QUALITY MANAGEMENT SYSTEM MANUAL

Revision 2

BOR RESOLUTION NO. 005 s. 2023

RESOLVED, AS IT IS HEREBY RESOLVED, that upon its agreement, the Board approved the improvements in the MMSU Quality Management System (QMS) Manual, which constitute a revision of the said Manual;

Resolved, that the revised QMS Manual shall be for immediate implementation.

Approved during the 147th Meeting of the MMSU Board of Regents on 29 March 2023 at the Commission on Higher Education, Quezon City.

CERTIFIED TRUE AND CORRECT:

LUVEE HAZEL C. AQUINO
Board Secretary

ATTESTED:

SHIRLEY C. AGRUPIS
Vice Chair, MMSU BOR
and President, MMSU

FOREWORD

As an emerging premier University in the North, the Mariano Marcos State University upholds its commitment toward global responsiveness and local relevance. We have made our brand of excellence manifest in the various laurels we earned in the national and international sphere, rooted in our drive to be at par with our global counterparts.

The University's certification to ISO 9001:2015 is a leap in our internationalization efforts and aspirations as we ensure client satisfaction. This Manual that details our standard operations is a living document that shall encapsulate our efforts and initiatives to ensure customer satisfaction, nurture partnerships, and conformity to international standards. This document is updated as necessary to reflect initiatives that improve our processes and services, a manifestation of our commitment to continual improvement.

As MMSU builds its name and reputation, our Quality Management System (QMS) needs to set a foothold that is resilient, responsive, and adaptive to the challenges of this volatile, uncertain, complex, and ambiguous (VUCA) world.

May this Manual be a guide for all stakeholders as we join together to ACHIEVE.

SHIRLEY C. AGRUPIS, Ph.D.
University President

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DEFINITION OF TERMS

The University adopts the following terms and definitions within its QMS Manual. Where no definition is provided, the University adopts the definition provided by ISO 900:2015 Quality Management Fundamentals and Vocabulary.

Accreditation - a process for assessing and upgrading the educational quality of HEIs and programs through self-evaluation and peer judgment. [Note: CHED acknowledges the existence of the National Networks of Quality Accrediting Agencies (NNQAA), now made up of Accrediting Agency of Chartered Colleges and universities of the Philippines (AACCUP) and the Association of Local Colleges and Universities Commission on Accreditation (ALCUCOA)].

Annual Procurement Plan (APP) – a requisite document prepared by the University to reflect the necessary information on the entire procurement activities for goods and services, and infrastructure to be procured or undertaken within the calendar year.

Conformity (C) - fulfillment of a requirement such as University policy, documented procedure, statutory and regulatory requirements as well as client requirements.

Continual Improvement - a recurring activity or effort to improve products, services, and processes to help increase the University's ability to fulfill requirements and enhance satisfaction of relevant stakeholders.

Control – any measure or action that directs or influences the process toward efficiency and effectiveness; includes any policy, procedure, practice, process, technology, device or method that modifies or manages processes.

Corrective Action – an action taken on a detected nonconformity to address the system failures and prevent its recurrence. It is usually recorded in a Request for Action (RFA) form.

Document – a documented information maintained by the University; contains policies, procedures, instructions, and reference information.

Documented Information – information required to be maintained and retained by the University and the medium upon which it is contained, such as manuals, procedures, University policies, student records, among others.

Educational Product – tangible or intangible goods used in pedagogical support of an educational service and can either be physical or digital. This may include textbooks, workbooks, worksheets, online courses, study guides, among others, and may be produced by students.

Educational Service – a process that supports the acquisition and development of students' competence through teaching, learning, or research.

Likelihood (as risk and opportunity criterion) – the probability of occurrence of the risk, when not addressed, or opportunity, when pursued.

Linkages - agreement between two agencies which share the same stakeholders so they can work together productively.

Management Review – a regular formal meeting of management to assess the performance of QMS.

Nonconformity (NC) – non-fulfillment of a requirement, such as University policy, documented procedure, statutory, and regulatory requirements as well as client requirements.

Opportunities – a set of circumstances that can lead to the adoption of new practices, launching of new products and services, addressing new clients and other desirable and viable possibilities to meet the University's needs.

Performance Targets – the desired level of performance as measured by indicators that represent success in achieving University outcomes.

Process - a set of interrelated or interacting activities that use inputs to deliver an intended result, such as delivery of higher education services is a process with a set of interacting activities performed by authorized departments or units and personnel to ensure quality education.

Process Map – a planning and management tool that visually describes the interaction of processes in the University.

Quality Management System – a management system to direct and control an organization with regard to quality.

Quality Objectives – a result to be achieved by the University; can be strategic, tactical, or operational.

Quality Policy – intentions and directions of the University with regard to the quality of its management system.

Records – documented information retained by the University; provides evidence of implementation of the QMS.

Relevant Interested Parties – the term used by ISO 9001:2015 which refers to persons or organizations that can affect, be affected by, or perceive itself to be affected by the University's decision or activity; interchangeably refers to stakeholders.

Risk – the effect of uncertainty on objectives; often described by an event, a change in circumstance or a consequence; characterized and measured in terms of its consequence and likelihood or occurrence.

Risk and Opportunity Registries – a documented information used to review and monitor the context of the University and its corresponding risks, opportunities, and treatment or action plan.

SCOT Analysis - (strengths, challenges, opportunities and threats analysis) a framework for identifying and analyzing the internal and external factors that can have an impact on the viability of the University's performance and client satisfaction.

Statutory and Regulatory Requirements – obligatory requirements specified by an authority and mandated by a legislative body.

Top Management – person or group of people who direct and control the University; usually refers to the Administrative and Academic Councils.

1.0 INTRODUCTION

1.1 Adoption of a Quality Management System

The **Mariano Marcos State University (MMSU),** adopts the ISO 9001:2015 Quality Management System Standard as the basis for developing this Quality Management System (QMS). The extent of this QMS is based on the nature of the organization, complexity, and interaction of the processes and competency of its personnel. As such, the Top Management of **MMSU** shall demonstrate its full commitment in establishing, documenting, implementing, maintaining, and continually improving this QMS in accordance with the ISO 9001:2015 requirements.

To implement this quality management system, **MMSU** has:

1. Identified the processes needed for the QMS;
2. Determined the sequence and interaction of the QMS processes;
3. Determined criteria and methods required to ensure the effective operation and control of the processes;
4. Ensured the availability of information necessary to support the operation and monitoring of these processes; and
5. Measured, monitored, and analyzed the processes, and implemented actions necessary to achieve desired results and continual improvement.

1.2 Objectives of the Quality Manual

This Quality Manual specifies requirements for a QMS to be applied to MMSU when it:

a) needs to demonstrate its ability to consistently provide products and services that meet client's needs as well as applicable statutory and regulatory requirements;
b) aims to enhance client satisfaction through the effective application of the system, including processes for improvement of the system and the assurance of conformity to clients' need together with applicable statutory and regulatory requirements; and
c) is certified according to the ISO 9001:2015 version.

This manual also provides the guidelines to implement the processes systematically and where necessary, the generation of procedures for each operating units to run the processes.

If the procedure is required to be outlined, it should be addressed in this manual remarked as reference.

2.0 ORGANIZATIONAL PROFILE

2.1 Purposes and Legal Mandate of the Organization

The MMSU was established on January 6, 1978 by virtue of Presidential Decree No. 1279 issued by then President Ferdinand E. Marcos. The decree merged the then Mariano Marcos Memorial College of Science and Technology (MMMCST) with campuses in Batac, Currimao, Dingras and Paoay, and the Northern Luzon State College (NLSC) in Laoag City, and integrated the college departments of the Ilocos Norte Agricultural College (INAC) in Pasuquin and the Ilocos Norte College of Arts and Trades (INCAT) in Laoag City.

MMSU's mandate is to provide advanced instruction in the arts, agricultural and natural sciences, and technological and professional fields. Its 264.94-hectare main campus is located in the City of Batac, a peaceful young city conducive for educational and rural development. The University also has campuses in Laoag City, and in the towns of Currimao, Dingras, and Paoay. MMSU offers various degree programs in the undergraduate and graduate levels. Majority of these programs are accredited at different levels by accrediting bodies for state universities and colleges. It is recognized by the Commission on Higher Education (CHED) as Center of Excellence (COE) in Teacher Education, and Center of Development (COD) in Agriculture, Biology, Forestry and Information Technology Education. MMSU has also been chosen as one of the few National Universities for Agriculture and Fisheries Education in the Philippines. It is the first institutionally-accredited university evaluated by the Accrediting Agency for Chartered Colleges and Universities (AACCUP) using the outcomes-based instrument. In addition, it is deputized by CHED to implement the Expanded Tertiary Education Equivalency and Accreditation Program (ETEEAP) in selected undergraduate programs.

To date, MMSU has 12 academic units: Graduate School (GS), College of Law (COL), College of Medicine (COM), College of Agriculture, Food and Sustainable Development (CAFSD), College of Aquatic Sciences and Applied Technology (CASAT), College of Arts and Sciences (CAS), College of Business, Economics and Accountancy (CBEA), College of Engineering (COE), College of Health Sciences (CHS), College of Industrial Technology (CIT), College of Teacher Education (CTE), and College of Veterinary Medicine (CVM) recently approved through BOR Resolution No. 082, s. 2022. The creation of other academic units/offices are subject to approval of the Board of Regents (BOR).

These colleges are distributed in three (3) campuses, with the corresponding addresses:

- Main Campus (City of Batac) - Brgy. Quiling Sur, City of Batac, Ilocos Norte 2906
- Currimao Campus – Brgy. Pias Sur, Currimao, Ilocos Norte 2903

- Laoag City Campus
  - Brgy 5 San Pedro, Castro Avenue, Laoag City 2900
  - Brgy. 7-B Nuestra Señora De Natividad, P. Gomez St., Laoag City 2900

The Paoay Campus is a satellite campus of CIT in Laoag while the Dingras Campus is a satellite campus of the CAFSD in Batac.

2.2 Vision

A premier Philippine university by 2028

2.3 Mission

To develop virtuous human capital and sustainable innovations in a knowledge-driven global economy.

2.4 Core Values

1. **Knowledge**. Upholding knowledge as empowerment, MMSU aims to develop intelligent individuals who can make informed decisions.
2. **Inclusiveness**. MMSU supports and encourages diversity and collaboration, engaging in programs that promote growth and development for all sectors of society.
3. **Professionalism**. Reared in a merit-based environment, MMSU commits itself to the highest standards of ethics and professionalism.
4. **Spirituality and Social Responsibility**. MMSU is committed to providing holistic development that inculcates love and service to God, humanity, and the environment.

2.5 Quality Policy

We commit to optimize our mandated services in instruction, research and extension by implementing our Quality Management System (QMS) that proactively empowers our stakeholders as we synergistically respond to our evolving needs and aspirations toward sustainable development and inclusive growth.

Thus, we shall continuously review and improve our QMS in accordance with legal, ethical, and other requirements.

2.6 Quality Objective

The Mariano Marcos State University in its vision to become a premier university in the Philippines seeks to continually attain academic excellence that enhance the delivery and access of quality education through vigorous conduct of relevant and innovative research with sustainable impacts; optimized resources

directed towards transformational and functional linkages and partnerships; comfortable and secure environment; and synchronous, rational, and synergistic operations, producing innovative, globally competitive, and lifelong learners to improve the quality of life.

2.7 Seven-point Agenda

The University's direction is embedded in the ACHIEVE Agenda. The first four letters (ACHI) reflect its mandates in instruction, research, and extension, and resource generation, and the last three (EVE) are the essential support operations to sustain effective and efficient management.

To achieve the ACHIEVE Agenda, the Strategic Plan covers five (5) years of indicative strategies to revitalize to achieve the University's vision of becoming a premier University by 2028. Monitoring and evaluation (M&E) is an integral component of each of the agenda to instill progress and continual improvement.

A - Academic Excellence

- Increased Institutional Accreditation
- Enhanced program accreditation
- Strengthened faculty capacity
- Improved curricular programs, student support and services, and instructional materials

C - Creative, Relevant, and Innovative Research Programs

- Strengthened institutional research capacity
- Improved institutional research capability
  Developed research agenda programs/projects
- Increased generation and development of technology/ies, creative works, and innovations
- Increased technology utilization, application, and publication
- Enhanced technology transfer and intensified commercialization

H - High-Impact and Transformative Extension and Outreach Programs

- Expanded community engagement and grassroot development
- Improved institutional extension capability
- Operationalized extension demonstration and transfer modalities
- Revitalized academe-community collaborative extension and outreach programs

I - Improved Revenue Generation and Resource Management

- Intensified resource generation
- Established sustainable business operations
- Instituted responsive University-based business hub (Marketing Center)
- Intensified business production processes

- Improved University business infrastructures and facilities
- Improved institutional business capability
- Improved business operations and management systems

E - Expanded External Linkages and Partnerships

- Sustained partnerships, linkages, and networks
- Improved program internationalization
- Operationalized alumni and retirees' relations
- Institutionalized internationalization and partnership management system
- Enhanced student, faculty, and staff mobility

V - Vibrant and Engaging Culturally-Focused University Campus

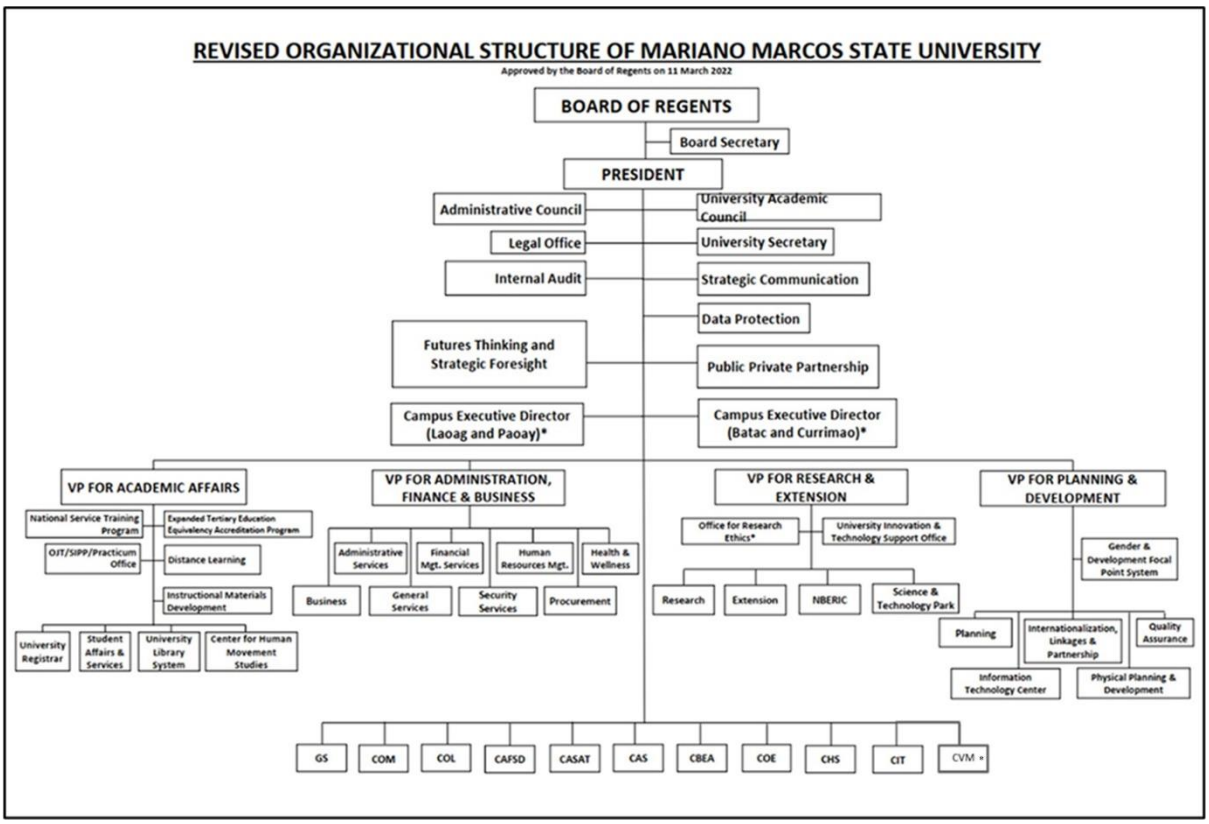
- Ensured safe, peaceful and secure environment
- Improved disaster preparedness and response initiatives
- Enhanced health and wellness
- Modern and upgraded infrastructure, facilities, and equipment
- Maximized serviceability of facilities and equipment
- Improved environmental resource utilization and management
- Intensified gender sensitivity and cultural diversity

E - Effective and Efficient Management

- Practiced dynamic and vibrant leadership
- Enhanced professionalism and institutional development
- Streamlined administrative and finance management systems
- Unified development planning system
- Digital transformation and skills development
- Sustained international rankings and ratings
- Sustained ISO Certification

2.8 Organizational Structure

The current organizational structure of the University is presented in Fig. 1 approved by the Board of Regents (BOR) through BOR Resolution No. 005, s. 2022 on March 11, 2022. The structure guides the communication flow and tasks for the efficient and effective management of operations in the University.



**Inclusion of the CVM through BOR Resolution No. 082 s. 2022*

Fig. 1. Organizational Structure of MMSU

The revision of the structure also paved for the creation of the QMS Section of the Quality Assurance Directorate under the Vice President for Planning and Development (VPPD). The unit facilitates all QMS-related activities and initiatives to ensure continual improvement in the management system of the University. The QMS Section works in collaboration with the QMS Team shown in Fig. 2.

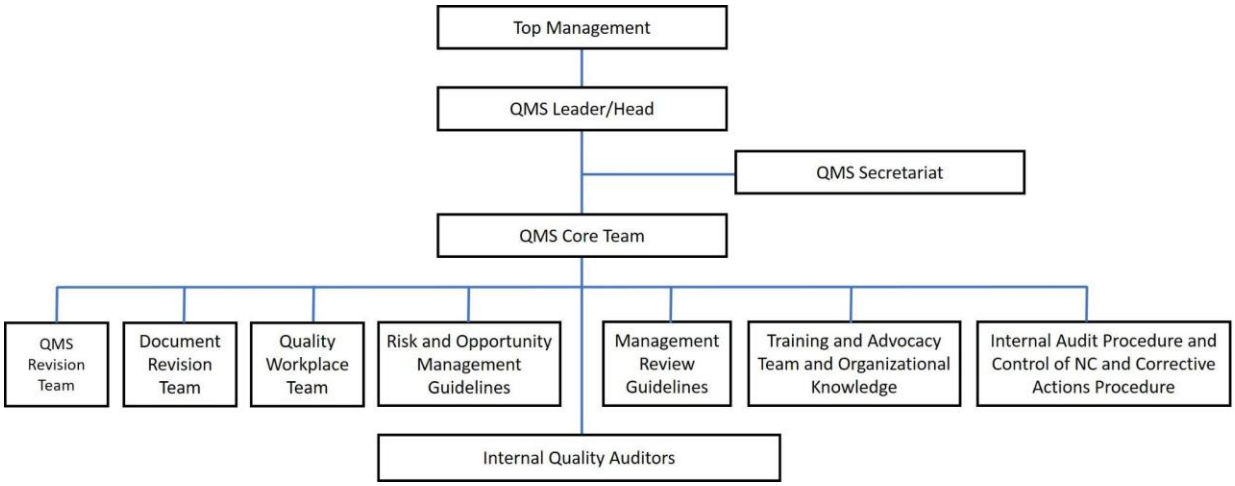


Fig. 2. QMS Team

2.8.1 Changes in the Organizational Structure

The University's organizational structure is revised from time to time to reflect institutional efforts and initiatives toward expanding services, ensuring alignment to directives from government entities, and in accordance with legal and other requirements. In so doing, the University makes itself resilient and responsive to the challenges in this volatile, uncertain, complex, and ambiguous (VUCA) world.

3.0 SCOPE OF THE QMS

3.1 Scope

MMSU's QMS covers the

"Provision of advanced, professional and higher education, research, extension and support services in Batac, Laoag, and Currimao campuses of MMSU".

The scope covers the management, core, and support processes as indicated in the MMSU Process Map.

3.2 Process Map

The University is guided by international and national instruments to ensure its relevance and responsiveness to the needs of time. It takes into account the inputs and priority areas of the 2030 Agenda for Sustainable Development Goals with 17 Sustainable Development Goals (SDGs), Ambisyon Natin 2040 and the Philippines Development Plan (PDP), and the Regional Development Plan (RDP), reflecting thereof in the University's mission of developing virtuous human capital and sustainable innovations in a knowledge-driven global economy.

In keeping with local actions to address global concerns, the University initiated efforts in contribution to the Sustainable Development Goals (SDGs) of the United Nations. These actions are a consolidated effort of colleges and units toward developments in the agriculture, aquatic, and natural resources (AANR) sector, social actions and development studies, innovations and sustainable actions, entrepreneurship and economic development, climate change action, and other significant initiatives.

The Ambisyon Natin 2040 of President Rodrigo Roa Duterte mandates that the Philippine educational system develops well-educated, and innovative Filipinos. As a higher education institution, MMSU is committed to its mission of developing virtuous human capital and sustainable innovations in a knowledge-driven global economy, ensuring graduate competitiveness and employability from local agencies to international industries. Graduates are equipped with the foundational literacies, competencies, and character for lifelong learning that mold them to be strongly rooted (*matatag*); have a comfortable life (*maginhawa*) and secured life (*panatag*) in the future.

The Ilocos Regional Development Plan (Ilocos RDP) of the National Economic and Development Authority (NEDA) Regional Office 1 provides the strategic direction for the development of Region 1. The plan lays a strong

foundation for inclusive growth, a high-trust and resilient society, and a globally-competitive regional knowledge economy.

The students are the primary stakeholders of MMSU. As an institution of higher learning, it is the commitment of the University to provide the students with quality instruction and support services needed to ensure their academic success. Other stakeholders are members of the community, industry-partners, development partners, and regulatory agencies. The *community*, as used in this manual, refers to individuals and groups with active engagement with MMSU. These engagements could be in instruction, research, extension, production, and support services.

The MMSU process map is divided into four (4) groups of processes, namely:

- Management Processes – those that are needed for oversight and governance of MMSU's quality management system.
- Core Processes – those that are needed to realize the planned activities in performing the processes and allow MMSU to deliver the intended output of the core functions.
- Support Processes – those that are needed to manage the resources necessary to ensure the satisfactory performance of the Management and Core Processes.
- Externally Provided Processes - those that are provided by external individuals or organizations to the University for the delivery of its services to its stakeholders.

The four (4) groups of processes work together to transform the stakeholders' requirements into stakeholder's satisfaction.

The Management Processes set directions, policies and plans for the QMS to perform and deliver the desired outputs and organizational outcomes. The University determines the processes needed for the effective implementation of the QMS and adopts a process approach while considering the Plan-Do-Check-Act (PDCA) Cycle. During the strategic planning and target setting, the management identifies internal and external issues through SCOT (Strengths, Challenges, Opportunities and Threats) and PESTLE Analysis. Planning is an integral process that sets the direction of the university through the crafting of strategic and operational plans including doable strategies to achieve these. As an emerging Smart University, the University embraces digital transformation, and futures thinking and strategic foresight strategies. Policy development ensures smooth flow of operations at all levels through the formulation of policies that affect the university. Performance review involves three significant strategies –program and institutional accreditation, internal audit and management review. These strategies ensure that the QMS

is adequate, effective and suitable and guide the university in continually improving the QMS.

The core processes deliver outputs to stakeholders, i.e. instruction, research, and extension. These processes are interrelated with one another. Controls of the inputs, processes and outputs are provided by the concerned offices to ensure timely, relevant, and accessible instruction, research, and extension services.

The support processes provide the necessary administrative, financial, and logistical support to all offices/units for the effective delivery of higher and advanced education in instruction, research, and extension. Both the core and support processes communicate feedback and reports to the management for proper monitoring and implementation of appropriate action.

As a service-oriented institution, the University endeavors to attain its mission of developing globally competitive professionals and eventually, positive stakeholder satisfaction. The clients, together with the interested parties, even outside the organization, are crucial factors in the MMSU QMS. Their requirements and issues are considered in the planning activities of the organization. The stakeholders' feedback and satisfaction are monitored and measured as inputs to the management review of the MMSU's performance and identified QMS results. These information are also used for continual improvement of the system, processes, and products and services.

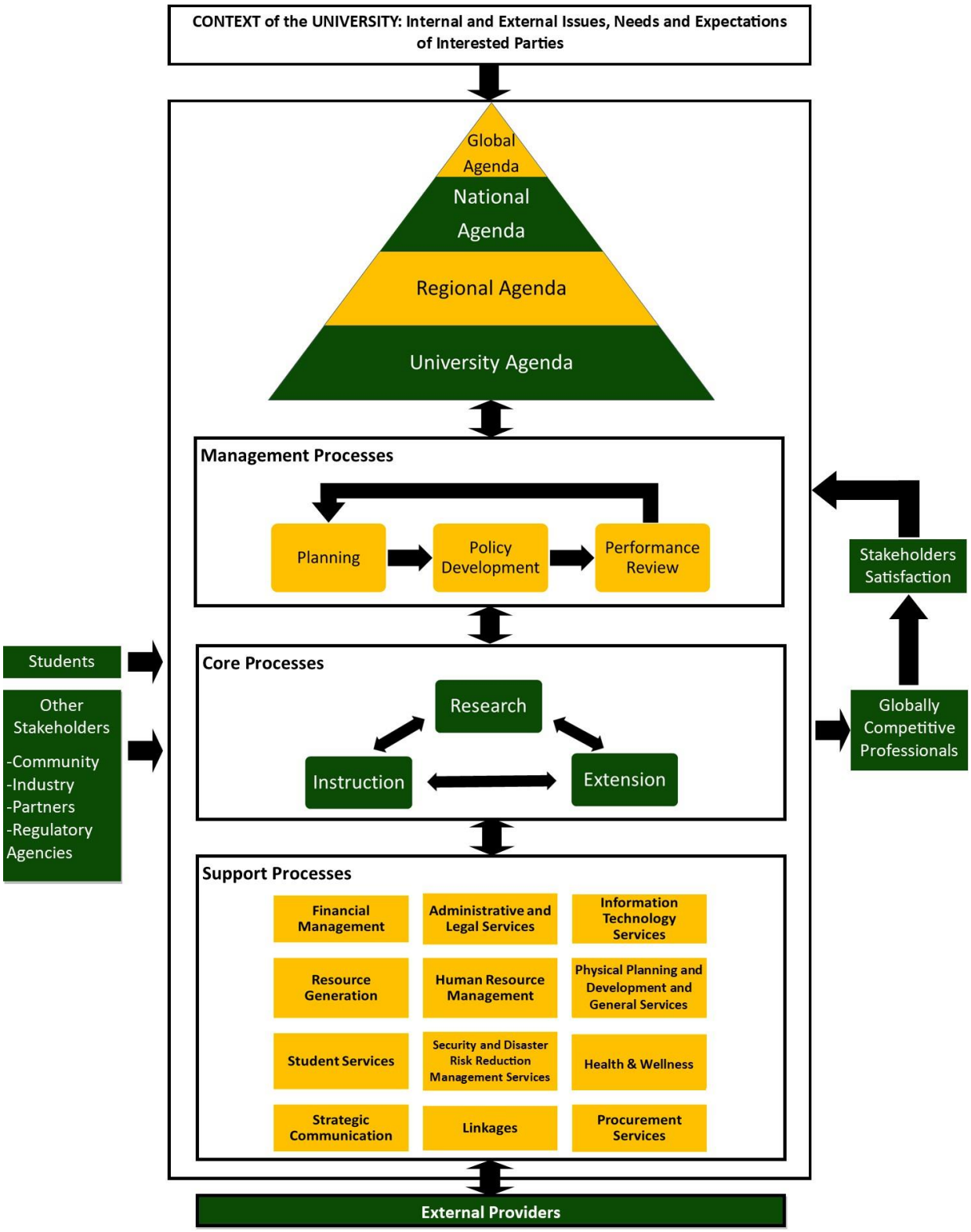


Fig. 3. MMSU Process Map

4.0 MANAGEMENT PROCESSES

The University has management processes which include planning, policy development, and performance review under the stewardship of the Office of the President and offices of the Vice Presidents. The Vice President for Planning and Development (VPPD), through the Planning Directorate and Quality Assurance, spearheads the conduct of University-wide planning, monitoring and evaluation, knowledge management, and accreditation. Likewise, policy development is spearheaded by the Administrative Council (AdCo) which is composed of Vice Presidents, deans, and directors as well as University Academic Council (UAC) composed of faculty members with rank of at least Assistant Professor. AdCo is responsible in crafting the administrative policies while UAC is responsible in crafting academic policies of the University. The President chairs the AdCo and the UAC.

4.1 Planning

Planning facilitates rational decision-making and action to effectively and excellently achieve or accomplish desired outcomes through proper data and information management. The results of needs assessment, Strength, Challenges, Opportunities and Threats (SCOT) and Political, Economic, Social, Technological, Environmental (PESTLE) analysis are vital in crafting the strategic plan and operational plan of the University aligned with the regional, national and global agenda.

The strategic plan is translated into the annual operational/quality objectives plan. It is prepared by the deans and directors of the university and consolidated by the Directorate for Planning. The targets of operating units are translated into the Office Performance Commitment Review (OPCR).

Relevant data, information and knowledge necessary in compliance to regulatory bodies are also consolidated through the Knowledge Management and Monitoring and Evaluation units. Performance in the attainment of operational plans is monitored through the midyear and year-end performance reviews as well as the Management Review necessary for the QMS. These reviews necessitate responses to results in internal quality audits, assessments, evaluations, and accreditations. As the University transforms its educational system toward Fourth Industrial Revolution (FIRe), the Futures Thinking and Strategic Foresight (FTSF) oversees the implementation of digital transformation and anticipatory governance strategies in support to the MMSU 4.0 Roadmap.

Planning and development activities are coordinated with Planning and Development Coordinators in the colleges and units of the University. They assist the Planning Directorate in support of various initiatives of the University.

PROCESS	SUB-PROCESS	REFERENCE DOCUMENTS
Institutional Planning	Development of ● Strategic Plan, ● Operational Plan, ● Catch-Up Plan ● OPCR	Institutional Guidebook (I-Guide) On Planning, Knowledge Management, and Monitoring and Evaluation (PKMME, 2018) Gender and Development (GAD) Guidelines
Knowledge Management (KM)	Collection of Data, Information, & Knowledge for Planning/Reporting	Institutional Guidebook (I-Guide) On Planning, Knowledge Management, and Monitoring and Evaluation (PKMME, 2018)
	Sharing of Organizational Data, Information, & Knowledge	Institutional Guidebook (I-Guide) On Planning, Knowledge Management, and Monitoring and Evaluation (PKMME, 2018)
Monitoring and Evaluation	Conduct of midyear and annual performance review/ management review, internal audit, program and institutional accreditation	Institutional Guidebook (I-Guide) On Planning, Knowledge Management, and Monitoring and Evaluation (PKMME, 2018)
	Monitoring and evaluation of University Programs, Projects, Activities (PPAs)	Institutional Guidebook (I-Guide) On Planning, Knowledge Management, and Monitoring and Evaluation (PKMME, 2018) GAD Guidelines
Futures Thinking and Strategic Foresight	Planning, development, monitoring, and review of targets toward MMSU 4.0	BOR-approved MMSU 4.0 Framework and Roadmap (BOR Res. 094, s. 2021)

	Develop and propose policies, programs, and projects toward the attainment of the MMSU 4.0 framework and roadmap	

The risks and opportunities as well as issues and interested internal and external parties are identified by each operating unit and consolidated by the Planning Directorate, specifically the Knowledge Management Unit. The risks are categorized into low, moderate and high based on likelihood, consequence, and impact as described below. The MMSU documents its risks and opportunities through the Risk and Opportunity Registries which is updated annually or as the need arises, using the following matrixes and criteria. These matrixes and criteria resulted from the careful evaluation of rating matrices applied to concerns identified to guide in quantitative assessments. In so doing, risks are addressed according to the impact they impose on operations and processes, and opportunities are pursued according to their positive implications.

CRITERIA FOR LIKELIHOOD

	Rate	Likelihood – Risk	Likelihood - Opportunity
Rare	1	Not known to happen	No chance of success within the next 6 months
Low	2	Low occurrence of 1 x in 6 months	1-25% chance of success within the next 6 months
Moderate	3	Known to happen, occurrence of 1 per quarter	26-50% of success within the next 6 months
High	4	Very likely to happen, occurrence of at least 2 per quarter	51-75% of success within the next 6 months
Very High	5	Highly likely to happen, occurrence of 3 or more per month.	>75% success within the next 6 months

CRITERIA FOR CONSEQUENCE

	Rate	Risk (Negative consequence)	Opportunity
Insignificant	1	Minimal (no customer complaint) or no impact	No perceived value for improvement and sustainability

Minor	2	Minor impact (noticeable effect, minor customer complaint)	Pursuing the opportunity will slightly improve QMS and sustainability
Significant	3	Moderate impact (customer complaints resulting in claim)	Pursuing the opportunity will considerably improve QMS and sustainability
Major	4	Major impact (catastrophic, recall, fatality, costly compensation, legal action) alternatives available	Pursuing the opportunity will highly improve QMS and sustainability
Catastrophic	5	Major impact(catastrophic, recall, fatality, costly compensation, legal action) no alternatives available	Pursuing the opportunity will greatly improve QMS and sustainability

RISK RATING MATRIX

L I K E L I H O O D	**Rare**	**1**	**2**	**3**	**4**	**5**
	Unlikely	**2**	**4**	**6**	**8**	**10**
	Possible	**3**	**6**	**9**	**12**	**15**
	Likely	**4**	**8**	**12**	**16**	**20**
	Certain	**5**	**10**	**15**	**20**	**25**
		Insignificant	**Minor**	**Significant**	**Major**	**Catastrophic**
	IMPACT					

Using the Risk Rating Matrix, the criteria for action will be computed. The prioritization will be based on the risk/opportunity rating.

CRITERIA FOR ACTION

Risk/Opportunity Rating	**PRIORITY**	**MANAGEMENT'S DECISION**	
		RISK	**OPPORTUNITY**
10-25	**HIGH**	Take immediate appropriate action to eliminate the risk	Pursue the opportunity
5-9	**MODERATE**	More frequent monitoring of performance/complaints	May consider pursuing the opportunity
1-4	**LOW**	No action required	No action required

4.2 Policy Development

There are two councils in the university that serve as policy-making bodies - the Administrative Council (AdCo) and the University Academic Council (UAC).

The AdCo is composed of the University President as Chairperson and the Vice Presidents, Deans, Directors, and the University Secretary as members. The Council formulates, deliberates, reviews and recommends policies in accordance with the functions and mandates of the University and legal requirements. Such matters endorsed by the Council are submitted to the Board of Regents for approval.

On the other hand, the UAC consists of the University President as Chairperson and all academic personnel with the rank of Assistant Professor and above as members. The University Registrar acts as the secretary of this Council. The UAC determines, reviews and recommends course offerings, rules of discipline, admission requirements, graduation, and conferment of degrees to students in the University.

PROCESS	SUB-PROCESS	REFERENCES
Approval of administrative policies	● preparation of proposal and proponent's brief ● approval by AdCo ● approval by BOR	Process Flowchart
Approval of academic policies	● submission of proposal by college ● approval by CAC and UAC ● approval by BOR	Process Flowchart

4.3 Performance Review

Performance Review is a process that allows MMSU to assess and evaluate the institutional performance of its processes. This includes programs, institutional, and international quality assessment and evaluations; internal audit (IA); and the Management Review in collaboration with the Planning Directorate.

4.3.1 Program, Institutional, and International Quality Assessment and Evaluations

The assessment and evaluation of the quality of services and operations of the University as a higher education institution, and the accreditation of its academic programs are managed by the Quality Assurance (QA) Directorate, which is under the Office of the Vice President for Planning and Development. Through quality assurance, the University sustains a culture of excellence that translates policies into quality programs and quality results

as concretized by the competencies of its graduates, the qualifications of its faculty, the contributions of its research outputs, its learning resources and support structures, as well as the nature of its linkages and community engagement initiatives.

The QA Office is headed by a director who oversees all QA operations that run across program and institutional accreditation, international accreditation, as well as parallel initiatives like sustainability assessment and ISO Certification. Additionally, an Internal Quality Assurance Team, which consists of trained accreditors, has been organized to prepare Program Performance Profile templates, compliance reports, and other accreditation documents and to conduct mock accreditation on programs due for accreditation.

Committees are also created to work on the different documents and requirements needed before, during, and after institutional assessment.

PROCESS	SUB-PROCESS	REFERENCE
Quality Assessment and Evaluation	Institutional Accreditation <u>Before</u>: ● Organize working committees ● Review assessment guidelines and instruments ● Plan for institutional portfolio preparation ● Submit the preparation plans ● Draft institutional portfolio ● Finalize the institutional portfolio ● Submit the institutional portfolio ● Respond to recommendations forwarded during the previous visit ● Prepare exhibits/ supporting documents ● Conduct mock assessment sessions	● Process flowchart ● Institutional assessment instrument ● Guidelines in preparing institutional portfolio ● List of findings and recommendations during the previous assessment ● CHED Memoranda re: Outcomes-Based Institutional Assessment ● Institutional Work Plan Matrix

	• Act on mock assessment feedback • Package all exhibits/ supporting documents	
	During: • Review institutional portfolio, compliance reports • Review institutional portfolio, compliance and exhibits • Conduct interviews with key stakeholders • Conduct on-site visits • Prepare and present assessment reports and exhibits • Conduct interviews with key stakeholders • Conduct on-site visits • Prepare and present assessment reports	• Process flowchart • Copies of the packaged, institutional portfolio, compliance reports and exhibits • Institutional Assessment instruments
	After: • Discuss institutional assessment findings • Prepare and implement plans to respond to assessment findings/ feedback • Implement plans to respond to findings/ feedback • Monitor and evaluate implemented actions	• Process flowchart • Summary of Findings and Recommendations • Action Plan Matrix
	Program Accreditation Before: • Review program accreditation status • Assess readiness for the next-level survey visit	• Process flowchart • Outcomes-based program accreditation instrument • Guidelines in preparing PPP

	• Request accrediting body for the survey visit schedule • Organize local task force (per accreditation area) • Discuss recommendations and actions needing improvement with concerned program • Prepare and implement plans to address recommendations and actions needing improvement • Prepare Program Performance Profile (PPP) and Compliance Report • Submit PPP copies to the accrediting body • Prepare exhibits/ supporting documents • Conduct mock assessment sessions • Act on mock assessment feedback • Package all exhibits/ supporting documents	• List of findings and recommendations during the previous survey visit • CHED Memoranda re: Outcomes-Based Institutional Accreditation • Program Work Plan Matrix
	During • Review the PPP per program being surveyed together with their compliance reports and exhibits • Conduct interviews with concerned task force members key stakeholders • Conduct on-site visits • Prepare and present assessment reports	• Process flowchart • Copies of the packaged, institutional portfolio, compliance reports and exhibits • OBE Program-accreditation instruments

	After ● Discuss program accreditation findings ● Prepare and implement plans to respond to assessment findings/ feedback ● Implement plans to respond to findings/ feedback ● Monitor and evaluate implemented actions	● Process flowchart ● Summary of Survey Findings and Recommendations ● Action Plan Matrix
	International Accreditation ● Organize working committees ● Review assessment guidelines and instruments ● Plan for international portfolio preparation ● Submit the preparation plans ● Draft international portfolio ● Finalize the international portfolio ● Package and submit the international portfolio	● Process flowchart ● international assessment instrument ● Guidelines in preparing international portfolio ● List of findings and recommendations during the previous assessment ● Strategic Plan
	<u>During</u>: ● Review international portfolio ● Review international portfolio, compliance and exhibits ● Conduct interviews with key stakeholders ● Conduct on-site visits ● Prepare and present assessment reports and exhibits ● Conduct interviews with key stakeholders ● Conduct on-site visits	● Process flowchart ● Copies of the packaged, institutional portfolio, compliance reports and exhibits

	• Prepare and present assessment reports	
	After: • Discuss international assessment findings • Prepare and implement plans to respond to assessment findings/ feedback • Implement plans to respond to findings/ feedback • Monitor and evaluate implemented actions	• Process flowchart • Summary of Findings and Recommendations • Action Plan
	International Ranking and Rating • Organize working committees • Review assessment guidelines and instruments • Plan for international portfolio preparation • Submit the preparation plans • Draft international portfolio • Finalize the international portfolio • Package and submit the international portfolio	• Invitation for Participation • Guidelines and Instruments • Special Order for the Committees

4.3.2 Internal Audit

The MMSU conducts internal audit at least annually to provide information on whether the QMS conforms to the established standards of ISO 9001:2015 and is effectively implemented and maintained.

The execution of internal audit includes activities that:

a) plan, establish, implement, and maintain an audit program including the frequency, methods, responsibilities, planning requirements and reporting, which shall consider the importance of the processes concerned, changes affecting the organization, and the results of previous audits;
b) define the audit criteria and scope for each audit;
c) select auditors and conduct audits to ensure objectivity and impartiality of the audit process;
d) ensure that the results of the audits are reported to relevant management;
e) take appropriate correction and corrective actions without undue delay; and
f) retain documented information as evidence of the implementation of the audit program and the audit results.

Details of internal audit activities follow according to Internal Audit Procedure. Results of the internal audit activity are reviewed by top management of MMSU as required in **Management Review** of this Quality Manual.

4.3.3 Management Review

The agency performance review is conducted to improve governance and attain excellence in implementing university programs and projects and in ensuring accountability within and among the university personnel. The activity is participated by top management, college deans, directors and chiefs of offices. With this practice, a more concrete system of implementing and evaluating programs is ensured.

4.3.3.1 Frequency of Management Review

The top management reviews the organization's QMS, at least annually, to ensure its continuing suitability, adequacy, effectiveness, and alignment with the strategic direction of the University.

4.3.3.2 Management Review Inputs

In the management review, the following are considered:

a) status of actions from previous management reviews; previous year minutes of meeting by management;
b) changes in external and internal issues that are relevant to the QMS; and

c) information on the performance and effectiveness of the QMS including trends in:
    1. results of the Strategic Performance Management System (SPMS),
    2. customer satisfaction;
    3. customer complaint;
    4. feedback from relevant interested parties;
    5. the extent to which quality objectives have been met;
    6. process performance and conformity of products and services;
    7. nonconformities and corrective actions;
    8. monitoring and measurement results;
    9. audit results (Internal audit and External audit);
    10. performance of external providers;
d) adequacy of resources;
e) effectiveness of actions taken to address risks and opportunities; and
f) opportunities for improvement

4.3.3.3 Management Review Outputs

The outputs of the management review include decisions and actions related to the opportunities for improvement, any need for changes to the QMS, and resource needs.

Documented information of Management Review outputs are retained as an evidence of the results of the management reviews.

5.0. CORE PROCESSES

The University has core processes of instruction, research, and extension. These three vital processes provide a strong framework for operations of a university. Instructional processes are supervised by the VP for Academic Affairs and the Academic Deans and Directors. Research and Extension processes are administered under the leadership of the VP for Research and Extension.

5.1 Instruction

The University is composed of 12 colleges located across various campuses. There are common procedures and policies governing student admission, registration, retention, and graduation. For degree programs with specific statutory requirements issued by regulatory agencies, the requirements are modified accordingly. To ensure the effective delivery of instruction and ensure meaningful learning, various conventional and innovative teaching methodologies are employed by professors. These modalities are all geared toward the development of globally-competent professionals. To augment classroom instruction, instructional materials are developed and utilized by faculty members. These materials are duly validated and evaluated by established committees.

5.1.1. Admission and Registration

The University ensures quality teaching and learning through established admission and retention policies. Admission screens potential enrollees in the University and ensures that the students' abilities and aptitudes match the demands of the program. Admission requirements are unique for each program.

The Departments, Colleges, Office of Admission, and University Registrar's Office are responsible for the implementation of admission and registration policies and processes. Before admission, departments ensure that student applicants, both local and foreign, meet the cut-off score in the MMSU College Admission Test (MCAT) set by the different colleges. The Admission Office is mandated to (a) construct, validate, and produce test materials; (b) administer tests and scores the same papers; (c) coordinate with college deans as to cut-off scores; and (d) disseminate results (SO No. 11-058, Nov. 22, 2011).

The University Registrar's Office (a) evaluates entrance certificates and school credentials; (b) determines terms and conditions for enrollment; (c) coordinates the preparation of class and examination schedules; (d) supervises the preparation of transcripts of records, diplomas and other vital documents emanating from the Registrar's Office; (e) participates in the formulation of

University policies, rules and regulations; (f) spearheads the preparation of academic manuals, brochures, and announcements; and (g) performs other duties and responsibilities assigned by the President or the VPAA.

PROCESS	SUB-PROCESS	REFERENCES
Admission and Registration	Conduct of MCAT	● MCAT Result ● SO No. 11-058, Nov. 22, 2011
	Admission	● Student Handbook ● Process Flow Chart ● University Operations Manual
	Registration	● Form 5 ● Student Handbook ● Process Flow Chart ● Class Roster
Expanded Tertiary Education Equivalency and Accreditation Program (ETEEAP) Admission/Enrolment	Accomplishment and submission of application form and supporting documents.	● CHED Memo No.54 s. 2016 ● Operations Manual ● ETEEAP Operations Manual
	Preliminary assessment and interview by the Chief of ETEEAP	● Endorsed application form and documents
	Review and evaluation of application form and documents by the department concerned and the identified panel of assessors	● Approved application
	Admission and registration	● Form 5 ● ETEEAP Operations Manual ● Process Flow Chart ● Class Roster

5.1.2. Curriculum Development and Revision

The preparation, deliberation, monitoring, evaluation and approval of new or revised curricula are indispensable activities to effective and efficient implementation of the various curricular programs of the University.

Curriculum development and revision are done by the departments, endorsed by the College Academic Council (CAC), examined by the University Curriculum and Coding Committee (UCCC) and endorsed by the University Academic Council (UAC), contents noted by the Commission on Higher Education (CHED), and approved by the Board of Regents (BOR).

The curricular programs should be relevant, sustainable and responsive to the needs of the community as it considers inputs from internal and external stakeholders. The University ensures that programs are in accordance with the pertinent provisions of Republic Act No. 7722, or the Higher Education Act of 1994, CHED Memorandum Orders (Policies, Standards and Guidelines (PSGs)) as evidenced by the Certificate of Program Compliance (COPC) awarded by CHED.

Monitoring and evaluation are indispensable activities to effective and efficient implementation of the various curricular programs to attain intended outcomes. The University considers feedback from parents, industry partners, alumni, and local government officials in the monitoring and evaluation of programs. The institution ensures that programs are objectively evaluated through the creation of the Quality Assurance Directorate and subject the academic programs to external evaluation by CHED-Regional Quality Assurance Team (RQAT), Evaluation of Graduate Education Program (EGEP), Accrediting Agency of Chartered Colleges and Universities in the Philippines (AACCUP) or Philippine Accrediting Association of Schools, Colleges, and Universities (PAASCU) for the College of Medicine (COM), Legal Education Board (LEB) for the College of Law (COL), Institutional Sustainability Assessment (ISA), Institutional Accreditation (IA), and CHED COE, COD, NAFES, NUCAF Evaluation.

PROCESS	SUB-PROCESS	REFERENCES
Curriculum Development	Development of curriculum	● CHED PSGs ● Minutes of Meetings – CAC, UAC
	Review of curriculum	● Process Flow Chart (Document No.) ● Operations Manual ● Minutes of Stakeholders' Forum/ Consultation Meeting ● OJT Evaluation
	Approval of curriculum	● BOR Resolutions ● CHED-COPC

	Monitoring and evaluation	● AACCUP Summary of Recommendations ● AACCUP Certificate ● CHED-RQAT Report ● EGEP Report ● CHED COD/COE Evaluation ● NAFES/NUCAF Evaluation ● ISA Certification ● IA Certification

5.1.3. Instructional Materials Development

MMSU as an institution of higher learning sees to it that faculty members possess broad content knowledge and pedagogical skills to make the learning process more interesting for the students. Faculty members must artistically present information so that the students can understand the lessons very clearly. Faculty members who know how to make the environment full of high expectations and positive relationships promote learning. As classroom managers, faculty members create an environment where students become active participants as members of a collaborative group, nurtured with the desire to learn and develop mutual respect as well as cultivate cross-cultural understandings and the value of diversity.

A very important tool that ensures effective and efficient delivery of learning and reinforces instruction is the use of instructional materials. As such, the University created the Instructional Materials and Distance Learning Office (IMDL) to manage the development, production, and utilization of instructional materials for courses offered in the University. The IMDL (a) assists writers in the development, production and utilizations of instructional materials either print or non-print, (b) strengthens the skills of writers in writing instructional materials through capacity building activities, and (c) establishes linkages with other Higher Education Institutions and other agencies for collaborations in the development and production of instructional materials.

Each college has its own Instructional Materials Development Committee that closely coordinates with the IMDL Chief. IM developed should cover the course content prescribed by the syllabus, endorsed by the department, approved and endorsed by the college through the IMDC and the University through the IMDL. Prior to the developed IM being piloted in the class, this is evaluated by a peer and subject matter specialist to further enhance the material. Enhancement after piloting is integrated in the IM, before this is produced for instructional use.

IMs include modules, laboratory manuals, operation manuals, workbooks, resource books, software, prototypes and computer-aided instructional materials, compilation of lecture notes, lesson plans, slides presentations, transparencies, handouts, practice sets and problem-solving portfolios, among others.

PROCESS	SUB-PROCESS	REFERENCES
Instructional Materials Development	Design (proposal preparation)	● Approved Proposal ● Notice to Proceed ● IM Manual
	Development	● IM Manual
	Validation and Try-out	● Evaluation Report
	Revision	● Compliance Report
	Distribution and utilization	● IM produced
	Evaluation	● Evaluation Report
	Publication	● Developed IM ● Copyright

5.1.4. Delivery and Assessment of Instruction

The University provides quality instruction to ensure that learners are equipped with the expected competencies in their respective programs. Faculty members are assigned to teach courses according to their expertise/field of specialization and in accordance with the prescribed university policies on workloads. Their teaching competence is honed through local and foreign advanced studies and trainings.

The faculty members, guided by the principle of Outcomes-based Education (OBE), employ various strategies to make learning delivery effective, efficient, interesting, and exciting for students. These strategies include lecture, laboratory, hands-on exercises, case study, group dynamics, demonstration, film viewing/video presentation, games, discussion groups, problem solving, simulations, and reporting. Faculty members also conduct various alternative modes of delivery of instruction such as virtual learning environment, video-conferencing, webinars, blended/hybrid learning and modular instructions. To develop the attributes and competencies expected of students in the workplace and in the community, local or international off-campus activities such as on-the-job training, clinical internships, practice teaching, educational tours, field trips, and immersions are conducted.

Faculty members evaluate their students' performance using conventional and alternative assessments. The students are graded according to the university-wide policy on grades and grading system as provided by the Student Handbook, Faculty Manual and course syllabus. If the need arises,

remedial programs either by peer mentoring, tutorial or provision of supplemental materials, and referral to the Guidance Counselor are conducted.

Off-campus activities provide opportunities for further development of knowledge, skills, attitudes, values and ethics. Students are assessed through observations, reflective journals, logs, rubrics, and socio-metric devices administered by faculty in-charge and personnel assigned by the host institution.

Report of grades are prepared and submitted by faculty members online and printed copies in triplicate, seven working days after the final examination.

PROCESS	SUB-PROCESS	REFERENCES
Delivery and Assessment of Instruction	Syllabi design	● Approved Syllabi ● CHED CMO (PSGs)
	Teaching processes (Modes of deliveries)	● Approved Syllabi ● CMO 63 s. 2017
	Evaluation of student performance	● Approved Syllabi ● Student Handbook ● Faculty Manual ● Operations Manual
	Submission of grades	● Report of Grades

5.1.5. Conferment of Degree

Conferment of degree denotes that the students have successfully completed the requirements of the program and awarded their degree. The degree is conferred to the graduate through a ceremony, the Commencement Exercises, held at the end of each academic year.

To ensure that candidates for graduation do not have deficiencies and have completely fulfilled all the requirements of their degree, an evaluation is conducted by the University Registrar's Office in coordination with the department chair or program coordinator. Candidates for graduation and those graduating with Latin Honors are endorsed by the department chair or program coordinator to the CAC, duly approved by the UAC, and confirmed by the BOR.

PROCESS	SUB-PROCESS	REFERENCES
Conferment of Degree	Application for graduation	● Application Form
	Presentation and approval by the CAC	● Minutes of the Meeting ● College Resolution

	Approval by the UAC	● Minutes of the Meeting ● UAC Resolution
	Confirmation by the Board of Regents	● BOR Resolution
	Awarding of degree and Latin Honor	● BOR Resolution ● Diploma ● Transcript of Records ● Medals

5.2 Research

The University is mandated to undertake and implement research in accordance with the international, national, regional, provincial and local R&D thrusts. The National BioEnergy Research and Innovation Center (NBERIC) and the Research Directorate (RD) contribute to society by developing and applying new knowledge and matured technology to address identified problems. They provide leadership and professional assistance for the implementation of responsive research programs.

The RD, under the Office of the Vice President for Research and Extension (VPRE), leads and coordinates science- and technology-based, industry-driven, policy-oriented, multidisciplinary, and innovative and creative research projects that are environmentally-sustainable, and economically and socially responsive. Its seven specialized research centers, headed by a Center Chief, focus on specific disciplines, including the Regional Research and Training Center for Climate Change Studies (RRTCCS), Tuklas Lunas Development Center (TLDC), Garlic Research and other Agri-food Condiments Center (GRC), Natural Resources Conservation and Management Center (NRCMC), Center for Innovative Materials in Emerging Applications (RTCIMEA), Social Development Research Center (SDRC), and Coastal Engineering Research Center (CoastER). The NBERIC, recently restructured as an independent directorate in 2022, specifically concentrates on expanding bioethanol research and implementing various renewable energy technologies. These research centers and support services work together to allow for efficient and effective research within the university.

The Office of the College Dean (CD) manages and coordinates research activities of faculty members, full-time researchers, and students in each college. Research Coordinators under the CD serve as liaisons to the RD, and the research centers serve as an arm of the university in coordinating and implementing research focused on specific commodities/disciplines with the different units.

The RD establishes and maintains linkage with Academic Programs, Extension and Business Directorates in the development and utilization of research outputs.

Also, RD and the Extension Directorate (ED) sustain the Research and Extension for Development (RE4D) continuum for effective and efficient education, research, extension and business initiatives. (MMSU Code Chapter 7, Article 120; University Manual for Research Operations (UMRO); National Higher Education Research Agenda (NHERA) – 2, 2009-2018)

PROCESS	SUB-PROCESS	REFERENCES
Research	Agenda Setting and Prioritization ● College Research, Extension and Development Agenda (CREDA) ● Research Centers	● UN Sustainable Development Goals (SDGs) ● CHED Policy – NHERA ● DOST – Harmonized National R&D Agenda 2017-2022 ● PCHRD – NHURA ● DA-BAR – RDEEAP ● NEDA – PDP ● University Manual of Research Operations (UMRO) ● Stakeholders' Consultation and Community-based Assessments ● Client Satisfaction Survey Result
	Proposal Preparation and Evaluation Process (GAA and GIA) ● Collegial Technical Review ● URE Review	UMRO URE Standard Operating Procedures (SOP)
	Research Implementation	UMRO
	Monitoring and Evaluation Process ● University In-House Research Review Process (GAA) ● Submission of Progress, Annual and Terminal Reports ● Commodity Reviews for agriculture, aquatic,	UMRO

	and natural resources (AANR) researches ● Project Progress and Terminal Review (GIA) ● Field Visits	Funding Agency Guidelines
	Presentation of Research Papers in External Fora Process	UMRO, BOR approved guidelines on Grants for research paper presentation
	Publication of Articles in the MMSU S&T Journal Page Process	UMRO, BOR approved guidelines on S&T Journal publication
	IP Protection and Management Process	IP Policy and Guidelines
	Granting of Research Incentives ● Research Publication Award (RPA) ● IP incentives ● Faculty-teaching load equivalent ● Grant of honorarium	Approved Guidelines on: • BOR Res. 1224, s.2012 (RPA) • BOR Res. 058, s. 2020 (Revised TTP) • Faculty Manual • BOR Res. 057, s. 2020 IP Policy • UMRO • DOST guidelines on honorarium, 2017 (to be updated) • Magna Carta for S&T Researchers and Engineers – RA 11312, Series of 2018
Research, Extension, Business and Education Interphase (research-based extension, business, and education program initiatives)	Research Utilization ● Popularization of Research ● (Technology Profile, -technical know-how) ● Policy Recommendation ● Technology Business Incubation Initiatives (Commercialization, Copyrights, Patents) ● Research-Extension Linkage ● 6Ps and 2Is	• MOPEX • Intellectual Property Office Philippines' (IPOPHL) Policy and Protocol • UITSO IP Policy and Protocols • NEDA Guidelines

To strengthen research utilization and commercialization, the Science and Technology (S&T) Park, headed by a Director under the Vice President for Research and Extension, facilitates innovation through technical services in the food processing and business incubation. Its Food Processing and Innovation Center (FPIC) offers specialized equipment for food processing and value-adding, the Technology Business Incubation for start-up opportunities with research-based products and technologies, and the Products Safety and Standards to ensure product conformity to safety standards. The Science Innovations and Partnerships (SIP) Hub of the S&T Park serves as support facility of the directorate particularly for ideation activities, industry meet-ups, and the commercialization hub of innovative food products to the public.

PROCESS	SUB-PROCESS	REFERENCES
Science, Technology, and Innovation	Food Processing and Innovation - Product development and food processing - Provision of Technical Support Service to MSMEs on the Utilization of the FPIC Facility	• MMSU Technology Transfer Protocol (TTP) • MMSU IP Policy (IPP) • Operationalization of the MMSU Science and Technology Park – Technology Business Incubator (approved through BOR Resolution No. 1389. S. 2015) • DOST-PCAARRD-MMSU Agri-Aqua Technology Business Incubator Operations Manual • Intellectual Property Code (RA 8293) • Plant Variety Protection (RA 9168)
	Intellectual Property Protection - IP Protection Management	
	Product Safety and Standards	
	Technology Business Incubation - Application - Monitoring - Incubation	

5.3 Extension

The University ensures that relevant information and technologies from its academic and research functions are shared to the public for inclusive growth and sustainable development. Extension serves as the conduit of the University to the public in contribution to local, regional, and national development. It facilitates the dissemination, transfer, adoption, and utilization of relevant and need-based information and technologies to realize holistic, profound, and balanced

transformation of the beneficiaries and their communities towards sustainable development.

Information and technology dissemination strategies include conduct of capability and skills trainings, field days and farm visits, consultancy and technical assistance services, seed and animal dispersal, production and distribution of Information, Education, and Communication (IEC) materials, conduct of radio program/School-on-the-Air, Information and Technology Caravan (ITC), and on- and off-campus technology demonstrations. These activities are guided by implementing guidelines with embedded monitoring and evaluation activities to ensure successful implementation.

The Extension Directorate (ED) is responsible for the execution of these activities at the operational level, in close collaboration with the academic and research units as a pool of expert services in collaboration with the Extension Coordinators. The Colleges conduct relevant extension and outreach activities to identified communities, in coordination with the Directorate, to significantly contribute to the achievement of High Impact and Transformative Extension and Outreach Program Agenda.

PROCESS	SUB-PROCESS	REFERENCES
Extension	**Planning**	Result of Community surveys conducted List of matured, relevant, and responsive technologies Manual of Operations in Extension (MOPEX) Requests/Proposals Proceedings/Reports/Documentation Process Flowcharts
	Implementation	
	● Training and Continuing Education	MOPEX Requests/Proposals Reports/Training Modules/ Materials/Pool of Experts Directory Process Flowcharts
	● Applied Communication	MOPEX Requests/Proposals/Proceedings/Terminal Report/Project Documentations/IEC materials produced and distributed Process Flowcharts
	● Technology Demonstration,	MOPEX

	Piloting, and Commercialization	Requests/Project Proposals/Reports/Project Documentation Process Flowcharts
	Monitoring and Evaluation	Manual of Operations in Extension (MOPEX) Requests/Proposals Proceedings/Reports/Documentation Process Flowcharts
	Support Services	
	Training Facility Services and Maintenance	MOPEX/Requests/Reports Process Flowcharts
	Administrative Services	MOPEX/Document files Process Flowcharts

6.0 SUPPORT PROCESSES

The University support processes are vital for the management of resources, efficient flow of transactions, and client-focused delivery of services. The 12 support processes include those that pertain to communication, health and wellness, working environment, information technology use, human and material resources management, finance, legal and administrative concerns, and purchasing.

6.1 Financial Management Services

The Financial Management Services Division, headed by a Director, is responsible in preparing the annual budget and implementing it, ensuring that funds are utilized economically, efficiently and effectively in accordance with established guidelines and procedures for the University's programs and projects. It is also responsible for providing financial information for top management's decisions as well as timely reports required by government regulatory bodies (DBM, NEDA, COA, Congress and Senate, etc.). The functions of budget management, accounting, and cash management are vested in three sections of the division as described below, and the processes are summarized in the table that follows.

6.1.1 Budget Management

The translation of the annual budget in budget preparation forms in accordance with budgetary rules and regulations is vested in the Budget Management Section. Coordination between offices involved in the preparation of the budget and liaison with the DBM Regional Office is also a task of the Section.

This Section controls obligations in the budget execution process as it prepares the Budget Utilization Request and Status (BURS) for Fund 164 and Obligation Request and Status (ORS) for Fund 101. It also prepares budget execution documents and reports jointly with the Accounting Section and submits the same to government regulatory bodies as periodically required. It also participates in the management of cash, that while the management and control of cash is vested with the Cash Management Section, it is tasked to project cash requirements and request cash allocations from the DBM.

6.1.2 Accounting

The budget execution process and budget accountability are vested with the Accounting Section jointly with the Budget Management Section

which has its participation in controlling allotments and in coordinating with DBM in the release of allotments and cash allocations.

Generally, the control of spending is bestowed in this Section. While the GAA provides the limits of spending, this is controlled toward the attainment of budget objectives and in accordance with government rules and regulations that includes procurement laws. Aside from the GAA, utilization of other funds is administered by this section (i.e., Fund 164, Fund 161, and Fund 184).

This section is tasked with the responsibility in the preparation of accountability reports for all funds that serve to account the values that were utilized, against the output and outcomes, so economy, efficiency and effectiveness are measured.

6.1.3 Cash Management

The receipt and utilization of cash is managed by the Cash Management Section. It is the custodian of cash and coordinates closely with the Authorized Government Depository Banks (i.e., Land Bank of the Philippines and other depository banks). It works with the Budget Section to ensure that cash is adequate or when the necessity of requesting for cash allocation demands, or when disbursements must be facilitated to meet the timely demands of creditors. Likewise, for other funds, it coordinates with the Accounting Section for cash balances as a way of control.

PROCESS	SUB-PROCESS	REFERENCES
Financial Management/ Administration of Finances	Budgeting - Budget preparation - Obligation control - Process coordination - Report preparation (jointly with Accounting) - Cash control (jointly with Cash Management)	Budget Call, CHED Memo No. 20 s. 2011 General Appropriations Act (GAA), National Budget Circular (NBC) on Fund Release Guidelines Budget Call GAA NBC on Fund Release Guidelines

	Accounting - Fund and transaction control thru compliance with accounting and auditing rules and regulations - Expense voucher preparation - Accountability report preparation (jointly with Budget Management) Cash Management - Receipt and utilization of cash - Cash control (jointly with Budget Management)	Government Accounting Manual (GAM), Presidential Decree No. 1445 (Government Auditing Code of the Philippines), Other COA, DBM and CSC issuances Government Procurement Act (R.A. 9184) GAA, NBCs, COA and DBM issuances P.D. 1445 and DOF-BT issuances NBC on Fund Release Guidelines

6.2 Administrative and Legal Services

6.2.1. Administrative Services Division

The Administrative Services Division is responsible for the efficient and effective management of supplies and records, assists in the implementation of administrative policies, and disseminates information and announcements to concerned University constituents.

The Administrative Services Division, as an office, aside from being an overseer of the activities of the Supply and Records Sections, assists in the implementation of administrative policies of the University; recommends appropriate actions and solutions to administrative problems; prepares office orders and disseminates information and instructions emanating from the President and ensures compliance thereof; and examines application for benefits and money claims in conformity with the laws and processes.

6.2.2 Records and Archives Management Section

University records-keeping and disposal are reposed to the Records and Archives Management Section. It is charged with the responsibility of

maintaining documents and records and their safekeeping in accordance with regulations. It also does the job of disseminating memoranda through delivery of the same to concerned offices and University constituents.

6.2.3 Supply and Property Management Section

This section is tasked with the responsibility of accounting and safeguarding of supplies, materials, equipment and other resources in its care against loss and wastage to ensure economic, efficient and effective operation of property management system. It has the functions of receiving and inspection of supplies and materials, and equipment; warehousing of supplies and materials; issuing of supplies, materials and equipment; keeping of property records; and inventory and disposal of the property.

6.2.4 Legal Office

The Legal Counsel provides legal services to the University; reviews and drafts contracts and MOA/MOU, and other documents of the University.

PROCESS	SUB-PROCESS	REFERENCE
Administrative Services	Issues affidavit of loss	Administrative Manual
	Issues certification of no pending case	Administrative Manual
	Verifies service records	Administrative Manual
	Verifies and certifies documents	Administrative Manual
	Confirms GSIS loans	Administrative Manual
	Approves issuance of Supplies and Materials Requisition Slip	Administrative Manual
Records and Archives Management	1. Receives and records 2. Dispatches 3. Stores 4. Archiving	● Records Manual ● RA 9470 ● NAP Gen. Circular No. 1 ● FOI and Data Privacy Act
Supply and Property Management	1. Receives and inspects 2. Stores 3. Issues 4. Disposes	● Supply and Property Management Handbook by COA ● COA Circular No. 89-296 ● RA 9184
Legal Office	Preparation of Affidavits, Contract of Services and	● R.A.'s, CSC Rulings, CHED Memos and

PROCESS	SUB-PROCESS	REFERENCE
Administrative Services	Issues affidavit of loss	Administrative Manual
	Issues certification of no pending case	Administrative Manual
	Verifies service records	Administrative Manual
	Verifies and certifies documents	Administrative Manual
	Confirms GSIS loans	Administrative Manual
	Approves issuance of Supplies and Materials Requisition Slip	Administrative Manual
Records and Archives Management	1. Receives and records 2. Dispatches 3. Stores 4. Archiving	• Records Manual • RA 9470 • NAP Gen. Circular No. 1 • FOI and Data Privacy Act
Supply and Property Management	1. Receives and inspects 2. Stores 3. Issues 4. Disposes	• Supply and Property Management Handbook by COA • COA Circular No. 89-296 • RA 9184
	Other documents of the University	Other government issuances
	Reviews MOA, MOU and Contract of Affiliation	
	Conducts Consultation, Investigation and Court Hearings	

6.3 Information Technology Services

The information technology services develop, implement and maintain information systems, sustain network connectivity, repair and maintain ICT equipment, and provide technical assistance to the university to improve processes and maximize the use of ICT resources.

The Information Technology Center (ITC) provides information technology services namely software development, network administration and connectivity management services, ICT equipment repair and maintenance services, data analytics, and skills development to the various units and colleges of the university.

PROCESS	SUB-PROCESS	REFERENCES
Information Technology Services	Software development ● Information Systems Development ● Information Systems Deployment Network Administration and Connectivity Management Services ● Support and Maintenance Technical Services and Maintenance ● Technical inspection ● Technical services ● ICT equipment Repair ● Computer laboratory maintenance ITC Skills Development ● Technical consultation and assistance ● Training support Data Science ● Data Analysis	1. Information Systems Strategic Plan (ISSP) 2. MMSU Operations Manual 3. MMSU-ITC Manual 4. ICT Continuity Plan

6.4 Resource Generation

Resource generation activities in the university are managed by the Business Directorate. The directorate, through its operating units, is tasked to undertake income generation activities to augment University funds. The primary purpose of resource generation is to earn income for its operations that will strengthen the functions of instruction, research and extension and resource generation. The funds generated from business activities are used to augment the available funds from other sources to finance the developmental needs of the University. The Income Generating projects are likewise used for instruction, research and extension activities.

The University Marketing Center serves as the marketing arm of all the products produced by the different Income Generating projects.

The following are the existing Income Generating Projects (IGPs)/business ventures: meat processing, Iloko vinegar production, food services, poultry, piggery, caps and gowns rental, bindery, garments production, agricultural and fishery products, e-kawayan products, seed production, and miscellaneous sources.

PROCESS	SUB-PROCESSES	REFERENCES
Resource Generation	For Existing IGPs/business ventures: ● planning ● implementation ● monitoring, control and evaluation	IGP Manual of Operations NBC 3311 and 331A RA 8292
	For New Business ventures: Business plan/proposal preparation ● Presentation to AdCo for evaluation ● Presentation to the BOR for approval ● Project implementation ● Monitoring, control and evaluation	

For new business venture initiatives, project proponents are required to submit business plan and proposal to the Business Directorate for initial evaluation and consequently for presentation to the Administrative Council and then to the Board of Regents (BOR) and University Finance Committee for final evaluation and endorsement to the Board of Regents for approval.

6.5 Human Resource Management

The Human Resource Management Office (HRMO) is responsible in the management and development of human resources in the university in accordance with civil service laws, rules, regulations, and policies including the Equal Opportunity Policy (EOP). It ensures the implementation of its four-fold major functions which are the Recruitment, Selection and Placement (RSP), Learning and Development (L&D), Performance Management (PM), and Rewards and Recognition (R&R) to provide quality personnel in the university. The HRMO is headed by a director under the supervision of the Vice-President for Administration, Finance, and Business (VPAFB).

6.5.1 Recruitment, Selection and Placement (RSP)

The University's recruitment, selection and promotion process is guided by the agency's Civil Service Commission (CSC)-approved merit selection plan for teaching and non-teaching personnel, and established government qualification standards. Education, training, experience, eligibility, physical fitness and potentials are essential considerations in the evaluation, selection and promotion of qualified applicants/employees. The applicant or employee's competence and proficiency are validated through interview, teaching demonstration and written or hands-on examination, as needed and required by the position applied for. The University Human Resource Merit Selection and Promotion Board (UHRMSPB) and University Faculty Merit Selection and Promotion Board (UFMSPB) evaluate, deliberate and recommend to the University President qualified applicants for hiring, and qualified employees for promotion.

6.5.2 Learning and Development (L&D)

The University Personnel Development Program (UPDP), headed by a chief, coordinates and facilitates the learning and development programs of the University. The learning and development activities of employees are encapsulated in the University Faculty and Staff Development Plan. Attendance to in-house, local and international short-term trainings, seminars, workshops, symposia and conferences sponsored by different government agencies, research institutions and accredited learning service providers are among the learning and development activities of employees. The University Personnel Development Program (UPDP), approved by the MMSU Board of Regents, is allocated to finance the annual training and capability building activities of employees.

Advanced studies of faculty and staff is another cornerstone development program of the University. Employees are encouraged to enroll in graduate studies, either master's, doctorate or post-doctoral programs, to enhance and improve their knowledge, skills and competencies that will redound to the welfare of the University. Employees can apply for full or partial scholarship through UPDP or full fellowship through the different local or foreign scholarship granting agencies such as the Commission on Higher Education (CHED), Department of Science and Technology, Southeast Asian Regional Center for Graduate Study and Research in Agriculture (SEARCA), and Philippine-American Educational Foundation (PAEF), among others.

Employees who pursue graduate studies at the MMSU Graduate School can also avail of the freeship program of the University.

All applications for scholarship pass through the University Scholarship Committee (USC), chaired by the UPDP Chief. The committee evaluates and deliberates scholarship applications in accordance with the BOR-approved University Personnel Scholarship Guidelines and Policies. The USC then submits its recommendation to the University President for approval. Finally, applications endorsed by the University President are presented to the Board of Regents for final approval. Entitlements of approved UPDP scholars include monthly stipend and salary, book allowance, transportation allowance and thesis/dissertation support.

6.5.3 Performance Management (PM)

In 2013, MMSU established its own Strategic Performance Management System (SPMS) as its performance evaluation mechanism. It is focused on assessing organizational and individual performance vis-a-vis organizational vision, mission and objectives. The SPMS evaluation tools are the Office Performance Commitment and Review (OPCR) for office performance and Individual Performance Commitment and Review (IPCR) for individual performance of employees.

The OPCR targets and success indicators are set by the unit heads while the IPCR targets and success indicators are determined, set and agreed upon by the unit heads and their respective personnel prior to the start of every rating period. Rating periods are January to June and July to December. Performance assessments are conducted at the end of each rating period. Performance measures include (a) effectiveness/quality or the extent of actual performance compared to the targeted performance, (b) efficiency or whether targets are accomplished with minimum amount of quantity waste, expense and unnecessary efforts, and (c) timeliness or targets were done on time. A five-point rating scale of 1 to 5 is used in the performance evaluation, 5 being the highest and 1 being the lowest. The proper implementation and monitoring of the MMSU SPMS is ensured by the Performance Management Team. In addition, faculty members are subjected to performance evaluation every semester by their students, peers and respective chairs and deans. The evaluation results serve as reference for performance feedback of faculty members and basis for the renewal of service of contractual faculty.

6.5.4 Rewards and Recognition (R&R)

MMSU Program on Awards and Incentives for Service Excellence (MMSU-PRAISE) is the rewards and recognition mechanism of the University. It recognizes and rewards employees individually or in groups for their suggestions, innovative ideas, superior accomplishments, heroic deeds, exemplary behavior, extraordinary acts or service which contributed to the efficiency, economy, improvement in government operations and organizational productivity.

The MMSU-PRAISE Committee receives and evaluates nominees to be conferred with awards such as the Outstanding Teacher, Researcher, Extension Worker, Auxiliary Service Worker, and Support Staff in General Administration, Research and Extension. Loyalty incentive and step increments are granted to employees for their continuous and dedicated service to the University. Awarding ceremonies are conducted as a part of the annual celebration of the University's Foundation Anniversary. Moreover, nominations are submitted to the Honor Awards Program of the Civil Service Commission which recognizes government officials and employees for their outstanding work performance.

6.5.5. HR E-Systems

This section is committed to digitizing personnel records and digitalizing HR processes. By establishing the Employee Portal, employees can now update their personal data sheet (PDS), position description form (PDF), online request for travel orders and leave application, referral for e-counselling, centralized DTR, information on University Personnel Development Plan, and panel that includes announcements, memoranda, and fillable templates and forms.

PROCESS	SUB-PROCESS	REFERENCES
Recruitment, Selection and Placement	1. Hiring 2. Promotion	• PRIME - HRM • 2018 Omnibus Rules on Appointment and Other Human Resources Action • Merit Selection Plan (Teaching & Non-Teaching) • National Budget Circular # 461 • Administrative Manual

		• Faculty Manual
Learning and Development	1. Screening and Evaluation of Scholarship/Fellowship/ Training Applicants 2. Monitoring of Scholars 3. Extension and Deferment of Scholarship Grants 4. In-house Training/Seminar	• MMSU Personnel Scholarship Guidelines and Policies (BOR Resolution No. 776 s. 2006) • Board Resolution No. 1330 s. 2014 • Board Resolution No. 12-117 series of 2016
Performance Management	1. Performance Planning & Commitment 2. Performance Monitoring & Coaching 3. Performance Review and Evaluation 4. Performance Rewarding and Development Planning	• Strategic Performance Management System Manual
Rewards and Recognition	1. Granting of Awards and Incentives 2. Leave Administration 3. Retirement	• Omnibus Rules on Leave • PBB – AO 25 s. 2011 • CSC MC 6 • EO 80 PBB • CSC Memorandum Circular 1 s. 2001 - PRAISE
HR E-Systems	1. Digitalization of HR services 2. Digitization of personnel records	

6.6 Physical Planning and Development and General Services

6.6.1 Physical Planning and Development

The Physical Planning and Development (PPD) Directorate, consists of licensed professionals capable of delivering professional services with its two sections, Infrastructure Planning and Project Management. This support service is responsible for maintaining a responsive environment to enhance student learning, faculty teaching and research undertaking as well as other important transactions with other stakeholders and the community through proper planning and design of the built environment. The PPDO is headed by a Director directly under the Vice President for Planning and Development.

The office is responsible for the planning, design and implementation of all projects of the building environment of the main campus and the other campuses. It includes the grounds, various facilities within the grounds and inside the buildings.

6.6.1.1 Land Acquisition, Consolidation and Development Office

It is tasked with the responsibility of acquisition, consolidation, and development of University's landholdings. It is the repository of all land records of the University.

PROCESS	SUB-PROCESS	REFERENCES
Physical Planning and Development	Infrastructure, Interior and Landscape Planning and Design Planning and Design	● Organizational Chart ● National Building Code of the Philippines (PD 1096), including BP 344 (Accessibility Law) ● Fire Code of the Philippines (PD 1185) ● Code on Sanitation of the Philippines (PD 856) ● National Structural Code of the Philippines (NSCP 2010) ● Philippine Electrical Code ● Other Environment and Engineering Codes
	Program of Works and Bid Documents preparation	Procurement Law (RA 9184, DPWH Design Standards
	Project Implementation, Project Management	Procurement Law (RA 9184), Code of Ethical Conduct for Professionals
Land Acquisition, Consolidation, and Development (LACAD)	Registration	● LRA Policies ● MMSU Land Use Development and Infrastructure Plan (LUDIP)
	Preparation of MOA/MOU	
	Preservation of Land Records	

6.6.2 General Services

The General Services Division (GSD) is headed by a director under the VP for Administration, Finance, and Business (VPAFB). It is composed of skilled and experienced personnel headed by several Chiefs who are tasked to oversee the management and maintenance of facilities, amenities and other support services, to deliver these services in an efficient, safe and effective manner to its clientele and to ensure conducive working, learning and research environment.

PROCESS	SUB-PROCESS	REFERENCES
General Services	Building and Janitorial - Maintenance and upkeep	Organizational Chart Duties and Responsibilities Manual Qualifications Standards
	Ground Maintenance and Landscaping - Maintenance and upkeep	
	Motor Pool - Troubleshooting and servicing	
	Plumbing/Electrical/Carpentry/ Visual Arts/Mechanical/ Electronics - maintenance and repair	

6.7 Student Services

The University ensures the delivery of services and programs that are concerned with academic support experiences to attain holistic student development.

6.7.1 Student Affairs and Services

Student services and development is designed for the total growth of the students organized into four components: Student Welfare, Student Development, Institutional Student Programs and Services and the Career Hub.

Through the supervision of the Student Affairs and Services (SAS) Director, the Unit Chiefs, in coordination with the student services personnel (Guidance Counselors,

Student Services Coordinators), provide services that reinforce the well-rounded development of students at all levels; administer activities and projects related to personality, leadership and values development; conduct needs assessment and evaluation to identify students' needs and problems; and develop and publish relevant materials for the dissemination of organizational goals and objectives and aid in the attainment of personal adjustment, mental health, career development and growth.

PROCESS	SUB-PROCESSES	REFERENCE
Student Welfare	Information Service and Orientation	CMO 9, 2013, Student Handbook, Guidance Manual
	Guidance and Counselling	CMO 9, 2013, Student Handbook, Guidance Manual
	Career and Job Placement	CMO 9, 2013, Guidance Manual
	Student Handbook Development	CMO 9, 2013, University Code
Student Development	Recognition of Student Organizations	CMO 9, 2013, Student Handbook
	Grievance	CMO 9, 2013, Student Handbook
	Publication of student paper	CMO 9, 2013, RA 7079 Campus Journalism Act of 1991
Institutional Student Programs and Services	Scholarships	RA 10931, JMC No. 6, s. 2017, JMC 2017-3, Student Handbook, GAA Issuances
	Death aid, medical reimbursements/insurance claims	Student Handbook, GAA Issuances
	Sports, Culture and the Arts	CMO 9, 2013, Republic Act 10676, Student Handbook, BOR Res No. 1161 s. 2011, Memo 19-125
	Library	Library Manual
	Food *	DOH Requirement for securing Sanitary Permit to Operate
	Health & Wellness *	BOR approved resolution (Salun-at Ko, Love ko)

	Safety and Security *	MMSU Operations Manual, DRRM Plan, Approved policies on University Traffic Rules and Regulations, Vehicle and Gatepass Issuances Summary
	Student Housing and Residential *	IGP Manual
	Social and Community Involvement *	Manual of Operations in Extension (MOPEX)

By virtue of the unique organizational structure of the University, some of the institutional student programs and services as stipulated in CMO 9, series of 2013 (services with *) are delivered by the concerned operating units.

6.7.2 Sports, Culture and the Arts Services

The Center for Human Movement Studies (CHuMS) is responsible in the design, implementation, monitoring and evaluation of sports and cultural activities for students, faculty and staff. It sees to it that the students are provided with the opportunities to appreciate, promote and conserve our local and national culture. The CHuMS trains athletes and artists and sustains their participation to local, regional, national and international competitions. As the university provides them with quality education, the students are able to hone their skills and talents to realize their full potentials. The Center is concerned with the development of physical, social and cultural values of the athletes and artists to contribute to the university's culture of excellence.

The Director, the Chief of Cultural Development and the Chief of Sports Development oversee the implementation of a well-balanced training program for athletes and artists. Doing the groundwork are the dance masters and music masters, the college focal persons and the coaches and trainers of various sports and cultural events.

PROCESS	SUB PROCESS	REFERENCE
Cultural/Sports Development	Selection, monitoring and evaluation of Athletes/Artists	CMO 9 s. 2013, Republic Act 10676, Student Handbook
	Organization of Cultural Troupes	
	Training of Athletes/Artists	
	Provision of rewards and incentives	BOR Res No. 1161 s. 2011, Memo 19-125

6.7.3 Library Services

The University Library System (ULS) ensures the provision of quality library and information services to support the various programs of the university.

Supervised by the director, the ULS provides relevant and updated information resources; allows maximum access to information through advanced information and communication technology; provides appropriate place and facilities for work and study; and provides effective and efficient services to the university community and its environs. To optimize the utilization of information resources and services by library users, it implements the following major services: Technical Services, Readers' Services and Special Services. Technical Services include selection and acquisition of information resources and making these readily available and accessible to users through cataloging and classification, indexing and bibliography making. To ensure that appropriate materials are acquired, faculty members, researchers/specialists, administrators, the Library Committee and other constituents of the university are involved in the selection process.

Readers' Services offered are: Reference and Information Services, Charging/Borrowing and Discharging/Returning of Information Resources, Organizing of Information/Vertical Files, Organizing of Informational Exhibits/Paper Shows and Library User Education. To complement Readers' Services, the following Special Services are provided: Internet/Online Services as well as Audio-visual and Electronic Media Services.

Acquisition and cataloging and classification are performed at the main library and all the other library services are done at the main and branch libraries. Use of information resources are also offered at the College Reading Centers.

To determine the efficiency and effectiveness of library services, a user satisfaction survey is conducted every semester and suggestion boxes are provided.

PROCESS	SUB-PROCESS	REFERENCES
Library Services	Provision of Technical Services ● Selection and acquisition	● University Code ● MMSU Library System Operations Manual

	• Cataloging and classification • Indexing • Bibliography making Provision of Readers' Services • Provision of reference and information services • Charging/borrowing information resources • Discharging/returning information resources • Organizing of information/vertical files • Organizing of informational • exhibits/paper shows • Library user education Provision of Special Services • Internet/online • Audiovisual and electronic media	• Library Users' Handbook • Guide to the Use of the Use of the University Library System • Library Marketing and Current Awareness Plan • CHED Memorandum Orders for the various curricular programs • CHED Memorandum Order No.48, Series of 1996 • Process Flow Charts

6.8 Security and Disaster Risk Reduction Management Services

6.8.1 Security Services

Security and safety are vital for smooth operation in the delivery of MMSU's services to the community. Maintenance of Security and Safety is reposed on the Security and Monitoring Services Directorate headed by a director. The directorate is responsible in the monitoring of any natural or man-made threat to the security and safety of the university populace, its properties, and its territory, and in the prevention of the same, including but not limited to disaster risk reduction and management in coordination with the Disaster Risk Reduction and Management Officer, peace keeping, vehicular traffic and crowd control. The directorate also serves as the contact

person/party in times of emergencies. Aside from these, the directorate also serves as liaison to other law enforcement bodies.

PROCESS	SUB-PROCESS	REFERENCES
Security and Monitoring Services	Security and Safety Services	• RA 5487 (Private Security Agency Law) • Monthly Duty Detail Order • Summary of Gate Pass Issuances • University Traffic Rules & Regulations

6.8.2 Disaster Risk Reduction and Management

The Disaster Risk Reduction and Management Office facilitates the process of analysis and management of potential and existing risks related to climate and social changes which the university faces on an on-going basis. It ensures appropriate, efficient and sustainable risk governance and education in various units and projects of the university through collaborative risk identification and assessment, program planning and implementation, and monitoring and evaluation of risk responses and strategies.

PROCESS	SUB-PROCESS	REFRENCES
Disaster Risk Reduction and Management	Continuing Capacity Building of DRRM Office Risk Identification, Design and implementation of Disaster Risk Reduction and Management Plan Linkaging/ Networking with outside organizations/ institutions	• DRRM Manual • DRRM Plan • RA 10121 (Philippine Risk Reduction and Management Act of 2010)

6.9 Health & Wellness Services

The Health & Wellness Services is mandated to provide adequate, high-quality, and efficient medical and other health services in order to achieve and maintain optimum health of the entire University populace. The Director for Health & Wellness Services, under the Vice-President for Administration, Finance, and Business (VPAFB), oversees the operations of the University Infirmary and its satellite clinics, together

with the implementation of MMSU's health and wellness program. The said processes are as follows: health promotion, medical and dental examination, provision of medical and dental care, and psychological testing services. The University Psychological Testing Center (UPTC) under the HWS caters a battery of psychological tests to students, faculty, and staff of the University.

PROCESS	SUB-PROCESS	REFERENCES
Health promotion	● Physical Fitness Program ● Bantay Presyon ● Blood Letting Program ● Hepatitis B Vaccination Program ● Health Education and Awareness Campaign ● Mass Fogging ● Health and Cleanliness Evaluation ● Dental Services (Dental cleaning, tooth filling and extraction) ● COVID-19 Response and other emerging infectious diseases	● PD 856 - Promulgating the Code of Sanitation of the Philippines (Chapter VI) ● University Code Sec. 53 ● Sustainable Development Goals (SDG 3 - Good Health and Wellbeing) ● Ambisyon Natin 2040 ● BOR Resolution (Salun-attayo, Lovetayo) ● CSC MC No. 8 s. 2011 ● Philippine Red Cross & Infirmary Communications ● Memorandum of Agreement ● AO No. 281 s. 1996 ● Inter-Agency Task Force, DOH, CHED and PGIN Guidelines
Medical and Dental Examination	● For students prior to: ○ enrollment ○ On-Job-Training (OJT) ○ Internship ○ Apprenticeship ○ Practicum ○ Scholarship	● Student Services Manual ● CSC pre-employment form ● CMO No. 63 series of 2017

	○ Off-campus /extra-curricular activities ○ Sports and Cultural Competitions ○ Cadet Officer Qualifying Course (ROTC-COQC) ○ Work Immersion (Grade 12) ● For employees prior to: ○ Employment ○ Promotion ○ Scholarship/study leave ● Annual medical & dental examination of employees	● CMO No. 9 series of 2013
Psychological Test	● For students (internship) and employees (employment)	● CMO 9, 2013, Guidance Manual ● RA 10029 ● Request Letter
Provision of Medical and Dental Care	● Daily medical/dental consultation, provision of medicines/supplies ● Immediate medical care (athletic & cultural competitions and other university functions)	● Student Services Manual ● Memorandum /Special Orders ● Request Letter

6.10 Linkages

In the context of globalization, the university is geared towards the internationalization of its programs by establishing, coordinating, and managing linkages and partnerships locally and internationally. These partnerships (linkages and networks) with government, non-government institutions, colleges and universities, aim to advance academic excellence, research, and extension engagements of the university. The Office of Internationalization, Linkages and Partnerships works with the offices of the International Programs, Alumni Relations, and International Faculty and Student Mobility in coordination with the existing units of the university by establishing, managing, and sustaining collaborations on areas of mutual interest using the principle of reciprocity. These are formalized through the signing of Memorandum of Understanding (MOU), Memorandum of Agreement (MOA), and/or Letter of Agreement (LoA) on several undertakings such as faculty/student – mobility

for research, lectures and discussions, joint conferences, research engagements and programs, exchange of academic materials/publications, and capability-building activities.

The Office also works closely with the Public-Private Partnership (PPP) Office in forging partnerships with private and industry partners and operationalizing agreements through programs and activities. The PPP Directorate is responsible in the planning, negotiating, facilitating, monitoring, and evaluating the engagement of the University with PPP programs and projects. It is also responsible in assisting in the identification of resources and entrepreneurial partnerships that will redound to possible PPP projects and activities and in recommending plans, policies, and implementing guidelines related to PPP in consultation with appropriate implementing units and oversight committees.

In an academic perspective, PPP will strengthen academe-industry linkages and collaborations through the utilization and commercialization of mature technologies generated by the University, immersion of faculty and student in the industry, and the creation of additional income-generating opportunities inside the University.

Through the help of the Planning and Development Coordinators (PDC), ILP Directorate touch base with potential partners in facilitating and coordinating partnerships through face-to-face and/or online platforms such as education fairs, study tours, conferences, zoom, skype, google hangout, WhatsApp, etc. As an internationalization initiative, the ILP also connects with international organizations such as World Universities with Real Impact (WURI), Times Higher Education-World University Rankings, Universitas Indonesia (UI) Green Metric, ASEAN University Network (AUN), among others. For rankings and ratings, ILP coordinates with the Quality Assurance (QA) Directorate through the International Accreditation unit in the preparation, organization, and submission of organizational data, knowledge, and content. Teams organized according to the categories/areas are composed to spearhead and facilitate these activities.

PROCESS	SUB-PROCESS	REFERENCES
Establishing and Managing Linkages and Partnerships	Preparation on the signing of contracts (MOA, MOU, LoA, etc.) Monitoring Partnerships Evaluating Partnerships	• Republic Act No. 7722 (Higher Education Act of 1994) • CMO No. 55, s. of 2016 (Policy Framework and Strategies on the Internationalization of Philippine Higher Education)

		• CMO No. 1, s. 2000 (Policies and Guidelines in the Implementation of International Linkages and Twinning Programs • Approved University Organizational Structure • Internationalization Plan driven by the Sustainable Development Goals in harmony with the Philippine Development Plan (2017 – 2022) • CHED 2015 Roadmap for Higher Education • Special Order No. 22-002; SO No. 22-022 • ppp.gov.ph • RA No. 6957, as amended by RA No. 7718, 1994 • 2008 NEDA Guidelines on Joint Ventures
Evaluating the Necessity of Foreign Travel for State, Universities and Colleges	Filing of the Evaluation for the Necessity of Foreign Travel for State, Universities and Colleges	• Memorandum Circular No. 35, s. 2017 from the Office of the President of the Philippines (Clarifying and Reinforcing existing Rules and Regulations on Foreign Travel Authorities, Travel Entitlements, and Travel Tax Exemptions, which require the approval of the office of the President).

		• Memorandum Order from the Office of the President: No. 19 – 122
Maintaining Alumni Relations	• Application of Alumni Membership and ID Card • Signing of Clearances • Issuance of Alumni Membership and ID Card • Conduct of Graduate Tracer Studies • Conduct of Featured Alumni Program • Conduct of Balik Alumni Program	• CHED Memo. 17, s. 2007 (CHED – HEDP Labor Market Information System (Contract for Technical and Professional Services) • CHED RO1 • International Labor Organization - International Standard Classification of Occupations • Philippine Labor Force Survey • MOA between MMSU and MMSU and the Federated Alumni Association Inc. • University Policy
Faculty and Student Mobility	Student mobility - Virtual Mobility of Students – Submission of Documents (Inbound, Outbound) - Endorsing Requests for Summer Courses/ Short Team Programs/ COIL - Endorsing Requests for ICTP (Inbound/ Outbound Personnel Mobility - Submission of documents (for personnel exchange, professional visit, research fellowship, sabbatical leave,	Process Flowchart

	secondment faculty, visiting professorship)	

6.11 Strategic Communication

The Office for Strategic Communication (STRATCOM), formerly known as the Communication and Media Relations Office (CMRO), promotes the university's accomplishments, legacy, and people in the media, online, in university publications, and other strategic channels.

Headed by a Director, the Office works closely with the colleges, units, departments, and individuals across campus to effectively communicate the impact MMSU has, through the university's main web pages, social media channels, central publications, and partnerships with media outlets and channels. It also provides guidance and unifying visual elements for all campus communicators.

PROCESS	SUB-PROCESS	REFERENCES
Building and Promoting the Image of the University	Publication of The Chronicle/Books/ Brochures/ Manuals/Flyers /Milestone Production of MMSU Memorabilia Designing of Tarpaulins and other Creative Works Live Broadcast of Events	Sec. 13 of RA 7722 Effective Use of Marketing Communication Strategies CMO No. 33 s. 2016 Creation of HEI's Strategic Communication Office Republic Act No. 10844 **(**An Act Creating the Department of Information and Communications Technology) Special Order 19-02 Organizational Structure

6.12 Procurement Services

The Procurement Division has the responsibility of managing the procurement process of the university to support its development, mission and vision by aligning the needs of internal and external stakeholders, through prompt, cost effective and efficient delivery of goods and services, consulting services and infrastructure projects adhering to the policies and procedures as required by law.

All procurement in the University is governed by Republic Act No. 9184, otherwise known as the Government Procurement Reform Act. This Act covers the procurement of infrastructure projects, goods, services and consulting services, regardless of source of funds (Fund 101, 161, 164, 184). Cognizant of its responsibility and accountability in the expenditure of public funds, thereby, applying the principle of transparency, accountability, equity, fairness and economy in its procurement process.

All procurement shall be within the approved budget of the University, and shall be meticulously and judiciously planned. No procurement shall be undertaken unless it is in accordance with an approved Annual Procurement Plan (APP). The general mode of procurement is done through Competitive Bidding.

As a general rule, the University shall adopt competitive bidding as the general mode of procurement and shall see to it that the procurement program allows sufficient lead time for such competitive bidding. Alternative methods shall be resorted to only in highly exceptional cases.

Subject to the prior approval of the University President, and whenever justified by the conditions provided in RA 9184, the University may, in order to promote economy and efficiency, resort to any of the alternative methods of procurement. In all instances, the University shall ensure that the most advantageous price for the Government is obtained.

The division is created by the Head of the Procuring Entity (HOPE) who is responsible in the establishment of the Bid and Awards Committee (BAC) to oversee and manage the procurement process of the University. The BAC Secretariat is also formed to provide administrative support to the BAC and the Technical Working Group (TWG) and help assist in managing the procurement process. The TWG is a pool of legal, technical and financial experts created by the BAC to help them assist in eligibility screening, bid evaluation, post-qualification, review bidding documents and other vital roles required by BAC. The recipient of the procurement undertaken is the Project Management Office (PMO) or the end-users who are ad-hoc members of BAC.

PROCESS	SUB-PROCESSES	REFERENCE
Procurement	Planning	R.A. 9184 and Its IRR
	Posting	
	Bidding and other modes of Procurement	
	Awarding	
	Contract Management	

7.0 CONTROL OF EXTERNALLY PROVIDED SERVICES

The Technical Working Group (TWG) and Inspection Team ensure that purchased products and services conform to standards and specifications. The Procurement Division maintains a database listing of these providers as to their eligibility (financial and legal requirements) and the Supply and Property Management Office and PPDO as to their performances.

For procurement via public bidding, suppliers and contractors go through assessment by the TWG. Site visits to their completed projects and experiences are conducted to validate the technical documents submitted.

OUTSOURCED SERVICE	CONTROLS
Suppliers	Purchase Orders/Contracts
Contractors	Program of Work/Plans and Designs/Notice of Award (NOA)/ Notice to Proceed (NTP)/Contract
Consultants	Terms of Reference/Contract Agreement
Pakyaw Contractors	Pakyaw Agreement
Food Concessionaires	Lease Contract Agreement

8.0 MONITORING AND EVALUATION OF PERFORMANCE

8.1 Monitoring, Measurement, Analysis, and Evaluation

The University effectively measures its performance through the duly approved monitoring and evaluation system. The data collected from monitoring, measurement, analyses, and evaluation are used for the continual improvement of its systems and procedures.

Adopting the Plan-Do-Check-Act (PDCA) Cycle as a key principle and the SCOT and Fishbone Analysis as tools in situational analysis, the University conducts an annual internal quality audit to identify areas for improvement. Findings from quality audits presented during the Management Review, program and institutional accreditations, SUC Levelling, and consolidated data on CSF serve as inputs in the recalibration strategy of the University, specifically in its Mid-Year and Year-End Reviews and Planning where catch-up plans to attain target are prepared and adopted.

The following tools are utilized in monitoring and measuring performance. These tools have individual performance indicators with corresponding objective verifiable indicators (OVI) and/or scales.

- Accomplishment Reports
- Institutional Outputs and Outcomes (PREXC)
- Operational Plan
- Office Performance Commitment Review (OPCR)
- Individual Performance Commitment Review
- Project Procurement Management Plan
- Enrolment Report
- Work and Financial Plan
- Financial Report
- Internal Audit Reports
- COA Report
- Inventory of Supplies
- Graduation Statistics
- Licensure Examination Passing Rates
- Faculty and Student Mobility
- Accreditation Reports
- Rating/Ranking Results
- Faculty Performance Evaluation Rating

The University analyzes and evaluates data as bases for the improvement of the QMS. The data include, but not limited to, the following: student and stakeholder feedback; monitoring reports; internal quality audit reports; management reports; and educational product and service nonconformity results.

8.2 Students' and Other Relevant Stakeholders' Feedback Management

Feedback from students and other relevant stakeholders is crucial to the University as its education products and services are directed to them. Thus, their perception of the quality of these products and services are highly valued by the University. Concerned units and colleges obtain student feedback through available mechanisms, such as:

- Day with the Dean as institutional mechanisms to solicit feedbacks;
- Day with the President as institutional mechanisms to solicit feedbacks;
- Faculty Performance Evaluation by students;
- Client Satisfaction Survey;
- Exit Interview of out-going students;
- General Assembly of students
- University President's Report
- Stakeholders' Meeting
- Supplier/Contractors/Consultant's feedback

These activities aim to measure and monitor the performance of the University in terms of meeting the relevant stakeholders' requirements and expectations. These are also conducted to survey the current and future development concerns as they are relevant in defining and aligning the University's plans and programs. Thus, results are analyzed and evaluated, and necessary actions are taken accordingly.

A complaint is considered a nonconformity. This is documented and issued to the concerned college or department for proper action as complaints are received. The implementation of the correction and corrective actions is monitored to ensure that all complaints are properly attended and addressed.

9.0 IMPROVEMENT

9.1 Improvement of the University

Continual improvement of the College/University is its permanent objective. As such, various inputs are considered for continual improvement such as the Quality Policy, quality objectives, audit findings, analysis and utilization of performance data, corrective actions, management reviews, catch-up plans, and sustainability of processes.

The College/University ensures that improvement actions are implemented through improvement activities within existing processes and services. Activities such as benchmarking, implementation of new projects and programs, the introduction of new processes and services, and the use of new technologies and innovation in the academe contribute to the improvement of the College/University. As such, these may result in changes in the policies and procedures, adjustment in performance targets, and reassessment of risks and opportunities.

9.2 Nonconformity and Corrective Action

The College/University takes necessary actions to address nonconformities detected during operations, as a result of the IQA and Management Reviews, and as gathered from students' and other relevant stakeholders' feedback. All nonconformities are documented and issued to the concerned college or department for proper response, monitoring, implementation, and evaluation.

Upon receipt of the documented nonconformity, the college or department head identifies concerned personnel who may need to be involved in corrective action planning. Coordination is established since the nonconformity may potentially involve other concerned units.

When the need for corrective actions is established, the concerned office, department, or unit conducts a root cause analysis. Thus, identifying root causes and eliminating them prevents the recurrence of the nonconformity. Methods for identifying the root causes of the nonconformities include the "five whys" method, cause and effect diagram, and the like. From the root causes identified, appropriate corrective actions are determined and planned for proper implementation. The corrective action plan includes the activities, resources, responsibilities, and timelines needed to implement the identified solution.

The top management collectively reviews corrective actions. Depending on the nature of the solution and the associated nonconformity, monitoring, and review continue after implementation, after which, the corrective action is deemed completed.

The college or department head then reviews the effectiveness of any corrective action by confirming, through objective evidence, that the actions/corrections have been implemented or taken. As a result, the recurrence of nonconformities has been prevented or that the process performance has improved.

After the review of corrective actions, the University considers whether there are risks or opportunities that have not been determined previously, or if the actions for risks and opportunities were not effectively addressed. Updates are made on the Risk and Opportunity Registers.

Reference:

Generic Manual on ISO 9001:2015-Aligned Quality Management System for State Universities and Colleges. 2020. Development Academy of the Philippines

VISION

A premier Philippine
university by 2028

MISSION

To develop virtuous human capital
and sustainable innovations
in a knowledge-driven global economy

CORE VALUES

Knowledge
Inclusiveness
Professionalism
Spirituality and
Social Responsibility