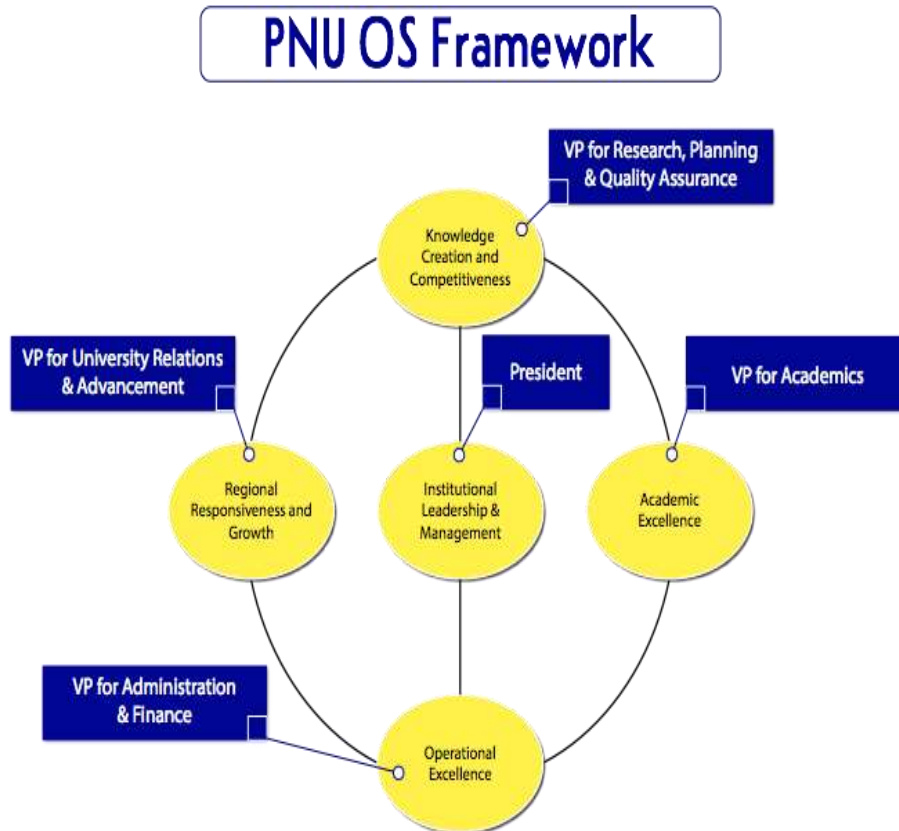
PNU is dedicated to nurturing innovative teachers, educators, and education leaders.

3.4 Quality Policy

As the National Center for Teacher Education, the Philippine Normal University commits to provide leadership in teacher education and nurture innovative teachers and education leaders imbued with values of truth, excellence, and service. We commit to the continual growth of the University through compliance with international Quality Standards and statutory and regulatory requirements. We shall achieve this through our core functions of instruction, research, extension, and production.

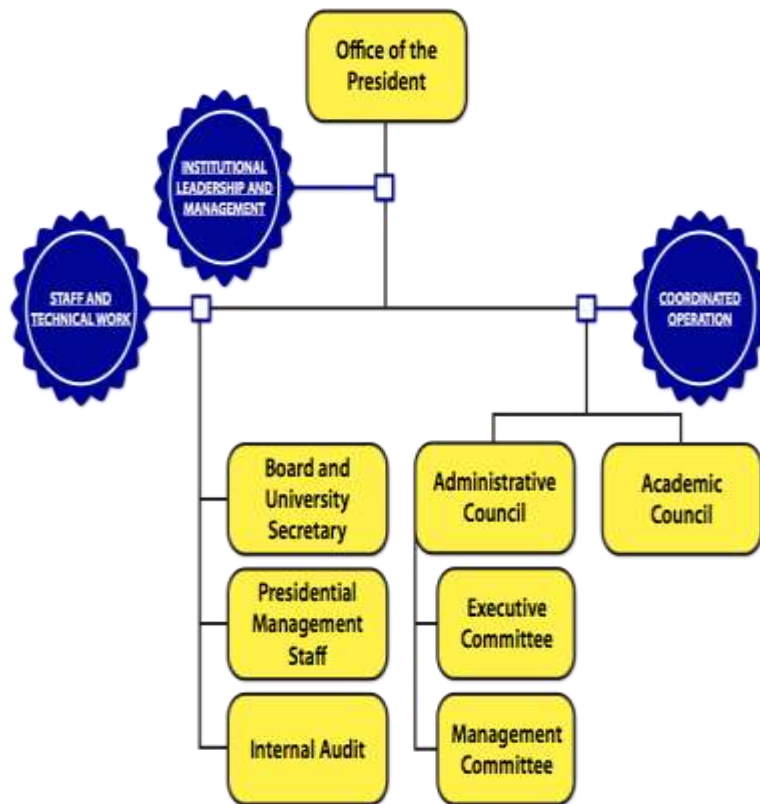
4. The PNU Organizational Structure and Responsibilities of Relevant Domains

4.1 PNU Organizational Structure



Office of the University President

The Office of the University President (OUP) is being supported by a group of offices that does staff and technical work and specific duties to help the University President perform his/her functions. The over-all coordination of the University's operation is done through layers of decision-making mechanism that the University President presides over.



Functions of Offices in the Office of the University President

<p><i>University and Board Secretary</i></p>	<ol style="list-style-type: none"> 1. Attends meetings and assemblies with or on behalf of the University President; 2. Keeps records of meetings and assemblies and other pertinent documents; 3. Keeps database of all pertinent documents of the University which includes proceedings of all University functions and meetings; 4. Ensures the correct flow of University communications and documents; 5. Releases information and news to the community based on the recommendations of the University President; 6. Sits in other committees as requested by the University President; 7. Ensures that there is complete staff work in preparation for management meetings (e.g. BOR, Administrative, Academic, etc.).

<p><i>Presidential Management Staff</i></p>	<ol style="list-style-type: none"> 1. Prepares proposals for business, linkages, and others as requested by the University President; 2. Oversees on-going projects as requested by the University President; 3. Ensures the proper day-to-day operation of the Office of the University President; 4. Manages the flow of communication and documents going in and out of the Office of the University President; 5. Manages the functions of all personnel in the Office of the University President; 6. Ensures that there is complete staff work in preparation for the University President's meetings (e.g. management committee, executive committee, etc.); 7. Performs other roles as requested by the University President.
<p><i>Internal Audit Office</i></p>	<ol style="list-style-type: none"> 1. Serves as the University's ombudsman; 2. Assesses all projects and transactions of the University and ensures transparency; 3. Ensures that there is a balance between the input of resources of the University and the output or results of all projects and undertakings of the University; 4. Works closely with the Legal Office to ensure compliance with legal demands; 5. Submits audit report to the University President and/or directly to the Board of Regents.

Office of the Vice President for Academics

The Office of the Vice President for Academics (OVPA) is primarily responsible for ensuring academic excellence. It oversees the knowledge transfer and knowledge application and dissemination functions of the University.

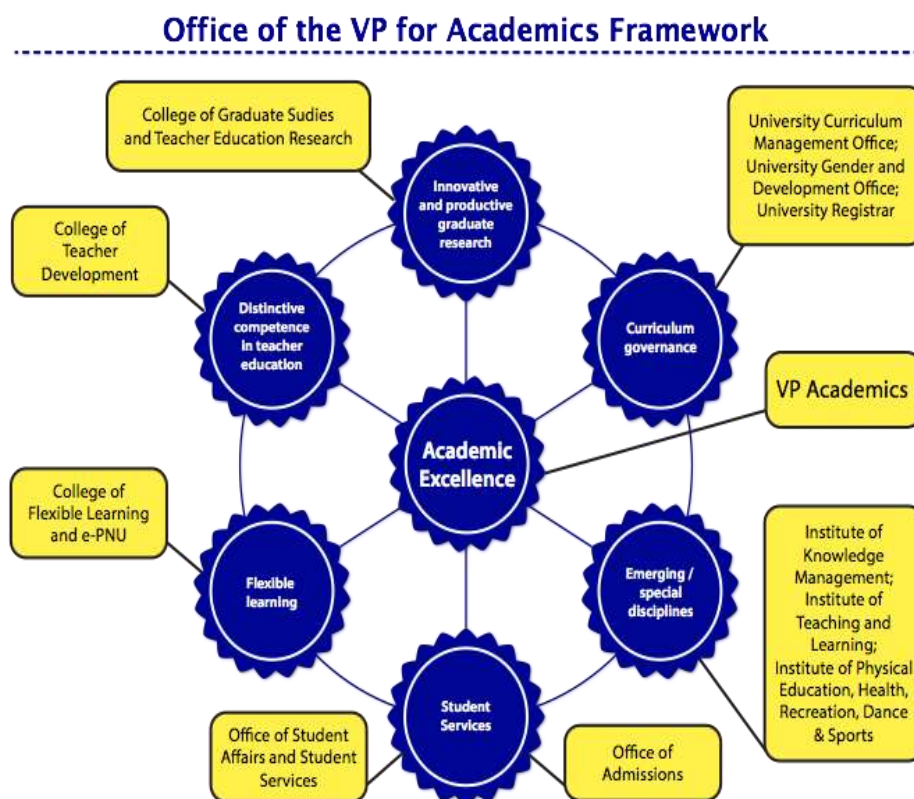
Instruction (Knowledge Transfer). This function refers to the philosophical framework, content, pedagogy, delivery, materials, and evaluation of instruction to be relevant and responsive to the educational needs of the community of learners. As The National Center for Teacher Education, PNU shall:

- Provide the highest quality of pre-service and in-service instruction that is responsive to national thrusts;
- Offer innovative and strategic undergraduate and graduate teacher education courses;
- Provide programs that promote cutting edge student learning experience in a globally-competitive environment;
- Provide relevant alternative modes of delivery system; and,
- Provide continuing professional education for specific academic fields and special purposes.

Product Development (Knowledge Application and Dissemination). It refers to the production, publication, and marketing of quality and innovative print and non-print educational materials based on knowledge generated from research, practices, and trends in education that can be made readily available and useful to improve practices, opportunities, and conditions in the educational system.

- Ensure that knowledge and its application is disseminated and shared through various forms for full utilization of such knowledge;
- Establish a market-competitive university publishing house that produces quality and scholarly educational materials for learning and training; and,
- Produce and market creative ICT educational tools, kits, and equipment as alternative learning materials for enhanced delivery of instruction, training and research.

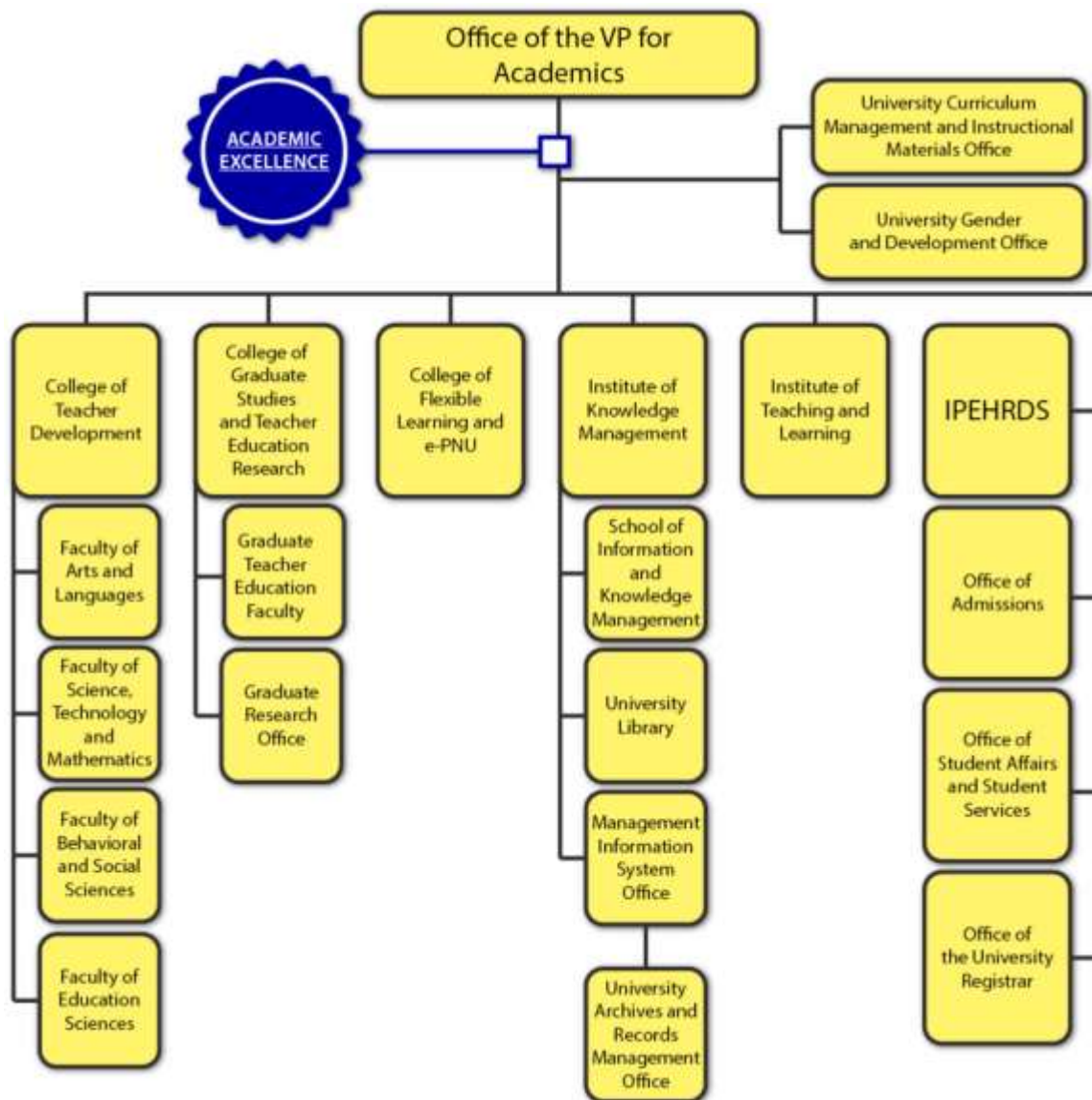
In the conduct of its functions to achieve academic excellence, OVPA is guided by the framework as shown in the diagram:



Academic excellence in the University is characterized by the following components:

- **Distinctive competence in teacher education:** All programs in the University are centered on **rigorous** teacher preparation and **relevant** continuing development of teachers, teacher education researchers, and education leaders. PNU maintains that **Excellence is parallel to rigor and relevance.**
- **Innovative and productive graduate research:** The PNU graduate studies program is the University's **research factory** where both graduate students and faculty across disciplines are engaged in innovative collaborative and cross disciplinary researches. **Excellence means research-orientedness.**
- **Flexible learning:** PNU is developing its "**virtual campus**" through flexible learning modalities that cater to the education needs of PNU's stakeholders and the public. **Excellence means innovation.**

- **Emerging/Special disciplines:** PNU takes the lead in exploring new and non-traditional areas that others may not be confident to tread. **Excellence means cutting-edge.**
- **Curriculum governance:** PNU integrates quality assurance systems in every facet of curriculum and instruction. This ensures that indicators of quality standards are observed at every level. **Excellence means quality is evidence-based.**
- **Student Services:** The learners are the essence of any university's existence. Student satisfaction in all facets of their campus life is an indispensable component of academic excellence. **Excellence means student fulfillment.**



The diagram illustrates the new structure of OVPA. The Office has been re-structured to organize PNU's resources to ensure the delivery of four key results namely:

1. Excellence in teacher development;
2. Graduate research productivity;
3. Availability of flexible learning through continuing education and PNU's "virtual campus";
4. Excellence in student service management.

OVPA houses the following two offices:

University Curriculum Management and Instructional Materials Office

The University Curriculum Management and Instructional Materials Office (UCMIMO) is the unit primarily responsible for monitoring compliance with the University's curriculum quality assurance and governance system approved by the Academic Council.

University Gender and Development Office

The University Gender and Development Office (UGDO) is the unit primarily responsible for the management of the University's gender and development program and compliance with gender related laws and University's gender promotion and protection policy. It also serves as the University's gender mainstreaming ombudsman.

OVPA is subdivided and organized into different levels of units performing the core functions of the University. These are:

The College

A College is a constituent structure of the University consisting of a community of scholars **across disciplines** engaged in advancing knowledge in teacher education through cutting edge curriculum and instruction, research, and innovative product development. **It grants undergraduate and graduate degrees and offers diploma and certificate programs in teacher education and related fields.** A College is headed by a Dean and assisted by a Deputy Dean. There are **three (3) Colleges** in the new structure. Coordination among the College Deans is a key principle in managing the Colleges which operate drawing from the common pool of faculty. The Colleges are:

College of Teacher Development

The College of Teacher Development (CTD) is the **undergraduate degree-granting** unit of the University that manages PNU's undergraduate teacher education programs. It houses the faculty of various disciplines that service the College. It is an **Instruction-oriented College**, which is primarily responsible for ensuring that undergraduate students get the best teacher preparation and development training. Faculty members of the College are expected to provide quality instruction and conduct researches in aid of instruction.

CTD is headed by a Dean who reports directly to VPA. He/she directs the instruction, research, extension, and production functions of the College. He/she coordinates with the two other Colleges in managing the faculty members who provide services as adjunct faculty.

College of Graduate Studies and Teacher Education Research

The College of Graduate Studies and Teacher Education Research (CGSTER) manages the University's graduate programs and grants higher degrees at master's and doctorate levels by course work or research. Due to the high demand for research culture in the University, the College is primarily a **Research College** and the faculty members are primarily research faculty and research coaches of graduate students. The graduate faculty and students are primarily "research workers" whose performance is being measured by their **research productivity**. The instruction function of the graduate faculty is to prepare students to do researches. Headed by a Dean, the College is under OVPA on curricular matters and OVPRPQA on its research function.

All graduate programs shall be managed by CGSTER in coordination with CTD's Associate Deans and Institute Directors.

College of Flexible Learning and e-PNU

The College of Flexible Learning and e-PNU (CFLeX) is a degree and non-degree granting College that manages the University's online undergraduate and graduate degree programs and continuing education programs. Its main responsibility is to develop and manage the University's "**virtual campus**" and traditional face-to-face customized programs for the public. It is the University's focal unit in managing and coordinating the University's training, review, online certificate in teaching, in-service, and all non-degree programs. The College coordinates very closely with CTD faculty in developing the University's online and customized programs.

The Faculty

The Faculty is a community of scholars grouped around major clusters of academic disciplines housed in a College. Faculty units manage the various general education, specialization, and professional course offerings contributing to the granting of undergraduate and graduate degrees in teacher education. A Faculty is headed by an Associate Dean who reports directly to his/her respective College Dean.

Initially, the faculty members are **pooled** together so that all the three Colleges may access the members' expertise. The current roster of faculty members are housed in CTD and, depending on the needs and requirements of the two other Colleges, may be invited to join CGSTER and CFLeX. The two Colleges are expected to eventually develop their own pool of faculty. The College Deans are expected to coordinate and support each other for delivery of desired performance level. In cases of problems with faculty loading, the matter shall be coordinated at the level of VPA. The guidelines shall be drafted for more details.

There are five (5) faculty units within the domain of OVPA. Four of the faculty units are constituent units of CTD while one (1) is housed within CGSTER.

Faculty of Graduate Teacher Education

The Graduate Teacher Education Faculty (GTEF) is a **multidisciplinary** pool of research faculty in CGSTER pursuing teacher education research. The faculty is organized to mobilize both students and faculty members to seek answers to **big questions** puzzling the teacher education. It is headed by an Associate Dean who manages the different graduate degree programs. The Associate Dean reports directly to CGSTER Dean.

Faculty of Arts and Languages

The Faculty of Arts and Languages (FAL) is a community of academics focusing on the advancement of the field of arts and languages and multilingual education. Members focus their researches on questions relevant to teaching and learning of the arts and languages including literature and linguistics. They provide quality instruction in developing competent arts and language teachers.

Faculty of Science, Technology, and Mathematics

The Faculty of Science, Technology, and Mathematics (FSTeM) is an academic group seeking new and innovative ways of advancing and delivering science and mathematics content and pedagogy courses in a rapidly changing and increasingly complex society. It comprises of experts in the different fields –science, mathematics, and allied disciplines – who overcome disciplinary barriers to explore new areas in these fields and cultivate integrated areas such as science, technology, environment, mathematics, and society (STEMS).

Faculty of Behavioral and Social Sciences

The Faculty of Behavioral and Social Sciences (FBeSS) is a community of scholars in the behavioral and social sciences engaged in exploring, shaping, and transforming people and society through the tools of research, teaching, and service. The members focus on their researches and instructions integrating depth and breadth of knowledge in the disciplines and pedagogy to develop educators and learners who shall facilitate the understanding and improvement of the human condition.

Faculty of Education Sciences

The Faculty of Education Sciences (FES) is an academic group seeking questions to help people advance their understanding of **human cognition and behavior** and assist people to cope, adapt and **learn** at their best. Members are facilitators in the preparation and development of students in **educational practice and policy**.

The Institute

An Institute is a unit in the University created for a **specified purpose**. Institutes are both **degree granting** and **service units**. Institutes may grant degrees in **education-allied programs** such as, but not limited to, library science. The academic offerings contributing to teacher development both in the undergraduate and graduate levels shall have to be accredited by either CTD or CGSTER. The Institutes **manage** their own undergraduate and graduate academic and research programs provided these have been accredited by CTD and CGSTER. A Director heads an Institute who reports directly to VPA and coordinates with CGSTER Dean on matters pertaining to the graduate programs.

Institute of Physical Education, Health, Recreation, Dance, and Sports

The Institute of Physical Education, Health, Recreation, Dance, and Sports (IPEHRDS) manages the Sports and Physical Education specialization courses for students to earn the Teacher Education degree with a specialization in PE. It also supervises the development and promotion of culture and sports in the University and trains the performing groups.

Institute of Teaching and Learning

The Institute of Teaching and Learning (ITL) manages the University's pre-K to 12 Laboratory School which serves as a venue for research to advance the understanding of the teaching and learning process and innovative education models. It serves as a training unit equipping non-education professionals and members of the faculty to acquire competence in both pedagogy and andragogy. It oversees the University's internship programs and field study courses.

Institute of Knowledge Management

Knowledge Management is the collection of processes that govern the creation, dissemination, and utilization of knowledge¹. Thus, the Institute of Knowledge Management (IKM) is concerned with the entire process of discovery and creation of knowledge, dissemination of knowledge, and the utilization of knowledge. It is also concerned with the continuous renewal of the organizational knowledge base, e.g. creation of supportive organizational structures, facilitation of organizational members, putting IT-instruments with emphasis on teamwork and dissemination of knowledge into place. (*¹An Open Discussion of Knowledge Management, Brian (Bo) Newman, 1991.*)

It directly supervises the (1) School of Information and Knowledge Management and (2) the University Library. It also oversees some functions of the (1) Management Information Service Office and (2) University Archives and Records Management Unit in so far as developing both the theory and practice of Knowledge Management in the University.

University Library

A University Library is part of a University setup (Kumar, 1996). Therefore, it exists to serve the objectives of its parent organization. Aside from being the central repository of knowledge, it also takes charge of books and information collection, collation, storage, inter-library networking, referral and advocacy. It should make this collection available to the students and faculty to meet their knowledge and information needs. The University Library programs must support or facilitate the University's overall program. Thus, a University Library should aim to advance the functions of the University and reflect the character of the University.

Likewise, UL provides the following services:

- Learning support;
- IT support planning;
- Research Support.

UL is headed by a Chief Librarian who reports directly to the Institute Director.

The School

The School is a unit within an Institute which offers education-allied undergraduate and graduate degree programs. A School is being managed by a Head directly reporting to the Institute Director.

School of Information and Knowledge Management

The School of Information and Knowledge Management is the degree-granting unit of the Institute of Knowledge Management. It manages and supervises academic programs such as Library and Information Science and Information Technology. Its goal is to develop professionals who can effectively collect, disseminate and share knowledge and information using both traditional and new technologies. The programs of the school contributing to teacher development shall have to be accredited by CTD. The School is being managed by a Head who reports directly to the Institute Director.

The Center

The Center is a non-degree granting unit in the University that has research and service functions. There are **University** and **Faculty-level** centers. Each Faculty Unit has an attached Center which serves as its “laboratory” to apply the knowledge generated in resolving strategic issues. The University-level Center is headed by a Director while the Faculty-level Center is managed by a Center Head.

The Office

The Office is a service and non-academic unit in the University created primarily to perform identified service functions. There are University-level Offices each headed by a Director.

Office of Student Affairs and Student Services

The Office of Student Affairs and Student Services (OSASS) is primarily responsible for providing a diverse menu of student services supplementing and complementing the formal curricular program. It also functions as a focal point for both student discipline and promotion of student protection and welfare.

Office of the University Registrar

The Office of the University Registrar (OUR) is the University’s focal office tasked to ensure that the University’s academic policies are implemented. OUR is responsible for preserving the academic integrity, safeguarding the security of academic records and effectively provides accessible academic services to the faculty, students, alumni, and management. It serves the faculty and students through scheduling, registration, record-keeping and reporting as well as assisting the deans and other administrative offices in providing their own services. It further supports the administration in the academic policy formulation being the principal office to provide the necessary reports and analysis required for this task.

Office of Admissions

The Office of Admissions (OA) oversees both graduate and undergraduate admission to the University. It is tasked to ensure that the admission requirements and qualifications are adhered to. It is also responsible for ensuring that the University’s student population is national in character and comes from diverse background exhibiting readiness and aptitude for the rigors of a PNU education.

Office of the Vice President for Finance and Administration

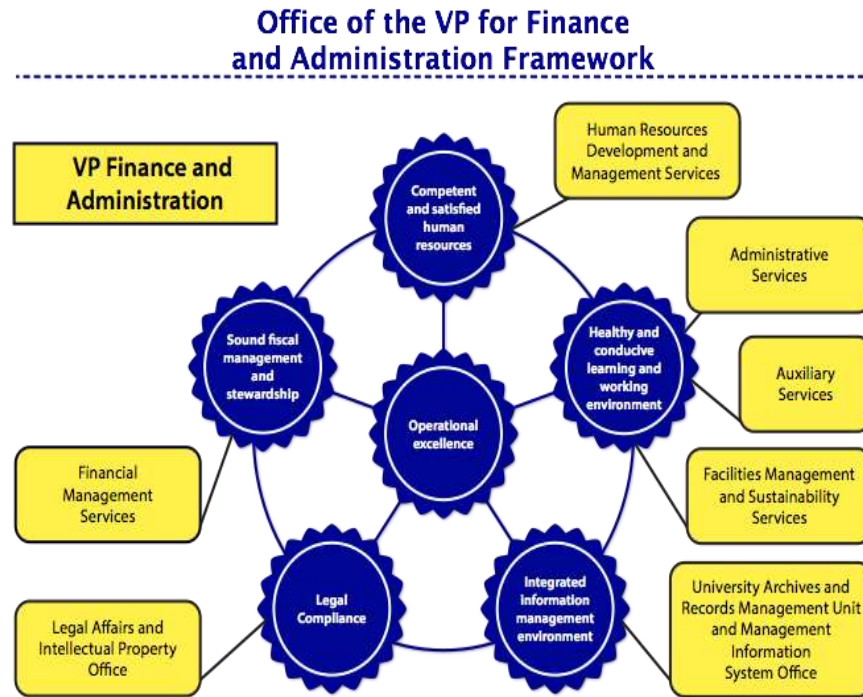
The Office of the Vice President for Finance and Administration (OVPFA) is primarily responsible for ensuring that the University provides excellent knowledge support management system. It involves governance of the University and management of systems, standards, processes, practices, and procedures designed to create and sustain an environment that promotes innovation in knowledge creation, transfer, sharing, application and exchange. PNU, through this office, shall perform the following:

- Promote an institutional culture and shared management philosophy;
- Develop a program for recruitment, development and retention of competent, committed, and excellent human resources;
- Provide administrative support services that are of high quality, reliable and cost effective;
- Develop and implement quality and innovative ICT services and support, and makes solutions available to ensure both smooth and improved operations of academic programs and services;
- Provide facilities in planning, design, construction, operation and maintenance services that are customer-focused, quality standard, certified, optimized, and environmentally-sustainable;
- Implement financial management system to include business planning and analysis, financial accounting and forecasting to prevent fraud and corruption and ensure the University's fiscal health and growth;
- Establish structures and processes related to the governance of the University aimed at ensuring the effective planning, decision-making and appropriate management of operation of quality standards, legal compliance requirements, certification/accreditation requirements, and accountability;
- Provide auxiliary services that enrich the learning experience and life opportunities of all PNU students through a range of high quality, innovative, responsive and efficient services relevant to the teaching, research, extension, production, and international activities of the University;
- Implement communication, promotional, and marketing program for the University; and,
- Provide efficient and effective delivery services to students in the areas of admissions, student records, library services and acquisition of materials, equipment and supplies.

Operational Excellence is the guiding principle and the key result area by which the offices under OVPFA are directed, the components of which include:

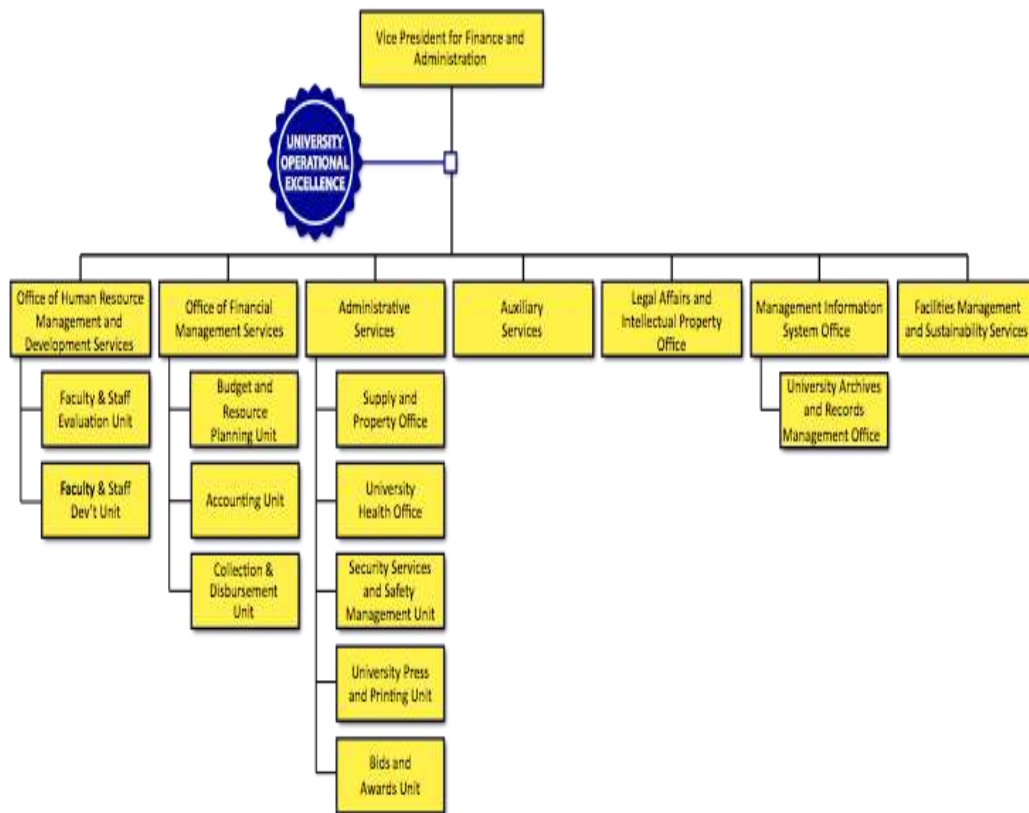
- Competent and satisfied human resources;
- Sound fiscal management and stewardship;
- Healthy and conducive learning and working environment;
- Integrated information management system;
- Legal compliance.

The figure below shows the sub-components of the assigned key result area to be delivered by OVPFA:



OVPFA is responsible for the sound and strategic management of the University's financial resources and oversees all aspects of the University's administrative functions to ensure its **operational efficiency, productivity, and excellence.** Its primary function is to strengthen and align central administrative and financial functions with the University's core functions of research, instruction, extension, and production. It directly supervises the following units:

- Human Resources Management and Development Services;
- Financial Management Services;
- Administrative Services;
- Auxiliary Services;
- Facilities Management and Sustainability Services;
- Legal Affairs and Intellectual Property Office;
- Management Information System Office.



Human Resource Management and Development Services

The Human Resource Management and Development Services (HRMDS) is primarily tasked to ensure an enriching, fair, and healthy working environment which promotes professional growth and career advancement for faculty and staff, and guarantee a steady supply of **highly competent and satisfied human resources**. It develops activities that are designed to meet the needs of PNU in accomplishing its mission through the fair, efficient and economical use of personnel in accordance with the requirements of the University.

HRMDS formulates and administers policies on recruitment, personnel (faculty and staff) movements, salaries and fringe benefits, performance appraisal and development, job evaluation, organizational development, administrative rules, labor relations, and separations; maintains a complete compilation of personnel records; conducts and coordinates all manpower training and attitudinal development activities in the University; prepares intermediate and long-range forecasts of the training needs of University personnel; conducts faculty and staff evaluation; and coordinates with relevant offices on faculty development.

In addition, HRMDS has an oversight function over campus HR offices to ensure that the University policies on standards are met. It is also tasked to maintain and manage PNU's human resource management information system.

1. Employment Services
 - 1.1 Conducts human resources planning for the University;
 - 1.2 Recruits human resources needed and requested;
 - 1.3 Screens applicant for deployment;
 - 1.4 Advertises vacant positions to be filled up;
 - 1.5 Prepares appointment papers;
 - 1.6 Maintains a complete and up-to-date human resource management system.
2. Welfare and Benefits Services
 - 2.1 Formulates, recommends and evaluates policies and practices regarding employment welfare;
 - 2.2 Processes salary adjustments and other monetary and social benefits;
 - 2.3 Administers the leave benefits of the employees;
 - 2.4 Prepares and issues certification of employment and service records of the faculty and staff;
 - 2.5 Prepares applications/documents for GSIS, Pag-IBIG, PhilHealth, and BIR transactions of newly-hired employees;
 - 2.6 Conducts physical and mental fitness program in coordination with the University Health Services Unit and other relevant offices;
 - 2.7 Conducts exit interviews of employees about to retire, resign, transfer or separate from the University to obtain their suggestions and/or feedback on how to improve organizational productivity and performance.
3. Training and Development Services
 - 3.1 Prepares short and long-term plans for training and education for the faculty and staff;
 - 3.2 Implements the approved faculty and staff development program;
 - 3.3 Announces the available trainings, education programs and scholarship grants to qualified and interested personnel;
 - 3.4 Conducts orientation/induction program for new employees;
 - 3.5 Provides counselling program.
4. Performance Evaluation Service
 - 4.1 Conducts and analyzes faculty and staff evaluation;
 - 4.2 Develops a system that regularly updates faculty and staff profile;
 - 4.3 Monitors the submission of the performance evaluation of personnel;
 - 4.4 Responsible for the safekeeping of all performance rating reports and records of personnel;
 - 4.5 Responsible for the periodic submission to the agency head of the consolidated result of its employee performance and appraisal.
 - 4.6 Keeps faculty and staff evaluation and promotion documents.

HRMDS is headed by a Director who is responsible for designing, implementing, and evaluating the University's human resource programs and policies. He/she manages the recruitment and staffing, performance management, benefits and compensation administration, employee relations services, and training and development services. He/she performs the following:

- Develops an employee-oriented organization culture that emphasizes excellence and teamwork;
- Ensures organizational compliance with relevant laws, rules, and regulations as well as organizational procedures and policies;
- Implements HR programs and policies as needed by the University;

- Identifies, evaluates, and resolves human relations, employee morale, work performance, and organizational productivity concerns;
- Ensures that the job description for every employee position is up-to-date and accurate;
- Develops staffing strategies and implements programs and plans;
- Ensures that competent staff is available;
- Manages employee training and organizational development programs;
- Conducts performance reviews with personnel heads and monitors employee attitudes, productivity, and performance outcomes;
- Manages the human resource management and payroll system.

Financial Management Services

The Financial Management Services (FMS) is responsible for providing **sound stewardship of the University resources** and ensuring that PNU's **fiscal reputation is above suspicion**. It provides financial reporting, ensures internal and external compliance, and performs financial administration. It is the University's focal point for ensuring compliance with laws relevant to fiscal management, and designing and implementing the University's fiscal management system.

FMS supervises the following offices:

1. Budget and Resource Planning Unit

The Budget and Resource Planning Unit (BRPU) manages the budgetary resources of the University. Its main task is to provide accurate, timely, and meaningful budget and financial information that enables PNU to achieve its defined performance targets. It works with University stakeholders to manage the budgetary processes by providing services and tools for budget training, planning, and problem resolution and making available information and analysis to support decision-making and resource planning.

2. Accounting Unit

The Accounting Unit (AU) provides central accounting and reporting of all financial transactions in the University. It provides faculty, staff, and students accounting services related to their employment and enrollment statuses, respectively.

3. Collection and Disbursement Unit

The Collection and Disbursement Unit (CDU) takes custody of the University's cash holdings; advises the management on the status of funds; receives, keeps, and deposits collections; encashes checks and disburses cash for payment of salaries and other emoluments of University personnel, students, among others; prepares/signs and issues checks to liquidate University obligations; and maintains liaison with relevant banks and the Bureau of Treasury.

Staffing and Functions

The FMS Director is the University's Chief Finance Officer. He/she is responsible for consulting with the management team about expenses, minimizing expenses, controlling budget variances and the proper application of capital. Money management is the FMS Director's key responsibility. The FMS Director must perform expert and advanced forecasting techniques to ensure that the

University has the level of cash on hand needed to meet its daily, weekly and monthly financial requirements. This forecasting also includes revenue, expense, budget and revenue forecasting.

The following are the general functions of the FMS Director:

Management Support

The FMS Director is responsible for supporting all of the constituent units of the University. He/she ensures that the individual units have the available resources to operate. The FMS Director is also responsible for assisting the management team in making sound business decisions regarding their units through the use of financial data. The Director provides the management with an operating budget as well as ensures success through cost-analysis support, and compliance with all contractual and programmatic requirements. This includes: 1) interpreting legislative and programmatic rules and regulations to ensure compliance with all government and contractual guidelines, 2) ensuring that all government regulations and requirements are disseminated to appropriate personnel, and 3) monitoring compliance.

Monitoring and Financial Reporting

The FMS Director oversees the management and coordination of all fiscal reporting activities of the organization including revenue, expense and balance sheet reports. He/she provides the top management with financial analysis for sound decision-making and ensures that the financial statements and other reports are complied with. He/she ensures that adequate controls are installed and that supporting documentation is approved and available such that all purchases may pass independent and governmental audits.

Loss Mitigation

The FMS Director enables strategies to limit loss and recommends loss mitigation policies and measures. The Director ensures that zero leak is achieved.

The Head of Accounting Services Unit is responsible for the daily accounting functions of the University which includes procurement, receiving, property control, accounts payable, financial aid disbursements, general ledger updating, grant and contract reporting. The Head of Accounting Services compiles the interim financial reports and annual financial reports; develops and assesses the effectiveness of computer support systems to ensure that proper accounting standards, principles and procedures are followed during the daily updating of financial records; and facilitate the reporting process. The Head supervises accounting professionals and clerks. He/she also ensures a good working environment with academic and administrative staff as well as with the internal and independent auditors to ensure adherence to prescribed accounting principles, standards, and procedures.

The Head of Budget and Resource Planning Unit is responsible for the preparation of the University's Internal Operating Budget, Operating Budget Request submitted to the relevant government agencies for appropriation, projecting revenues and expenses, planning and executing the budget, and maintenance of budget control. The Head assists the Chief Financial Officer in budget planning, analysis activities, and preparing the responses to proposed legislation for the University. The Head supervises accounting professionals and accounting clerks and works with academic and administrative staff and internal and independent auditors to ensure adherence to prescribed accounting principles, standards, and procedures.

The University Cashier is responsible for ensuring that CDU performs its general function of receiving, releasing, and recording all financial transactions of the University.

He/she further ensures accountability of University receipts and funds at all times by balancing the Daily Cash Reconciliation Book with the previous day's transactions and performing various audits and checks of cashiers' deposits and funds; ensures proper accountability of daily receipts and cash for accurate balancing and reconciliation by making daily deposits, keeping CDU's checkbook current, entering all incoming and outgoing cash, and end-of-day checkout; ascertains the security of University funds kept in the Unit by keeping cash and financial transactions recorded, locked, and secure from unauthorized access, including verifying time locks; supports and assists cashiers in daily operations by ensuring that all transactions between the individual cashiers and head cashier are balanced; promotes a positive image of the Unit when handling customer/client problems by treating each individual with respect and resolving their concerns/complaints in a professional manner; and, contributes to the overall success of the Unit by performing all other essential duties and responsibilities as assigned.

Administrative Services

The Administrative Services (AS) is responsible for ensuring healthy and conducive learning and working environment through the provision of service requirements of all University administrative and academic units in support of their respective performance targets. It provides responsive and quality customer services to the students, faculty and staff.

AS oversees the delivery of services of the following units:

1. Supply and Property Unit

The Supply and Property Unit (SPU) provides for the needs of the faculty, staff, and students through the **timely, environment-friendly, and cost-effective** procurement of goods and services. It handles procurement, payment and distribution of office supplies and equipment; takes charge of repair of office machines, furniture and fixtures; safeguards University properties; maintains records of all properties and equipment; and undertakes regular disposal of unserviceable and obsolete assets.

2. University Health Services Unit

The University Health Services Unit (UHSU) is responsible for promoting a healthy workforce and student population and ensuring that the University meets health and sanitation standards. It develops and implements the University Health Program which includes, but not limited to, providing medical and dental health services and preventive programs promoting healthy lifestyles among University internal stakeholders. UHSU serves as the University ombudsman on matters pertaining to health and sanitation.

3. Security Services and Safety Management Unit

The Security Services and Safety Management Unit (SSSMU) is primarily responsible for ensuring that all members of PNU community may pursue their occupation and/or education without fear for their mental, emotional, and/or physical well-being. It is also responsible for providing a safe academic and learning environment for all faculty, staff,

students, and visitors. It is also the University's main focal point in times of crisis and emergency.

4. Bids and Awards Unit

The Bids and Awards Unit (BAU) ensures that the procurement of goods and services meets government requirements. It guarantees that the best value is obtained for all academic and administrative units of the University through competitive bidding and negotiation processes.

5. Press and Printing Unit

The Press and Printing Unit (PPU) serves as the University's printing facility to provide printing, graphic design, bindery, digital short run and banners, and copier services to the PNU community. It supports business, academic, and event needs through design, production, and finishing activities

The AS Director performs the following:

- Analyzes internal processes and recommends and implements procedural or policy changes to improve operations, such as supply changes or the disposal of records;
- Directs or coordinates the support services units of the University;
- Prepares and reviews operational reports and schedules to ensure accuracy and efficiency;
- Plans, administers and controls budgets for contracts, equipment and supplies;
- Conducts training and workshops to teach the procedures to staff;
- Oversees the disposal of surplus or unclaimed properties.

Auxiliary Services

The Auxiliary Services (AUS) provides a variety of non-academic services to enhance campus life for PNU students, faculty, staff, alumni and guests. The services include, but not limited to, cafeteria and commercial stalls, hostels and dormitories, catering, among others.

The University provides the following auxiliary services:

- **Food Services** include the supervision of the University cafeteria and provision of catering services upon request to ensure that healthy and flavorful menu featuring Filipino and other dishes are available to the PNU community;
- **Events Services** offer a variety of services to meet the requirements of different University functions and event needs of external customers;
- **Board and Lodging Services** make available to student, faculty, staff, alumni, and guests transient and short- term use of dormitories and hostel facilities for affordable prices but of quality services. This also includes laundry services;
- **Auxiliary Enterprises** pertain to commercial utilization of University facilities and resources to include concessions and other business undertakings.

Staffing and Functions

The Auxiliary Director supervises and coordinates the operation of auxiliary services. He/she has the following specific functions:

- Reports to the Vice President for Finance and Administration;
- Selects, trains, monitors, and evaluates auxiliary support staff;
- Coordinates and maintains standards of excellence for services;
- Monitors the unit's budgets and revenues;
- Provides direction for planning and promotion of services and establishment of customer service-oriented programs for students, faculty, and staff.
- Coordinates with HRMDS in promoting the professional development of support staff;
- Performs administrative responsibilities which include, but not limited to, scheduling, budget control, inventory management, contract administration, and supervision of staff;
- Manages the auxiliary enterprises of the University to ensure that these bring optimum revenues to the University;
- Submits financial reports to VPFA and the University President.

Facilities Management and Sustainability Services

The Facilities Management and Sustainability Services (FMSS) is a unit primarily tasked to ensure a healthy and conducive learning and working environment for the University's stakeholders. Further, it is responsible for the management of existing facilities and equipment in all PNU campuses. These functions include: architectural and engineering services for renovations, building maintenance, landscape services, custodial services, recycling programs, technology support, and various shop functions consistent with all aspects of maintaining the buildings and grounds of the University and other equipment.

FMSS also provides faculty, students and staff support services for their facilities and equipment requirement including technical support and repairs. It also manages the University's energy utilization, motor pool, and sustainability program to reduce PNU's environmental footprint and transform it as a "green" University.

The FMSS Director performs the following functions:

- Monitors the facility to ensure that it remains safe, secure, and well-maintained;
- Oversees the maintenance and repair of machinery, equipment, and electrical and mechanical systems;
- Oversees construction and renovation projects at the University to improve efficiency and ensures that facilities meet environmental, health, and security standards, and comply with government regulations;
- Participates in architectural and engineering planning and design, including space and installation management.

Legal Affairs and Intellectual Property Office

The Legal Affairs and Intellectual Property Office (LAIPO) provides legal advices and representation to the University, its constituent units and affiliated entities, regents, officers, employees, and student leaders while acting on the University's behalf. LAIPO is primarily responsible for ensuring that the University is in compliance with relevant laws. It provides professional, timely and knowledgeable legal advices and representation on a wide range of complex legal issues affecting PNU.

It is the University's main office to protect the University's intellectual property. It ensures that programs and policies are in place promoting and protecting PNU's intellectual property.

LAIPO serves as the University's main arm in responding to all forms of legal processes directed to administrators, faculty and staff in performing their University functions. It represents PNU in judicial and administrative proceedings while providing a full range of legal advices.

LAIPO leads the efforts to improve PNU's compliance with laws, policies, and procedures. This is accomplished through effective communication and cooperation with internal and external University stakeholders. It is also responsible for supervising and coordinating the investigation of all complaints. It drafts, reviews and negotiates business instruments such as major procurement and research contracts, employment agreements, leases and conveyances for form and legal sufficiency. Further, LAIPO is responsible for the administration of intellectual property developed in the University. The IP policies, including its formulation, implementation, and evaluation are generated at LAIPO. Corollary to this function, the Office advises faculty and students regarding intellectual property (IP) agreements; evaluate, protect, and license IP agreements, and evaluate the IP provisions of sponsored research agreements. In all possible cases, LAIPO ensures the University's advantageous negotiation of certain agreements with the for-profit sector that relate to campus intellectual property activities.

Management Information Systems Office

The Management Information Systems Office (MISO) has a dual function. Firstly, it has a service function. MISO is PNU's focal unit to ensure that the University's information management system is integrated and effectively improving its processes. It is responsible for managing and maintaining a competitive administrative computing environment for PNU and establishing systems to make the best use of information technology aimed at improving the administration, operation efficiency and effectiveness of the University. It provides data management and integration to support the University's academic and administrative functions, and facilitates knowledge management services including information retrieval, information mapping, information sharing, data categorization, and knowledge capture. For this function, it reports to VPFA.

Secondly, MISO serves as the laboratory of the Institute of Knowledge Management in applying the theory of knowledge management to practice in PNU and using the lessons from practice to advance this emerging area of study. For this function, the MISO Head reports directly to the Institute Director.

Significantly, MISO is directly linked to the University Library in the dissemination and utilization of knowledge. It assists UL in keeping and utilizing soft and hard data.

University Archives and Records Management Unit

The University Archives and Records Management Unit (UARMU) manages the organizational information so that it is timely, accurate, complete, cost-effective, accessible and usable.

UARMU also has the following functions:

- Control the creation and growth of records;
- Improve efficiency and productivity;
- Assimilate new record management technologies;
- Ensure regulatory compliance;

- Safeguard vital information;
- Preserve the institutional memory;
- Manages University archives;
- Develop PNU's print and non-print records and materials as data pools for research purposes.

Office of the Vice President for Research, Planning and Quality Assurance

The Office of the Vice President for Research, Planning and Quality Assurance (OVPRPQA) is primarily responsible for ensuring that the University performs the following:

Research (Knowledge Creation). This refers to the function of the University as the source of information on a new theory or its application that can shape education, particularly teacher education, in the country and beyond its borders. PNU aims to:

- Conduct high impact research that will improve the quality of the educational system, particularly teacher education, in the country and the world;
- Develop innovative ideas for international distinction;
- Share expertise and competence in educational research to the community of learners and/or scholars;
- Provide research data to the Department of Education (DepEd) and the Commission on Higher Education (CHED) as inputs in designing curricular programs in basic education and teacher education;
- Take the leadership role in the development of unifying teacher education research agenda among teacher education institutions;
- Provide policy-makers with empirical research data to serve as bases for their formulation of the country's education legislative agenda;
- Disseminate timely research outputs, systematically in all modalities (print, non-print) to all its stakeholders; and,
- Establish and maintain a database of international and national educational policies and other significant data related to education in the Philippines, Asia Pacific region and beyond.

OVPRPQA is committed to enhancing the University's research productivity, ensuring increasing competitiveness of the system through deliberate pursuit of defined results based on the highest possible standard of quality, and advancing and promoting the scholarship, research and practice of teacher education and organizational learning in the Philippines and abroad. It is responsible for research administration including the establishment and implementation of research policies and procedures, facilitation and stimulation of research productivity.

It endeavors to establish partnerships with other research/educational institutions to promote collaborative or commissioned researches. It is responsible for the promotion of research culture and generation of competitive research output.

OVPRPQA seeks to create, test, transform and share knowledge, and generate scholarship aimed at furthering a critical understanding of education and its role in society. It is responsible for the policy development in research. It also forecasts cutting edge researches to ensure competitive research outputs.

OVPRPQA also oversees quality systems in the University, including the setting of quality goals, managing and improving all aspects of the quality system, analyzes current policies and procedures, updating them as necessary, and introduces new ones and establish control systems.

The Key Result Areas to be delivered by offices under OVPRPQA are Knowledge Creation and Competitiveness, the components of which follow:

- **Research advancement and promotion:** This refers to managing all areas related to research development, research grants and contracts, research compliance, technology transfer, and liaison with government and industry and other partners in support of the University's research production.
- **Innovative education research:** This refers to cutting edge researches in teacher education that define its anatomy, push the frontiers of knowledge, and translate knowledge into policies shaping teacher education in the Philippines and beyond.
- **Institutional competitiveness through quality assurance and data-based planning:** This refers to conscious and deliberate integration of quality assurance in all facets of the University's system to achieve unquestionable leadership in teacher education in the Philippines and beyond.

The figure below shows the sub-components of the assigned Key Result Areas to be delivered by OVPRPQA:



OVPRPQA consists of the following:

Research Center for Teacher Quality

The Research Center for Teacher Quality (RCTQ) is a specialized research center in the University. It is created to advance the understanding of teacher quality as a major research area in the field of teacher education. It is envisioned to provide evidence-based policy advice for strengthening teacher quality through the conduct of high-impact and applied researches directed at solidifying teacher quality.

Educational Policy Research and Development Center

The Educational Policy Research and Development Center (EPRDC) is a specialized research center in the University focused on policy researches and studies on teacher education. It is established to provide research-based policy recommendation to policy-makers. It also serves as a clearing house for all data relevant to teacher education in the Philippines and beyond.

With PNU as the National Center for Teacher Education, EPRDC shall:

- Establish and maintain a database of educational policies and significant issues facing the country's education system as well as the education systems of other countries especially in the Asia Pacific region;
- Create and test different models of teacher education, address key factors in successful teacher education programs and determine which model would best achieve the country's educational goals;
- Provide a systematic dissemination of research output on teacher education to make them readily available to end-users such as teachers and academic supervisors;
- Share research expertise and competence in educational researches with other teacher education institutions throughout the country;
- Advise the country's policy-makers and decision-makers in planning, implementing and evaluating reforms in teacher education including the licensing of professional teachers;
- Assist in the assessment of government programs on education. As such, PNU may be required by any government agency to comment and/or make recommendations regarding the different policies and programs on education; and
- Conduct periodic studies in aid of crafting responsive policies and programs on education.

EPRDC also has the following research management and development service functions:

- Development of the University Research Agenda/Priorities in cooperation with OVPRQA and the Research Council;
- Planning, organization and supervision of research capability program for faculty and staff;
- Coordination and monitoring of research activities in the different colleges/departments, units of the University;
- Farming out of grants for research and monitoring of the utilization of funds;
- Supervision of the publication and dissemination of research reports and technical papers and provision of support to faculty members in the presentation and publication of their researches, which include editing, proofing of texts and improving graphics (illustrations, graphs, research posters, etc.);
- Provision of support services to faculty such as, but not limited to, the following:
 - Advice on funding opportunities;
 - Developing relationships with potential sponsors;
 - Assistance to faculty in developing proposals;
 - Advising faculty on the terms of grants;
 - Monitoring compliance with the terms of grants;
 - Monitoring expenditure against budgets.

Center for Planning and Quality Assurance

The Center for Planning and Quality Assurance (CPQA) is the University's focal office in ensuring that standards of quality are met and the system has internal mechanisms to continuously improve itself. The planning component of the Center promotes and assists in the development, coordination, monitoring, and assessment of the strategic planning process in all Campuses, Colleges, Centers, Offices and Units of PNU. It manages the conduct of institutional researches for decision-making purposes. The Center provides the management with institutional data needed to diagnose the University's organizational health. It facilitates the review of plans and provides the necessary information, data as inputs to the management in the crafting of the strategic development plan.

CPQA is also responsible for institutional quality assurance mechanisms and compliance with national and international standards of excellence. It shall implement PNU's distinctive competence in all its products and services. The Center exists to guide the University in upgrading the level of academic and research performance, efficiency and competitiveness ability by applying accreditation criteria, as well as local and global quality assurance requirements (e.g. AACUP, ISO 9001 certification, QS ranking, to name a few) in order to turn PNU into a distinguished University known locally and globally.

The diagram below shows the structure of OVPRPQA:



PNU Ethics Committee

The PNU Research Ethics Committee (PNU-REC) is an arm of the PNU Research Council primarily created to promote high ethical standards in the conduct of educational researches by protecting the dignity, rights, safety and well-being of all groups involved in researches while safeguarding the integrity of the research data throughout the lifetime of the research and into the dissemination process. The structure does not reflect this Committee as well as the Research

Council because these are decision-making mechanisms which are part of standard University processes. However, it is important to include such committee in the discussion of the structure to emphasize that it is a recognized committee in the University.

Functions

The PNU Research Ethics Committee directly reports to the PNU Research Council in relation to the following functions:

- Foster a research culture that is sensitive to ethical considerations especially in studies that involve people;
- Develop ethical guidelines for conducting researches;
- Ensure that all investigations conform to ethical principles;
- Review, consider, approve or issue guidance relevant to studies on research ethics; and
- Aid and support staff and student researchers in upholding exemplary ethical standards in research.

Composition and Terms of References

The PNU Research Ethics Committee is supposed to be an interdisciplinary and pluralistic advisory group that branches out as an arm of the PNU Research Council. The leadership and a good number of the members are naturally drawn from the PNU Research Council. A minimum of nine (9) personnel comprise the group. However, its composition shall be both definite yet dynamic. Since the studies may all be education-related, the fields and interests shall be diverse, thus, requiring some modifications in the membership to truly address specific contexts. Hence, the basic organization of the group follows:

Designation	Composition	Responsibilities
Chair	VPRPQA	<ul style="list-style-type: none"> • Reports to the PNU Research Council actions, recommendations and other concerns related to REC functions; • Convenes REC to discuss and finalize decisions on proposals presented to the PNU Research Council.
Members	Directors of Research Centers (i.e. RCTQ and EPRDC)	<ul style="list-style-type: none"> • Assists REC Chair in all tasks related to REC functions; • Prepares written reports and communications pertinent to the activities of REC.
	Subject/Content Area Specialist	<ul style="list-style-type: none"> • Attends REC meetings; • Reviews proposals in the light of ethical guidelines and standards acceptable in their specific fields, interests or concerns; • Gives comments, suggestions and recommendations for the approval and/or issuance of guidance on research ethics.
	Methods Expert	
	Statistics Expert	
	Instrumentation Expert	

Designation	Composition	Responsibilities
	Gender Development Representative	
	Inclusive Education Representative	
	Other Representations as needed (i.e. other TEIs, parents, students, supervisors, etc.)	

Office of the Vice President for University Relations and Advancement

The Office of the Vice President for University Relations and Advancement (OVPURA) is primarily responsible for the extension and linkages (Knowledge sharing and Exchange) functions of the University and the efficient operation of the campuses. OVPURA is responsible for reaching out to various agencies/groups in need of technical assistance. Likewise, this Office is the main arm of the University in partnering with other institutions for mutual benefits.

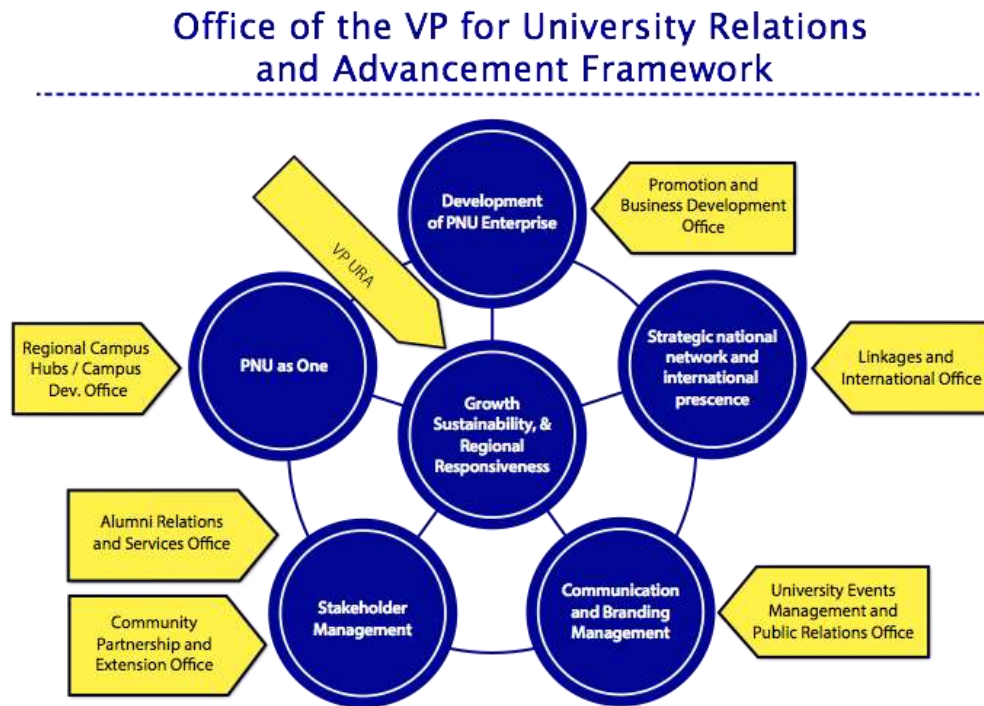
To ensure that the University operates as ONE system, OVPURA is tasked to oversee and coordinate the smooth running of the business, strategies and operations in all PNU campuses. The Office is also tasked to assist the campus management team in transforming a PNU campus as a hub for a specified discipline.

To meet this critical role, PNU shall:

- Design, implement and sustain innovative and progressive extension programs in support or in partnership with other Tertiary Educational Institutions (TEIs), Centers of Excellence (COE) and adopted communities in the local, national and international levels;
- Share diverse intellectual and creative resources to strategic stakeholders to promote the University for mutual benefits;
- Expand linkages with national and international academic and non-academic institutions in Asia for mutual exchanges;
- Strengthen and sustain the interests, concerns and participation of PNU alumni in University affairs; and,
- Intensify the networks with national and international non-governmental organizations to generate resources and enhance research capability and academic programs;
- Strengthen PNU's visibility and branding through print, broadcast and other forms of media.

OVPURA takes care of the University's growth and sustainability through innovation and entrepreneurship and as an expert hub for specific disciplines. It pursues spaces where the University can leverage its resources and services to promote entrepreneurial spirit within the PNU system. It is the University's main catalyst in cultivating a culture of innovation to sustain PNU's growth for its present and future requirements as it continues to perform its role in the society. As PNU's direct arm to link to different agencies and institutions, OVPURA ensures the University's strategic national and **international presence**. The specific PNU hubs also strengthen the University's responsiveness to the needs of the concerned regions in the country.

The figure below shows the framework governing OVPURA:

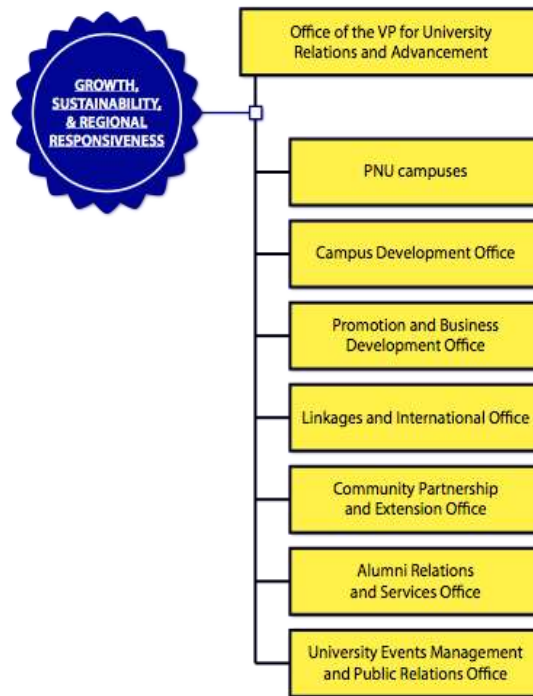


The main deliverable of OVPURA is the University's growth, sustainability, regional responsiveness, and internationalization. This includes the following:

- **Development of a PNU Enterprise:** This refers to the development of a diverse array of PNU trademark in the form of goods, services, physical assets, and intellectual property designed to grow the University's capital. It actively pursues public-private partnerships to sustain the University's current and future requirements;
- **Strategic national network and international presence:** This refers to the positioning of PNU in strategic networks and partnerships that shall build PNU's leadership in teacher education. It consists of pursuits and collaboration that shall galvanize PNU's local, regional, national, and international presence;
- **Stakeholder engagement:** This refers to the building of sustainable relationships with key stakeholders for mutual benefits;
- **Communication and Branding Management:** The University's brand of quality is the foundation of its reputation. This component of OVPURA emphasizes the role of managing communication both for internal and external public to promote and protect the PNU's brand.

- **Regional Responsiveness:** As a knowledge creator, PNU is tasked to set standards on creation and distribution of knowledge on specific disciplines. The PNU Hubs shall ensure that this mandate is achieved.

The figure below shows the structure of OVPURA:



Campus Development Office

The Campus Development Office (CDO) is the main unit under OVPURA which primarily assists the domain's Vice President in ensuring that there is a uniform system in all PNU campuses. The main task of this unit is to ensure that the PNU hubs are functioning according to intended purposes. CDO also ensures that experts in the specific disciplines are tapped to help establish that the most effective system is in place to run the hubs. As a technical arm of OVPURA, CDO also prepares technical papers and reports, presentations and proposals for the University President, Vice Presidents and other offices/units in and out of PNU.

Promotion and Business Development Office

The Promotion and Business Development Office (PBDO) is the main unit of the University tasked to commercialize the intellectual property where appropriate. It pursues and explores initiatives for PNU's commercial benefit and aggressively seeks asset and capital development for the University.

Linkages and International Office

The Linkages and International Office (LIO) is primarily responsible for pursuing strategic and innovation partnerships and collaboration both at the national and international levels.

Community Partnership and Extension Office

The Community Partnership and Extension Office (CPEO) is the University's main arm in fulfilling its corporate social responsibility by putting knowledge to work for PNU's partner communities and the public aimed at improving their lives and situations. It is also the main unit of the University tasked to undertake outreach and relief programs during emergency situations.

Alumni Relations and Services Office

The Alumni Relations and Services Office (ARSO) exists to foster life-long partnership between the University and its alumni and friends. It supports PNU alumni and friends' undertakings in and out of the academic arena. ARSO endeavors to keep the alumni fully informed about the developments in the University, offers a wide range of services which meet alumni needs, and fosters links between and among PNU alumni.

University Events Management and Public Relations Office

The University Events Management and Public Relations Office (UEMPRO) is primarily tasked to manage the University's corporate image and brand. UEMPRO actively promotes the University's positive presence to the relevant public both in real and virtual spaces. It also serves as the University's events manager.

UEMPRO is created to perform the following:

- Prepare the University Calendar;
- See the proper conduct of all University events;
- Plan the details (i.e. invites, letters, speakers, among others, for all University events);
- Coordinate with different colleges, departments and units for the smooth running and proper scheduling of all events and programs;
- Coordinate with the Media and Public Affairs Office in maintaining the online and physical bulletin boards;
- Manage the reservation of all University function rooms and halls;
- Develop and manage the University's communication program and policies. These include, but not limited to, preparing news and announcements using the multi-media; disseminating key and relevant news and updates for the University; managing the University's website; and issuing official statements to the public such as suspension of classes;
- Create and develop the total image or branding of the University in its internal and external functions;
- Ensure that there is a proper flow of communication for both internal and external audiences;
- Work closely with the Presidential Management Staff;
- Serve as the main focal point for communicating University's responses to emergency and crisis situations.
- Ensure proper documentation of University's events and functions.

4.2 PNU QMS Organizational Structure

For the purpose of the Quality Management System, PNU has defined “Top Management” as:

1. President
2. Vice President for Research, Planning and Quality Assurance
3. Director of Center for Planning and Quality Assurance
4. Technical Working Group for Quality Assurance
 - 4.2.4.1 University Coordinator/s for Quality Assurance
 - 4.2.4.2 Performance Management Team
 - 4.2.4.3 Internal Quality Auditors

The “Top Management” for PNU QMS shall be committed to develop and implement the Quality Management System and continually improve its effectiveness by:

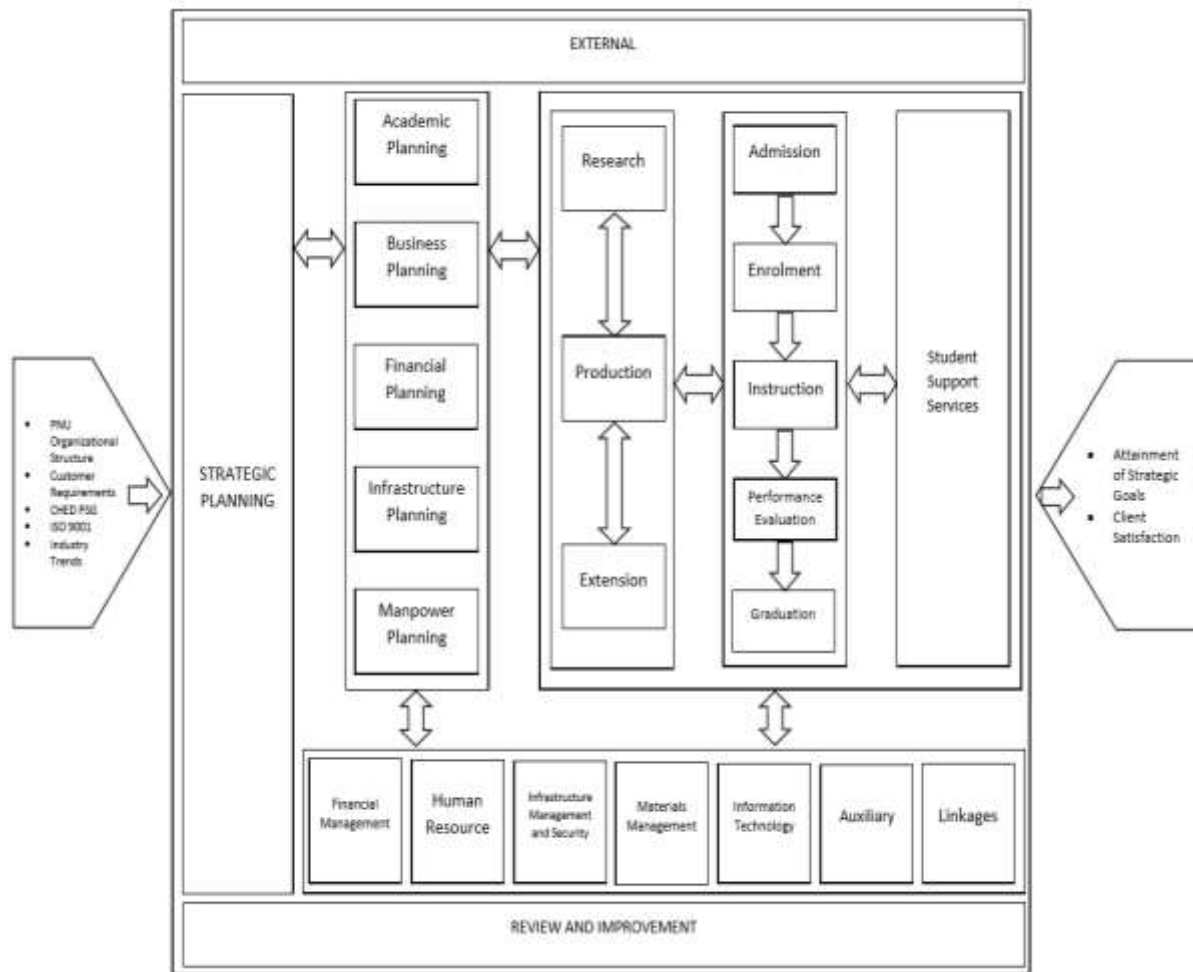
- a) Communicating to the organization the importance of meeting the requirements of its customers as well as statutory and regulatory requirements. This information is normally communicated through, but not limited to, the following: holding training sessions, posting information on websites and bulletin boards, e-mail notifications, and faculty and/or administrative staff meetings;
- b) Establishing the Quality Policy (see Clause 3.4 of this Quality Manual);
- c) Ensuring that OPCR and QOPs of all units are established (see Clause 5.2.1.1 of this Quality Manual) during University Planning which is normally done towards the end of a calendar year;
- d) Conducting management reviews (see Clause 5.2.4 of this Quality Manual); and
- e) Ensuring the availability of resources (i.e. equipment, training, and manpower needs) through Management Review Meetings wherein discussions are being carried out regarding the provision of resources, facilities and infrastructure.

5. Quality Management System

5.1 Scope

The University’s Quality Management System (QMS) has been developed to satisfy the requirements of ISO 9001:2015 QMS Standard and outlines the systems and procedures implemented at PNU. The requirements contained within the ISO 9001:2015 Standard shall be applied with the ultimate goal of satisfying all customers of the University. The key processes of PNU that are incorporated in its QMS include, but not limited to, **Planning, Core, Support, Review, Improvement** and **External**.

The sequence and interaction of these processes, together with their inputs and outputs, are illustrated in the diagram that follows:



5.1.1 PNU Business Process Map

As a teacher training institution and as the National Center for Teacher Education, PNU's main services are the delivery of good education, creation and publication of educational researches and conduct of research utilization/extension. The PNU Business Process Map is a closer look on the different factors and systems that the Philippine Normal University relates to and interacts with.

The diagram consists of three (3) main groups. On the left side are the external factors or inputs that are relevant in the operation of the University. Examples of these are the Commission on Higher Education (CHED) guidelines, customer requirements, and industry trends, among others.

The middle consists of the different processes of PNU. It is divided into five (5) categories: External Process, Planning Process, Core Process, Support Process, and Review and Improvement Process. It is important to note the relationships between and among the

different processes as they show the synergy that should be evident in how the services are being carried out.

Beginning from the top, the External processes refer to the interaction and communication with other institutions, regardless of the nature of the business. It is with another academic institution, government institution, suppliers and sellers and the likes.

The Planning process begins with the University's strategic planning. These strategic plans are generally reviewed in building the core and support services. Furthermore, the planning process is subdivided into five (5) groups: Academic Planning, Business Planning, Financial Planning, Infrastructure Planning and Manpower Planning.

The Core processes focus on three (3) aspects: the creation and utilization of research, provision of world-class teacher education and other crucial student support services.

Just below the planning and core processes are the support processes of the University which include financial management, human resources, infrastructure, security, materials, information technology, auxiliary and linkages.

At the bottom of the diagram is the review and improvement process. It can be noticed that like the external process above, this process spans the entire process system as it is important to continuously check, review and improve all existing processes for maximum efficiency.

With the accomplishment of these functions and processes, on the right hand side are the outputs of PNU in its quest to accomplish the strategic goals and meet clients' satisfaction.

5.1.2 ISO 9001:2015 Requirement that is NOT applicable to PNU

In the review and compliance of the ISO 9001:2015 requirements, it was found that clause 8.3, the design and development of products and services, does not apply to PNU.

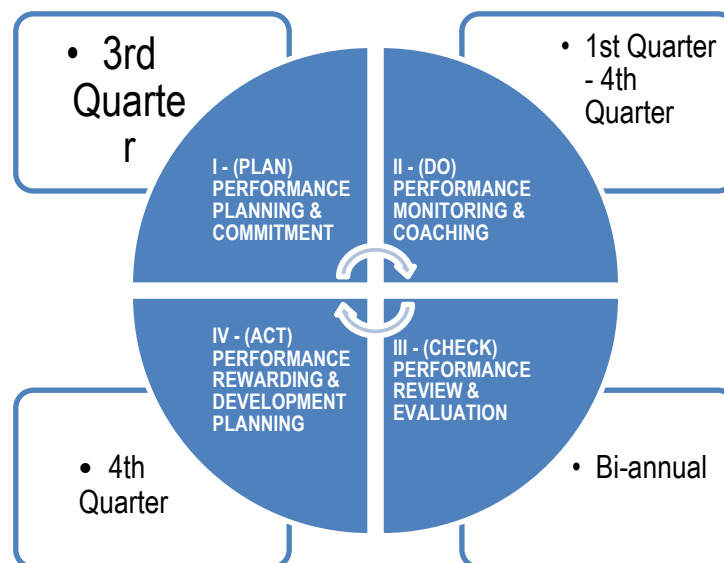
As a teacher training institution and as the National Center for Teacher Education, PNU's main services are the delivery of good education, creation and publication of educational researches and conduct of research utilization/extension. However, as education, research and extension programs are not, in general, designed and developed by the University itself, what are being designed are the processes involved in the delivery of those services that can be found under the University's core processes.

5.2 Key Processes

5.2.1 Planning

5.2.1.1 University Planning

The University Planning includes, but not limited to, financial, manpower, and infrastructure planning. It follows the PDCA cycle as illustrated below:



I. Plan – Performance Planning and Commitment

The first phase of the Planning Cycle focuses on the development of the Quality Objectives and Plans - Office Performance Commitment and Review (QOPs-OPCR) and the Individual Performance Commitment and Review (IPCR), along with the crafting of the University's Project Procurement Management Plan (PPMP) which shall be the basis for the Budget Proposal for the succeeding year. This phase also includes the development of the Annual Procurement Plan (APP) based on the National Expenditure Program (NEP) as released by the Department of Budget and Management (DBM).

CPQA, serving as the Secretariat of the University's Performance Management Team (PMT), facilitates the activities relevant to this phase. All Campuses/Colleges/Faculty/Centers/Institutes/Units are expected to craft their respective QOPs-OPCRs and IPCRs. The QOPs-OPCRs and IPCRs shall have two parts: Quality Objectives and Performance Targets from the PNU Strategic Development Plans 2012-22 (SDP); and performance measures and targets for Core Functions and **Processes** (either from the Major Final Outputs (MFOs) or from the Terms of References (TORs) of concerned offices).

II. Do – Performance Monitoring and Coaching

The second phase is the implementation period for all Projects, Activities and Programs (PAP) based on QOPs-OPCRs of various Campuses/Colleges/Faculty/Centers/Institutes of the University. In the same vein, this phase includes monitoring of both QOPs-OPCRs and IPCRs along with interventions and/or coaching, if necessary.

The monitoring of QOPs-OPCRs shall be facilitated by CPQA while HRMDS shall keep an eye on IPCRs.

The Heads of Campuses/Colleges/Faculty/Centers/Institutes/Units are responsible for conducting the necessary activities in monitoring the performance of all members of their respective offices/units.

III. Check – Performance Review and Evaluation

The third phase of the Planning Cycle is highlighted by the mid-year and year-end review and evaluation of all plans of the University. In particular, QOPs-OPCRs and IPCRs shall be reviewed bi-annually by the Performance Management Team (PMT) as facilitated by CPQA (for QOPs-OPCRs) and HRMDS (for IPCRs).

The results of the mid-year review and evaluation shall determine if revisions and/or modifications of plans for the remaining half year should be done or not. In addition, the results of the IPCR review and evaluation shall be considered if interventions and/or coaching shall be conducted.

The Heads of Campuses/Colleges/Faculty/Centers/Institutes/Units are responsible for conducting the necessary activities in the initial review and evaluation of performance of their offices/units, in general, and of all members of their respective offices/units, in particular.

IV. Act – Performance Rewarding and Development Planning

The fourth and last phase of the Planning Cycle has two important parts. The first part focuses on rewarding which may come in the form of government's Performance-based Bonus (PBB) and/or the institution-based performance incentives such as the E-PRAISE. The overall ratings of the offices' performance (QOPs-OPCRs) based on their actual accomplishments shall be used for the PBB ranking of delivery units. On the other hand, the individuals' performance (IPCR) shall be considered in the PBB ranking of individuals.

The second part of this phase is the Development Planning. More specifically, using the actual accomplishments of the various units as baseline data, planning shall be done for the forthcoming Calendar Year.

The Performance Management Team (PMT), with CPQA serving as the Secretariat, shall be responsible for facilitating the processes necessary for this phase.

5.2.1.2 Quality Management System Planning

The QMS Planning shall be initiated when new or revised processes are introduced to the existing Quality Management System.

The plans to ensure the effective implementation of the new or revised processes/programs/projects shall be reviewed and discussed during Management Review Meetings. The initiation of new processes/programs/projects may include information from the monitoring of quality objectives, updated organizational processes, and the assignment of quality management system projects.

The University's Top Management ensures the following:

- The planning of PNU's QMS is carried out in order to meet the general requirements stated in ISO 9001:2015 Standard Booklet, Clause 4.1, as well as the applicable quality objectives.
- The Top Management shall ensure that the integrity of the University's QMS is maintained when changes to it are planned and implemented.

5.2.1.3 Academic Planning

The processes in academic planning follow two stages, namely, Curriculum Development and Curriculum Approval. The procedures that are implemented in each of the stages are included in the processes of the following units with corresponding document titles.

Unit	Document Title
OVPA	Approval of a Curricular Program
CGSTER	Curriculum Development
UCMIMO	Submission and Approval of a Proposed Curricular Program

5.2.1.4 Manpower Planning

Manpower Planning includes the development plans for PNU faculty and administrative personnel. Development plans are managed jointly by OVPA and HRMDS.

Faculty Development Plan

The Faculty Development Plan (FDP) seeks to provide a number of opportunities for the faculty to study and do research for their professional growth and capacity enhancement. The University's goal is to hone the faculty to be excellent mentors to their students and exemplary education leaders and researchers.

FDP is anchored on the following premises:

- The quality of education in universities is determined by the quality of its faculty;
- No university can rise above its faculty;
- Education and training empower the individual;
- Appropriate incentives for studies and research will encourage and inspire the faculty to seek further education;
- Academically-prepared faculty will benefit the University as a whole.

The following programs may be availed by a qualified PNU faculty member as determined by the Faculty and Academic Staff Evaluation Board (FASEB):

Customized Master's Degree Program at PNU. This program is designed for faculty who have yet to finish their Master's degree because they lack theses, have yet to complete their academic requirements to qualify to take the comprehensive examination, or earned an MAT and their enrollment in the Graduate School has lapsed.

Customized Doctorate Degree Programs at PNU. This program is designed for the faculty who have not earned their doctorate degrees, and who wish to pursue a Ph.D. degree particularly in Math Education, Science Education, English Language Education, Guidance and Counselling, or Curriculum and Instruction at PNU.

Customized Doctorate Degree Program in Partnership with a Local University. This program shall be implemented in collaboration with a local university to customize a Ph.D. degree program in a priority area not currently offered at PNU.

Customized/Non-Customized Doctorate Degree Program in Partnership with a Foreign University. This program shall be implemented for 2 or 3 years in collaboration with a foreign university where the doctorate degree in 1) Early Childhood Education (ECE) or Special Education, 2) Sports Education, and 3) Knowledge and Innovation Management are being offered.

Certificate in Teaching Program (CTP) Online at PNU. This program is intended for faculty members who have no education degree or certificates in teaching. The participants in this program shall take 18 units of Professional Education courses online. The program is being implemented by the College of Flexible Learning (CFLex) in cooperation with the Faculty of Education Sciences (FES).

One-Year Thesis Scholarship Grant (TSG). This is a full-time scholarship for a year for permanent faculty members who need to finish their Master's degree.

Dissertation Scholarship Grant (DSG). This is a short-term scholarship grant for one term/semester and one summer or for six (6) months only to support the faculty members who are about to defend their dissertations.

Specialized Training/Short-term Course in Priority Areas. This program is designed for the faculty member who wishes to receive a specialized training in a given field to support his/her specialization or discipline, for retooling or conducting a research. The study or training can be taken in the Philippines or abroad. The program may run from three (3) months to six (6) months up to one (1) year.

Regular Doctorate Program in a Priority Area in a Local University. This program is intended for faculty members who wish to pursue a non-customized/regular doctorate degree program with a local university for a degree program not being offered at PNU. It supports the University's thrust to develop faculty members who are experts in particular areas of discipline for which fewer faculty are available to teach in the discipline. The priority areas are: Early Childhood Education, Environmental Education, Language and Literature, Clinical/Cognitive

Psychology, Araling Filipino Medyor sa Wika, Midya, at Kultura, TLE, Multicultural Education, Philippine Studies, Economics Education, Educational Psychology, Development Studies, SPED, Music/Music Education, MTB-MLE, and Educational Measurement.

One-Year Tuition Support for a Ph.D. Degree in a Foreign University. This program aims to support the faculty member who has been accepted to study in a foreign university but without a scholarship grant from the said university. It aims to help the faculty start his/her Ph.D. studies especially in the first year of study in the hope that he/she may get funding from the foreign university given his/her excellent scholastic standing while in the program.

Regular Master's Degree Program in a Local University in a Priority Area. This program is intended for faculty members who wish to pursue a second Master's degree in a priority area PNU has identified (e.g. Early Childhood Education, Environmental Education, etc.). They may have a Master's degree but in a discipline not aligned with their previous degree. It supports especially the faculty members from the campuses whose Master's degrees are not aligned with the advocacies of their respective campuses as hubs. The priority areas are: Early Childhood Education, Environmental Education, SPED, TLE, MTB-MLE, and IP Education.

Ph.D. by Research. This program is intended for faculty members who may or may not be doctorate degree holders but who wish to pursue a Ph.D. by Research, to align their doctorate degree to their original specialization, and produce more researches in their respective disciplines.

Details (including qualifications, benefits/incentives and strategies for implementation) of the above programs are discussed in BOR Resolution No. U-2373 dated September 22, 2015.

Staff Development Plan

The Staff Development Plan (SDP) aims to:

- Retain competent, committed and highly motivated government workforce that is truly responsive to the needs of the higher education institution's client – the public;
- Upgrade not only the qualifications and credentials of administrative employees, but also the attributes and skills essential to a continuous learning and self-renewal;
- Achieve and maintain a higher degree of professionalism among the administrative staff by professionalizing the ranks through scholarships to pursue bachelor's degrees;
- Upgrade the salary grades and living conditions of qualified administrative personnel.

HRMDS shall identify who among the roster of administrative personnel are qualified.

Details (including qualifications, schedule, scholarship benefits, and source of funding) of this development plan are discussed in BOR Resolution No. U-2202 dated December 3, 2014.

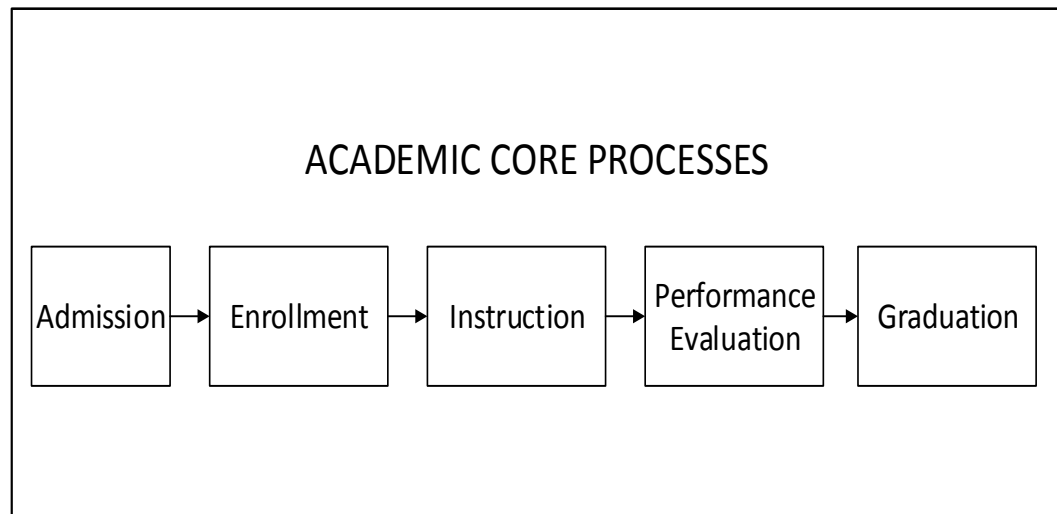
5.2.2 Core Processes

Among the processes that are being implemented by PNU in carrying out its business, the most crucial are the academic processes, namely, admission, enrollment, instruction, performance evaluation, and graduation.

Equally significant in the provision of educational services to the University's clientele are the processes on creation and utilization of researches and student support services.

These processes are related, interdependent and entail the movement of staff (teaching and non-teaching), money, materials and information which is the value-added work of the University. The synergies of these processes form the crux of the University's mandate and that is to provide quality education to all its clients.

5.2.2.1 Academic Processes



The processes in the diagram are being managed by OVPA and its domains. To ensure effective operations, said processes are controlled and reviewed and corrective actions are implemented when necessary. In controlling the processes, OVPA follows the University's QMS Guidelines on Control of Non-Conforming Products/Services, while the review is included in the Management Review. Moreover, the implementation of corrective actions, if found necessary, follows the University's QMS Guidelines on Non-Conformity and Corrective Actions.

The description for each process with the corresponding responsibility is discussed below:

Admission

The Processes on Admissions are of three components, namely, application, administration of admission test, and interview.

These processes are included in the frontline processes and the details are presented in the Procedure and Work Instruction Manual (PAWIM) by the Office of Admissions (OA). The said processes are presented with categories in the following curricular programs: Diploma Programs, Certificate for Teaching Program/Certificate in Library and Information Science/TESOL, Undergraduate Programs, Graduate Programs, Grade 7 and Kindergarten.

Enrollment

The Processes on Enrollment follow three stages, namely, evaluation of status, enlistment, and online registration. The details for these processes are presented in OUR's PAWIM.

Curriculum Implementation/Instruction

The processes in curriculum implementation follow three sub-processes, namely, pre-delivery of instruction, delivery of instruction, and post-delivery of instruction.

The procedures that are being implemented in the pre-delivery of instruction are included in the processes of Colleges and Institutes under the OVPA domain. These can be found in PAWIM with the following document titles:

Unit	Document Title
OVPA	Approval of ROL
CGSTER	Faculty Loading
CTD	Approval of ROL
IKM	Approval of ROL
IPEHRDS	Approval of ROL

Similarly, the procedures that are being implemented in the delivery of instruction are included in the processes of CTD Faculties and Institutes with a document title "Delivery of Instruction" and reference code AAA.

Post-delivery of instruction includes the student evaluation. Before each term ends, the students are asked to evaluate their professors in terms of commitment, knowledge of subject matter, teaching for independent learning, and management of student learning. Evaluation is done by students online as a pre-requisite to viewing their grades in the corresponding courses taken. The results of evaluation are used for continual improvement of performance of faculty and promotion.

Performance Evaluation of Students

The performance of students in a course he/she is enrolled shall be evaluated every term. Students shall be informed of the criteria for such evaluation as reflected in the course syllabus at the beginning of the term. The following grading system shall be used for this purpose:

For Undergraduate Students

Percentage Equivalent	Description
97 - 100	Very Outstanding
94 – 96	Outstanding
90 – 93	Very Satisfactory
87 – 89	Moderately Satisfactory
83 – 86	Satisfactory
80 – 82	Fair
75 – 79	Needs Improvement
74 and below	Failed

For Graduate Students

Numerical Equivalent	Description	
	MA	Ph.D.
1.0	Excellent	Excellent
1.25	Very good	Very good
1.5	Good	Good
1.75	Fair	Passed
2.0	Passed	Failed
Below 2.0	Failed	

A student is given a grade of incomplete (INC) for the following reasons:

- a) Failure to comply with the requirements of the course; and
- b) Failure to take the required examinations.

An incomplete grade shall be completed within one term for undergraduate students and one year for graduate students; otherwise, the student shall be automatically be given a failing mark.

Registered students shall appear on the official class list issued by OUR through the faculty portal. Only duly registered students shall be given grades.

Graduation

The following are the requirements for graduation of students:

- a) Only students who have successfully completed all the courses in their curricula are eligible for graduation. The students may participate in any commencement activity when all curricular requirements are completed.
- b) The completion of all the academic requirements in their chosen degree programs qualifies students to earn their respective diplomas.
- c) The students' deficiencies must be made up and all the records must be cleared not less than two (2) weeks before the end of the last term.
- d) Students who have completed all the requirements at the end of summer (May), or the 1st/2nd terms (September/December) may join the regular schedule of graduation exercises in March or April of the following year.

A diploma and transcript of records are issued to the student after he/she has been cleared of all accountabilities in the Clearance Form secured from AU. This shall be accomplished and submitted to OUR.

5.2.2.2 Processes on Creation and Utilization of Researches

The processes in the diagram are being managed by PNU's two major domains, namely, OVPRPQA and OVPURA. These processes are being controlled, reviewed and continually improved similar to what are being done by OVPA with the academic processes. Likewise, the appropriate guidelines are being followed accordingly.

Research Creation and Publication

The processes on research creation and production focus on conducting and publishing high-impact researches by faculty and students to improve the quality of the educational system, particularly teacher education in the country, provide empirical research data to policy-makers, particularly the Department of Education and Commission on Higher Education (CHED), as inputs to formulate the country's education legislative agenda, and establish and maintain a database of international and national educational policies. These processes are being managed by OVPRPQA and its sub-domains.

Research Utilization/Extension

The processes on research utilization focus on making use of the aforesaid data in designing and implementing innovative and progressive extension programs in support or in partnership with other Tertiary Educational Institutions (TEIs), Centers of Excellence (COEs) and adopted communities in the local, national and international levels. These processes are being managed by OVPURA and its sub-domains.

5.2.2.3 Student Support Services

The Office of Student Affairs and Student Services (OSASS) is the unit under OVPA that is responsible for promoting the welfare of the PNU students, enhancing the intellectual, cultural and social environment of the campus and assisting the students in decision-making processes as well as refining their intrapersonal, interpersonal and social relations.

OSASS provides three major support services to students: Guidance and Counseling, Student Development, and Scholarship.

The Guidance and Counseling Services cover different activities such as managing the individual inventory of personnel, testing services for students and outside clients, giving student orientation, counseling and evaluation, as well as developmental learning and pre-employment/career seminars.

The Student Development Services involve the supervision of all student and club/organization activities in both the graduate and undergraduate levels. In order to maintain a certain level of management, interested parties must go through a strict compliance process to get an organizational recognition and must make sure that all plans are known and supervised by OSASS. Other Student Development Services are giving personality education classes and guidance learning sessions.

The Scholarship Services entail the responsible coordination of different available scholarship programs for PNU students. OSASS also gives academic advising to the approved scholars. PNU scholars must comply with the qualifications mandated in their chosen scholarship programs.

Other services being offered by OSASS include processing of the University IDs, lost and found center, providing certificates of good moral character and issuing clearances to students.

Also central to the provision of necessary services to students is the University Health Services Unit (UHSU), a sub-domain of the Administrative Services under OVPFA that is responsible for the administration of medical examinations for both incoming (freshmen) and undergraduate students at PNU.

To elaborate on this crucial function of UHSU, for incoming freshmen or undergraduate student applicants, a UHSU nurse shall receive and check for completeness the medical requirements presented by the students, namely, duly accomplished medical forms and, chest X-ray results. In addition, the UHSU nurse shall confirm whether the students' names are included in the Office of Admissions' List of Passers.

After making sure that the student applicants are included in the list of passers, a UHSU Staff or Nurse 1, 2 or 3 (or whoever is available) shall carry out an anthropometric measurement, a process of measuring, recording and analyzing specific dimensions of the body, such as the height and weight, skin-fold thickness and bodily circumference at the waist, hip, and chest.

Subsequently, the University Medical Doctor shall examine the student applicants physically and assess their medical conditions accordingly.

If fit to enroll, the UHSU Head or University Medical Doctor shall instruct Nurse 1 or Nurse 2 to encode the names of the incoming and undergraduate students and transmit them to the Office of Admissions (OA).

In the event incoming or undergraduate students failed the mandatory medical tests, the UHSU Head, after accomplishing the medical referral forms, shall advise

the unfit students to see an off-campus medical specialists for further examination of their health conditions.

5.2.3 Support Processes

The support processes on Financial Management, Human Resources, Infrastructure Management and Security, Information Technology, and Auxiliary Services are being managed by the OVPFA domain and its units and sub-units. Specific step-by step procedures and other details pertaining to these processes are discussed in the OVPFA section of the Procedure and Work Instruction Manual (PAWIM).

On the other hand, the processes on Materials Management are being managed jointly by OVPFA and OVPA domains. Consequently, the corresponding processes are presented in PAWIM, specifically in the respective sections of those two main domains. Finally, the processes on Linkages are taken care of by OVPURA and thus, the specific step-by-step procedures and their details are included in the OVPURA section of PAWIM.

5.2.3.1 Financial Management

The processes on Financial Management are being managed by FMS and its sub-units, namely, AU, BRPU and CDU. Said processes focus on collection, disbursement, utilization and recording of funds, budget preparation, accountability, and execution/obligation, and release and recording of payments.

5.2.3.2 Human Resources

The processes on Human Resources focus on personnel (administration, faculty and administrative staff) services such as recruitment and staffing, performance management, benefits and compensation administration, employee relations services, and training and development services. These processes are being managed by HRMDS.

5.2.3.3 Infrastructure Management and Security

FMSS handles the processes on Infrastructure Management while SSSMU, a sub-unit of AS, takes charge of the processes on Security.

The processes on Infrastructure Management include the general service request, inspection of infrastructure projects, major and minor repairs, release and return of IT equipment, and use of University vehicles, among others.

Moreover, the processes on Security include conducting an investigation and inspection of all University posts, delivery vehicle entry and exit, and guests, personnel and students' entry and exit, among others.

5.2.3.4 Materials Management

The processes on Materials Management are being supervised jointly by SPU, a sub-unit of AS, and UL, a domain of OVPA.

SPU manages the processes such as inventory and stocking of supplies and materials, procurement request, disposal of unserviceable properties, maintenance and distribution of supplies and materials, equipment, furniture, and other PNU properties, service agreements, fire insurance of Property, Plant and Equipment (PPE) and storage.

Further, UL supervises the processes pertaining to the management of books and other reading materials. The processes are categorized into cataloguing services, circulation process (including borrowing and returning of reading materials), and technical services (including accepting, purchasing, and accessioning purchased and donated books).

5.2.3.5 Information Technology

Jointly, MISO and UARMU take charge of the processes on Information Technology.

The processes of MISO focus on the development and management of the PNU website, creation of emails and PWEBBS accounts of administration, faculty, administrative staff, and students of PNU, data center access and system development.

On the other hand, the processes of UARMU are focused on receipt and distribution of communications and mails, authentication, verification, certification, and release of documents, and access and disclosure of personal and student files.

5.2.3.6 Auxiliary Services

The processes of Auxiliary Services are being managed by AU, a domain of OVPFA. Said processes are of three categories, namely, accommodation, food, and laundry services.

The accommodation services are directed at PNU Hostel and Normal Hall and include the check-in and check-out of lodgers, and collecting and reporting of payments. On the other hand, the food services include those being provided by the PNU canteen and catering, while the laundry services include those for PNU and personal laundries.

5.2.3.7 Linkages

OVPURA supervises the processes related to linkages. Said processes are concentrated on the preparation for the conduct of cultural exchange activities, forging Memorandum of Understanding/Memorandum of Agreement for partnerships, inbound and outbound exchange programs, and benchmarking visits to and of other educational institutions local and abroad.

5.2.4 Review and Improvement Processes

5.2.4.1 Management Review

A Management Review meeting, chaired by the University President, shall be attended annually by the University's Top Management with other members of the Management Team and Staff as appropriate. It shall be held at least annually (once a year) to address all parts of PNU QMS by discussing, but not limited to, the following topics:

- a) The statuses of actions from the previous management reviews;
- b) The changes in external and internal issues that are relevant to the University's QMS;
- c) The feedback on QMS performance, including trends in client satisfaction and feedback from relevant interested parties, the extent to which QMS objectives have been met, process performance and conformity of products and services, non-conformities and corrective actions, monitoring and measurement results, IQA results, and the performance of external providers;
- d) The adequacy of resources; and
- e) The effectiveness of actions taken to address risks and opportunities.

The outputs of the Management Review shall include the decisions and actions related to opportunities for improvement, any necessary changes to this QMS, and resource requirements.

The person responsible for any actions identified at the meeting shall be recorded together with the target dates for completion wherever appropriate.

5.2.4.2 Continual Improvement

The Top Management shall implement actions to continually improve the effectiveness of QMS.

Continual improvement may be viewed as Opportunities for Improvement (OFI) based on the review of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management reviews.

5.2.4.3 Corrective and Preventive Actions

The Performance Management Team (PMT) shall review identified issues to determine if formal corrective action is necessary to prevent the recurrence of a significant non-conformity. Reviews of process and/or work operation records and procedures may also indicate potential areas of concern that can be addressed prior to the occurrence of a non-conformity.

Once the need for formal action has been established, the issue shall be assigned by PMT to the appropriate party/body to determine the actions necessary to address the issue through a root-cause investigation.

After working with the responsible party to determine the actions needed to eliminate the identified root cause, PMT shall monitor the implementation of these actions to

ensure that the desired results are achieved and the root cause eliminated. Any actions taken shall be verified by PMT to ensure their effectiveness and documented on the appropriate form. Once effectively implemented, PMT shall then identify the issue as closed.

Inadequate responses shall be returned to the responsible party for further information and action.

Corrective action shall be documented using a Corrective Action Request (CAR) and logged for tracking and reporting. CAR forms shall be completed within 30 days of issuance, with the exception that final verification shall be as appropriate to the issue under consideration. CAR information shall include root cause, any short-term “containment” action and action taken to prevent recurrence. Long-term action should address, and be appropriate to, eliminating or mitigating the identified root cause.

Corrective Action shall be verified by PMT to ensure its effectiveness. This verification shall be documented on the CAR form by the Quality Management Representative and include details of any subsequent actions taken. CAR shall be made available as a source of information for use during PNU’s Management Review.

5.2.5 External Processes

As a State University, PNU adheres to certain procedures/processes as required by other government institutions, such as the Commission on Higher Education (CHED), Department of Budget and Management (DBM), Commission on Audit (COA), Civil Service Commission (CSC). Such processes are strictly and contextually followed by concerned units to ensure compliance with statutory and regulatory requirements and meet customer satisfaction.

The specific procedures for external processes are being managed by concerned units of the following domains:

Office of the Vice President for Academics (OVPA) - those processes that are related to education and provided by other government institutions like CHED and DepEd.

Office of the Vice President for Research, Planning and Quality Assurance (OVPRPQA) – those processes that are related to research and provided by other government institutions like the National Research Council of the Philippines (NRCP), CHED, etc.

Office of the Vice President for Finance and Administration (OVPFA) – those support processes that are related to human resources, financial matters, infrastructure, among others, as required by other government institutions and regulatory agencies like DBM, COA, Department of Finance, Philhealth, Bureau of Internal Review, PhilGEPS, GPPB, to name a few.

Office of the Vice President for University Relations and Advancement (OVPURA) – those support processes that are related to linkages and extension activities as provided by other government institutions, agencies and local communities like DFA, barangay communities, etc.

Should any of those government institutions/agencies revise a process, necessary and appropriate actions are to be carried out by concerned units.

6. Annexes

1. List of internally and externally-generated references/documents
2. The Organizational Context
 - 2.1 Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT)
 - 2.2 Action plans to address identified risks/threats
3. List of relevant interested parties, their descriptions and issues/requirements, and actions plans to address their issues.
 - 3.1 List and descriptions and issues/requirements
 - 3.2 Actions to address the issues
4. Types and extent of control of external providers
5. 2017 Quality Objectives and Plans-Office Performance Commitment and Reviews (QOPs-OPCRs)

Annex 1

List of References and Documents

Office of the University President

1. Internal Audit Office

- Inspection and Acceptance Report (IAR)

2. Presidential Management Staff

- Memorandum of Agreement/Understanding

3. University and Board Secretary

- Board of Regent (BOR) Resolutions: (Board of Regent (BOR) Resolution No. U-1984, s. 2013; Board of Regent (BOR) Resolution No. U-2087, s. 2014; Board of Regent (BOR) Resolution No. U-2088, s. 2014; Board of Regent (BOR) Resolution No. U-2089, s. 2014, etc.).
- Tentative/Draft Agenda
- Certificate of No Record
- Committee Report
- Letter of Request for Official Documents (Online/Non-Online)
- List of Online Summary Requests
- Liquidation Report of Cash Advances and Cash Book Entries
- Minutes of the Meetings
- Notice of Administrative/Academic Council Meeting
- Summary of Actions and Decisions

Office of the Vice President for Academics

1. VPA Management Staff

- Course Syllabus
- Curricular Program
- Endorsement Letter from the Concerned College Dean/Institute Director (Endorsement of Hiring of New Faculty)
- Endorsement Letter from the Concerned College Dean/Institute Director (Request for Workshop and/or Training)
- Endorsement Letter from the Concerned College Dean/Institute Director (Request of Financial Assistance)
- Guidelines for the Outstanding Teacher Award
- Grading Policy of the Philippine Normal University
- Instructional Materials for Course Offerings
- List of Courses/Course Offerings
- Memorandum of Agreement on Consortium
- Memorandum of Agreement on Partnership
- Nomination Form for Selection of Heads, Directors, Deans and Associate Deans
- Recommendation Letter for Outstanding Thesis and Dissertation
- Results of Faculty and Academic Staff Evaluation Board (FASEB) evaluation

- Request Letter for Late Payment and/or Late Enrollment
- Request Letter for Waiver of Fees
- Request Letter from Faculty Member on Late Entry of Grades
- Request Letter from Faculty Member to Approve Changing of Grade
- Request Letter from Faculty Member to be Resource Speaker in Training/Seminars
- Request Letter from Partner School/College/University
- Request Letter to Hire Clerical Administrative Staff
- Report on Load (ROL)
- Rubrics for Student Assessment
- Selection Committee Interview Results
- Selection Committee Review Results
- University Committee on Student Discipline Investigation Results
- University Memorandum on the Search for Outstanding Teacher

2. College of Flexible Learning and e-PNU

- Endorsement Letter on Project Proposals
- List of Courses Offered
- List of Enrollment Keys
- Memorandum of Agreement
- Monthly Tally Records on LMS
- PNU Digital Hub Reservation Form
- Project Proposals
- Request Letter for PNU Digital Hub Reservation
- Request Letter for PNU Broadcast Studio Reservation

3. College of Graduate Studies and Teacher Education Research

- Academic Form
- Application Form for Certification of Points
- Application Form for Comprehensive Examination
- Application Form for Foreign Language Crediting
- Approved Criteria on Point System for Certification of Points
- Assessment Form
- Authenticity Test Results
- Certification Form
- Certificates of Completion of Foreign Language Training issued by Foreign Language Institutions
- Colloquium Form
- Completion Form
- Concept Paper
- Consultation Monitoring Schedule
- Curriculum Proposal
- Endorsement Letter to Graduate Research Office (GReSO)
- Enlistment Form
- Enrollment Application Form
- Language Editing Certificate
- Letter from Organizing Committee
- List of Course Offerings

- Letters on Teaching Assignments
- Make-up Class Form
- Report on Load (ROL)
- Request Letter for Special Classes and Tutorials
- Research Ethics Committee Approval
- Summary of Colloquium Comments and Suggestions signed by the
- Test Permit
- Thesis and Dissertation
- Thesis and Dissertation Enrollment Form

4. College of Teacher Development

- Demo Teaching Rater Form
- Endorsement Letter from the College Dean/Institute Director for Workshop/Training
- Letter of Application
- Letter of Request for Financial Assistance
- List of Course Offerings
- Proposal for Workshop
- Recommendation and Endorsement Letter for Hiring of Faculty (Part, Full-Time)
- Report on Load (ROL)

5. Faculty and Academic Staff Evaluation Committee

- CCE Guidelines
- Faculty and Academic Staff Evaluation Committee (FASEC) Evaluation Report
- NBC 461

6. Institute of Knowledge Management and

7. Institute of Physical Education, Health, Recreation, Dance and Sports

- Demo Teaching Rater Form
- Endorsement Letter from the College Dean/Institute Director for Workshop/Training
- Letter of Application
- Letter of Request for Financial Assistance
- List of Course Offerings
- Proposal for Workshops
- Recommendation and Endorsement Letter for Hiring of Faculty (Part, Full-Time)
- Report on Load (ROL)

8. Institute of Teaching and Learning

- 2006 Student Teaching Manual
- Application for Document Form
- Call Slip
- Code of Ethics for Guidance
- ITL Learning Matrices
- ITL Student-Parent Handbook
- ITL Student ID

- Notice of Admission
- Registration Form
- Report Card
- Student Pass

9. Office of Admissions

- Application for Examination Form
- Certificate of ALS Accreditation and Equivalency Test
- Completed Answer Sheets
- Course Choice Form
- Endorsement of Request for Major Shifting
- Interview Sheet/Form
- Letter of Application to the Office of Admissions Director
- List of Examinees
- List of Passers
- Notice of Admission
- Notice of Enrollment
- Pilot Testing Results
- Promissory Note
- Request for Major Shifting
- Student Information Sheet (SIS) including High School Card/Transcript of Records, Honorable Dismissal, Original NSO Birth Certificate, Good Moral Certificate, Valid IDs, Employment Certificate, Marriage Certificate, Barangay Residence Certificate, Baby Book, CBC Result, Urinalysis Result
- Table of Specification
- Test Booklets
- Test Items
- Test Materials
- Test Permit
- Test Proposal

10. Office of Student Affairs and Student Services

- Case Report
- Certificate of Recognition
- Certificate of Tax Exemption
- Club/Organization 3-year Action Plan
- Club/Organization Accomplishment Report
- Club/Organization Application Form and profile of Faculty Adviser
- Club/Organization Constitution and by-laws
- Club/Organization List of Officers
- Committee on Discipline and Investigation (CODI) Investigation Results
- Concept Paper
- Evaluation Form
- Evaluation Report
- Individual Inventory Record
- ITR
- Letter of Request from Agency to Visit
- Letter of Request from the College Dean

- PNU Student Handbook
- Psychological Test
- Psychological Assessment Report
- Request for Testing Services (Outside Clients, PNU Students/Faculty/Staff)
- Scholarship Application
- Scholarship Contract
- Scholarship Renewal
- Session Records
- Student Government Criteria for Accreditation
- Technical Report

11. Office of the University Registrar

- Application Form for a Change of Name
- Application Form for Completion of Grades
- Application form for Request of Documents
- Certificate of Grades
- Certificate of Graduation
- Cross-Enrollment Form
- Cross-Enrollment Permit
- Form of Late Entry/Change of Grades
- List of Candidates for Graduation
- List of Undergraduate Students
- List of Graduate Students
- Medical Clearance
- Pre-Enrollment Form
- Re-admission Letter
- Re-admission Form
- Re-admission Policy
- Registration Form
- Shifting of Courses Form
- Voucher and Assessment Form

12. University Curriculum Management and Instructional Material Office

- Curriculum/Instructional Materials Proposal
- Materials Development Proposal
- UCMIMO Template on Curriculum
- Report on Load (ROL)
- Revised Guidelines for Submission and Approval of Proposed Curricular Programs for the New Organizational Structure (OS)

13. University Gender and Development Office

- Accomplished Report approved by the Philippine Commission on Women (PCW)
- Authorization Letter on Honorarium
- Gender and Development Plan and Budget approved by the Philippine Commission on Women (PCW)
- Project Proposal
- SSD Report

- Voucher for Honorarium

14. University Library

- Accession Record
- Accession Record for Donations
- Acknowledgement Letter of Acceptance of Books
- Acknowledgement Receipt for Equipment (ARE)
- Book Accession Record
- Book Replacement Form
- Book List
- Book Shelf List
- Borrower's Card
- DLM
- Donor Solicitation Letter
- Endorsement Letter
- Inventory Card
- Library Registration Form with PNU ID, Registration Card and 1x1 ID Picture with name tag
- Library System Circulation Module
- Library Visitor's Logbook
- List of Accountability
- List of Books for Weeding
- List of Donated Books
- List of Users
- Loan Receipt
- Process Slip
- Referral Letter
- Release Form
- Shelf List Card
- Union Card Catalog
- Visitor's Permit
- Weeding Checklist

Office of the Vice President for Finance and Administration

1. Administrative Services

a. Bids and Awards Unit

- Bids
- Invitation to Bid
- List of Post-Qualification Documents
- Notice of Award
- Notice of Direct Contracting
- Notice of Repeat Order
- Price Quotation
- Procurement Guidelines
- Purchase Order

- Purchase Request Form
- Quotations/Canvass
- Technical Specifications of Items to purchase/bid

b. Press and Printing Unit

- ID Dummy Form
- ID Printing Logbook
- Job Request Form
- Request for Issuance of New IDs

c. Supply and Property Unit

- Abstract of Auction
- Acknowledgement Receipt for Equipment (ARE)
- Agency Procurement Request
- Agency Purchase Request
- Appraisal Report
- Bin Card
- Book of Accounts
- Certificate of Completion
- Clearance
- Delivery Logbook
- Equipment Service Card
- Fire Insurance policy
- Inspection and Acceptance Report
- Insurance Renewal Advice
- Inventory and Inspection Report of Unserviceable Property (IIRUP)
- Inventory Custodian Slip
- Issue Slip
- Memorandum Receipt for Equipment
- Monthly Inventory Report of Supplies and Materials'
- Pre-Repair Inspection Form
- Post-Repair Inspection Form
- Property Acknowledgement Receipt
- Property Card
- Requisition and Issue Slip (RIS)
- Service Agreement
- Service Report
- Stock Card
- Waste Materials Report
- Weekly Report on Issued Supplies and Materials
- Yearly Inventory Report of Supplies and Materials

d. Security Services and Safety Management Unit

- Case Report
- Disciplinary Action Memorandum
- Equipment Logbook
- Gate Pass
- Incident Report

- Information Report
- Investigation Report
- Medical Clearance
- Medical Report
- Personnel Logbook
- Security Manual
- Signed Affidavits
- Student Violation Logbook
- Suspect Photo
- Suspect Sworn Statement
- Sworn Statements
- Visitor Logbook

e. University Health Services Unit

- Accident Report Form
- Diagnosis Form
- Inspection Certificate
- Inspection Checklist
- Inspection Report
- Inspection Report Form
- Medical Assessment Letter
- Medical Referral Form
- Medical Referral Letter
- Medical Report
- Staff Medical Files
- Student Medical Files
- Water Bacteriological Analysis Results

2. Auxiliary Services Unit

- Actual Purchase Item Form
- Cash Book
- Cash Register Tape
- Daily Monitoring Sheet
- Dorm Logbook
- Dormer Application Form
- Dormer Contract
- Evaluation Form
- Freshmen Dormer's List
- Gate Pass
- Inventory of Ingredients
- Inventory of Laundry Supplies
- Job Order Form
- Monthly Report of Accommodation
- Monthly Report of Collection
- Permission Slip
- PNU Hostel Logbook
- PNU Hostel Registration Form
- PNU Normal Hall Student Dormer List

- Request for Food Authority
- Service Contract
- Suggested Menu for Food Authority
- Transient Logbook

3. Financial Management Services

a. Accounting Unit

- AAB
- AGDB
- APP
- CDRec
- CRJ
- CRReg
- CkDJ
- Clearance Form
- Checks
- Consolidated Report of Daily Collections (CRDC)
- CTC
- Debit Memo
- Disbursement Voucher
- GAARD
- GARO
- GJ
- IT
- Journal Entry Voucher (JEV)
- LDDAP-ADA
- List and copy of Dishonored Checks
- LR
- NCA
- NTA
- PCFR
- Petty Cash Voucher (PCV)
- PPMP
- RANCA
- RANTA
- RER
- RCDisb
- Record of Checks Issued (RCI)
- RPPCV
- SARO
- STW
- TRA

b. Budget and Resources Planning Unit

- Budget Preparation Form
- Budget Utilization Request and Status (BURS)
- Certificate of Availability of Funds
- Consolidated Budget Proposal

- FAR 1 and 1A (Fund 101)
- FAR 2 and 2A (Fund 164)
- Form A (MFO Budget Matrix)
- Form B (Agency Performance Measures)
- Guidelines for Budget Preparation
- Obligation Request Status (ORS)
- Transmittal Letter

c. Collection and Disbursement Unit

- Bank Cash Book
- Cash Count Sheet
- Cash Disbursement Form (Appendix 41)
- Cash Receipt Register (Appendix 27)
- Daily Report
- Official Receipts
- Report of Accountability for Accountable Forms (Appendix 67)
- Reports of Checks Issued
- Report of Collections
- Report of Collection and Deposit (Appendix 26)
- Summary Report

4. Facilities Management and Sustainability Services

- Activity Logbook
- Bill of Materials
- Calendar of Scheduled Trip
- Design Layout
- Evaluation Form for Job Request
- Evaluation Form for Staff Performance
- FMSS Form No. 8
- FMSS Guidelines on Project Implementation
- Inspection Report
- IT Equipment Borrower's Logbook/Equipment Logbook
- MWO Form 2
- Technical Specifications and Cost Estimate
- Trip Ticket
- Vehicle Dispatch Pass
- Work Accomplishment Report

5. Human Resource Management and Development Services

- Application for Provident Benefits (APB) Claim
- Application for Retirement
- Certificate of Disclosure
- Clearance Form
- Contract of Service
- Daily Time Record (DTR)
- Declaration of Pendency/Non-Pendency
- GSIS Clearance
- GSIS Form/Letter

- GSIS Loan Application Form
- Letter of Request (Special Order including honoraria, evening services, etc.)
- Letter of Resignation
- Monthly Service Report
- Notice of Acceptance of Resignation
- Notice of Step Increment
- Notice of Vacancy
- Payroll for Extra Teaching Load
- Personal Data Sheet of Faculty and Staff/Employee Profile Records (including Curriculum Vitae, Diploma, Birth Certificate, Marriage Certificate, PAGIBIG, SSS, SALN, etc.)
- Personal Services Itemization and Plantilla of Personnel (PSIPOP)
- Prosecutor's Clearance from Place of Work and Residence
- Report on Load Form
- Resignation Letter
- Retirement Letter
- Service Record
- Special Order (Salary Increase, Promotion, Proportional Vacation Pay, etc.)
- Staff Status Report
- Statement of Leave Credits
- Terminal Leave Form
- Travel Authority Form
- University Teaching/Workload Guidelines

6. Management Information Services Office and the University Archives and Records Management Unit

- Mail/LBC/Package Logbook
- MIS Service Form
- Payment Voucher
- Record Book for Received and Released Files
- Request Form
- Request Logbook
- Subpoena

Office of the Vice President for Research, Planning and Quality Assurance

1. Center for Planning and Quality Assurance

- CPQA Procedure Manual on Internal Standard Operational Procedures/Processes
- Individual Performance Commitment and Review (IPCR)
- Office Performance Commitment and Review (OPCR)
- PNU CHED Normative Funding Documents as submitted to CHED
- PNU Performance-Based Bonus as submitted to CHED
- PNU SUC Levelling Documents as submitted to the Commission on Higher Education (CHED)
- Program Performance Profiles (PPP)

2. Educational Policy Research and Development Center

- Application Form EPRDC No. 15
- Application Form EPRDC No. 16
- Application Form EPRDC No. 17
- Application Form EPRDC No. 18
- Application Form EPRDC No. 20
- Call for Nominations and Applications
- Certificate of Compliance
- Consolidated Report of Ratings
- EPRDC Form
- In-house Review results
- List of potential predatory journals (website)
- PNU Research Manual
- Progress Report Form
- Proposal Review Results
- REC Evaluation Results
- REC Form/s
- Record Book
- Research Compliance Submission Form
- Research Consultation Form
- Research Proposal Format
- Research Review Results
- Result of External Review
- Rubrics of Evaluation of Proposal
- Scoring Sheets
- Summary Report on Evaluation
- Technical Report

3. Graduate Research Office

- Evaluation Results
- Graduate Research Office (GReSO) Oral Defense Form
- Graduate Research Office (GReSO) Title Defense Form
- List of Advisees
- List of Advisers
- Needs Analysis Questionnaire
- Needs Analysis Survey Results
- RCBW Proposal
- Research Ethics Guidelines
- Technical Report

4. Publication Office

- Application Form
- Instruction for Authors
- Journal Accreditation Application Form
- Journal Archives
- Journal Issues
- Journal Templates
- Peer Reviewer Form

- Procedure Manual for Authenticity Testing for Articles submitted to Journals Managed by the University Curriculum Management and Instructional Materials Office
- Procedure Manual for Distribution of Printed Copies
- Procedure Manual for Evaluation of Services
- Procedure Manual for Formatting and Layouting of an Article
- Procedure Manual for Formatting of a Journal Issue
- Procedure Manual for Language and Grammar Editing
- Procedure Manual for Online Publishing
- Procedure Manual for Review
- Procedure Manual for Submission of Manuscripts
- Publication Ethics
- Review results of Journal's Evaluation
- Submission Checklist
- Submission History

5. Research Center for Teacher Quality

- Cash Advance Form
- Details and List of Bidders
- Evaluation Reports
- Financial Reports
- Fund Transfer Advice and Acknowledgement Receipt
- Implementation Reports
- List and utilization report on equipment
- List and utilization report on supplies
- Liquidation Report
- Monitoring Reports
- Monthly Acquittal Report
- Project Proposals
- Remittance Form
- Report Drafts
- Report Review Results
- Reports of Approved Project-related or Center Activities
- RCTQ Form 1 (Request Form)
- RCTQ Form 2 (Purchase Request Form)
- Request for Cash Replenishment
- Request to SiMERR
- Staff Monitoring and Evaluation Report

Office of the Vice President for University Relations and Advancement

1. Alumni Relations and Services Office

- Alumni Information Form
- Alumni Membership ID
- Alumni Survey Form
- Annual Yearbook
- Clearance Form
- Evaluation Forms
- List of PNU Alumni Association Members

- List of PNU Graduates and Alumni
- PNU Alumni Association Constitution and By-laws
- Tracer Study Form
- Visit and Transaction Logbook

2. Campus Development Office

- Campus Documents

3. Community Partnership and Extension Office

- NSTP Class List
- NSTP Module

4. Linkages and International Office

- Concept Paper
- Evaluation Form
- List of Requirements
- List of Accepted Students
- Memorandum of Agreement (MOA)
- Program Proposal

5. Promotion and Business Development Office

- Business Proposal
- Institutional Gift and Token Logbook
- ITL Books Form
- ITL Students Monitoring Form
- LET Certification
- LET Final Coaching Program Registration Form
- LET Review Coaching Materials
- LET Review Program Registration Form
- NQESH Review Program Registration Form
- NQESH Review Program Coaching Materials
- PBDO Merchandise Sale Logbook
- PBDO Records Monitoring Folder
- Request Form for Institutional Gifts and Tokens

6. University Events Management and Public Relations Office

- Concept Paper
- Online Registration Form for Venue Rental
- Request for Vehicles/Request for use of University vehicles
- Request for Venue Reservation

General References and Documents

- Attendance Sheets
- Circulars
- Communication Letters
- Conference Programs
- Evaluation Forms
- Evaluation Report

- Incoming/Outgoing Documents Logbook
- Invitations
- Line Item Budget
- Order of Payment
- PNU Citizen's Charter
- Philippine Normal University (PNU) Strategic Development Plan (SDP) 2012 - 20
- PNU Strategic Performance Management System (SPMS)
- Project Proposals
- Request Form
- Request for Cash Advance and Honoraria
- Request for Travel Authority
- University Calendar of Activities
- University Circular No. 7
- University Memoranda
- University Memorandum 51, s. 2016
- University Memorandum 102, s. 2016

External Documents

- CHED's Normative Funding Scheme – Joint Department of Budget and Management (DBM) and Commission on Higher Education (CHED) Circular No. 2, s. of 2004.
- Citizen's Charter – Based on Republic Act No. 8495 (An Act to improve the efficiency in the delivery of government services to the public by reducing Bureaucratic red tape preventing graft and corruption).
- Civil Service Commission Memorandum Circular No. 6, Series of 2002 (Revised Policies on the Grant of Loyalty Award)
- Commission of Higher Education (CHED) Memoranda
- Commission on Audit (COA) Rules on Local Travel
- CSC Form 6 for Terminal Leave
- CSC Resolution no. 1302242 dated October 1, 2013
- DBM National Budget Circular No. 549 dated October 21, 2013
- DepEd K-12 Curricula
- GSIS Memorandum Circular No. 002, Series of 2014
- ITR
- ISO 9001: 2015 Quality Management System (QMS) Guidelines
- Memorandum Circular No. 6, s. 2012 that provided guidelines in the establishment and implementation of an agency's SPMS.
- Performance-based Bonus (PBB) – Memorandum Circular No. 2016-1, s. 2016 issued by the Inter-Agency Task Force on the Harmonization of the National Government Performance Monitoring, Information and Reporting System based on Administrative Order No. 25, s. 2011 and Executive Order No. 80 and No. 201.
- Philhealth Member Registration Form
- Program Accreditation Guidelines by the Accrediting Agency of Chartered Colleges and Universities in the Philippines (AACCCUP), Inc.
- Republic Act No. 10154 dated July 14, 2011
- Republic Act No. 9258/IRR of R.A. No. 9258

- State Universities and Colleges (SUC) Levelling by the Commission on Higher Education (CHED) – CHED and Department of Budget and Management (DBM) Joint Circular 12345 s. 2016, April 13, 2016
- SUC Horizontal Typology by the Commission on Higher Education (CHED) based on CMO # 46, s. 2012.

Annex 2

The Organizational Context

2.1 Analysis of PNU's Strengths, Weaknesses, Opportunities, and Threats

Area	Theme	Strength	Weakness	Opportunity	Threat
Instruction	Faculty	Pedagogical orientation	Field of specialization of the faculty is limited. There is no differentiation of the work load based on rank.	Being the National Center for Teacher Education (NCTE) provides opportunities for faculty development.	Culture of competitiveness among national and international Higher Educational Institutions (HEIs); The ranking of universities requires PNU to raise the bar much higher.
		Faculty members are willing to multi-task and work beyond official hours.	There is no ample time to do other academic activities due to non-academic tasks.	The availability of continuing education programs for both faculty and staff.	Budget cut/not enough state subsidy
		Academic freedom and culture of consultation	Demoralization due to weak promotion system and low salaries	The new administration	Culture of complacency and apathy
	Curricula and other programs	Curricular programs are strong.	No branding and not well packaged; Do not adequately cater to international students	Availability of new markets for teacher education	Competition among Tertiary Educational Institutions (TEIs)
		The faculty member has	Time to revise to be in tune	ICT revolution and the	Not enough funds

		a sense of ownership of the current curriculum because it underwent extensive consultation.	with the time; Online and other non-traditional programs are limited.	coming of e-university	
		Continuing education and non-traditional programs are available	The structure is weak to allow new programs to be developed.	The new administration	Resistance to change
	Students	PNU students are "easy" to manage.	The student population is not national in character.	Availability of local government and congressional funds and funds through public-private partnership	Bad politics and peace and order situation
		PNU students generally have access to a variety of co-curricular activities.	PNU students are generally perceived to be good in methodology but weak in content and poor in communicating in English.	Availability of student programs in local and international universities	Competition among universities
		Availability of student services and student organizations	Protection of students from sexual harassment, abusive faculty and staff, and corrupt practices is weak.	Linkages and networking	Not enough funds
	Research	Willingness of faculty	Not enough time and	Availability of research	Research incentive

	Research Output and Dissemination	members to do researches	incentive for research	incentives and funds	provided by the University pales in comparison with opportunities outside such as LET review and publication.
		There is a unit to ensure research output.	Limited research to influence policy-makers	The administration's bias toward research	Government rules may not allow what is required of PNU to become a research university.
		There is a research agenda.	Limited research to impact teacher education	Emphasis on research as an NCTE	Traditional management philosophy
		There is a PNU research journal.	Limited research to track and monitor institutional performance	Availability of ISI journals	Being published in refereed journal is tough.
	Research Development and Infrastructure	Availability of college research coordinators	Research coordinators and graduate students are not optimized.	The process of consultation to discuss University issues	Competition among universities to get the best
		Availability of incentives to do a research	Inadequate infrastructure	Public-private partnership	Universities are pouring resources into research which PNU may not be able to match.
		There are faculty members who can be research mentors.	Need to capacitate faculty members	Linkages and networking and openness to collaborative research	Not being visible in the research network
		There is an entire office devoted to research headed by a	Overlaps between academics and research create	Ranking of universities requires PNU to benchmark	Lack of funds for research

		Vice President.	confusion and inefficiency	to be competitive	
Extension	Alumni	Alumni are well-positioned.	Alumni not optimized and not sufficiently serviced	Alumni both in the country and abroad are willing to help.	Government rules
	Extension	Very active and diverse programs	Weak extension framework	Funding agencies are willing to support innovative programs.	Competition for funds
	Linkages and Networking	Has access to the UN system, specifically UNESCO	Strategic network and linkage agenda are not clear	There is national and global trend to network.	High maintenance relationship
Publication		Visible in basic education	PNU rate is not competitive to encourage faculty to be published by PNU; Faculty not publishing much scientific and technical books.	ICT revolution	Competitive market
		Website is operational and there is access to a few broadcast and print media.	Website is not optimized and the media affair unit is operating as ad-hoc.	Emerging online culture	Online is fleeting.
		There is an available unit that does printing needs of the University.	PNU press has no products. It is operating as a printing office. Infrastructure is weak.	There is a ready market for PNU products.	Government rules
Administrative Support	Staff	The staff generally love PNU.	There is no staff development to continuously upgrade the	The new administration is being particular about competence	Dearth of competent people to join PNU due to low salaries

			skill level of staff.		
	Systems and Procedures	Government rules serve as bases of procedures and systems.	The management systems are not benchmarked with performing universities; PNU operates as an oral tradition.	Benchmarking with other universities	How much leeway does the government structure allow?
	Policies	Active Board of Regents (BOR)	Weak management information system	ICT and requirements for transparency	How much autonomy does PNU have?
	Institutional Change	Relatively free	Not strong to withstand the change of administration	Consultation process	Too much tasks tend to set aside dialogues on management philosophy and organizational values and culture.
	Infrastructure and Technology	Available unit through MIS to promote ICT in the University	The ICT program is not systematic and benchmarked with the best.	Bias of the new administration toward ICT	Limited funds
	Fiscal Health	Based on government procedures	No financial analysis; System has leakages.	Planning process	Resistance
		PNU is allowed to generate and maintain income.	There is no revenue plan.	There is a market for PNU.	Government rules
	Campus Environment	One of the better campuses in Manila	No campus development	PNU as an NCTE	Cut on state subsidy for capital outlay

2.2. Action Plans to Address Identified Threats/Risks

- 1.1 To solidify stakeholders' support in pursuit of excellence, innovations, influence and impact.
 - 1.1.1 Develop and implement a comprehensive internal stakeholders' engagement program that shall regularly orient them on the PNU's mission, vision, values, standards, and systems to ensure their translations into expected behaviours;
 - 1.1.2 Build a culture of excellence by strengthening the culture or research among faculty, staff, and students and other key players of the University;
 - 1.1.3 Develop a shared leadership and management philosophy, principles, and values appropriate for building an institutional culture consistent with and in support of PNU's vision and mission.
- 1.2 To institutionalize quality assurance mechanisms that ensure compliance with international standards of excellence and implement PNU's distinctive competence in all the products and services.
 - 1.2.1 Create a Quality Assurance Center which shall ensure that defined standards are met.
 - 1.2.2 Implement the requirements of normative financing scheme, NBC 461 and other national issuances as minimum standards to be met.
 - 1.2.3 Ensure the University system's compliance with relevant laws and policies.
 - 1.2.4 Adopt ISO 9001:2015 for the education sector to guide PNU in improving its management system.
 - 1.2.5 Utilize the QS (Quacquarelli Symonds) ranking system to transform PNU as a globally-respected University.
 - 1.2.6 Develop an appropriate measure of academic performance for teacher education university through collaboration with other TEIs abroad.
- 1.3 To employ proven management technologies and systems as solutions to providing quality, reliable, and efficient academic and administrative support services to sustain the University's competitiveness.
 - 1.3.1 Develop and implement an ICT plan that shall modernize PNU's services and ensure seamless data generation and utilization by internal and external stakeholders.
 - 1.3.2 Integrate and synchronize office operations based on clearly defined University planning system.
 - 1.3.3 Implementing efficient and effective internal financial control system and related governance processes that provide clear and appropriate oversight of the University.
 - 1.3.4 Improve the efficiency and effectiveness of resources and infrastructure support services, and when necessary, outsource services which are not core functions of the University.

- 1.3.5 Create an enabling environment (e.g. structure/personnel requirement) to support the articulated reforms; administrative positions must be consistent with 2020 and 2030 administrative services.
- 1.3.6 Develop and provide access to high quality library and information services targeted to enrich student learning experiences and lifelong pursuits, and to advance the University's research endeavours.
- 1.4 To promote a distinct and widely recognized PNU brand as being the source of responsive innovations in teacher education.
 - 1.4.1 Embed the PNU brand in the activities of the faculty, staff, and students with emphasis on "qualities of graduates".
 - 1.4.2 Develop and implement information and communication program to promote the PNU brand to key institutional, national and international audiences.
 - 1.4.3 Optimize the cyberspace to promote PNU and enhance its reputation.
 - 1.4.4 Preserve the University's glorious tradition in a performing arts and literature by giving full support and inspiration to performances and publication of performing groups, drama clubs, literary circles, and writers' organizations.
 - 1.4.5 Preserve the institutional memory by telling and re-telling stories about the best practices, tradition, and the past.
- 1.5 To transform PNU as an internationally-recognized leader in teacher education.
 - 1.5.1 Develop an internationalization program that shall increase the number and expand the diversity of foreign students and faculty.
 - 1.5.2 Develop an international relation strategic plan to ensure a strong position within the global teacher education network and academic community.
 - 1.5.3 Develop and produce scholarly work and products that attract international audience.
 - 1.5.4 Position PNU as a hub for academic activities and exchanges relevant to teacher education and basic education to ensure its international presence.
 - 1.5.5 Participate in the international network of TEIs to promote collaboration and partnership in the conduct of research, extension, and production.
- 1.6 To optimize collaboration and partnership with public and private institutions and organizations to support effective and efficient delivery of University functions.
 - 1.6.1 Strengthen the partnership with alumni as significant stakeholders of the University.
 - 1.6.2 Maximize the national TEI network in the conduct of research, extension, and production to expand the reach of PNU leadership.
 - 1.6.3 Promote individual and institutional linkages and network that will ensure active engagement of faculty and PNU in multi-disciplinary, professional and scientific communities.
 - 1.6.4 Support PNU students' leadership in national and international student academic communities.
 - 1.6.5 Pursue opportunities afforded by public-private partnerships to increase and diversify University resources.

- 1.7 To develop well-planned products and services that are of value to stakeholders.
 - 1.7.1 Provide quality product solutions to national and global educational issues and demands.
 - 1.7.2 Create the relevant unit/s for the development, marketing, and protection of PNU products and services.
 - 1.7.3 Comply with standards for product development, marketing, and protection.
- 1.8 To respond effectively and innovatively to the needs, demands, and requirements of the different stakeholders to actualize/demonstrate the University's relevance and leadership.
 - 1.8.1 Provide academic and support services to ensure the effective transition of students to various levels in higher education and increase student retention and success.
 - 1.8.2 Broaden the PNU Main campus' national intake of a select group of students through aggressive recruitment, scholarship, and promotion program to expand PNU's scope of impact.
 - 1.8.3 Develop PNU campuses as regional hubs in teacher education offering programs peculiar to concerned regions of the country.
 - 1.8.4 Expand the impact of PNU's extension service program through cascading leadership in the network of TEI extension offices.
 - 1.8.5 Provide structures that will maximize opportunities that respond to the demands of a knowledge-based society toward e-PNU as a University's future at the soonest possible time.
 - 1.8.6 Provide research-based solutions to address challenges to quality education and other concerns related to educational reforms.
- 1.9 To embed in the University system the value of environmental sustainability, continuing growth, and forward thinking.
 - 1.9.1 Institute a financial sustainability program that supports the University's strategic goals.
 - 1.9.2 Develop and implement a Strategic Asset Management Plan which identifies key priorities, opportunities and constraints relating to physical environment, information and communications technology, and equipment/ infrastructure requirements for the University's projected development.
 - 1.9.3 Implement, monitor, evaluate and adjust the University's Master Plan as a measure for sustainability.
 - 1.9.4 Develop legislative agenda for the University's growth and sustainability.
- 1.10 Ensure an enriching, fair, and healthy work environment which promotes professional growth and career advancement for faculty and staff, and guarantee a steady supply of highly competent human resources.
 - 1.10.1 Upgrade the system of recruitment to ensure a pool of human resource with high level of expertise.
 - 1.10.2 Provide opportunities for professional growth, leadership, faculty, and staff development in an environment that values excellence.

- 1.10.3 Recognize and reward performing faculty and staff.
- 1.10.4 Identify, encourage and proactively manage faculty and staff to ensure that performance standards are met.
- 1.10.5 Increase the number of faculty with high level expertise trained from reputable universities in the country and abroad.
- 1.10.6 Maintain a faculty profile that has 2/3 in teacher education and 1/3 of the faculty in pure disciplines to ensure diversity of expertise.

Annex 3

List of Relevant Interested Parties, Their Descriptions and Issues/Requirements, and Action Plans to Address Their Issues

3.1 List of Relevant Interested Parties, and Their Descriptions, and Issues/Requirements

Due to their effects on PNU's ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements, PNU has determined the interested parties and their requirements that are relevant to its Quality Management System.

PNU monitors and reviews the information about these interested parties and their relevant requirements.

Customers

PNU's customers are its graduate and undergraduate students and employees, parents, and alumni, among others.

Graduate and undergraduate students require quality education. PNU's students are pre-service and in-service teachers. They need to have depth in content and to be innovative teachers and educational leaders with appropriate technological skills to meet the demands of an advanced information technology society.

Employees, including faculty and administrative staff, of the University, parents and alumni are also its customers. PNU is required to deliver quality services for them.

Members of the faculty need good services and assistance from the administration and administrative staff so that they can deliver quality education to PNU's primary customers. They need continuous trainings on various facets of education to keep abreast of the current trend and issues on education. Likewise, they require to be given good support services and assistance by other members of the PNU community in order to perform their functions, not only in instruction, but in research, production and extension, as well.

Further, the University's administrative employees require support from the administration so that they can continually be updated of their needs in order to help their units to function efficiently and effectively and ensure that performance expectations are met. .

Moreover, the parents and alumni require availing of good services from the members of the PNU community. PNU needs to satisfy them in terms of the services and other requirements that they may have from the University.

Other than those interested parties mentioned above, there are other customers with other requirements from the University as discussed below.

Other Customers

1. National Institutions/Agencies/Organizations

Name of Institution/Agency	Issues/Requirements
Department of Education	On-site Graduate Degree/Specialization Training for Public Elementary Teachers Capacity Building for SPED Teachers
Teacher Education Institutions (TEIs)	Good Service Training for Teachers
Development Bank of the Philippines	Scholarship Program and Partnership for Indigenous Cultural Communities (ICCs)/ Indigenous People (IP) Students
National Commission on Indigenous People	
Department of Education	
Department of Labor and Employment	Module Writing for OFW Pre-Service Teachers
	Extension Project: Sa Pinas, Ikaw and Ma'am/Sir

2. International Educational Institutions and Other Organizations

Country	Name of Institution	Issues/Requirements
Australia	Queensland University of Technology	Joint academic and scientific venture exchange program
Indonesia	Sanata Dharma University	Academic Exchange Joint Research Projects, Symposium and Conference Short-course training programs
	State University of Goronta	Academic Exchange Joint Research Projects, Symposium and Conference Short-course training programs
	Universitas Malaysia Perlis	Exchange of research scientists and faculty members Exchanges of student and credits Exchange of academic materials and other information Participation in seminars and academic

		meetings Special short-term training program
	Universitas Ubudiyah Indonesia	Special Programs Research Degrees Tutor Exchange Resource Sharing
Japan	Kansai University	Student Exchange Program
	Osaka Prefecture University	Student Exchange Program Educational and Scientific Cooperation
	Osaka University Graduate School and School of Engineering	Academic Exchange
	Queensland University of Technology	Joint academic and scientific venture exchange program
	Tokyo Gakugei University	Student Exchange Program
	Japan Foundation (Manila)	Teaching of Nihongo Language
Malaysia	Universitas Malaysia Perlis	Academic and Cultural Exchange
Thailand	Siam University	Academic Exchange Joint Research Projects Symposium and Conference Short-course training programs
	Suan Dhusit Rajabhat University	Scientific, Educational and Cultural Exchange
	Suratthani Rajabhat University	Academic Exchange Joint Research Projects Symposium and Conference Short-course training programs
	Rajamangala University	Academic Exchange Joint Research Projects Symposium and Conference Short-course training programs
	Office of the Secondary Education Service Area for Chonburi and Rayong Provinces	English Language Proficiency Training Cultural Exposure
Korea	Chinju National University	Academic Exchange Joint Research Projects Symposium and Conference Short-course training programs
	Dongseo University	Academic Exchange Joint Research Projects,

		Symposium and Conference Short-course training programs
	Gwangju National University of Education	Academic Exchange Joint Research Projects, Symposium and Conference Short-course training programs
	Institute of APEC Collaborative Education	Establishment of Philippine Secretariat at PNU
	Kyung-Nam College of Information and Technology	Teaching of Korean Language at PNU
	Trans-Educ League	Customized English Exposure/Enhancement Program
	Daegu National University of Education	Academic Exchange
China	China University of Political Science and Law, China	Academic and Cultural Exchange
	Guangdong University, China	Academic Exchange Joint Research Projects, Symposium and Conference Short-course training programs
Iraq	Salahaddin University	Academic Exchange Joint Research Projects, Symposium and Conference Short-course training programs
Bangladesh	Daffodil International University	Academic Collaboration
Korea and Vietnam	Province of Gyeongsangbuk-do, DNUE, and Can Tho University of Vietnam	Multicultural Children's Education and Social Development
Timor Leste	Ministry of Education of Timor Leste	Development and Capacity Building Programs for Teachers
ASEAN	Selected TEIs in the ASEAN Region	ASEAN Teacher Education Network
Spain	Ministry of Education, Culture and Sports	Joint cooperative educational and research programs for faculty and students
USA	Valdosta State University	
	Merced Community College District	
	Los Angeles Community College District	
	Mount Saint Mary College	
	Ohlone College	
	California State University	Exchange of faculty and students for study and research Joint research projects Exchange of information and academic publications
	Tennessee Renewable Energy and Economic Council	International Exchange Program

3. External Providers

The University's external providers of both products and services require good services from the concerned units as well. They need to be informed of the products and services that PNU require from them. Likewise, they need to be informed of the statutory and regulatory requirements that PNU must comply to enable them to do what the University requires and expects from them. Finally, they need to be notified of their performance as external providers so that they can continually improve to meet PNU's requirements and expectations.

3.2 Plans to Address Issues/Requirements

3.2.1 Shared Vision of Excellence

To solidify stakeholders' support in pursuit of excellence, innovations, influence and impact.

- 3.2.1.1 Develop and implement a comprehensive internal stakeholders' engagement program that will regularly orient them on the PNU mission, vision, values, standards, and systems to ensure their translations into expected behaviours.
- 3.2.1.2 Build a culture of excellence by strengthening the culture or research among faculty, staff, and students and other key players of the University.
- 3.2.1.3 Develop a shared leadership and management philosophy, principles, and values appropriate for building an institutional culture consistent with and in support of PNU's vision and mission.

3.2.2 Quality Assurance

To institutionalize quality assurance mechanisms that ensure compliance and international standards of excellence and implement PNU's distinctive competence in all the products and services.

- 3.2.2.1 Create a Quality Assurance Center which will ensure that defined standards are met.
- 3.2.2.2 Implement the requirements of normative financing scheme, NBC 461 and other national issuances as minimum standards to be met.
- 3.2.2.3 Ensure the University system's compliance with relevant laws and policies.
- 3.2.2.4 Adopt ISO 9001: 2015 for the education sector to guide PNU in improving its management system.
- 3.2.2.5 Utilize the QS (Quacquarelli Symonds) ranking system to transform PNU as a globally-respected university.
- 3.2.2.6 Develop an appropriate measure of academic performance for teacher education university through collaboration with other TEIs abroad.

3.2.3 System-based Solutions

To employ proven management technologies and systems as solutions to providing quality, reliable, and efficient academic and administrative support services to sustain the University's competitiveness.

3.2.3.1 Develop and implement an ICT plan that will modernize PNU services and ensure seamless data generation and utilization by internal and external stakeholders.

3.2.3.2 Integrate and synchronize office operations based on clearly defined university planning system.

3.2.3.3 Implementing efficient and effective internal financial control system and related governance processes that provide clear and appropriate oversight of the University.

3.2.3.4 Improve the efficiency and effectiveness of resources and infrastructure support services, and when necessary, outsource services which are not core functions of the University.

3.2.3.5 Create an enabling environment (e.g. structure/personnel requirement) to support the articulated reforms; administrative positions must be consistent with 2020 and 2030 administrative services.

3.2.3.6 Develop and provide access to high quality library and information services targeted to enrich student learning experiences and lifelong pursuits, and to advance the University's research endeavours.

3.2.4 Branding

To promote a distinct and widely recognized PNU brand as being the source of responsive innovations in teacher education.

3.2.4.1 Embed the PNU brand in the activities of the faculty, staff, and students with emphasis on "qualities of graduates".

~~1.1.1~~ ~~3.2.4.2~~ Develop and implement information and communication program to promote the PNU brand to key institutional, national and international audiences.

~~3.2.4.2~~ ~~3.2.4.3~~ Optimize the cyberspace to promote PNU and enhance its reputation.

~~1.1.2~~ ~~1.1.3~~ ~~PP~~ Preserve the University's glorious tradition in a performing arts and literature by giving full support and inspiration to performances and publication of performing groups, drama clubs, literary circles, and writers' organizations.

~~3.2.4.4~~ ~~1.1.4~~ ~~3.2.4.5~~ Preserve the institutional memory by telling and re-telling stories about the best practices, tradition, and the past.

~~1.2~~ ~~3.2.5~~ Internationalization

To transform PNU as an internationally-recognized leader in teacher education.

~~1.2.1~~ ~~1.2.2~~ Develop an internationalization program that will increase the number and expand diversity of foreign students and faculty.

~~3.2.5.1~~ ~~1.2.2~~ Develop an international relations strategic plan to ensure a strategic position within the global teacher education network and academic community.

~~3.2.5.2~~

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~~4.2.3~~ Develop and producing scholarly work and products that attract international audience.

~~3.2.5.3~~

~~4.2.4~~ Position PNU as a hub for academic activities and exchanges relevant to teacher education and basic education to ensure its international presence.

~~3.2.5.4~~

~~4.2.5.3.2.5.5~~ Participate in international networks of TEIs to promote collaboration and partnership in the conduct of research, extension, and production.

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4.33.2.6 Collaboration and Partnership

To optimize collaboration and partnership with public and private institutions and organizations to support effective and efficient delivery of University functions.

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~~4.3.1~~ Strengthen partnership with alumni as significant stakeholders of the University.

~~3.2.6.1~~

~~4.3.2~~ Maximize national TEI network in the conduct of research, extension, and production to expand the reach of PNU leadership.

~~3.2.6.2~~

~~4.3.3~~ Promote individual and institutional linkages and network that will ensure active engagement of faculty and PNU in multi-disciplinary, professional and scientific communities.

~~3.2.6.3~~

~~4.3.4~~ Support PNU students' leadership in national and international student academic communities.

~~3.2.6.4~~

~~4.3.5.3.2.6.5~~ Pursue opportunities afforded by public-private partnerships to increase and diversify University resources.

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4.43.2.7 Product and Service Development

To develop well-planned products and services that are of value to stakeholders.

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~~4.4.1~~ Provide quality product solutions to national and global educational issues and demands.

~~3.2.7.1~~

~~4.4.2~~ Create the relevant unit/s for the development, marketing, and protection of PNU products and services.

~~3.2.7.2~~

~~4.4.3.2.7.3~~ Comply with standards for product development, marketing, and protection.

4.53.2.8 Responsiveness to Stakeholders

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To respond effectively and innovatively to the needs, demands, and requirements of the different stakeholders to actualize/demonstrate the University's relevance and leadership.

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1.5.1 Provide academic and support services to ensure the effective transition of students to various levels in higher education and increase student retention and success.

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3.2.8.1
1.5.2 Broaden the PNU Main campus' national intake of select group of students through aggressive recruitment, scholarship, and promotion program to expand PNU's scope of impact.

3.2.8.2
1.5.3 Develop PNU campuses as regional hubs in teacher education offering programs peculiar to the region.

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3.2.8.3
1.5.4 Expand the impact of PNU extension service programs through cascading leadership in the network of TEI extension offices.

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1.5.5 Provide structures that will maximize opportunities that respond to the demands of a knowledge-based society toward e-PNU as a University's future at the soonest possible time.

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3.2.8.5
1.5.6 Provide research-based solutions to address challenges to quality education and other concerns related to educational reforms.

1.6.3.2.9 Sustainability

To embed in the University system the value of environmental sustainability, continuing growth, and forward thinking.

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1.6.1 Institute a financial sustainability program that supports the University's strategic goals.

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3.2.9.1
1.6.2 Develop and implement a Strategic Asset Management Plan which identifies key priorities, opportunities and constraints relating to physical environment, information and communications technology, and equipment/ infrastructure requirements for the University's projected development.

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3.2.9.2
1.6.3 Implement, monitor, evaluate and adjust the University Master Plan as a measure for sustainability.

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3.2.9.3
1.6.4 Develop a legislative agenda for the University's growth and sustainability.

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1.7.3.2.10 Human Capital

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Ensure an enriching, fair, and healthy work environment which promotes professional growth and career advancement for faculty and staff, and guarantee a steady supply of highly competent human resources.

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4.7.1 Upgrade the system of recruitment to ensure a pool of human resource with high level of expertise.

3.2.10.1

4.7.2 Provide opportunities for professional growth, leadership, faculty, and staff development in an environment that values excellence.

3.2.10.2

4.7.3 Recognize and reward performing faculty and staff.

3.2.10.3

4.7.4 Identify, encourage and proactively manage faculty and staff to ensure that performance standards are met.

3.2.10.4

4.7.5 Increase the number of faculty with high level expertise trained from reputable universities in the country and abroad.

3.2.10.5

4.7.6 3.2.10.6 Maintain a faculty profile that has 2/3 in teacher education and 1/3 of the faculty in pure disciplines to ensure diversity of expertise.

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Annex 4

4.1 Types and Descriptions of Externally-provided Products and Services

4.1.1 Products

Equipment – physical resources that serve to equip a person or thing in performing a function or an activity, like laboratory equipment, office/classroom appliances, medical and dental equipment, housekeeping and sport equipment, among others.

Furniture and fixtures - movable items that are being used to furnish an office or a classroom like chairs, tables, cabinets, etc.

Supplies and materials – consumables (common supplies) that are being used regularly within, but not limited to, offices, classrooms, laboratories, medical/dental center, and gymnasium during business operations like paper, clips, ink, board erasers, balls, drugs and medicines, chemicals, etc.

General merchandise – supplies (other than common supplies) that are being used for PNU's vehicles, for electrical, mechanical, and plumbing works, and cleaning PNU's properties.

Food stuff and bakery products – substances that are suitable for consumption as food for PNU's administration, faculty and administrative staff.

4.1.2 Services

Consultancy – individual person or agency that offers professional or legal advices in a particular discipline to PNU.

Engineering services – these include plumbing, electrical, and mechanical works for the PNU environment.

Janitorial services – cleaning and maintenance tasks of janitors from an outsourced agency contracted to maintain cleanliness at PNU's buildings, classrooms and offices.

Security services – services provided by an outsourced agency to ensure adequate security for the entire University including its members, guests, properties, and environment.

Construction and repairs – work done at a site undertaken by a contractor/sub-contractor including the restoration of a damaged PNU's property to an acceptable or usable condition.

Hotel board and lodging – a situation where a person/group of persons is provided with a place (other than PNU) to stay at as well as regular meals, in return for payment.

Vehicular repairs – procedures that are being carried out to remedy mechanical/electrical failure of PNU's vehicles.

Printing – production of books and other printed instructional materials authored by PNU faculty members.

Lamination – the process of covering something with a clear layer of plastic for protection.

Waste treatment and disposal – activities done to treat solid wastes and dispose of garbage and other waste products of PNU.

4.2 Extent of Control of Externally-provided Products and Services

4.2 Purchase of Products

The processes for the purchase of products that are being provided by external providers follow three phases, namely, requirements review, purchasing process, and verification of purchased products.

Phase 1. Requirements Review (End-user/Customer-related Processes)

Determination of requirements related to the Product

The initial determination of End-user/Customer Requirements is established at the Purchase Requisition (PR) stage of the Project.

BAU shall ensure that all customer requirements are adequately defined and documented and that PNU has the ability to meet any and all requirements prior to entering into a contract with an external provider.

To accomplish this, BAU staff shall determine the following:

- Requirements specified by the end-user (as stated in either their Quotation Documentation, Purchase Orders, or reference to Customer Specific Supplier Manuals/Specifications);
- Requirements not stated (may be accomplished through conversations with the customer) to determine the use of the product;
- Statutory and regulatory requirements applicable to the product (i.e. all applicable government, safety and environmental regulations applied to the acquisition, storage, handling, recycling, elimination or disposal of materials); and
- Any additional requirements considered necessary by PNU (i.e. credit checks, confirmation of a purchase agreement to assure financial responsibility).

Review of requirements related to the Product/External Services

BAU shall review and evaluate the requirements related to the product. This review shall be conducted prior to PNU's commitment to supply a product to the end-user (e.g. acceptance of contracts or orders, acceptance of changes to the contracts or orders) and shall ensure the following:

- Product requirements are defined, (e.g. What is being requested by the customer; What product requirements apply; What design or development activities are involved; If any statutory or regulatory entities would apply that is not already accounted for, and what their requirements would be; What materials are required; What facilities would be required to achieve the work; What costs would be incurred by PNU to accomplish the work);
- Contract or order requirements differing from those previously expressed are resolved; and
- PNU has the ability to meet all of the requirements specified by the end-user. The records of the results of these reviews and actions arising from the reviews shall be maintained in accordance with the PNU's QMS Guidelines on the Control of Documented Information.

Customer Communication

PNU has established and maintained the methods for the effective communication with end-users/customers in relation to product information, customer contracts, and customer feedback/complaints.

- Product information is controlled and communicated to the end-users/customers via brochures, product literature, quotations, and the company's web-site; and
- Contracts and their handling (including amendments) are communicated to the end-users/customers.

Phase 2. Purchasing Process

PNU shall communicate to external providers/suppliers its requirements for the products to be provided the University

PNU ensures that the ordered products to be provided conform to specified purchase requirements.

Suppliers shall undergo the bidding process following appropriate statutory and regulatory requirements, if applicable. They shall be evaluated for initial, as well as ongoing, performance by the University's Bids and Awards Committee (BAC). BAC shall evaluate and select suppliers based on their ability to supply products in accordance with facility requirements. The specific criteria for selection, evaluation and re-evaluation are clearly defined. If found in order, BAC shall prepare, sign and recommend approval of Resolution for Mode of Procurement (if applicable). The University President shall approve the resolution.

The records of the results of initial and ongoing evaluations and any necessary actions arising from these evaluations shall be maintained in accordance with the University's QMS Guidelines on Control of Records Procedure.

BAU shall prepare the Purchase Order, have it signed by concerned units, and seek approval of the University President. BAU shall post the Notice of Award to PhilGEPS and coordinate with the Supply and Property Unit (SPU) to inform the winning provider/supplier of the following: the approval of products and their release; competence, including any required qualification of persons; the external providers' interactions with PNU; control and monitoring of the external providers' performance to be applied by PNU; and verification or validation activities that PNU, or a specific customer, intends to perform at the external providers' premises.

Purchasing Information

The purchasing information shall clearly describe the products to be purchased, including, where appropriate, the following:

- Requirements for approval of products, procedures, and processes;
- Requirements for qualification of personnel; and
- Quality management system requirements.

The purchasing activities are more clearly defined in the Procurement Processes of BAU which are included in the processes of AS.

Phase 3. Verification of Purchased Product (Receiving Inspection)

PNU has established and implemented inspection and other activities necessary for ensuring that the purchased product meets specified purchase requirements.

The purchased product may be subject to receiving inspection activities as defined in the associated Procedure and Work Instruction Manual of SPU/FMSS and Internal Audit Office (IAO).

Where PNU or its customer intends to perform verification at the supplier's premises, the purchasing documents shall state the intended verification arrangements and methods of product release.

Statutory and Regulatory conformity

All purchased products used in the product realization process will conform to applicable statutory and regulatory requirements.

Incoming product conformity to requirements

In order to assure the quality of the purchased product, PNU shall perform any of the following incoming inspection activities:

- Receipt and evaluation of statistical data (verification of supplier quality/test data against end-user Standards);
- Receiving inspection and/or testing performed by SPU (for supplies and materials) or FMSS (for infrastructure) and IAO;
- Evaluation of products against defined and documented specifications;

- Material/Part evaluation by a designated Unit to confirm data provided by the supplier and ensure conformity to product requirements.

4.3 Availing of Externally-provided Services

The processes for availing externally-provided services follow three phases, namely, requirements review, pre-contracting process, and signing of contract.

Phase 1. Requirements Review (End-user/Customer-related Processes)

Determination of requirements related to the External Services

This sub-phase follows the procedures for determining the requirements related to the product as discussed in the above Clause 2.1.

Review of requirements related to the External Services

BAU shall review and evaluate the requirements related to the external services. This review shall be conducted prior to PNU's commitment to avail of a service by the end-user and shall ensure the following:

- The service requirements are defined, (e.g. What is being requested by the customer; What service requirements apply; What design or development activities are involved; If any statutory or regulatory entity would apply that is not already accounted for, and what their requirements would be; What facilities would be required to achieve the service; What costs would be incurred by PNU to avail of the service);
- The contract or order requirements differing from those previously expressed are resolved; and
- PNU has the ability to meet all of the requirements specified by the end-user.

The records of the results of these reviews and actions arising from the reviews shall be maintained in accordance with the University's QMS Guidelines on Control of Documented Information.

Customer Communication

PNU has established and maintained the methods for the effective communication with end-users/customers in relation to customer contracts and other customer feedback/complaints.

The service information is controlled and communicated to the end-users/customers.

The contracts and their handling (including amendments) are communicated to the end-users/customers.

Phase 2. Pre-contracting Process

PNU shall communicate to external providers/suppliers its requirements for the services to be provided to the University.

PNU ensures that the services to be provided conform to the requirements specified by the end-users.

The suppliers shall undergo the bidding process following appropriate statutory and regulatory requirements, if applicable. They shall be evaluated for initial, as well as ongoing performance by the end-user and BAC-Technical Working Group. The end-user and BAC-TWG shall evaluate and select suppliers based on their ability to deliver services in accordance with the end-user requirements. The specific criteria for selection, evaluation and re-evaluation are clearly defined. If found in order, BAC-TWG shall prepare, sign and recommend approval of Resolution to Avail of Services (if applicable). The University President shall approve the resolution.

BAU shall prepare the Purchase Order, have it signed by concerned units, and seek approval of the University President. BAU shall post the Notice of Award to the PhilGEPS and coordinate with the winning provider/supplier for the following: the approval of services to avail of; competence, including any required qualification of persons; the external providers' interactions with PNU; control and monitoring of the external providers' performance to be applied by PNU; and verification or validation activities that PNU, or specific customer, intends to perform at the external providers' premises.

Contract Information

The contract information shall clearly describe the services to avail of, including, where appropriate, the following:

- Requirements for approval of services, procedures, and processes;
- Requirements for qualification of personnel; and
- Quality management system requirements.

Phase 3. Contract Signing

BAU manages the signing of a contract between and among the service provider, end-user and PNU.

Statutory and Regulatory Conformity

All externally-provided services shall conform to applicable statutory and regulatory requirements.

4.4 Supplier Monitoring

PNU shall monitor the ongoing performance of its suppliers as a means of ensuring that the suppliers are consistently providing products and services that meet specified purchase order requirements.

The methods and criteria for monitoring include, but may not be limited to:

- Conformity of delivered products and availed services to requirements;
- Customer complaints and/or disruptions including field returns from the end-user;
- Delivery schedule performance (including incidents of premium freight);
- Special status customer notification related to quality or delivery issues.

4.5 Records of the Results of Evaluations and Actions Taken

The records of the results of initial and ongoing evaluations and any necessary actions arising from these evaluations shall be maintained in accordance with the University's QMS Guidelines on Control of Records Procedure.

SOCIETAL GOAL	Poverty reduction and empowerment of the poor and vulnerable														
SECTORAL GOAL	Enhanced knowledge and skills, attitudes, and values of Filipinos to lead productive lives				Annual Target			Process Owner/ Accountability							
MISSION	Perspective	Institutional Strategic Objectives	Finance and Administration Strategic Objectives	Strategic Measures/ Success Indicators	2017	2018	2019	Frequency of Monitoring	Evidence/ Records	Strategic Initiatives	Responsible	Accountabl e	to be Consulted	to be Informed	
Nurturing innovative teachers, educators, and education leaders	SOCIAL IMPACT	Functioning as the National Center for Teacher Education	Functioning as the National Center for Teacher Education	% of TEI served	50% of public TEIs	75% of public TEIs	100% of public TEIs	once	record of registration	Good Governance Program	VPFA	Ruth	all Directors	stakeholder s	
VALUES															
TRUTH, EXCELLENCE, and SERVICE	STAKEHOLDER PERSPECTIVE (how do our stakeholders see us?)	Responsiveness to Stakeholders	Stakeholder satisfaction	% of stakeholders surveyed who rate FA services as very good	80%	85%	90%	quarterly	survey results	Institutional Performance Measure Initiative	VPFA	Carl	all Directors	all personnel	
				level of activities that promote customer responsiveness	customer satisfaction is achieved by every unit	customer satisfaction is achieved and one rating of delight is achieved by every unit	customer satisfaction is achieved and one rating of surprise is achieved by every unit	quarterly	survey results	Customer Care Program	VPFA	Roda	concerned offices	stakeholder	
				% of customer feedback and complaints addressed	80%	85%	90%	monthly	Helpdesk report monthly operations report	PNU Helpdesk PNU Basic Orientation Program	VPFA	Ella	concerned offices	stakeholder s	
		Leadership in Teacher Education in ASEAN		# of activities informing stakeholders on University processes	1 every semester	1 every quarter	1 every month	monthly			VPFA	Ruth	HRMDS Director	stakeholder s	
VISION															
By 2022, PNU shall be an internationally recognized and nationally responsive teacher education university	INTERNAL PROCESS PERSPECTIVE (what must we excel at?)	Academic Excellence with Pioneering Programs in Teacher Education	Operational excellence in finance and administration	% of administrative units whose customer rating is very good	80%	85%	90%	quarterly	survey results	Institutional Performance Measure Initiative	VPFA	Carl	all offices	all personnel	
				# of activities conducted promoting ethical behavior and PNU VMVO	1 every semester	1 every quarter	1 every month	monthly	monthly operations report	PNU Basic Orientation Program	VPFA	Ruth	HRMDS Director	stakeholder s	
				# of activities that promote culture of innovation and foresighting	1 every semester	1 every quarter	1 every month	monthly	monthly operations report	PNU DREAM	VPFA	Ruth	EBO	stakeholder s	
				# of activities that promote customer engagement and communication	1 every semester	1 every quarter	1 every month	monthly	monthly operations report	PNU Basic Orientation Program	VPFA	Rachel	OSASS, all Directors	stakeholder s	
				# of activities that ensure operational excellence thru planning, innovation, and intelligent risk taking	1 every semester	1 every quarter	1 every month	monthly	monthly operations report	PNU DREAM	VPFA	Ruth	EBO	stakeholder s	
		Product and Service Development as education solutions	legal compliance	# of legal, accreditation, and regulatory risks addressed	80%	85%	90%	quarterly	survey results monthly operations report	Due Diligence Initiative	VPFA	Cesar	all offices	all personnel	
				# of activities for emergency preparedness	1 every semester	1 every quarter	1 every month	monthly	monthly operations report	PNU DREAM	VPFA	Rachel	AS Director	all personnel	
				% of stakeholders satisfied with the learning and work environment	80%	85%	90%	quarterly	survey results	PNU 3.0 Program	VPFA	Rachel	FMSS and AS Directors	stakeholder s	
QUALITY OBJECTIVE															
Deliver sound and strategic management of the university's financial resources and oversee all aspects of the University's administrative functions to strengthen and align central administrative and financial functions with the University's core functions of research, instruction, extension, and production.	INNOVATION AND LEARNING PERSPECTIVE (how can we continue to improve and create value?)	Quality Assured and Improved Management System	Quality assured and enhanced administrative and financial system	# of QA standards met	PQA infused FA system	PQA ready FA system	PQA recognized	semestral	PQA survey instrument	QA and QI Program	VPFA	Ruth	all Directors	all personnel	
		Systems-Based Solutions	Integrated information management system for decision support		# of administrative offices with MIS	3	all offices	all units	monthly	Monthly Report	PNU Link Program	VPFA	Ruth	all FA units	all personnel
					# of units that have systematic data and records collection and management	all FA offices	all FA units	all units	monthly	Monthly Report	PNU Link Program	VPFA	Roda	UARMU Head and MIS Director	all VPFA staff
					# of units that have performance relevant reports and analysis	3	all offices	all units	monthly	Monthly Report	PNU Link Program	VPFA	Carl	all Directors	stakeholder s
					# of reports that track daily operations	HRMDS	2 campuses	all campuses	monthly	Monthly Report	PNU Link Program	VPFA	Carl	HRMDS and MIS Directors	stakeholder s
					# of units with data sharing	3	all offices	all units	monthly	Monthly Report	PNU Link Program	VPFA	Ruth	MIS Director	stakeholder s
		Branding for Increased Visibility and Awareness	PNU branding in finance and administrative system		# of activities to secure data	1	2	quarterly	monthly	Monthly Report	PNU Link Program	VPFA	Ruth	MIS Director	stakeholder s
					# of administrative units with PNU branding project	all FA offices	all FA units	all units	monthly	Monthly Report	PNU Brand	VPFA	Rachel	all Directors	stakeholder s
					# of administrative units with linkage with relevant and oversight agencies and organizations	all FA offices	all FA units	all units	monthly	Monthly Report	Staff Extend	VPFA	Rachel	HRMDS Director	all personnel
		Strategic Collaboration and Partnership	professional relationship with relevant agencies and organizations		# of activities that benefit communities and promote societal well being	once a year	twice a year	thrice a year	annual	activity report	Staff Extend	VPFA	Rachel	all Directors	all personnel
					# of units with full staff complement	90% of plantilla filled up	90% of offices with full staff complemen	100%	monthly	PSIPOP	HR PRIME	VPFA	Ruth	HRMDS Director	stakeholder s
					# of activities that strengthen succession planning	1	2	3	monthly	monthly report	HR PRIME	VPFA	Ruth	HRMDS Director	stakeholder s
					# of performance evaluation activities	once every quarter	once every quarter	once every quarter	quarterly	report	Institutional Performance Measure Initiative	VPFA	Carl	HRMDS Director	all offices
		Human Capital Management for High Performance and Professionalism	Maintain and develop high performing faculty and staff		# of activities that reward performance	once a year	once a year	once a year	quarterly	report	HR PRIME	VPFA	Ruth	HRMDS Director	stakeholder s

				% of underperformers benefitting from intervention	85%	90%	95%	quarterly	report	HR PRIME	VPFA	Ruth	HRMDS Director	stakeholders
				# of activities that promote organizational learning and sharing	once a year	once a year	once a year		report	HR PRIME	VPFA	Ruth	HRMDS Director	stakeholders
				Increased assets of the University	10%	25%	40%	quarterly	report	Asset Management Program	VPFA	Ruth	all Directors	EBO
				Responsiveness to internal and external audits	50% decrease in observation	75% decrease	85% decrease	quarterly	AOM	Due Diligence Initiative	VPFA	Roda	concerned offices	OVVFA
				Budget utilized	90% budget utilization	90% budget utilization	90% budget utilization	monthly	BU Report	Good Governance Program	VPFA	Ruth	FMS Director and Budget Officer	stakeholders
				# of financial reports to track performance	4	8	10	monthly	Monthly Financial Report	Good Governance Program	VPFA	Ruth	FMS Director and Budget Officer	stakeholders
				# of loss and cost mitigation activities	1	2	3		Activity report	Good Governance Program	VPFA	Ruth	all Directors	stakeholders
				# of activities to manage supply chain	1	2	3		Activity report	Good Governance Program	VPFA	Ruth	AS Director	stakeholders

SOCIETAL GOAL		Poverty reduction and empowerment of the poor and vulnerable Enhanced knowledge and skills, attitudes, and values of Filipinos to lead productive lives					Annual Target						
MISSION		Perspective	Institutional Strategic Objectives	Finance and Administration Strategic Objectives	AS Strategic Objectives	Strategic Measures/ Success Indicators	2017	2018	2019	Frequency of Monitoring	Evidence/ Records	Strategic Initiatives	Process Owner/ Accountability
Nurturing innovative teachers, educators, and education leaders		SOCIAL IMPACT	Functioning as the National Center for Teacher Education	Functioning as the National Center for Teacher Education	Functioning as the National Center for Teacher Education	# of administrative activities conducted that promote PNU as the NCTE	1	2	3	once	record of registration	Good Governance Program	BAU
VALUES													
TRUTH, EXCELLENCE, and SERVICE	STAKEHOLDER PERSPECTIVE (how do our stakeholders see us?)	Responsiveness to Stakeholders	Stakeholder satisfaction	Stakeholder satisfaction	% of administrative council members rating AS services as very satisfactory	80%	85%	90%	quarterly	survey results	Institutional Performance Measure Initiative	All AS units	
					# of AS units that promoted customer satisfaction	2	3	5	quarterly	survey results	Customer Care Program	PPU, UHSU	
					# of AS units that promoted customer responsiveness	1 delight	1 delight, 1 surprised	2 delight, 2 surprised	semestral	survey results	Customer Care Program	PPU	
					% of stakeholders surveyed rated AS services as very satisfactory	80%	85%	90%	monthly	Helpdesk report	PNU Helpdesk	All AS units	
					% of customer feedback and concerns addressed	80%	85%	90%	monthly	Helpdesk report	PNU Helpdesk	All AS units	
					# of management meeting conducted	twice a month	once a week	once a week	monthly	Minutes of meeting	Housekeeping	All AS units	
					# of management meeting attended	twice a month	once a week	once a week	monthly	Attendance Sheet	Housekeeping	All AS units	
VISION						# of management report submitted	6	8	10	monthly	Monthly report	Housekeeping	All AS units
By 2022, PNU shall be an internationally recognized and nationally responsive teacher education university	INTERNAL PROCESS PERSPECTIVE (what must we excel at?)	Academic Excellence with Pioneering Programs in Teacher Education	Operational excellence in finance and administration	Adequate and timely provision of administrative services required by instruction/ extension/research services	% of AS services required by instruction/ extension/research provided on time	80%	85%	90%	quarterly	Survey results	Institutional Performance Measure Initiative	All AS units	
			legal compliance	Internally and externally assured and enhanced administrative services compliant with quality and legal	% of legal and regulatory risks addressed	80%	85%	90%	quarterly	Quarterly Report	Due Diligence Initiative	All AS units	
		Product and Service Development as education solutions	conductive and safe learning and work environment	conductive and safe work station	# of activities for emergency preparedness	3x a year	4x a year	4x a year	semestral	Operations report	PNU DREAM	SSSMU	
					% of stakeholders satisfied with the work station	80%	85%	90%	quarterly	Survey results	PNU 3.0 Program	All AS units	
QUALITY OBJECTIVE													
Provide adequate service requirements of all administrative and academic units in support of their performance targets	INNOVATION AND LEARNING PERSPECTIVE (how can we continue to improve and create value?)	Quality Assurance Embedded Management System	Quality assured and enhanced administrative and financial system	Quality assured and enhanced AS	# of AS units ISO ready	2	3	5	semestral	ISO survey instrument	Quality Assurance Program	BAU and UHSU	
		Systems-Based Solutions	Integrated information management system for decision support	ICT enabled administrative services	# of AS units with MIS	2	3	5	monthly	Monthly report	PNU Link Program	SPU and UHSU	
		Branding for Increased Visibility and Awareness	PNU branding in finance and administrative system	PNU branding compliant administrative services	# of AS units with branding project	2	3	5	semestral	Operations report	PNU brand	BAU and PPU	
		Strategic Collaboration and Partnership	Good professional relationship with relevant and oversight agencies and organizations	Good professional relationship with relevant and oversight agencies and organizations	% of AS staff with professional linkage/ relevant agency	30%	50%	75%	monthly	Monthly report	Staff Extend	All AS Units Staff	
					% of AS staff participating in extension program	30%	50%	75%	annual	Activity Report	Staff Extend	All AS Units Staff	
		Human Capital Management for High Performance and Productivity	Maintain and develop high performing faculty and staff	Maintain a highly competent, committed, ethical, and efficient AS	% of AS staff undergoing training	75%	80%	90%	quarterly	Operations report	Staff Extend	All AS Units Staff	
					% of reduction of absenteeism	10%	20%	30%	monthly	Monthly report	Staff Extend	All AS Units Staff	
	Financial Perspective (how do we manage and grow resources?)	Sustainability	Sound stewardship of university resources	Ensure that the University acquisitions are cost efficient, environment-friendly, and effective; that these are managed to provide the best value for money	# of loss and cost mitigation activities	1	2	3	quarterly	Activity report	Good Governance Program	All AS Units	
					# of activities to manage supply chain	1	2	3	quarterly	Activity report	Good Governance Program	All AS Units	

SOCIETAL GOAL SECTORAL GOAL	Poverty reduction and empowerment of the poor and vulnerable Enhanced knowledge and skills, attitudes, and values of Filipinos to lead productive lives						Annual Target						
MISSION	Perspective	Institutional Strategic Objectives	Finance and Administration Strategic Objectives	AS Strategic Objectives	BAU Strategic Objectives	Strategic Measures/ Success Indicators	2017	2018	2019	Frequency of Monitoring	Evidence/ Records	Strategic Initiatives	Process Owner/ Accountability
Nurturing innovative teachers, educators, and education leaders	SOCIAL IMPACT	Functioning as the National Center for Teacher Education	Functioning as the National Center for Teacher Education	Functioning as the National Center for Teacher Education	Functioning as the National Center for Teacher Education	# of BAU activities conducted that promote PNU as NCTE	1	2	3	annually	Activity report	Good Governance Program	
VALUES													
TRUTH, EXCELLENCE, and SERVICE	STAKEHOLDER PERSPECTIVE (how do our stakeholders see us?)	Responsiveness to Stakeholders	Stakeholder satisfaction	Stakeholder satisfaction	Stakeholder satisfaction	% of administrative council members rating BAU services as VS	80%	85%	90%	quarterly	Survey Results	Institutional Performance Measure Initiative	
				# of BAU activities that promoted customer satisfaction	1	2	3	Quarterly	Survey Results	Customer Care Program			
				# of BAU activities that promoted customer responsiveness	1 delight	1 delight, 1 surprise	2 delight, 1 surprise	semestral	Survey Results	Customer Care Program			
				% of stakeholders surveyed rated BAU service as very satisfactory	80%	85%	90%	monthly	Helpdesk Report	PNU Helpdesk			
				% of customer feedback and concerns addressed	80%	85%	90%	monthly	Helpdesk Report	PNU Helpdesk			
				Maintain an administrative service that is responsive and focused on addressing needs and expectations of stakeholders in a culture of transparency, accountability, and quality	Maintain a procurement service that is responsive and focused on addressing needs and expectations of stakeholders in a culture of transparency, accountability, and quality	# of management meeting conducted	twice a month	once a week	once a week	monthly	Minutes of meeting	Housekeeping	
VISION						# of management meeting attended	twice a month	once a week	once a week	monthly	Attendance Sheet	Housekeeping	
						# of management report submitted	6	8	10	monthly	monthly report	Housekeeping	
By 2022, PNU shall be an internationally recognized and nationally responsive teacher education university	INTERNAL PROCESS PERSPECTIVE (what must we excel at?)	Academic Excellence with Pioneering Programs in Teacher Education	Operational excellence in finance and administration	Adequate and timely provision of administrative services required by instruction and research services	Adequate and timely procurement services of goods and services required by academic and research services	% of requests for goods and services procured on time	80%	85%	90%	Quarterly	Survey Results	Institutional Performance Measure Initiative	
		Legal Compliance	legal compliance	Internally and externally assured and enhanced administrative services compliant with quality and legal	RA 9184 compliant procurement service	% of legally compliant procurement	90%	95%	95%	Quarterly	Quarterly report	Due Diligence Initiative	
		Product and Service Development as education solutions	conductive and safe learning and work environment	conductive and safe work station	Improved protection of University property through sound procurement of goods and services, infrastructure and consulting services	# of BAU activities promoting sound procurement of goods and services, infrastructure and consulting services	1	2	3	Quarterly	Activity Report	PNU 3.0 Program	
QUALITY OBJECTIVE													
Procure goods and services compliant with government requirements / R.A. 9184 within the relevant time	INNOVATION AND LEARNING PERSPECTIVE (how can we continue to improve and create value)	Quality Assurance Embedded Management System	Quality assured and enhanced administrative and financial system	Quality assured and enhanced AS	Internally assured and enhanced procurement services which is compliant quality and with legal requirements	% of accomplishment of ISO preparation	80%	ISO ready		semestral	ISO Survey Instrument	Quality Assurance Program	
		Systems-Based Solutions	Integrated information management system for decision support	ICT enabled administrative services	ICT enabled procurement services	% of ICTization of BAU processes	25%	50%	75%	monthly	monthly report	PNU Link Program	
		Branding for Increased Visibility and Awareness	PNU branding in finance and administrative system	PNU branding compliant administrative services	PNU branding compliant procurement services	# of BAU activities/projects with branding	1	2	3	semestral	Operations report	PNU brand	
		Strategic Collaboration and Partnership	Good professional relationship with relevant and oversight agencies and organizations	Good professional relationship with relevant and oversight agencies and organizations	Good professional relationship with relevant and oversight agencies and organizations	% of BAU staff with professional linkage/relevant agency	30%	50%	75%	monthly	monthly report	Staff Extend	
		Human Capital Management for High Performance and Professionalism	Maintain and develop high performing faculty and staff	Maintain a highly competent, committed, ethical, and efficient AS workforce responsive to the needs and expectations of stakeholders	Maintain a qualified and competent, committed with ethical, and efficient BAU personnel responsive to the needs and expectations of stakeholders	% of BAU staff participating in extension program	30%	50%	75%	annual	Activity report	Staff Extend	
						% of BAU staff undergoing training	75%	80%	90%	quarterly	Operations report	Staff Extend	
	Financial Perspective (how do we manage and grow resources)	Sustainability	Sound stewardship of university resources	Ensure that the University acquisitions are cost efficient, environment-friendly, and effective; that these are managed to provide the best value for money	Ensure that the University procurement of goods and services, infrastructure and consulting services are cost efficient, environment-friendly, and effective; that these are managed to provide the best value for money	# of lost and cost mitigation activities	1	2	3	quarterly	Activity report	Good Governance Program	
						# of activities that promote cost-efficient and environment-friendly	1	2	3	quarterly	Activity report	Good Governance Program	

SOCIETAL GOAL	Poverty reduction and empowerment of the poor and vulnerable															
SECTORAL GOAL	Enhanced knowledge and skills, attitudes, and values of Filipinos to lead productive lives															
			Finance and Strategic Objectives	Finance and Strategic Objectives				Annual Target							Process Owner/ Accountability	
MISSION	Perspective	Institutional Strategic Objectives	Administration Strategic Objectives	FMS Strategic Objectives	Strategic Measures/ Success Indicators	2016	2017	2018	2019	Frequency of Monitoring	Evidence/ Records	Strategic Initiatives	Responsible	Accountable	to be Consulted	to be Informed
Nurturing innovative teachers, educators, and education leaders	SOCIAL IMPACT	Functioning as the National Center for Teacher Education	Functioning as the National Center for Teacher Education	Functioning as the National Center for Teacher Education	# of reports submitted to relevant offices on time	50%	75%	80%	90%	Quarterly	Logbook	Good Governance Program	Director	Unit Heads	VPFA	President
VALUES																
TRUTH, EXCELLENCE, and SERVICE	STAKEHOLDER PERSPECTIVE (how do our stakeholders see us?)	Responsiveness to Stakeholders	Stakeholder satisfaction	Stakeholder satisfaction	% of stakeholders surveyed who rate FMS services as very satisfactory	75%	80%	85%	90%	Quarterly	Survey Result	Institutional Performance Measure Initiative	Director	Unit Heads	VPFA	all FMS staff
					level of activities that promote customer responsiveness	no target	customer satisfaction is achieved by the office	customer satisfaction is achieved and at least one rating of delight is achieved by the office	customer satisfaction is achieved and at least one rating of surprise is achieved by the office	Quarterly	Survey Result	Customer Care and Engagement Program	Director	Unit Heads	VPFA	all FMS staff
		Leadership in Teacher Education in ASEAN			% of customer feedback and complaints addressed	75%	80%	85%	90%	Quarterly	Survey Result	Customer Care and Engagement Program (Deliverable)	Director	Vanessa	Unit Heads	Ella
					# of activities informing stakeholders on University processes	75%	80%	85%	90%	Quarterly	Survey Result	HR PRIME (PNU Basic Orientation Program)	Director	Unit Heads	HRMDS Director	stakeholders
VISION																
By 2022, PNU shall be an internationally recognized and nationally responsive teacher education university	INTERNAL PROCESS PERSPECTIVE (what must we excel at?)	Academic Excellence with Pioneering Programs in Teacher Education	Operational excellence in finance and administration	Operational excellence in financial management services	% of transactions completed within relevant and expected time	75%	80%	85%	90%	Quarterly	Logbook	Good Governance	Director	Unit Heads	VPFA	all FMS staff
					# of activities that promote good governance in PNU financial transactions	one	two	three	four	Quarterly	Survey Result	Good Governance	Director	Unit Heads	VPFA	stakeholders
					# of planning, innovation implemented to improve process and address risks	one	two	three	four	Yearly	technical report	PNU DREAM	Director	Unit Heads	VPFA	stakeholders
					# of activities that promote customer engagement, feedback, and communication	one	two	three	four	monthly	communication outputs	Customer Care and Engagement Program	Director	Unit Heads	VPFA	stakeholders
					% of requests for technical finance-related service provided satisfactorily	75%	80%	85%	90%	Yearly	Approved Activities	PNU Basic Orientation Program	Director	Unit Heads	VPFA	stakeholders
					# of information activities conducted to promote transparency	one	two	three	four	monthly	communication outputs	Good Governance	Director	Unit Heads	VPFA	stakeholders
		Product and Service Development as education solutions	legal compliance	compliant with financial management standards in the entire PNU system	# of management meetings organized and attended	one	one	one	one	weekly	Minutes of Meeting	Housekeeping	Director	Unit Heads	VPFA	all FMS staff
					% of audit observations addressed	50% of AOM acted on	80 % of Audit observation Memorandum is acted to on time	90 % of Audit observation Memorandum is acted to on time	100 % of Audit observation Memorandum is acted to on time	Quarterly	Replied Comments	Due Diligence Initiative	Director	Unit Heads	VPFA	President
					of FMS staff practicing 5	orientation done	50%	80%	90%	Semi annual	Survey Result	Housekeeping	Director	Unit Heads	VPFA	all FMS staff
					# of activities for emergency preparedness	one	two	three	four	yearly	Technical Report	PNU DREAM	Director	Unit Heads	VPFA	all FMS staff
QUALITY OBJECTIVE																
Provide sound stewardship of university resources and ensure that the university complies with good fiscal governance	INNOVATION AND LEARNING PERSPECTIVE (how can we continue to improve and create value?)	Quality Assurance Embedded Management System	Quality assured and enhanced administrative and financial system	Quality assured and enhanced FMS	# of FMS units ISO ready	3	ISO certified	ISO certified	ISO certified	Yearly	Approved Activities	QA and QI Program	Director	Unit Heads	VPFA	all FMS staff
		Systems-Based Solutions	Integrated information management system for decision support	FMS MIS for decision support	# of FMS automation activities implemented	1	2	3	4	Yearly	Certification from MIS	PNU LINK	Director	Unit Heads	MIS	all FMS staff
					% of records organized and updated into FMS database	no target	2015 records	2016 and 2017 records	2018 records	Yearly	Certification from Director	PNU LINK	Director	Unit Heads	MIS	all FMS staff
					# of monthly operations report submitted	2	6	8	10	Monthly	Monthly report	Housekeeping	Director	Unit Heads	VPFA	all FMS staff
		Branding for Increased Viability and Awareness	PNU branding in finance and administrative system	PNU branding embedded in FMS programs and initiatives	Daily report on in/out of transactions	no target	15/month	20/month	24/month	Monthly	logbook	Housekeeping	Director	Unit Heads	VPFA	all FMS staff
					# of FMS units with branding project	no target	1	2	3	Yearly	Certification from VPRPQA	PNU Brand	Director	Unit Heads	VPFA	all FMS staff
					# of FMS staff with professional linkage/ relevant agency	1	3	5	8	Semi annual	Certification	Staff Extend	Director	Unit Heads	VPFA	HRMDS Director
		Strategic Collaboration and Partnership	Good professional relationship with relevant and oversight agencies and organizations	Good professional relationship with relevant and oversight agencies and	# of FMS staff participating in extension program	no target	3	5	8	Semi annual	Certification	Staff Extend	Director	Unit Heads	VPFA/VPURA	all FMS staff
					# of FMS staff undergoing training	6	8	8	8	Semi annual	Certification	HR PRIME	Director	Unit Heads	VPFA	HRMDS Director
					# of activities that strengthen succession planning	no target	1	2	3	Yearly	HR record	HR PRIME	Director	Unit Heads	VPFA	HRMDS Director
					% of underperformers benefitting from intervention	no target	no target	80%	90%	Yearly	logbook	HR PRIME	Director	Unit Heads	VPFA	HRMDS Director
	Financial Perspective (how do we manage and grow resources?)	Sustainability	Sound stewardship of university resources	Prudent and compliant stewardship of university financial resources	# of activities implemented to increase or optimize assets of the University	no target	1	2	3	Yearly	Approved Proposal	Asset Management Program	Director	Unit Heads	VPFA	President
					% of internal and external audit observations addressed	no target	75%	80%	90%	Yearly	Report	Good Governance	Director	Unit Heads	VPFA	President
					Budget utilized	90%	90%	90%	90%	Quarterly	SAOB	Asset Management Program	Director	Unit Heads	VPFA	Administrative Council Members
					# of loss and cost mitigation activities	1	2	3	4	Yearly	Approved Activities	Asset Management Program	Director	Unit Heads	VPFA	stakeholders
					# of activities to manage supply chain	no target	1	2	3	Yearly	Approved Activities	Asset Management Program	Director	Unit Heads	Administrative Services Director	VPFA

SOCIETAL GOAL	Poverty reduction and empowerment of the poor and vulnerable														
SECTORAL GOAL	Enhanced knowledge and skills, attitudes, and values of Filipinos to lead productive lives					Annual Target			Process Owner/ Accountability						
MISSION	Perspective	Institutional Strategic Objectives	Finance and Administration Strategic Objectives	FMSS Strategic Objectives	Strategic Measures/ Success Indicators	2017	2018	2019	Frequency of Monitoring	Evidence/ Records	Strategic Initiatives	Responsible	Accountable	to be Consulted	to be Informed
Nurturing innovative teachers, educators, and education leaders	SOCIAL IMPACT	Functioning as the National Center for Teacher Education	Functioning as the National Center for Teacher Education	Adequate and responsive facilities to function as NCTE	% of implementation of the Master Plan as NCTE						PNU 3.0				
VALUES															
TRUTH, EXCELLENCE, and SERVICE	STAKEHOLDER PERSPECTIVE (how do our stakeholders see us?)	Responsiveness to Stakeholders	Stakeholder satisfaction	Stakeholder satisfaction in FMSS services	% of stakeholders surveyed who rate FMSS as very good level of activities that promote customer responsiveness						Technical Support Services				
VISION		Leadership in Teacher Education in ASEAN			% of customer feedback and complaints addressed						Customer Care Program				
By 2022, PNU shall be an internationally recognized and nationally responsive teacher education university	INTERNAL PROCESS PERSPECTIVE (what must we excel at?)	Academic Excellence with Pioneering Programs in Teacher Education	Operational excellence in finance and administration	Operational excellence in facilities management services	# of activities that promote customer engagement and communication # and timeliness of repairs and maintenance work accomplished (carpentry, plumbing, aircon maintenance, painting, etc) # of activities implemented towards transforming into green PNU Timeliness of FMSS services						Space Rationalization, Installation, & Infrastructure Management Program Waste, Energy and Conservation Management Space Rationalization, Installation, & Infrastructure Management Program				
		legal compliance	legal and standards compliance		# of activities to ensure quality service from FMSS contractors # of activities for emergency preparedness # of legal, accreditation, and regulatory risks addressed						Space Rationalization, Installation, & Infrastructure Management Program PNU DREAM Compliance and Sustainability Buildings and Grounds Maintenance				
		Product and Service Development as education solutions	conductive and safe learning and work environment	conductive and safe learning and work environment	% of stakeholders satisfied with the learning and work environment						PNU 3.0				
QUALITY OBJECTIVE															
Ensure a healthy and conducive learning and working environment for the University's stakeholders.	INNOVATION AND LEARNING PERSPECTIVE (how can we continue to improve and create value?)	Quality Assured and Improved Management System	Quality assured and enhanced administrative and financial system	ISO ready FMSS Standards complaint facilities	% of accomplishment of ISO preparation % of accomplishment of accreditation and SUC levelling requirements						Compliance and Sustainability Buildings and Grounds Maintenance				
		Systems-Based Solutions	Integrated information system	FMSS MIS for decision support	# of activities toward ICTization of FMSS						Technical Support Services				
		Branding for Increased Visibility and Awareness	PNU branding in finance and administrative system	PNU branding embedded in FMSS programs and initiatives	# of FMSS related branding activities						PNU Brand				
		Strategic Collaboration and Partnership	Good professional relationship with relevant and oversight agencies and organizations	Good professional relationship with relevant and oversight agencies and organizations	# of staff with membership in relevant organization or who have participated in extension service						PNU Extend				
		Human Capital Management for High Performance and Professionalism	Maintain and develop high performing faculty and staff	Continuing staff development and culture of professionalism and competence	# of staff with attendance in training # of staff with complete PPE						HR PRIME				
	Financial Perspective (how do we manage and grow resources?)	Sustainability	Sound stewardship of university resources	Developmental and sustainable management of University facilities and utilities	# of utilities conservation and loss mitigation activities implemented % of budget utilization # of activities implemented for the sustainability of physical plant and other facilities						Waste, Energy and Conservation Management Good Governance Program Compliance and Sustainability Buildings and Grounds Maintenance				

SOCIETAL GOAL	Poverty reduction and empowerment of the poor and vulnerable															
SECTORAL GOAL	Enhanced knowledge and skills, attitudes, and values of Filipinos to lead productive lives					Annual Target				Process Owner/ Accountability						
MISSION	Perspective	Institutional Strategic Objectives	Finance and Administration Strategic Objectives	MIS Strategic Objectives	Strategic Measures/ Success Indicators	2016	2017	2018	2019	Frequency of Monitoring	Evidence/ Records	Strategic Initiatives				
												Responsible	Accountable	to be Consulted	to be Informed	
Nurturing innovative teachers, educators, and education leaders	SOCIAL IMPACT	Functioning as the National Center for Teacher Education	Functioning as the National Center for Teacher Education	ICTized PNU to effectively function as NCTE	# of units in the entire system ICTized	2	5	10	15							
VALUES																
TRUTH, EXCELLENCE, and SERVICE	STAKEHOLDER PERSPECTIVE (how do our stakeholders see us?)	Responsiveness to Stakeholders	Stakeholder satisfaction	Stakeholder satisfaction in MIS services	% of stakeholders surveyed who rate MS as very good	80%	85%	90%	95%			Customer Care Program				
					level of activities that promote customer responsiveness	85% customer satisfaction	80% customer satisfaction + 1 customer delight activitv	85% customer satisfaction + 1 customer surprise activitv	90% + 1 customer delight activity							
		Leadership in Teacher Education in ASEAN			% of customer feedback and complaints addressed	75%	80%	85%	90%							
VISION																
By 2022, PNU shall be an internationally recognized and nationally responsive teacher education university	INTERNAL PROCESS PERSPECTIVE (what must we excel at?)				# of activities that promote customer engagement and communication	1	2	3	4							
					timeliness of technical support activities to stakeholders	within the day	within half dday	within two hours	within the hour							
					# of activities implemented towards transforming into epnu	2	3	4	5							
					# of activities to ensure quality MIS related services, supplies, and equipment provided by contractors	1	2	3	4							
					% of implementation to digitize annual PNU records	current year	current year + 1 year	current year + 2 years	current year + 3 years							
					% of satisfied stakeholders surveyed for accessibility of PNU records for QA and QI purposes	25% surveyed	50%	75%	80%							
					% of legal, accreditation, and regulatory risks addressed	inventory of IT and records security risks done	25%	50%	75%							
					# of reports submitted	4	6	8	10							
					# of management meetings attended	once a month	2x a month	3x a month	4 x a month			Housekeeping Program	Director	Jackie and Jessica	staff	staff
					# of management meetings conducted	once a month	2x a month	3x a month	4 x a month							
QUALITY OBJECTIVE		Legal compliance	legal compliance	legal compliance	% of licenses and subscription renewed on time	50%	75%	80%	85%							
Ensure the University's information management system is integrated and effectively improving the University processes.	INNOVATION AND LEARNING PERSPECTIVE (how can we continue to improve and create value?)	Quality Assured and Improved Management System	Quality assured and enhanced administrative and financial system	ISO read MIS	% of accomplishment of ISO preparation	50%	100%	ISO certified	ISO certified							
					Quality assured and enhanced MIS	75%	level 4 ready	level 5 preparation	level 5 ready							
		Systems-Based Solutions	Integrated information management system for decision support	Integrated information management system for decision support	# of administrative offices with MIS updated digitization of university records	1	3	6	entire PNU main current year + 3							
					# of reports that track daily operations	current year	current year + 1 year	current year + 2 years	two report once a month							
		Branding for Increased Visibility and Awareness	PNU branding in finance and administrative system	MIS Security	# of units with data sharing	2 units	4	all FA offices	entire university							
					# of activities implemented to secure PNU IT system	1	2	4	6							
		Strategic Collaboration and Partnership	Good professional relationship with relevant and oversight agencies and organizations	PNU branding embedded in MIS programs and initiatives	# of branding products produced	1	2	4	6							
					% of staff with membership in relevant organization or who have participated in extension service	25%	50%	75%	100							
		Human Capital Management for High Performance and Professionalism	Maintain and develop high performing faculty and staff	Continuing staff development and culture of professionalism and competence	% of staff with attendance in training	25%	50%	75%	100							
					Staff productivity	% of reduction of absenteeism and tardiness	75%	80%	85%	90%		Housekeeping	Director	Jackie and Jessica	HRMS Director/ VPFA	Staff
	Financial Perspective (how do we manage and grow resources?)	Sustainability	Sound stewardship of university resources	Best value for money MIS	% of budget utilization	90%	92%	94%	96%							
					# of activities implemented for the sustainability of IT system	1	2	3	4							

SOCIETAL GOAL SECTORAL GOAL	Poverty reduction and empowerment of the poor and vulnerable Enhanced knowledge and skills, attitudes, and values of Filipinos to lead productive lives						Annual Target			Frequency of Monitoring	Evidence/ Results	Strategic Initiatives	Process Owner/ Accountability
MISSION	Perspective	Institutional Strategic Objectives	Finance and Administration Strategic Objectives	AS Strategic Objectives	PPU Strategic Objectives	Strategic Measures/ Success Indicators	2017	2018	2019				
Nurturing innovative teachers, educators, and education leaders	SOCIAL IMPACT	Functioning as the National Center for Teacher Education	Functioning as the National Center for Teacher Education	Functioning as the National Center for Teacher Education	Functioning as the National Center for Teacher Education	# of PPU support activities conducted that promote PNU as the NCTE	1	2	3	once	Job Order; Monthly Report	Good Governance Program	
VALUES													
TRUTH, EXCELLENCE, and SERVICE	STAKEHOLDER PERSPECTIVE (how do our stakeholders see us)	Responsiveness to Stakeholders	Stakeholder satisfaction	Stakeholder satisfaction	Stakeholder satisfaction	% of administrative council members rating PPU services as very satisfactory	80%	85%	90%	quarterly	Survey Results	Institutional Performance Measure Initiative	
						# of PPU activities that promoted customer satisfaction	1	2	3	quarterly	Survey results	Customer Care Program	
						# of PPU activities that promoted customer responsiveness	1 delight	1 delight, 1 surprise	1 delight, 1 surprise	semestral	Survey results	Customer Care Program	
		Leadership in Teacher Education in ASEAN		Maintain an administrative service that is responsive and focused on addressing needs and expectations of stakeholders in a culture of transparency, accountability, and quality	Maintain press and printing services that is responsive and focused on addressing needs and expectations of clients in a culture of transparency, accountability, and quality	# of management meeting attended	twice a month	once a week	once a week	monthly	Minutes of meeting	Housekeeping	
						# of management meeting conducted	twice a month	once a week	once a week	monthly	Attendance Sheet	Housekeeping	
VISION						# of management report submitted	6	8	10	monthly	Monthly Report	Housekeeping	
By 2022, PNU shall be an internationally recognized and nationally responsive teacher education university	INTERNAL PROCESS PERSPECTIVE (what must we excel at?)	Academic Excellence with Pioneering Programs in Teacher Education	Operational excellence in finance and administration	Adequate and timely provision of administrative services required by instruction and research services	Quality and timely provision of printing press services required by instruction and research services	% of stakeholders rating PPU services as very satisfactory	80%	85%	90%	quarterly	Survey Results	Institutional Performance Measure Initiative	
		Legal Compliance	legal compliance	Internally and externally assured and enhanced administrative services compliant with quality and legal	legal compliance	% of ethical and legal compliance observed	80%	85%	90%	quarterly	Quarterly Report	Due Diligence Initiative	
		Product and Service Development as education solutions	conductive and safe learning and work environment	conductive and safe work station	PPU services that protect the University's intellectual property	% of printed PNU materials properly secured and delivered to client	80%	85%	90%	quarterly	Quarterly Report	Due Diligence Initiative	
QUALITY OBJECTIVE													
Provide quality and timely printing press services that meet the needs of the clientele	INNOVATION AND LEARNING PERSPECTIVE (how can we continue to improve and create value?)	Quality Assurance Embedded Management System	Quality assured and enhanced administrative and financial system	Quality assured and enhanced AS	Internally and externally assured and enhanced printing press services compliant with quality and legal requirements	% of business processes documented	80%	ISO ready		semestral	ISO survey instrument	Quality Assurance Program	
		Systems-Based Solutions	Integrated information management system for decision support	ICT enabled administrative services	Press and printing services aided with appropriate and innovative technologies and systems	% improved ID printing service	80%	85%	90%	monthly	Monthly report	PNU Link Program	
		Branding for Increased Visibility and Awareness	PNU branding in finance and administrative system	PNU branding compliant administrative services	Press services compliant with PNU branding standard	# of projects that promote PNU brand	1	2	3	semestral	Operations report	PNU brand	
		Strategic Collaboration and Partnership	Good professional relationship with relevant and oversight agencies and organizations	Good professional relationship with relevant and oversight agencies and organizations	Good professional relationship with relevant and oversight agencies and organizations	% of staff with professional linkage	20%	30%	50%	annually	Activity Report	Staff Extend	
		Human Capital Management for High Performance and Professionalism	Maintain and develop high performing faculty and staff	Maintain a highly competent, committed, ethical, and efficient AS workforce responsive to the needs and expectations of stakeholders	Maintain a qualified and competent, committed with ethical, and efficient PPU personnel responsive to the needs and expectations of stakeholders	% of staff participating in extension program	30%	50%	75%	annually	Activity Report	Staff Extend	
						% of staff undergoing trainings	75%	80%	90%	quarterly	Operations report	Staff Extend	
						% of absenteeism reduction	10%	20%	30%	monthly	Monthly report	Staff Extend	
	Financial Perspective (how do we manage and grow resources?)	Sustainability	Sound stewardship of university resources	Ensure that the University acquisitions are cost efficient, environment-friendly, and effective; that these are managed to provide the best value for money	Ensure that the press and printing supplies, materials and equipment are cost efficient and environment-friendly; and effective; that these are managed to provide the value for money	# of loss and cost mitigation activities	1	2	2	Quarterly	Activity Report	Good Governance Program	
						# of activities to manage supply chain	1	2	2	Quarterly	Activity Report	Good Governance Program	

SOCIETAL GOAL SECTORAL GOAL	Poverty reduction and empowerment of the poor and vulnerable Enhanced knowledge and skills, attitudes, and values of Filipinos to lead productive lives						Annual Target						
MISSION	Perspective	Institutional Strategic Objectives	Finance and Administration Strategic Objectives	AS Strategic Objectives	SPU Strategic Objectives	Strategic Measures/ Success Indicators	2017	2018	2019	Frequency of Monitoring	Evidence/ Records	Strategic Initiatives	Process Owner/ Accountability
Nurturing innovative teachers, educators, and education leaders	SOCIAL IMPACT	Functioning as the National Center for Teacher Education	Functioning as the National Center for Teacher Education	Functioning as the National Center for Teacher Education	Functioning as the National Center for Teacher Education	# of SPU support activities conducted that promote PNU as the NCTE	1	2	3	once	Activity Report	Good Governance Program	
VALUES													
TRUTH, EXCELLENCE, and SERVICE	STAKEHOLDER PERSPECTIVE (how do our stakeholders see us?)	Responsiveness to Stakeholders	Stakeholder satisfaction	Stakeholder satisfaction	Stakeholder satisfaction	% of Administrative Council Members rating SPU services as Very Satisfactory	80%	85%	90%	quarterly	Survey Results	Institutional Performance Measure Initiative	
						# of SPU activities that promoted customer satisfaction	1	2	3	quarterly	Survey Results	Customer Care Program	
						# of SPU activities that promoted customer responsiveness	1 delight	1 delight, 1 surprise	1 delight, 1 surprise	semestral	Survey Results	Customer Care Program	
		Leadership in Teacher Education in ASEAN	Maintain an administrative service that is responsive and focused on addressing needs and expectations of stakeholders in a culture of transparency, accountability, and quality	Maintain a supply and property management services that is responsive and focused on addressing needs and expectations of stakeholders in a culture of transparency, accountability, and quality	% of stakeholders surveyed rated as SPU services as very satisfactory	80%	85%	90%	monthly	Helpdesk report	PNU Helpdesk		
					% of customer feedback and concerns addressed	80%	85%	90%	monthly	Helpdesk report	PNU Helpdesk		
					# of management meeting conducted	twice a month	once a week	once a week	monthly	Minutes of meeting	Housekeeping		
					# of management meeting attended	twice a month	once a week	once a week	monthly	Attendance Sheet	Housekeeping		
# of management report submitted	6	8	10	monthly	monthly report	Housekeeping							
VISION													
By 2022, PNU shall be an internationally recognized and nationally responsive teacher education university	INTERNAL PROCESS PERSPECTIVE (what must we excel at?)	Academic Excellence with Pioneering Programs in Teacher Education	Operational excellence in finance and administration	Adequate and timely provision of administrative services required by instruction and research services	Adequate and timely provision of supply and property management services required by instruction and research services	% of stakeholders rating SPU services as very satisfactory	80%	85%	90%	Quarterly	Survey Results	Institutional Performance Measure Initiative	
		Legal Compliance	legal compliance	Internally and externally assured and enhanced administrative services compliant with quality and legal requirements	Internally and externally assured and enhanced supply and property management services compliant with quality and legal requirements	% of legally compliant documents submitted within the reglementary period	80%	85%	90%	Quarterly	Quarterly report	Due Diligence Initiative	
		Product and Service Development as education solutions	conductive and safe learning and work environment	conductive and safe work station	conductive and safe work station	% of stakeholders satisfied with the work station	80%	85%	90%	Quarterly	Survey Results	PNU 3.0 Program	
QUALITY OBJECTIVE													
Manage university property to ensure best value for its money and provide for the needs of the faculty, staff, and students through timely delivery of goods and services	INNOVATION AND LEARNING PERSPECTIVE (how can we continue to improve and create value?)	Quality Assurance Embedded Management System	Quality assured and enhanced administrative and financial system	Quality assured and enhanced AS	Internally and externally assured and enhanced supply and property management services compliant with quality and legal requirements	% of business process documented	80%	ISO ready		semestral	ISO survey instrument	Quality Assurance Program	
		Systems-Based Solutions	Integrated information management system for decision support	ICT enabled administrative services	ICT enabled Supply and Property Management Services	% of inventory system operational	50%	75%	90%	monthly	Monthly report	PNU Link Program	
		Branding for Increased Visibility and Awareness	PNU branding in finance and administrative system	PNU branding compliant administrative services	PNU branding compliant supply and property management services	# of projects that promote PNU branding	1	2	3	semestral	Operations report	PNU brand	
		Strategic Collaboration and Partnership	Good professional relationship with relevant and oversight agencies and organizations	Good professional relationship with relevant and oversight agencies and organizations	Good professional relationship with relevant and oversight agencies and organizations	% of staff with professional linkage/relevant agency	30%	50%	75%	monthly	Monthly report	Staff Extend	
		Human Capital Management for High Performance and Professionalism	Maintain and develop high performing faculty and staff	Maintain a highly competent, committed, ethical, and efficient AS workforce responsive to the needs and expectations of stakeholders	Maintain a highly competent, committed, ethical, and efficient SPU workforce responsive to the needs and expectations of stakeholders	% of SPU staff participating in extension program	30%	50%	75%	annual	Activity Report	Staff Extend	
						% of SPU staff undergoing training	75%	80%	90%	quarterly	Operations reort Monthly report	Staff Extend	
	Financial Perspective (how do we manage and grow resources?)	Sustainability	Sound stewardship of university resources	Ensure that the University acquisitions are cost efficient, environment-friendly, and effective; that these are managed to provide the best value for money	Ensure that the University acquisitions are cost efficient, environment-friendly, and effective; that these are managed to provide the best value for money	# of loss and cost mitigation activities	1	2	2	quarterly	Activity report	Good governance program	
						# of activities to manage supply chain	1	2	2	quarterly	Activity report	Good governance program	

SOCIETAL GOAL SECTORAL GOAL	Poverty reduction and empowerment of the poor and vulnerable Enhanced knowledge and skills, attitudes, and values of Filipinos to lead productive lives						Annual Target						
MISSION	Perspective	Institutional Strategic Objectives	Finance and Administration Strategic Objectives	AS Strategic Objectives	SSSMU Strategic Objectives	Strategic Measures/ Success Indicators	2017	2018	2019	Frequency of Monitoring	Evidence/ Records	Strategic Initiatives	Process Owner/ Accountability
Nurturing innovative teachers, educators, and education leaders	SOCIAL IMPACT	Functioning as the National Center for Teacher Education	Functioning as the National Center for Teacher Education	Functioning as the National Center for Teacher Education	a secure and safe PNU functioning as the National Center for Teacher Education	# of SSSMU support activities conducted that promote PNU as NCTE	1	2	3	once	Annual Report	Good Governance Program	
VALUES													
TRUTH, EXCELLENCE, and SERVICE	STAKEHOLDER PERSPECTIVE (how do our stakeholders see us?)	Responsiveness to Stakeholders	Stakeholder satisfaction	Stakeholder satisfaction	Stakeholder satisfaction	% of administrative council members rating SSSMU services as very satisfactory	80%	85%	90%	Annually	Survey Results	Institutional Performance Measure	
						# of SSSMU activities that promote customer satisfaction	1	2	3	Annually	Survey Results	Institutional Performance Measure	
						# of SSSMU activities that promote customer responsiveness		1	2	Annually	Survey Results	Institutional Performance Measure	
						# of management meeting attended	twice a month	once a week	once a week	Monthly	Minutes of meeting	Housekeeping	
						# of management meeting conducted	twice a month	once a week	once a week	Monthly	Attendance Sheet	Housekeeping	
VISION		Leadership in Teacher Education in ASEAN				# of management report submitted	6	8	10	Monthly	Monthly Report	Housekeeping	
By 2022, PNU shall be an internationally recognized and nationally responsive teacher education university	INTERNAL PROCESS PERSPECTIVE (what must we excel at?)	Academic Excellence with Pioneering Programs in Teacher Education	Operational excellence in finance and administration	Adequate and timely provision of administrative services required by instruction and research services	Effective security and safety system	# of fatality cause by unsafe area of the university	0	0	0	Monthly	Risk Assessment Survey	PNU DREAM	
				Maintain an administrative service that is responsive and focused on addressing needs and expectations of stakeholders in a culture of transparency, accountability, and quality	Maintain a security and safety conscious campus	# of activities for emergency preparedness	3x a year	4x a year	4x a year	Semestral	Operations Report	PNU DREAM	
		Legal Compliance	legal compliance	Internally and externally assured and enhanced administrative services compliant with quality and legal	standards based and legally compliant campus security and safety system	% of SSSMU services compliant with standards and legal requirements	80%	85%	90%	quarterly	Quarterly Report	Due Diligence Initiative	
QUALITY OBJECTIVE		Product and Service Development as education solutions	conducive and safe learning and work environment	conducive and safe work station	safe and secure work stations and learning environment	# of successful breaking and unauthorized entry	0	0	0	Monthly	Monthly Report	PNU DREAM	
Provide a safe and secure academic and learning environment for all the faculty, staff, students and PNU visitors	INNOVATION AND LEARNING PERSPECTIVE (how can we continue to improve and create value)	Quality Assurance Embedded Management System	Quality assured and enhanced administrative and financial system	Quality assured and enhanced AS	ISO ready security and safety services	% of business process documented	80%	100%	ISO ready	Semestral	ISO Survey instrument	Quality Assurance Program	
		Systems-Based Solutions	Integrated information management system for decision support	ICT enabled administrative services	ICT enabled security and safety system	Database of visitors and vehicles	80%			quarterly	Operations Report	PNU Link Program	
		Branding for Increased Visibility and Awareness	PNU branding in finance and administrative system	PNU branding compliant administrative services	PNU branding compliant SSSMU	# of SSSMU activity/project with PNU branding	1	2	3	Semestral	Operations Report	PNU Brand	
		Strategic Collaboration and Partnership	Good professional relationship with relevant and oversight agencies and organizations	Good professional relationship with relevant and oversight agencies and organizations	Good professional relationship with relevant and oversight agencies and organizations	% of SSSMU staff with professional linkages	100%	100%	100%	quarterly	Operations Report	Staff Extend	
		Human Capital Management for High Performance and Professionalism	Maintain and develop high performing faculty and staff	Maintain a highly competent, committed, ethical, and efficient AS workforce responsive to the needs and expectations of stakeholders	Maintain a qualified and competent, committed with ethical, and efficient SSSMU personnel responsive to the needs and expectations of stakeholders	% of SSSMU staff undergoing training	100%	100%	100%	quarterly	Operations Report	Staff Extend	
						% of reduction of absenteeism	10%	20%	30%	quarterly	Operations Report	Staff Extend	
	Financial Perspective (how do we manage and grow resources)	Sustainability	Sound stewardship of university resources	Ensure that the University acquisitions are cost efficient, environment-friendly, and effective; that these are managed to provide the best value for money	Ensure that the security services supplies, materials and equipment are cost efficient, environment-friendly, and effective; that these are managed to provide the best value for money	# of loss and cost mitigation activities	1	2	3	quarterly	Activity Report	Good Governance Program	
						# of activities to manage supply chain	1	2	3	quarterly	Activity Report	Good Governance Program	

SOCIETAL GOAL SECTORAL GOAL	Poverty reduction and empowerment of the poor and vulnerable Enhanced knowledge and skills, attitudes, and values of Filipinos to lead productive lives						Annual Target							
MISSION	Perspective	Institutional Strategic Objectives	Finance and Administration Strategic Objectives	AS Strategic Objectives	UHSU Strategic Objectives	Strategic Measures/ Success Indicators	2017	2018	2019	Frequency of Monitoring	Evidence/ Records	Strategic Initiatives	Process Owner/ Accountability	
Nurturing innovative teachers, educators, and education leaders	SOCIAL IMPACT	Functioning as the National Center for Teacher Education	Functioning as the National Center for Teacher Education	Functioning as the National Center for Teacher Education	Functioning as the National Center for Teacher Education	# of UHSU support activities conducted that promote PNU as the NCTE	1	2		3 once	record of registration	Good Governance Program		
VALUES														
TRUTH, EXCELLENCE, and SERVICE	STAKEHOLDER PERSPECTIVE (how do our stakeholders see us?)	Stakeholder satisfaction	Stakeholder satisfaction	Stakeholder satisfaction	% of Administrative Council Members rating UHSU services as Very Satisfactory	80%	85%	90%	quarterly	Survey Results	Institutional Performance Measure Initiative			
VISION	INTERNAL PROCESS PERSPECTIVE (what must we excel at?)	Academic Excellence with Pioneering Programs in Teacher Education	Operational excellence in finance and administration	Adequate and timely provision of administrative services required by instruction and research services	Adequate and timely provision of basic medical and dental services to stakeholders	% of stakeholders rating UHSU services as Very Satisfactory	80%	85%	90%	quarterly	Survey results	Institutional Performance Measure Initiative		
QUALITY OBJECTIVE	INNOVATION AND LEARNING PERSPECTIVE (how can we continue to improve and create value?)	Quality Assurance Embedded Management System	Quality assured and enhanced administrative and financial system	Quality assured and enhanced AS	Quality assured and enhanced basic medical and dental services compliant with approved health standards and guidelines	% of business process documented	100%	ISO ready		Semestral	ISO Survey Instrument	Quality Assurance Program		
Promote health among PNU faculty, staff, and students and sanitary campus	INNOVATION AND LEARNING PERSPECTIVE (how can we continue to improve and create value?)	Systems-Based Solutions	Integrated information management system for decision support	ICT enabled administrative services	ICT enabled medical and dental records system, documented processes and services aided with innovative technologies	% of students' medical and dental records encoded in the database	80%	85%	90%	Semestral	semestral report	PNU Link Program		
Promote health among PNU faculty, staff, and students and sanitary campus	INNOVATION AND LEARNING PERSPECTIVE (how can we continue to improve and create value?)	Branding for Increased Visibility and Awareness	PNU branding in finance and administrative system	PNU branding compliant administrative services	PNU branding compliant medical and dental services that promotes health and well being	% of PNU graduates with good dental hygiene	80%	85%	90%	Semestral	Operations Report	PNU Brand		
Promote health among PNU faculty, staff, and students and sanitary campus	INNOVATION AND LEARNING PERSPECTIVE (how can we continue to improve and create value?)	Strategic Collaboration and Partnership	Good professional relationship with relevant and oversight agencies and organizations	Good professional relationship with relevant and oversight agencies and organizations	Good professional relationship with relevant and oversight agencies and organizations	% of staff with professional linkage/relevant agency	30%	50%	75%	monthly	Monthly report	Staff Extend		
Promote health among PNU faculty, staff, and students and sanitary campus	INNOVATION AND LEARNING PERSPECTIVE (how can we continue to improve and create value?)	Human Capital Management for High Performance and Professionalism	Maintain and develop high performing faculty and staff	Maintain a highly competent, committed, ethical, and efficient AS workforce responsive to the needs and expectations of stakeholders	Maintain a competent, efficient and committed medical and dental staff responsive to the medical and dental concerns of the PNU community	% of UHSU staff participating in extension program	30%	50%	75%	annual	Activity Report	Staff Extend		
Promote health among PNU faculty, staff, and students and sanitary campus	INNOVATION AND LEARNING PERSPECTIVE (how can we continue to improve and create value?)	Sustainability	Sound stewardship of university resources	Ensure that the University acquisitions are cost efficient, environment-friendly, and effective; that these are managed to provide the best value for money	Ensure that the medical and dental services supplies, materials and equipment are cost efficient, environment-friendly, and effective; that these are managed to provide the best value for money	# of loss and cost mitigation activities	1	2	3	quarterly	Activity Report	Good Governance Program		
Promote health among PNU faculty, staff, and students and sanitary campus	INNOVATION AND LEARNING PERSPECTIVE (how can we continue to improve and create value?)	Sustainability	Sound stewardship of university resources	Ensure that the University acquisitions are cost efficient, environment-friendly, and effective; that these are managed to provide the best value for money	Ensure that the medical and dental services supplies, materials and equipment are cost efficient, environment-friendly, and effective; that these are managed to provide the best value for money	# of activities to manage supply chain	1	2	3	quarterly	Activity Report	Good Governance Program		

Part 4: QUALITY OBJECTIVES MONITORING

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D8S3. Develop PNU Campuses as regional hub in teacher education offering programs peculiar to the region.	Assist in the implementation and evaluation of the program offerings in the Campuses	*CDO															
D8S4. Expand the impact of PNU extension service program thru cascading leadership in the network of TEI extension offices.	Facilitate a seminar for TEI extension offices	*URA, CPEO and LIO															
SDP 9 - Sustainability																	
D9S1. Institute a financial sustainability program that supports the University's strategic goals.	Create new or Expand existing projects to help increase the income to be utilized for the attainment of PNU's strategic goals	*PBDO															
SDP 10 - Human Capital Management																	
D10S2. Provide opportunities for professional growth, leadership, faculty and staff development in an environment that values excellence.	Conduct activities for the professional growth of the members of the Domain	*URA															
D10S4. Identify, encourage, and proactively manage faculty and staff to ensure that performance standards are met.	Help members of the Domain demonstrate exemplary performance by sending them to relevant seminars or similar activities	*URA with HRMDS															
Summary of Ratings													Ave Effect	Ave T	Ave Eff		
Final Average Rating																	
Final Adjectival Rating																	

Approved by:

CPQA Date

Head of Agency Date



Republic of the Philippines
Philippine Normal University
The National Center for Teacher Education
Cadiz City, Negros Occidental

OFFICE PERFORMANCE COMMITMENT AND REVIEW (OPCR)

I, **BERT J. TUGA**, Executive Director and Provost, commit to deliver and agree to be rated on the attainment of the following targets in accordance with the indicated measures for the period January to December, 2017

Signature

Date

Approved by:

Date

Vice President for _____

- 5 Outstanding
- 4 Very Satisfactory
- 3 Satisfactory
- 2 Unsatisfactory
- 1 Poor

Part 2: QUALITY OBJECTIVES

SDP and Strategic Actions	Unit's Quality Objectives	Programs and Sub-Programs	SUC Levelling	MFO	Success Indicators						Frequency of Monitoring	Records Evidences
					Quality Targets			Measurements				
					Effectiveness	Timeliness	Efficiency	Effectiveness	Timeliness	Efficiency		
SDP 1 - Shared Vision of Excellence												
D1S1. Develop and implement a comprehensive stakeholders'engagement program that will regularlry orient them on the PNU VMGO	To ensure that 100% of faculty, students and staff have undertaken orientation on University VMGO.	Curricular Program			100%			% of faculty, staff and students oriented on VMGO			by Term	Memorandum, Programs, Photos
D1S2.1 strengthening the culture of research by faculty, staff, students and other key players of the university	To conduct researches and publish them with ISI, Scopus and CHED accredited Journals	Faculty Research		MFO 3: Research Services								
				Number of research studies completed	3%			number of researches			Yearly	Certification from EPRDC
				% of research studies completed in the last 3 years	42%			% of researches completed			Yearly	Certification from EPRDC
				% of research outputs published in a recognized journal	4 (qty)			% of researches published			Yearly	Certification from EPRDC
				% of research completed on time		4 (qty)		% of research completed			Yearly	Certification from EPRDC
Raising research performance of faculty in ISI and other refereed journals	Strengthen Faculty Research Capability	Writeshop for International Journal Publication and instructional materials			6 faculty to have published in ISI or other refereed journals			6 faculty have published in ISI or other refereed journals			Yearly	

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SDP 3 - Systems-Based Solution D3S1. Develop and implement an ICT plan that will modernize PNU services and ensure seamless data generation and utilization by internal and external stakeholders	assist the academic unit in ensuring that all faculty members are submitting grades of students thru the PWEBBs system on time	Media and Information Literacy			100% submission of grades in the PWEBBS	100% of the faculty submitted their grades on time		% of faculty submitted their grades in PWEBBS	% of grades submitted		every end of Term	Records of Grades from Registrar, online outputs
	establish data management system in the campus				80% of the faculty uses online mode of augmenting classroom instruction like utilizing EDMODO and the likes, HR database of faculty and staff		50% increase of faculty ad staff promoting university-based programs online	% of faculty using online modes of teaching		% of faculty promoting university-basd program online	2nd quarter of the year	data traffic, downloads, online views
D3S5. Create an enabling environment (e.g. structure/personnel requirement) to support the	Create a CEGTE collection of books				50%			50%			Yearly	number of CEGTE book collections

articulated reforms; administrative positions must be consistent with 2020 and 2030 administrative services	Improve library services and learning resources	Curricular Program			50%			50%			Yearly	copies of learning materials / resources
SDP 4 - Branding												
D4S1. embed the PNU brand in the activities of the faculty, staff, and students with emphasis on "qualities of graduates"	Embed the PNU brand in all acitivities of the Faculty	University Events and Public Relations			PNU brand is embedded in 100% of activities			% of activities			Every end of Term	Sample documents
SDP 5 - Internationalization												
D5S1. Develop an internationalization program that will increase the number and expand diversity of foreign students and faculty	Organize an International Research Forum	Internationaliz ation			1 International Research Forum organized			1 International Research Forum organized				1 Internaional Research Forum held
D5S2. Developing an international relations strategic plan to ensure a strategic position within the global teacher education network and academic community	International Paper Presentation				Six faculty members to have presented paper in international conference			Six faculty members to have presented paper in international conference			Yearly	

D5S5. Participate in international network of TEIs to promote collaboration and partnership in the conduct of research, extension and production.	To achieve 50% membership of faculty in at least 1 international professional organization	Internationalization			50% of faculty			50% of faculty			Yearly	Proof of membership
	apply for at least one international organization as EGTE and one membership to international organization specializing on environment education as an institution				1 international organization membership							documents and certificate of membership
SDP 6 - Collaboration and Partnership			KRA 3		50%			50%				MOU
D6S1. Strengthen partnership with alumni as significant stakeholders of the University	Organize Alumni Networking	Alumni Program			50%			50%			Yearly	Copy of Alumni directory
D6S2. Maximize national TEI network in the conduct of research, extension, and production to expand the reach of PNU leadership	Launch 1 International Professional Organization (ISEGTEA)	Collaboration and linkages program			1 International Professional Organization launched			1 International Professional Organization launched			Yearly	SEC Registered International Organization

D6S3. Promote individual and institutional linkages and network that will ensure active engagement of faculty and PNU in multi-disciplinary, professional and scientific communities	100% of faculty with national and/or international linkages	Academic Networking			100% of faculty			% of faculty			Yearly	Certificates
D6S5. Pursue opportunities afforded by public-private partnerships to increase and diversify University resources.	Collaborate with Non Governmental Organizations (NGOs) for the public-private partnership on programs and projects.					50%			50%			MOU
SDP 7 - Product and Service Development												
D7S1. Provide quality product solutions to national and global educational issues and demands	Conduct in-service training	Curricular Program / Linkage Program			1 in-service training conducted			1 in-service training conducted			1 term	1 in-service training held
	develop and expand environment-responsive services that bears the PNU brand and quality	LET Review Program 2017, Final Coaching Program, NQESH2017, Regional Action Research Training-Workshop	KRA3. Services to the Community	MFO 4. Training and Extension Data	2 LET Reviews, 1 Final Coaching, 1 NQESH Review, 1 Regional Action Research Training-Workshop		high satisfactory to excellent evaluation result of programs from clients	% of increase in income and client intake		client satisfaction rating	twice a year	registration, photos, liquidation reports, narrative reports, evaluation results

	establish environment-responsive business opportunities that identifies the university as the environment and green technology education hub in the region	Merchandise Sale, Rent-to-Own bicycles			at least 10 apparel and souvenir items are on sale, bought 5 units of bicycle		high satisfactory to excellent customer satisfaction rating			customer satisfaction rating	annually	reports, photos, income statements
D8S1. Provide academic and support services to ensure the effective transition of students to various levels in higher education and increase student retention and success.	To achieve 90% rate of employment of graduates within 6 months of graduation	Alumni Program		MFO 2 - Advance Education Services								
				Total number of graduates	25			number of graduates			Yearly	List of graduates from Registrar
				% of graduates engaged inn employment within 6 months of graduation	95%			% of graduates			Yearly	List of employed graduates from Alumni Office
				% of students who rate timeliness of education delivery/supervision as good or better		85%			% of students		Yearly	Data on Student Evaluation of Faculty
				% of students who finished academic programs according to the prescribed time frame		90%			% of students		Yearly	Data from Registrar
	Implement Green OBCCUP	Co-curricular Program			90% implementation of co-curricular program for students			90% implementation of co-curricular program for students			Yearly	List of activities for Green OBCCUP

	Tracking Students' Performance (TSP)	Updating of Students' Portfolio			100% of students have individual portfolio			100% of students have individual portfolio			Yearly	
D8S3. Develop PNU Visayas as Environment and Green Technology Education offering environment education in the region and althroughout the country.	Embed Environment and Green Technology courses in all PNU Teacher Education Curricular Programs..				70%			70%				COURSE SYLLABI
D8S4. Expand impact of PNU extension service program thru cascading leadership in the network of TEI extension offices.	To achieve targets relevant to MFO 4 (Technical Advisory Extension Services)	Community and Institutional Extension		MFO 4 - Technical Advisory Extension Services	50%			50%				MOU
				No. of persons trained weigthed by the length of training	105			Number of persons			Yearly	Records from CPEO
				No. of persons provided with technical advice	3			Number of persons			Yearly	Records from CPEO
				% of trainees who rate the training course as good or better	95%			% of trainees			Yearly	Records from CPEO
				% of clients who rate the advisory services as good or better	90%			% of trainees			Yearly	Records from CPEO
				% of requests for training responded to within 3 days of request		90%			% of requests		Yearly	Records from CPEO
				% of request for technical advice that are responded within 3 days		85%			% of requests		Yearly	Records from CPEO
				% of persons who received training or advisory services who rate timeliness of service delivery as good or better		95%			% of persons		Yearly	Records from CPEO

	EGTE Certified	Faculty Capability Building and Scholarship program				One Faculty member have continuing enrolment in Ph D in Environmental Education			One Faculty member have continuing enrolment in Ph D in Environmental Education			
SDP 9 - Sustainability												
D9S2. Developing and implementing strategic asset management plan which identifies key priorities, opportunities and constraints relating to physical environment, information and communication technology, and equipment and infrastructure requirements for the university's projected development	accomplish necessary documents for the titling of PNU Visayas land area and process documents for the construction of the million-budget EGTE bldg.	Asset Management Program									quarterly	land title, sample documents

	utilize available spaces for the promotions and practices that shows the university's environment and green technology hubness	Green Learning Spaces (Eco-tourism Park)			50% of the green learning spaces are operational		high satisfactory to excellent rating of clients	% of operation		rating of clients		
D9S3. Implementing, monitoring, evaluating and adjusting the univerty's master plan as a measure of sustainability	process for the approval of the campus master plan	University Campus Master Plan					approved campus master plan				Yearly	documents of the approved campus master plan

	Develop and implement a comprehensive environment-responsive management system being the EGTEH hub in the region		KRA3. Management of Resources		initial phase construction of eco-park, green learning spaces and organic farm						2nd quarter	documents, reports, photos
	partner with DOST in energy audit of the campus				one energy-audit with DOST						2nd quarter of the year	documents, certification of energy audit
	renovate BSP Hall and Student Center and repair of Covered Court Roofing				started BSP Hall and student center renovation and repair of covered court roofing,						2nd quarter	photos, pertinent documents
	develop a plan for converting HE Building into Guest House and plan for a Green Classroom				guest house and green classroom plan created						last quarter	plan in place
SDP 10 - Human Capital Management D10S2. Provide opportunities for professional growth, leadership, faculty and staff	100% of faculty have pursued education and/or attended training	Faculty Development			100% of faculty			100 % of faculty			Yearly	Transcripts; Certificates
	Provide training for Faculty on CEGTE											

development in an environment that values excellence	Develop a Faculty/Staff Development Plan				1 Development Plan			1 Development Plan				Copy of Development Plan
	Faculty Capability Building	Scholarship Program for Faculty			11 faculty are enrolled in Ph. D. courses or have availed grants for dissertation writing			11 faculty are enrolled in Ph. D. courses or have availed grants for dissertation writing			Yearly	
	90% of faculty and staff have attended GAD-related training/seminar/forum	Faculty and Staff Development			90% of faculty and staff			90% of faculty and staff			Yearly	Attendance, Certificates, Evaluation
D10S4. Identifying, encouraging and proactively managing faculty and staff to ensure that performance standards are met	develop a campus human resource development plan	Strategic Performance Management System			50% human resource development plan developed							

Part 3: QUALITY PLAN

Unit's Quality Objectives	Activities/Strategies	Time Frame	Resources Needed			Applicable Procedures/Work Instructions/Guidelines
			Alloted Budget	Accountable Persons	Equipment	
Strengthen Faculty Research Capability	Writeshop for International Journal Publication and instructional materials	Yearly	50,000.00	DA, FTD, FGSTER		
Pass the LET	Two-Week Intensive Review for Retakers	August and December 2017	70,000.00	DA, FTD, BDO, Faculty		
GO for Excellence	One Week Intensive Review for Academic Awardees	August 2017 (Second Week)	100,000.00	FTD, Unit Coordinators and faculty		
Two-Day Summer curriculum and syllabi review	Review of curriculum and syllabus conducted	May 2017	150,000.00	DA, FTD, FGSTER, Faculty		
propose Green Teacher Education Curriculum		Yearly	100,000.00	EDP, DA, FTD		
offer customized graduate program		Yearly		EDP,DA, FGSTER		
Faculty Professional Sharing per Term		per term	15, 000.00	EDP, DA, FTD		

Ensure that all faculty, students and staff are involve in the community extension activities	Encourage submission of Community Extension proposals by academic unit . Ensure implementation by monitoring the activities of every unit.	Yearly	350,000.00 (P50,000.00 per Academic Program)	Faculty, Staff and student of the different Academic Programs. Dean for Academics and EGTE, Associate Deans, CEGTE Director		
apply for ISO 14001		2nd-3rd quarter	300, 000.00	EDP, DA, DFA, FTD, FGSTER		
Work for the ISO 14001 accreditation on environment management System	Work for the development of green Teacher Education Curriculum. - Develop the PNU Visayas into a green Campus	End of 2017	500,000.00 (estimate from CHED Innovation Grant)	Executive Director and Provost Dean for Academics and EGTE, Associate Deans, CEGTE Director		
To ensure that all faculty members are submitting grades of students thru the PWEBBs system on time				DA, FTD, FGSTER, Faculty		

Embed the PNU brand and hub in all acitivities of the Faculty	Enhance the university's policies by encouraging the PNU Visayas Commuity to use PNU branded schools materials and equipment. - Use the original PNU Seal and Flag in all the Activities	All throughout the year	150, 000.00	EDP, DA, FTD, FGSTER		
Make the Faculty, staff and students visible in the regional and national activities through their particiaption						
	Send faculty, staff and students to participate in the different academic and environmental activities and competition both in the regional and national levels.	All throughout the year 2017	150,000.00	Faculty, staff and students, Executive Director and Provost, Dean for Academics and EGTE, Director for Finance, BDO		
To achieve 50% membership of faculty in at least 1 international professional organization	Encourage membership of faculty at least 1 international professional organization.	2017	100, 000.00	EDP, DA, DFA, Faculty		

apply for at least one international organization as EGTE and one membership to international organization specializing on environment education as an institution		January - December 2017	200, 000.00	EDP, DA, DFA, FTD, FGSTER		
International Paper Presentation		2017	250, 000.00	EDP, DA, DFA, Faculty		
Network with at least 1 national TEI and 1 Environmental Organization in the conduct of research, extension and production	Develop the culture of research, extension and production among faculty members through networking with National TEIs and Environmental Organization	2017-2018	500, 000.00	Faculty, staff and students, Executive Director and Provost, Dean for Academics and EGTE, Director for Finance		
Ensure that all faculty have engaged in collaborative academic and environmental activities.	Encourage all faculty to engaged in collaborative academic and environmental activities by tapping universities and environmental organization for their research, extension and production	2017-2018	500, 000.00	Faculty, staff and students, Executive Director and Provost, Dean for Academics and EGTE, Director for Finance		

Launch 1 International Professional Organization (ISEGTEA)		2017	50, 000.00	EDP, DA, DFA, Faculty		
Collaborate with Non Governmental Organizations (NGOs) for the public-private partnership on programs and projects.	Encourage all academic units to collaborate with Non Governmental Organization in pursuit of their research, extension and procdution activities	2017-2018	250,000.00 per academic unit to be sourced from NGOs	Executive Director and Provost Dean for Academics and EGTE, Associate Deans, CEGTE Director, Unit Heads		
Conduct in-service training				EDP, DA, DFA, FTD, FGSTER, BDO		
develop and expand environment-responsive services that bears the PNU brand and quality		January - December 2017	200, 000.00	EDP, DA, DFA, FTD, FGSTER		
establish environment-responsive business opportunities that identifies the university as the environment and green technology education hub in the region		January - December 2017	consignment basis	EDP, DFA, BDO		

Embed Environment and Green Technology courses in all PNU Teacher Education Curricular Programs..	Develop Green Teacher Education Curriculum for PNU Visayas	2017-2018	1.5 M (CHED Innovation Grant)	Executive Director and Provost Dean for Academics and EGTE, Associate Deans, CEGTE Director		
Implement Green OBCCUP		2017	100, 000.00	DA, FTD, OSS		
Tracking Students' Performance (TSP)		2017	2, 000.00	DA, FTD		
EGTE Certified	Faculty Capability Building and Scholarship program	2017		DA, FTD, FGESTER, Faculty		
utilize available spaces for the promotions and practices that shows the university's environment and green technology hubness		January - December 2017	500,000.00	EDP, DA, DFA, FTD,FMAS, CEGTE		
Provide training for Faculty on CEGTE		2017	200, 000.00	DA, DFA, FTD, CEGTE		
utilize available spaces for the promotions and practices that shows the university's environment and green technology hubness		January - December 2017	500,000.00	EDP, DA, DFA, FTD,FMAS, CEGTE		

process for the approval of the campus master plan		January - December 2017		EDP, DA, DFA, FTD,FMAS, CEGTE		
partner with DOST in energy audit of the campus		January - December 2017	300, 000.00	EDP, DA, DFA, FTD,FMAS, CEGTE		
renovate BSP Hall and Student Center and repair of Covered Court Roofing		January - December 2017	300, 000.00	EDP, DA, DFA, FTD,FMAS		
develop a plan for converting HE Building into Guest House and plan for a Green Classroom		January - December 2017	200, 000.00	EDP, DA, DFA, FTD,FMAS, CEGTE		
Faculty Capability Building		2017	DA, FTD			
90% of faculty and staff have attended GAD-related training/seminar/forum		2017	P20,000.00	Head of GAD, Director of CEGTEH, Asso Dean, Dean	Projector, Laptop	

Part 4: QUALITY OBJECTIVES MONITORING

Unit's Objectives	Programs and Sub-Programs	Success Indicators							Actual Accomplishments				Ratings			Remarks
		Quality Targets				Measurements			Q1	Q2	Q3	Q4	Effectiveness	Timeliness	Efficiency	Achieved - Not Achieved
		MFO	Effectiveness	Timeliness	Efficiency	Effectiveness	Timeliness	Efficiency								
Ensure that all faculty, students and staff are involve in the community extension activities	Community and Institutional Extension		100%			% of faculty, staff and students oriented on VMGO			Every end of Term	Every end of Term	Every end of Term	Every end of Term				
Work for the ISO 14001 accreditation on environment management System	Planning and Quality Assurance		70%	70% completion		70%	70% completion		Quarterly	Quarterly	Quarterly	Quarterly				
Embed the PNU brand and hub in all acitivities of the Faculty	University Events and Public Relations		PNU brand is embedded in 100% of activities			% of activities			Every end of Term	Every end of Term	Every end of Term	Every end of Term				
Make the Faculty, staff and students	Faculty, Staff and Students		50% of faculty			% of faculty			Every end of Term	Every end of Term	Every end of Term	Every end of				
To achieve 50% membership of	Internationalizati on		50% of faculty			% of faculty			Every end of Term	Every end of Term	Every end of Term	Every end of				

[illegible]

Embed Environment and Green Technology courses in all PNU Teacher Education Curricular Programs..			70%			70%										
To achieve targets relevant to MFO 4 (Technical Advisory Extension Services)	Community and Institutional Extension	MFO 4 - Technical Advisory Extension Services	50%			50%			Quarterly	Quarterly	Quarterly	Quarterly				
		No. of persons trained weigthted by the length of training	105			Number of persons			Quarterly	Quarterly	Quarterly	Quarterly				
		No. of persons provided with technical advice	3			Number of persons			Quarterly	Quarterly	Quarterly	Quarterly				
		% of trainees who rate the training course as good or better	95%			% of trainees			Quarterly	Quarterly	Quarterly	Quarterly				
		% of clients who rate the advisory services as good or better	90%			% of trainees			Quarterly	Quarterly	Quarterly	Quarterly				
		% of requests for training responded to within 3 days of request		90%			% of requests		Quarterly	Quarterly	Quarterly	Quarterly				
		% of request for technical advice that are responded within 3 days		85%			% of requests		Quarterly	Quarterly	Quarterly	Quarterly				
		% of persons who received training or advisory services who rate timeliness of service delivery as good or better		95%			% of persons		Quarterly	Quarterly	Quarterly	Quarterly				
Summary of Ratings													Ave Effect	Ave T	Ave Effi	

Summary of Ratings						
Final Average Rating						
Final Adjectival Rating						

Approved by:

CPQA

Date

Date

Head of Agency

Date

[illegible][illegible]

[illegible]

[illegible]

[illegible]

[illegible]

Part 4: QUALITY OBJECTIVES MONITORING

[illegible]

[illegible]

[illegible]

SDP 10 - Human Capital Management D10S2. Provide opportunities for professional growth, leadership, faculty and staff development in an environment that values excellence	To attain 100% involvement of faculty and staff in professional development activities																
	Summary of Ratings													Ave Effect	Ave T	Ave Effi	
	Final Average Rating																
	Final Adjectival Rating																

Approved by:

_____ Date _____
CPQA

_____ Date _____
Head of Agency

Part 4: QUALITY OBJECTIVES MONITORING

[illegible]

[illegible]

SDP 10 - Human Capital Management D10S2. Provide opportunities for professional growth, leadership, faculty and staff development in an environment that values excellence	To attain 100% involvement of faculty and staff in professional development activities																
	Summary of Ratings													Ave Effect	Ave T	Ave Effi	
	Final Average Rating																
	Final Adjectival Rating																

Approved by:

_____ Date _____
CPQA

_____ Date _____
Head of Agency

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SDP and Strategic Actions	Unit's Quality Objectives	Programs and Sub-Programs	SUC Leveling Targets				Resources Needed		Allotted Budget as per Univ. Planning Nov. 18, 2016	
							Alloted Budget 2017	Accountable Delivery Units		
				2017	2018	2019				
			Research Completion	Gender & Development Research Grant, PBB Target - 55			P50,000.00 GAD Funds	GResO; EPRDC	50,000.00	GAD Funds
D1. Shared Vision of Excellence. Solidify internal stakeholders' support in pursuit of excellence in a culture of	Exercise overall supervision on timely completion of quality researches and effective delivery of research services; Raise the quality of	Visibility Through Research Publication in ISI Journals /pioneering	KRA 2.Research Capability; 2.3 Research Publication	at least 12 ISI/Scopus publication; PBB Target- 87	12+ ISI/Scopus publication	12+ Scopus/ISI publication	1M from the university	PO/EPRDC/Gre SO/Faculties/Campuses	1,000,000.00	
			KRA 2.Research Capability; 2.3 Research Publication	Normal Lights approved for CHED Incubation Journal	APHERJ/AsTEN Journal approved for CHED Incubation Journal	All journals applied for Journal Challenge		VPRPQA/PO		
			KRA 2. Research Capability; Research Citations by book authors	5+ citations	10+citations	15+citations		EPRDC/Faculties		
			KRA 2. Research Capability; Research Citations in refereed journal	150+citations	200+ citations	250+citations	50,000.00 for Citation Award	EPRDC/Faculties	50,000.00	

culture of scholarship, collegiality, and accountability.	research of the university/ Increase externally funded researches	research	KRA 2. Research Capability; 2.4 Research-based paper presentation	11+international paper presentation;15+natio nal;15+regional, PBB Target - 77 paper presentation	11+ international paper presentation;15+ national;15+regio nal	11+ international paper presentation;15 +national;15+re gional	700,000.00; 300,000.00 for national/regional presentation	EPRDC/Facultie s	1,000,000.00	
				Faculty Research Forum / Graduate Research Forum			30,000 70,000.00	EPRDC/GResO	100,000.00	
			KRA 2. Research Capability and Output;2.2 Externally funded research	1 HEDF Research facilitated within approved time frame	2 Accomplished Research on or before due date under NRCP Grant	2 externally funded research approved	P502,902.20 Fund from NRCP; 1.5M Fund from CHED HEDF	VP for Research; EPRDC/RCTQ	2,002,902.20	external funding
D2. Quality Assurance. Institutionalize quality assurance mechanisms that ensure compliance to national and international standards of excellence	Promote quality culture within the PNU system; Establish the internal quality assurance system in the university	Quality Assurance	KRA 1: Quality and Relevance of Instruction ; 1.7 Accreditation Status; 1.8 COE	Benchmarking; ISO certification;RQAT compliance; Internal Quality Assurance System of the University established; SPMS Implementation	Level 4/Institutional accreditation;PQA in Education	Center of Excellence; SUC Leveling 5; AUN-QA Institutional Assessment	2.3M Accreditation; 1.4M QA; 300,000 Bench Marking/QA Training; 400,000 SPMS c/o VPFA	VP for Research; CPQA;ISO Coordinator, Faculties,Camp uses; VPFA	4,000,000.00	
				Quality Assurance Summit (400 pax)			1.8M	CPQA	1,800,000.00	
D3. System-Based Solution. Employ proven management technologies and systems as	Provide quality and efficient systems' solution to sustain	Creation of Internal Structure for OVPRPQA's offices		80% of units under VPRPQA domain has internal office structure	90% of VPRPQA delivery units' internal structure put in place	80% of units under VPRPQA domain has functioning internal office structure		Directors of the different units under VPRPQA domain		

systems as solutions to providing quality, reliable, and efficient academic and administrative	University's competitiveness	Publication System Efficiency		On-line Journal Management; Open Management System			204,000.00; 55,000.00	PO	259,000.00	from TNL Funds (income generating)
SDP 4 Branding	Ensure that PNU brand is reflected in all projects and outputs of the delivery units	PNU Branding		75% of projects/outputs reflects PNU Brand	80% of projects/outputs reflects PNU Brand	90% of projects/outputs reflects PNU brand		Directors of the different units under VPRPQA domain		
D5. Internationalization. Transform PNU as internationally recognized leader in teacher education	Increase visibility and recognition of the PNU in the international/national community through research	Internationalization of Research		Round Table Discussion with hosted APEC delegate	1 international research forum hosted	1 international research forum hosted	P200,000.00 from the university	VPRPQA delivery units	200,000.00	
				International Graduate Research Fellow; Faculty Research Fellow			395,000.00; 700,000.00 (from the University)	GResO; EPRDC	1,095,000.00	deferred implementation
D6. Collaboration and Partnerships		Research Collaboration	KRA 2. Research Capability and Output; 2.1 Research Center	BRAENS Program Benchmarking and Capacity Building	Brain-based Laboratory and infrastructure established	Collaborative Brain-based researches	1M from the university	VPRPQA; GResO; Faculty	1,000,000.00	
			KRA 2. Research Capability and Output; 2.2	Teacher Quality Study; Pre-service Outcome Teacher Education Program	Teacher Quality Study; Pre-service Outcome Teacher Education Program	Teacher Quality Study; Pre-service Outcome Teacher Education	5M; 6M; 7M	RCTQ	5,000,000.00	external funds
				Development of Assessment Tools for Elementary Teachers in ARMM completed			3.5M c/o DFAT	RCTQ	3,500,000.00	external funds

and Partnersnip. Optimize collaboration and partnership with public and private institutions and organizations to support effective and efficient delivery of University functions	Strengthen local, national and international research collaboration and linkage		Output; 2.2 Externally Funded Research	Philippine Teacher Education Reference Framework Phase 1 completed	Philippine Teacher Education Reference Framework Phase 2 completed	Philippine Teacher Education Reference Framework Phase 3 completed	51M	RCTQ	51,000,000.00	external funds
				80% questionnaires of HERRC research project retrieved	HERRC collaborative research completed	Dissemination of Results; Policy recommendations adopted by	CHED-HERRC funds	VPRPQA		
		Research Awards	KRA 4. Management of Resources; 4.4 Institutional Awards	CHED Institutional Research Award received; PNU Research Awards	CHED Republica Award Received	NRCP Institutional/ Achievement Award received	150,000.00 c/o PNU - STF	VPRPQA/EPRDC /Faculties	150,000.00	
		Leadership in Research Consortium	KRA 3. Services to the Community; 3.1 active linkages/partnerships with other organizations	1 international higher education research forum conducted within the year; consortium registered and established	1 international higher education research forum conducted within the year; increased membership of consortium	1 international higher education research forum conducted within the year; recognition of consortium in the national	P-HERC funding	VPRPQA; P-HERC Secretariat		
D7. Product and		Visibility through Research Production and	KRA 2. Research Capability; 4.6	5+ Pioneering Research under PBRG 6; 1 Policy Research under PBRG 7	at least 2 pioneering research completed for patenting	at least 3 pioneering research completed; Pioneering research in neuro-science education started; 11	4M Pioneering & PBRG 6 from 2016 Budget; 2M PBRG7 2017 budget	VPRPQA/EPRDC /GreSO	6,000,000.00	from STF & GAA

Service Development		Quality Assurance of Product and Services	Invention, Patent, Commercialization	Journal Production			366,350.00 TNL; 314,750.00 APHERJ; 54,350.00 AsTEN	PO	366,350 314,750.00 54,350.00	from TNL from APHERJ Funds from
				Authenticity Software			330,000.00	PO	330,000.00	from TNL Funds
				University Research Agenda 2016-2018 Brochure			20,000 c/o Press	EPRDC/Faculties	20,000.00	
D8. Responsiveness to Stakeholders		Researches providing data for policy holders	KRA 2. Research Capability; 2.3 Completed research-based paper	PPST adopted by at least 1 org CHED and DepED, 3NS, other SUCs	PPST adopted by CHED and DepEd, other stakeholders; PPST elaborations in different disciplines of COEs	PPST influenced national educational policy	RCTQ Funds	RCTQ		
				1 Teacher Assessment tool based on PPST adopted by CHED, DepED, 3NS or other stakeholders	2 Teacher assessment tools based on PPST adopted by CHED, DepED, 3NS or other stakeholders	3 Teacher Assessment Tools based on PPST adopted by CHED, DepED, 3NS or other stakeholders	500,000.00 RCTQ funds	RCTQ	5,000,000.00	external funds
				Research Training Packages for 3 TEIs (should appear in APP with budget)			IGP	EPRDC	40,000.00	
				GreLab Software			89,000.00 (Nvivo)	GResO	89,000.00	

D9. Sustainability		Sustainability of research and quality culture in the Academe		Operations Manual of all Delivery Units approved; Research Incentives for Paper Presentation and Publication; Research Awards;established IQA	Operations Manual operational; Research Incentives for Paper Presentation; Research Awards; and Publication; IQA operational	Policies and Guidelines fully Operational based on Operational Manual; Research Incentives for Paper Presentation and Publication; Research Awards;IQA fully operational				
				Research Capability Building Program for Faculty, Staff & Graduate Students			60,000.00; 126,000.00	EPRDC; GResO	186,000.00	
D10. Human Capital Management. Ensure an	Support university's aim of developing highly competent human resource	Professional Development Training Program for the VPRPQA domain	KRA 4. Management of Resources; 4.3 Faculty and Staff Development Program	Professional Development Training Program for the VPRPQA domain	Professional Development Training Program for the VPRPQA domain	Professional Development Training Program for the VPRPQA domain	PHP300,000 from the university	VPRPQA delivery units	300,000.00	

enriching, fair, and healthy work environment which promotes professional growth and career advancement for faculty and staff and guarantee a steady supply of highly competent human resource		Membership in Professional Organizations	KRA 4. Management of Resources; 3.b attendance to training and conferences	all faculty under the domain with membership to international professional organization and attended training and conferences	all faculty under the domain as officers of international professional organization/organizers of training/conference	all faculty under the domain as officers of international professional organization/organizers of training/conferences		VPRPQA delivery units		
		Annual Planning Workshop		1Annual Planning Workshop	1Annual Planning Workshop	1Annual Planning Workshop	PHP250,000 from the university	VPRPQA delivery units	250,000.00	
Total									16,465,000.00	(all in shaded in yellow)