

Republic of the Philippines
Benguet State University
La Trinidad, Benguet

ISO 9001:2015

QUALITY MANUAL

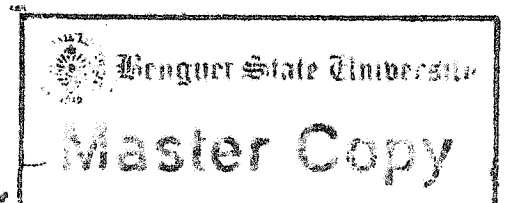
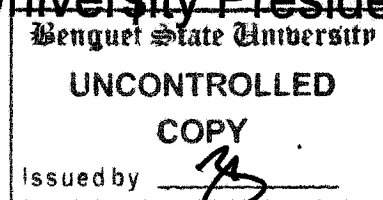


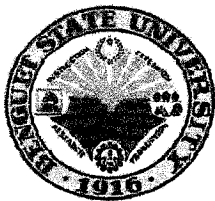
Prepared by:


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Quality Management Representative (QMR)

Approved by:


KENNETH ALIP LARUAN
University President





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SIPOC
International Relations Office
SIPOC
Project Management Unit
SIPOC
Research and Extension Services
SIPOC
Finance Services
SIPOC
Human Resource Management Office
SIPOC
Human Resource Development Office
SIPOC
Compensation, Benefits, and other Obligations Office
SIPOC
Records Office and Archives
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Procurement Management Office
SIPOC
Supply and Properties Management Office
SIPOC
General Services
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Controller of Documented Information
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II Strategic Planning

Planning and Development Office
ROM Tables
Office of the University Board Secretary
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Review and Improvement

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Core Processes

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Support Processes

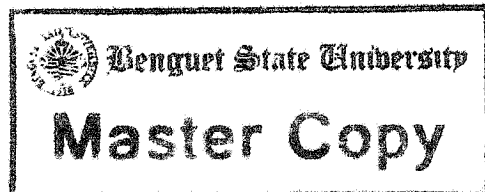
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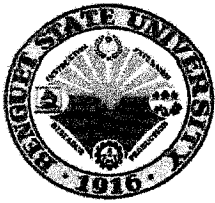
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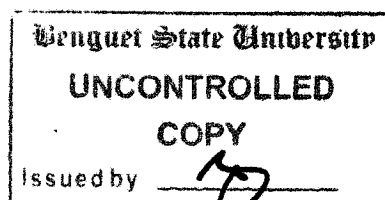


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- III Bokod Campus Services
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4	University Board Secretary, Office of the University Board Secretary	1-2
5	Information Technology Officer, Information and Communication Technology Office	1-3
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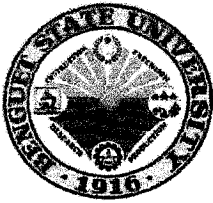
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AMENDMENT HISTORY LOG

Amendment Number	Date	Section	Amendment Details	Remarks
00	September 8, 2017	All	Initial Issue	-
01	August 24, 2018	Preliminary	Table of Contents Circulation List Amendment History Log	
01	August 24, 2018	Section 1	Updated System Overview	
01	August 24, 2018	Section 2	Updated Quality Policy	BOR Res. 2487, s. 2018
01	August 24, 2018	Section 3	Updated Business Map	Regulatory Bodies were specified
01	August 24, 2018	Section 5	Updated Flowchart (Core Process)	Revised sub-processes
		Annexes	Updated ISO outputs	Details are specified in the Controlled QMS Documents Issuance (QF-CDI-06)
02	September 11, 2018	Preliminary	Table of Contents Circulation List Amendment History Log	
02	September 11, 2018	Section 1	Updated Scope	
02	September 11, 2018	Section 2	BSU ISO-QMS Organizational Structure	
02	September 11, 2018	Section 3	Updated Business Map	From QMS Core Team to Management Review; Include one clause for HRDO; Include FOI as one of the regulatory bodies
02	September 11, 2018	Section 5	Updated Service Realization (Brief Description)	
02	September 11, 2018	Preliminary	Table of Contents	
02	September 11, 2018	Preliminary	List of Authorized Copy Holders and Corresponding Copy Number	From Circulation list to Authorized Copy Holders
02	September 11, 2018	Preliminary	Amendment History Log	
		Annexes	Updated ISO outputs	Details are specified in the Controlled QMS Documents Issuance (QF-CDI-06)
03	January 23, 2019	Preliminary	Table of Contents List of Authorized Copy Holders and	Changed Internal Audit System to Internal Audit Services



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			Corresponding Copy Number Amendment History Log	
03	January 23, 2019	Section 1	Scope of the QMS	Updated
04	October 1, 2019	Preliminary	List of Authorized Copy Holders and Corresponding Copy Number Amendment History Log	Include Institute of Information Technology (IIT)
03	October 1, 2019	Section 3	Business Process Map	Change Internal Control Audit (ICA) to Internal Quality Audit (IQA); include PCW, CHR and Congress as regulating bodies
03	October 1, 2019	Section 5	Service Realization	Revised core process brief description to include some revision in the enrollment process
		Annexes	ISO outputs of different process owners	Updates and revisions
05	October 15, 2020	Preliminary	Amendment History Log	
04	October 15, 2020	Section 1	QMS Overview	Updated information
04	October 15, 2020	Section 2	ISO Quality Management Structure/ Organization Chart	Updated members of QMS Team
03	October 15, 2020	Section 4	SWOT, PESTLE, Interested Parties, their Needs and Expectation Strategic Risk and Opportunity Identification Table Strategic Risk Management Table	Updated data and incorporated suggestions and additional inputs from the different sectoral management reviews
05	October 20, 2021	Section 2	ISO Quality Management Structure/ Organization Chart	Updated members of QMS Team
04	October 20, 2021	Section 3	Business Process Map	Updated agencies in the regulating bodies
04	October 20, 2021	Section 4	PESTLE, SWOT, List of Interested Parties	Updated data and incorporated suggestions and additional inputs from the different management reviews
06	October 18, 2022	Section 1	Scope of the QMS	Updated
06	October 18, 2022	Section 2	ISO Quality Management Structure/ Organization Chart	Updated members of QMS Team
05	October 18, 2022	Section 3	Business Process Map	Included BIR as regulating bodies

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05	October 18, 2022	Section 4	PESTLE, SWOT, List of Interested Parties	Updated data and incorporated suggestions and additional inputs from the different management reviews
04	October 18, 2022	Section 5	Flowchart	Changes in the flowchart and updated the name of <i>office in the Support Process</i>
07	October 17, 2023	Section 1	Scope of the QMS	Updated
07	October 17, 2023	Section 2	ISO Quality Management Structure/ Organization Chart	Updated members of QMS Team
06	October 17, 2023	Section 4	PESTLE, SWOT	Updated data and incorporated suggestions and additional inputs from the different management reviews
08	November 5, 2024	Preliminary	List of Authorized Copy Holders and Corresponding Copy Number	Updated list including Bokod and Buguias Copy Holders
08	November 5, 2024	Section 1	Scope of the QMS	Inclusion of the Bokod and Buguias Campus
08	November 5, 2024	Section 2	ISO Quality Management Structure/ Organization Chart	Updated members of QMS Team and Document Custodians
08	November 5, 2024	Section 4	SWOT, PESTLE and List of Interested Parties	Updated data, incorporating suggestions and additional inputs from the different management reviews
09	September 15, 2025	Preliminary	List of Authorized Copy Holders and Corresponding Copy Number	Updated list of offices under the La Trinidad and Bokod and Copy Holders
09	September 15, 2025	Section 2	Company Statements	Vision, Mission, Goals, and Objectives of the New Administration
09	September 15, 2025	Section 2	ISO Quality Management Structure/ Organization Chart	Updated members of QMS Team and Document Custodians
07	September 15, 2025	Section 4	Strategic Planning	Vision, Mission, Goals, and Objectives of the New Administration
08	September 15, 2025	Section 4	SWOT, PESTLE Analysis	Updated data, incorporating suggestions and additional inputs from the different management reviews
07	September 15, 2025	Section 4	Interested Parties, their Needs and Expectations	



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SECTION 1: QMS OVERVIEW

INTRODUCTION

This Quality Manual defines and clarifies policies, systems, and procedures adopted to implement and continuously improve the Benguet State University's Quality Management System (QMS).

This Quality Manual, together with associated documents mentioned hereto, aims to:

- describe the basic elements of the QMS of Benguet State University and serve as reference in its implementation and continuous improvement;
- inform all stakeholders so as to enable them to participate in the implementation of the QMS in the institution;
- serve as reference for newly hired personnel.

AGENCY PROFILE

As an institution of higher learning, Benguet State University was created by law to carry out programs along instruction, research, extension and agribusiness through dynamic and responsible governance.

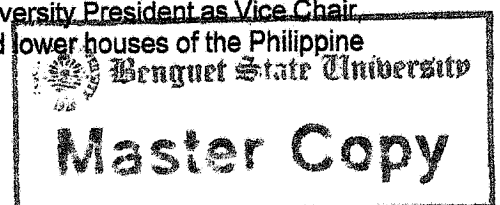
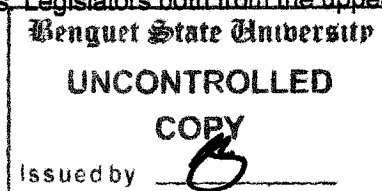
Benguet State University (BSU) is now a little more than a century old. It started as the La Trinidad Farm School with 30 Grade V pupils in 1916. It became a University in 1986 by virtue of the *Presidential Decree 2010* signed by former President Ferdinand E. Marcos in 1986. From these humble beginnings, BSU now averages an enrollment of 10,000 students every semester.

At present, the University maintains 14 colleges in the La Trinidad Campus: College of Agriculture (CA), College of Arts and Humanities (CAH), College of Engineering (CE), College of Forestry (CF), College of Home Economics and Technology (CHET), College of Human Kinetics (CHK), College of Information Sciences (CIS), College of Natural Sciences (CNS), College of Numeracy and Applied Sciences (CNAS), College of Nursing (CN), College of Public Administration and Governance (CPAG), College of Social Sciences (CSS), College of Teacher Education (CTE), and College of Veterinary Medicine (CVM). The Bokod Campus has 4 colleges: College of Applied Technology (CAT), College of Business Management & Public Administration (CBMPA), College of Education (CE), and College of Criminal Justice Education (CCJE). While the Buguias Campus has 3 colleges: College of Agriculture (CA), College of Criminal Justice Education (CCJE), and College of Education (CE). The Advanced Studies, previously the Graduate School, has the different Graduate offerings of the University lodged in the concerned colleges. At present, the University offers ten (10) Doctorate degree programs, forty-one (41) Masters programs, fifty (50) Undergraduate degree programs, eight (8) diploma/certificate special short courses, and an Open University. Research and extension programs are pursued to enhance the impact of these curricular offerings as well as to help improve the livelihood and health of the communities near the University. The production sector (University Business Affairs) serves as a lifeline that provides additional financial resources to carry out various operations of the University and a sound avenue as well to showcase that the technologies generated are economically feasible, socially acceptable and environment-friendly.

Its status as a CHED-SUC-Level IV University has been mainly attributed to the majority of its programs, projects and activities having attained Levels III (33 academic programs) and Level IV (12 academic programs) based on the standards set by the Accrediting Agency of Chartered Colleges and Universities of the Philippines, Inc. (AACCUP).

At present, the University consists of three campuses. The main campus is sprawled on a 605.7855 hectare-land grant at the heart of La Trinidad, the capital town of Benguet Province, about 255 kilometers north of Manila and 5 kilometers away from Baguio City. The Buguias Campus, formerly the Buguias-Loo Polytechnic College integrated to the University in 2001, is 81 km away from the La Trinidad Campus while Bokod Campus, formerly the Benguet School of Arts and Trades integrated in 2001, is 51 km. away.

The University is governed by a Board of Regents whose composition as the policy-making body is made up of CHED Chairperson/Representative as Chair, the University President as Vice Chair, and the following as members: Legislators both from the upper and lower houses of the Philippine





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government, Regional Directors of Government Line Agencies, prominent private citizens, federated Faculty Club representative, federated Supreme Student Government representative, and a BSU Alumni representative.

SYSTEM OVERVIEW

Benguet State University started its ISO initiatives after a team assigned by the then President *Rogelio D. Colting* attended a "Training Workshop on ISO 9001:2008/ QQMSS Requirements and Documentation conducted by the Development Academy of the Philippines (DAP) in September 2009. After a series of meetings, it was decided that the University will have its Instruction Services certified. With technical guidance from the DAP, the BSU ISO Team then proceeded with the documentation of the Quality Management System (QMS) and the conduct of various trainings and cascading sessions to prepare the Process Owners and other University personnel for the certification. Third party auditing was not able to push through though.

In 2017, the University was bent on having its various processes ISO certified through ISO 9001:2015. With Instruction Services as the Core Process, and Administration and Finance, and Research and Extension as Support Processes, the designated BSU QMS Team had undertaken a series of trainings and workshops in preparation for the crafting of required QMS documents. It was in 2018 that Benguet State University became ISO 9001:2015 certified and after garnering successful surveillance audit results, was re-certified in 2021.

Scope

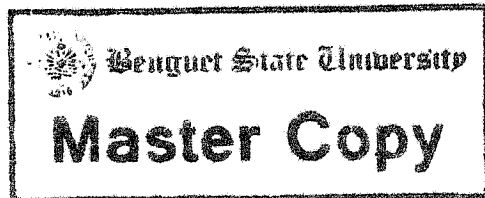
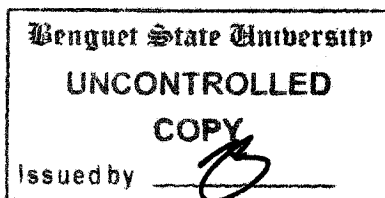
The scope of Benguet State University's Quality Management System encompasses Instruction Services as the Core Process and Administration and Finance, and Research and Extension Services as the Support processes.

The **Provision of Tertiary Education** is thus the scope of the University's ISO 9001:2015 certification specifically referring to undergraduate programs offered by its different colleges and encompassed in the core process - Instruction Services. This includes the processes being implemented by the 21 colleges under tertiary higher education in the three (3) campuses, the Office of the University Registrar (OUR)/Campus Registrar and Office of Student Services (OSS). All of them play a significant part in addressing customer requirements while at the University starting from admission, enrollment, instruction, until graduation.

The following colleges compose the **core process**: College of Agriculture (CA), College of Arts and Humanities (CAH), College of Engineering (CE), College of Forestry (CF), College of Home Economics and Technology (CHET), College of Human Kinetics (CHK), College of Information Sciences (CIS), College of Natural Sciences (CNS), College of Numeracy and Applied Sciences (CNAS), College of Nursing (CN), College of Public Administration and Governance (CPAG), College of Social Sciences (CSS), College of Teacher Education (CTE), and College of Veterinary Medicine (CVM) in the La Trinidad Campus. The College of Applied Technology (CAT), College of Business Management & Public Administration (CBMPA), College of Education (CE), and College of Criminal Justice Education (CCJE) in the Bokod Campus. And in the Buguias Campus, the College of Agriculture (CA), College of Criminal Justice Education (CCJE), and College of Education (CE).

The BSU Advanced Studies (previously BSU Graduate School), Open University, basic Elementary and Secondary Education, the International Language Center, other short/diploma courses, and other programs of tertiary education based on RA 10931 such as those under TESDA, TVET (Technical-Vocational Education and Training and TVIs (Technical-Vocational Institutions) are not included in the scope of the QMS instruction services. The Business Affairs Sector is likewise not included. The Gender and Development Office, Center for Culture and Arts, Sports Development Office, National Service Training Program (NSTP) and the BSU Alumni Office are likewise not part of the BSU QMS.

Upon admission to the University, each student goes to the College offering the Program of his choice where screening of applicants is conducted. He is then given a Notice of Admission by the Office of the University Registrar upon acceptance. The student then enrolls after being given his class schedule and is considered officially registered upon payment of required fees.





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Under Instruction Services, faculty members prepare their syllabi for the courses to be taught for the semester/term, teach the students for the entire term using different modes of instruction as applicable, and after a student is evaluated through examinations and other evaluation modes, is given his final grades at the end of the term. Curriculum development and revision, including Instructional Materials (IM) preparation are likewise done by faculty members as part of enhancement of teaching competencies. While in the University, the student is able to avail of student services facilitated by the Office of Student Services (OSS) such as the provision of student development and wellness services, health services and library resources. Academic records of students are managed by the Office of the University Registrar (OUR) and the Campus Registrars. When a student finally finishes all the academic requirements in his Program, and after these are duly evaluated, the University Academic Council recommends the student for graduation and approved by the University Board of Regents.

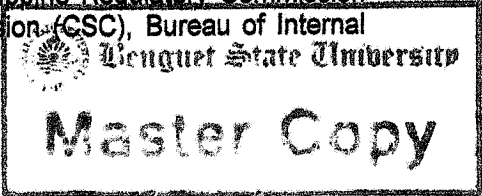
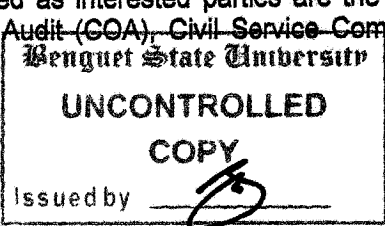
The Support Services – Administration and Finance, including Office of the President (OP) offices and Research and Extension, though having indirect links to the students, have significant roles to play in the students' life in the campus. Instruction Services are thus complemented by these Support Services in the University. The following offices are included in the QMS: Human Resource Management Office (HRMO), Human Resource Development Office (HRDO), General Services Office (GSO), Procurement Management Office (PMO), Supply and Property Management Office (SPMO), Compensation, Benefits and Other Obligations Office (CBOO), Information and Communication Technology (ICT), Finance which includes the Budget, Accounting and Cashiering Offices, University Public Affairs Office (UPAO), Legal Office, Security Office, Motor Pool, Records Office & Archives, Planning Unit (PU), Project Management Unit (PMU), Office of the University Board Secretary (OUBS), Office for Quality Assurance and Accreditation (OQAA) and International Relations Office (IRO). Document Controllers take charge of QMS record management and the control of documented information. Document custodians are designated per office to facilitate records management while at the same time coordinating with the University Document Controllers. The operation of all these different offices and performance of their respective functions are supported and enhanced by the presence of relevant interested parties.

Research and extension play pivotal roles in education. Both faculty and students engage in these activities, thus, the research and extension sector functions to facilitate the conduct of research and extension activities that enhance both teaching and learning, develop new knowledge and contribute to the community. The following are the Centers under the BSU Research and Extension Sector: Office of the Vice President for Research and Extension (OVPRE); Office of Research Services (ORS); Office of Extension Services (OES); Intellectual Property Rights Office (IPRO); Horticultural Research and Training Institute (HORTI); Northern Philippines Root Crops Research and Training Institute (NPRCRTC); Institute of Highland Farming System and Agroforestry (IHFS); Institute of Social Research and Development (ISRD); Cordillera Organic Agriculture Research and Development Center (COARDC); Agri-based Technology Business Incubator/Innovation Center (ATBI/IC); Climate- Smart Agriculture Center (CSAC); Cordillera Regional Apiculture Center (CRAC); Food Science Research and Innovation Center (FSRIC); Research and Extension Publication Office (REPO); Higher Education Regional Research Center (HERRC).

External and internal issues in the University are addressed by regular and proper strategic planning spearheaded by the Planning Unit (PU). The Office of the University Board Secretary takes charge of informing and updating the University Board of Regents (BOR) of transactions taking place in the institution, including relevant issues and concerns within the University needing its decision and approval.

The Internal Audit Services (IAS) Office takes charge of reviewing and monitoring the soundness of internal control system of the university while the team of Internal Quality Auditors is responsible in regularly reviewing and monitoring the different processes and procedures of the core and support offices so that corrective actions are done, improvement of processes is assured and best practices are developed and sustained.

Many services provided by both the core and support processes in the University consider applicable statutory and regulatory requirements such as those of the Commission on Higher Education (CHED) for Certificate of Program Compliance (COPC), scholarships, enrollment and graduation data and student organizations. Concerns on University budget proposals, budget and financial accountabilities and agency procurement requests are through the Department of Budget & Management. Also included as interested parties are the Philippine Regulatory Commission (PRC), the Commission on Audit (COA), Civil Service Commission (CSC), Bureau of Internal





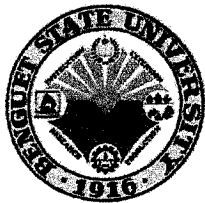
QUALITY MANUAL

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Revenue (BIR), PHILGEPS, Philippine Association of State Universities and Colleges (PASUC), Department of Education (DepEd) and the Accrediting Agency of Chartered Colleges and Universities of the Philippines (AACUP). Other regulatory bodies include the Environmental Management Bureau – CAR, PAG-IBIG, GSIS, Philhealth, SSS, DOH, DOLE, NEDA, LTO, DFA, PDEA, NAP, FOI, Utility Services, Scholarship Sponsors and other agencies, organizations, and institutions.

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QUALITY MANUAL

SECTION 2: COMPANY STATEMENTS

VISION AND MISSION

VISION:

A premier university in transformative education, innovative research, inclusive extension services, sustainable development, and stewardship of culture and the environment.

MISSION:

Cultivate resilient and future-ready human capital through excellent teaching, responsive research, proactive and sustainable community engagements, strategic partnerships, and progressive leadership.

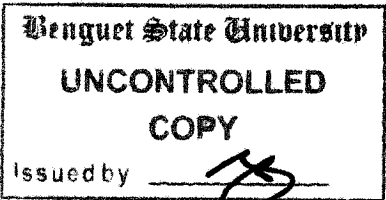
CORE VALUES

- E Excellence
- V Vibrancy
- E Equity
- R Responsiveness
- L Leadership
- A Accountability
- S Service
- T Teamwork
- I Ingenuity
- N Nobility
- G Greatness

QUALITY POLICY

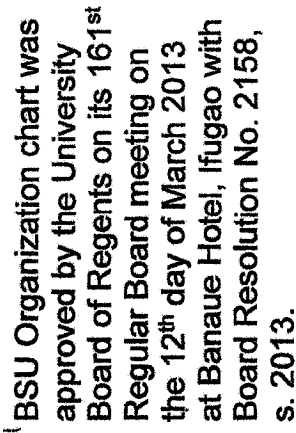
"Benguet State University is continuously committed to improve its Quality Management System, satisfy requirements of relevant interested parties and provide excellent service for quality education and innovative research aligned with sustainable development and client satisfaction"

The Quality Policy was developed in alignment to the organization's Vision and Mission in its provision of quality education. Its framework is in consonance to the University's strategic objectives aimed toward a commitment to the continual improvement of its quality management system.

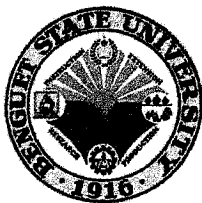




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QUALITY MANUAL

FUNCTIONAL DESCRIPTION

The Offices Under the University President

(Lifted from BSU Code 1990, Res. No. 365, s. 1990)

The University President shall be the Chief Executive Officer of the University. He shall be appointed by the President of the Philippines upon recommendation of the Secretary of Education, Culture and Sports after consultation with the Board of Regents as provided for under P.D. No. 1437 and 2010. His compensation and term of office shall be fixed in accordance with laws. In case of vacancy, by reason of death, resignation, retirement, incapacity or removal, the Secretary of Education, Culture and Sports shall designate an officer-in-charge of the University pending appointment of a University President by the President of the Republic of the Philippines.

The Vice President for Administration and Finance

(Lifted from BSU Code 1990, Res. No. 365, s. 1990)

The University shall have a Vice President appointed by the Board of Regents on recommendation of the University President. He shall assist the University President in the general administration of the University towards the promotion of effectiveness, efficiency, and economy in the delivery of educational services. He shall assist the University President in the establishment of better management control systems within administrative matters.

The Vice President for Academics (Lifted from BSU Code 2010 Draft)

There shall be Vice-President for Academic Affairs (VPAA). He/she must have a doctorate degree and at least a professor rank with five years of administrative experience. The Office of the VPAA shall oversee, supervise, develop, plan, and facilitate the implementation of existing and new academic programs.

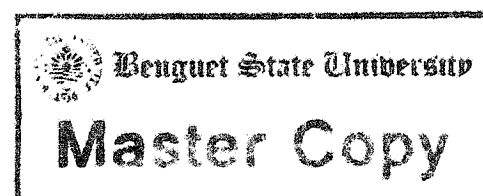
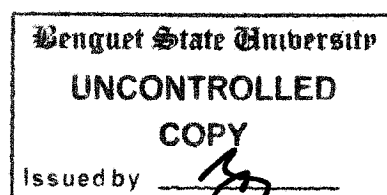
The Vice President for Research and Extension

(Lifted from BSU Code 1990, Res. No. 365, s. 1990)

The Office of the Vice President for Research and Extension is a mutual consultative, supportive and service arm to promote the interests of the offices/centers/institutes under the research and extension organization.

The Vice President for Business Affairs (Lifted from BSU Code 2014 Draft)

There shall be a Vice President for Business Affairs to be appointed by the Board of Regents upon recommendation of the University President in accordance with existing Civil Service laws and rules. The Vice President for Business Affairs must have a basic knowledge and experience in business management, preferably with doctorate degree in a related field, and should have at least five years of administrative experience.

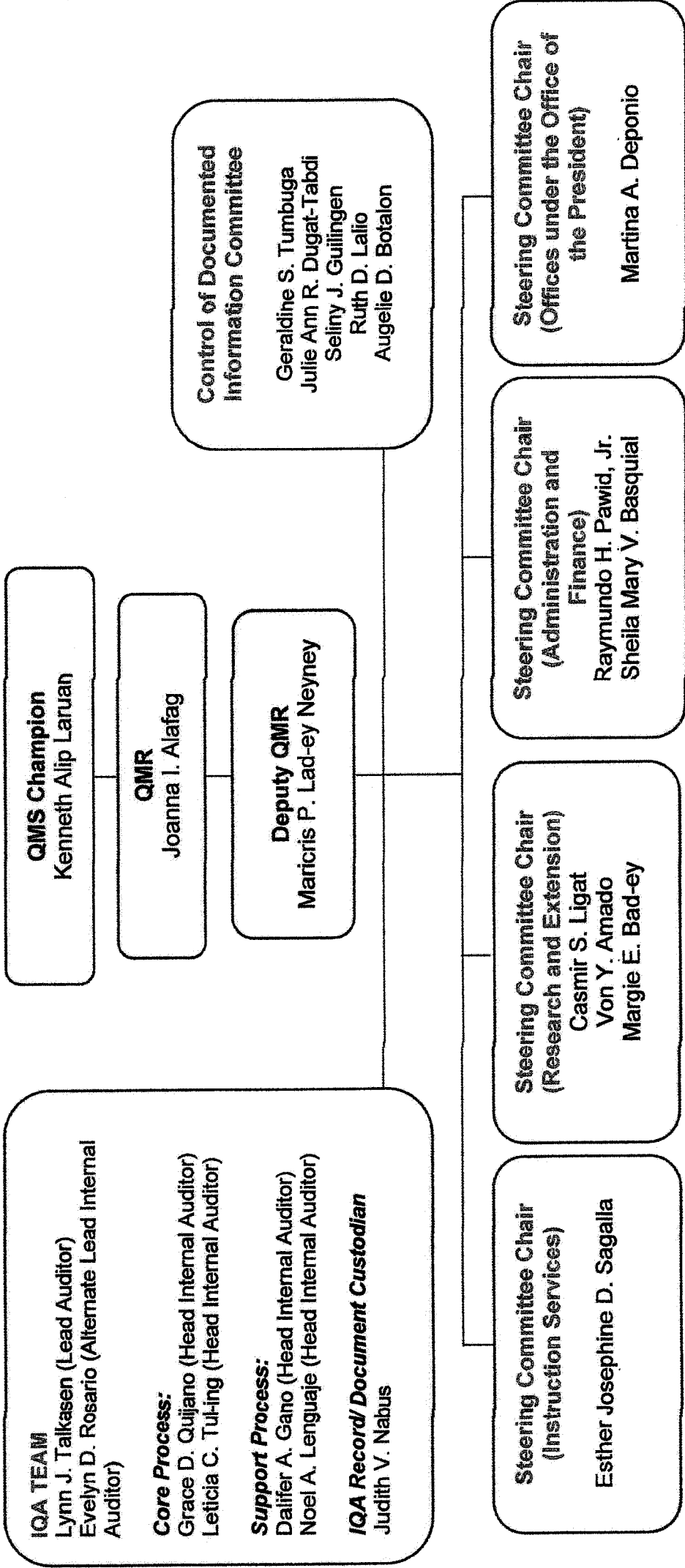




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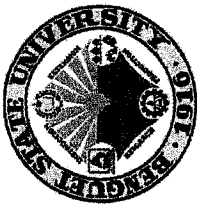
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ISO Quality Management Structure/Organizational Chart



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Deputy QMRs

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Documentation Committee Members

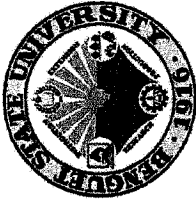
Samuel L. Duyan	CA	Rodeliza A. Flores	CHET	Leticia C. Tul-Ing	CTE
Mary Arnel D. Garcia	CA	Jenny V. Esiang	CHK	Dona Claire L. Collinang	CTE
Hector C. Gayomba	CA	Ryan B. Batina	CHK	Jingie P. Cuevas	CTE
Jamesly T. Andres	CA	Jandy U. Gay-as	CHK	Dolores E. Alawas	CTE
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Jameson I. Lopez	CA	Elizabeth A. Lascano	CIS	Emelda E. Villa	CTE
Lunila C. Carifio	CA	Ervina Luisa D. Campus	CN	Alken M. Sasa	CVM
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Nelson S. Banos	CE	Jhorney Fe F. Saptian	CNS	Bernadette C. Baglo	OUR
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Marlon Charles V. Villafuerte	CE	Marjory M. Tabon	CNS	Melody P. Marchewka	UHS
Josel M. Florentin	CF	Jason M. Leung	CNS	Freddie L. Sayucop	UHS
Sano L. Ngiwas	CF	Glorina C. Damong	CPAG	Carl Bryan W. Sibayan	ULIS
Nova D. Doyog	CF	Jocelyn G. Nitron	CPAG	Beverly A. Aguilar	OUBS
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Rex John G. Bawang	IRO	Genaro Saliyoc	GSO
Racquel M. Fatog	IRO	Seliny J. Guilingen	OVPRE
Jeanne H. Balacay	OLA	Aurita S. Budikay	OES
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Rodel S. Onil	GSO	Learnr A. Ablasa	OED	Benjamin S. Piaga	PDO
Hazel G. Lino	HRMO	Fely P. Dangpayan	OED	Steve S. Pinas	ICT
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Jade S. Tolano	OED	Vivian P. Legaspi	OSS	Raquel O. Abyado	RES
Arvin D. Hilario	SSO	Vina Joy S. Tosay	HRMDO	Marjorie T. Cornelio	RES
Brigida A. Bensosan	SPMO	Rhod John C. Peralta	SPMO		
Jade S. Tolano	Records	Geraldine K. Tangoyab	PMO		

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September 2, 2025

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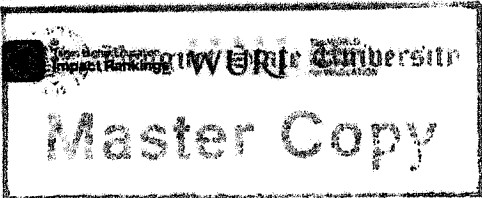
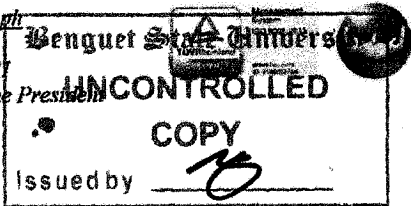
TO : ALL CONCERNED FACULTY AND STAFF

SUBJECT : UPDATED DESIGNATION AND COMPOSITION OF THE BENGUET STATE UNIVERSITY
ISO-QMS ORGANIZATIONAL STRUCTURE/TEAM

1. The following faculty and staff are hereby designated to compose the BSU ISO-QMS Organizational Structure including their respective functions and shall be effective February 11, 2025 until further revoked by this Office, to wit:

DESIGNATION	NAME	FUNCTION
Quality Management System (QMS) Champion	KENNETH A. LARUAN	1. Establishes, reviews and maintains the Quality Policy of the Institution; 2. Ensures that quality objectives and relevant functions are established at different levels with the University; 3. Ensures allocation of available resources to support the implementation of the institution's QMS; 4. Defines the responsibilities and authorities of each unit in the organization; 5. Reviews the effectiveness of the institution's QMS and monitors the implementation and improvement of action plans; 6. Ensures that communication mechanisms are effective and established.
Quality Management Representative (QMR)	JOANNA I. ALAFAG	1. Oversees the implementation of the Quality Management System; 2. Ensures the effective implementation and maintenance of the established QMS; 3. Reports to the CEO/QMS Champion the performance of the quality management systems and areas for further improvement; 4. Ensures the promotion of awareness in meeting or exceeding customer requirements within the relevant scope of the institution's QMS; 5. Liaises with external parties on matters relating to the institution's QMS.
Deputy QMR	MARICRIS P. LAD-EY-NEYNEY	1. Ensures the effective planning, implementation, maintenance and continuous

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		improvement of the established QMS for the sector; 2. Assists the QMR in performing assigned duties and responsibilities; 3. Assumes the responsibilities of the QMR in his/her absence.
Heads, Steering Committee for Academic Sector	ESTHER JOSEPHINE D. SAGALLA JANICE P. BALANGEN JULIENNE C. CARIÑO	1. Be in-charge of the close guidance of the documentation and implementation of the QMS processes within their committee; 2. Meets the documentation committee members regularly to discuss issues, concerns and action to be taken to improve the QMS; and 3. Consolidates the outputs of the documentation committee members for either Instruction Services or Administration or R & E or Offices under the OP.
Heads, Steering Committee for Research & Extension	CASMIR S. LIGAT VON Y. AMADO MARGIE S. EPIE	
Heads, Steering Committee for Administration and Finance	Administration: RAYMUNDO H. PAWID, JR. Finance: SHEILA MARY V. BASQUIAL Offices under OP: MARTINA A. DEPONIO	
INTERNAL QUALITY AUDIT TEAM		
Lead Internal Auditor	LYNN J. TALKASEN	1. Prepares the audit plan, coordinates and implements the agency's Audit Program; 2. Identifies the necessary resources needed to manage the agency's Audit Program; 3. Provides inputs on audit findings during management review; 4. Monitors and maintains records of implementation of corrective and preventive actions for non-conformances found during audits
Alternate Lead Internal Auditor	EVELYN D. ROSARIO	
Core Process – Cluster Lead Auditors	GRACE D. QUIJANO LETICIA C. TUL-ING	
Support Process – Cluster Lead Auditors	DALIFER A. GANO NOEL A. LENGUAJE	
Document Custodian for Internal Quality Audit	JUDITH V. NABUS	1. File correctly and appropriately all pertinent IQA-QMS documents of the university; 2. To be in custody of all pertinent IQA-QMS documents; 3. To be able to easily locate in office files, needed IQA-QMS documents; and 4. To be updated with new requirements / methods / guidelines in the upkeep of IQA-QMS documents.
CONTROL OF DOCUMENTED INFORMATION COMMITTEE(CDIC)		
Lead CDI	GERALDINE S. TUMBAGA	1. Documents, implements, establishes and maintains a procedure for the control of documents; 2. Maintains the master copies and master list of the Quality Manual, Quality Procedures and Standard Operational Procedures, as well as the master list of externally generated documents and references; 3. Ensures that current versions of relevant documents are available
Members:	JULIE ANN R. DUGAT-TABDI SELINY J. GUILINGEN RUTH D. LALIO AUGELIE D. BOTALON	

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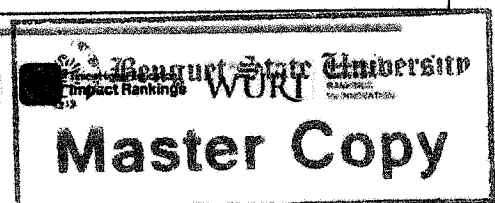
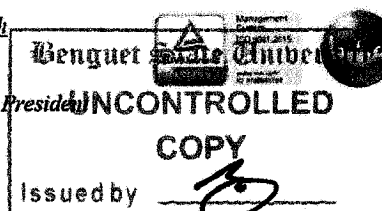
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BAGONG PILIPINAS

		for use; 4. Prevents unintended use of obsolete documents as well as the unauthorized use of relevant documents; 5. Ensures the traceability of documents.
CHANGE CONTROL MANAGEMENT COMMITTEE		
Change Control Management Committee Chair	RICHARD H. KINNUD	1. Facilitates the crafting and approval of the change and Control Management Policy of the University; and 2. Monitors the implementation of the University Change Control Management Policy in coordination with the QMS Champion/President and the QMR.
PROCESS OWNERS		
A. Academic Sector		
College of Agriculture (CA)	CONSTANTINO T. SUDAYPAN	
College of Arts and Humanities (CAH)	RONDA B. TULLAY	
College of Engineering (CE)	ALVIN C. DULAY	
College of Forestry (CF)	NOVA D. DOYOG	
College of Home Economics and Technology (CHET)	JAO-JAO A. SOMYDEN	
College of Information Sciences (CIS)	GRACE D. QUIJANO	
College of Numeracy and Applied Sciences (CNAS)	EDERSON G. BAWANG	
College of Natural Sciences (CNS)	SHERLYN C. TIPAYNO	
College of Nursing (CN)	MARK U. GAY-AS	
College of Social Sciences (CSS)	STANLEY F. ANONGOS, JR.	
College of Veterinary Medicine (CVM)	MAUREEN THERESA P. DE VERA	
College of Teacher Education (CTE)	DIVINA M. YANGO	
College of Human Kinetics (CHK)	MARLON S. TABDI	
College of Public Administration and Governance (CPAG)	GRETCHEN GAYE C. ABLAZA	
Office of the University Registrar (OUR)	JULIE A. BUASEN	
Office of Student Services (OSS)	ERLYN HONEYLETTE C. MARQUEZ	
University Health Services (UHS)	FLORENCE V. POLTIC	
University Library and Information Services (ULIS)	LAUREN P. KIPAAN	
B. Administration and Finance		
1. Administrative Division		
Compensation, Benefits, and Other Obligations Office (CBOO)	SUSAN P. BUASEN-OCASEN	
Records Office and Archives (ROA)	CHARLIE M. TURING	
Human Resource and Development Office (HRDO)	MARICRIS P. LAD-EY-NEYNEY	
Human Resource and Management Office (HRMO)	RAYMUNDO H. PAWID, JR.	
Supply and Property Management Office (SPMO)	RICKY S. POLILEN	
Procurement Management Office (PMO)	ARSENIA L. BAYAWA	

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2. Finance Division	
Accounting Office	IMELDA B. GALINATO
Budget Office	ESTRELLITA M. DACLAN
Cashiering Office	JOAN ANN B. DECINA
3. General Services Division	
Security Services Unit (SSU)	ODELON C. DULAY
Facilities and Ground Maintenance Unit (FGMU)	DONATO R. WANAWAN, JR.
Transport and Automotive Services Unit (TASU)	ARGEL D. VALDEZ
Landscaping and Environmental Aesthetic Unit (LEAU)	LEILA MARY A. AYBAN
C. Office of the President	
Information and Communications Technology (ICT)	PAUL G. GARCIA, JR.
Internal Audit Service (IAS)	ANGELINE D. ALICDA
International Relations Office (IRO)	REX JOHN G. BAWANG
University Public Affairs Office (UPAO)	JENNYLINE S. TABANGCURA
Office for Legal Affairs (OLA)	REYNANTE B. BASCO
Office for Quality Assurance and Accreditation (OQAA)	JOANNA I. ALAFAG
Office of the University and Board Secretary (OUBS)	LYNN J. TALKASEN
Planning Unit (PU)	MELVIN JOHN M. AROMIN
Project Management Unit (PMU)	HAZELINE N. TIBANGAY
D. Research and Extension	
Office of Extension Services (OES)	CHERYLL C. LAUNIO
Office of Research Services (ORS)	RUTH S. BATANI
Northern Philippines Root Crops Research and Training Center (NPRCRTC)	GRACE S. BACKIAN
Horticulture Research and Training Institute (HORTI)	JEMMA ROSE M. KILAKIL
Institute of Highland Farming Systems and Agroforestry (IHFA)	CHRISTOPHER P. DEPONIO
Climate-Smart Agriculture Center (CSAC)	GENNIE B. SOYON
Institute of Social Research and Development (ISRD)	ANN HEATHER B. KIWANG
Agri-based Technology Business Incubator/Innovation Center (ATBI/IC)	RUTH C. DIEGO
Cordillera Organic Agriculture Research and Development Center (COARDC)	GENNIE B. SOYON
Intellectual Property Rights Office (IPRO)	CYNTHIA D. GARAMBAS
Cordillera Regional Apiculture Center (CRAC)	ANA B. MENDOZA
Research and Extension Publication Office (REPO)	CHERYLL C. LAUNIO
Geoinformatics Center (GIS)	ROSCINTO IAN C. LUMBRES
Cordillera Center for Animal Research and Development (CCARD)	ANA B. MENDOZA
Center for Educational Research and Innovation (CERI)	JANET LYNN M. BALAGTEY
Food Science Research Innovation Center (FSRIC)	LESLEY DALE G. UMATAY
Cordillera Center for Analysis of Agriculture, Natural Resources and Environmental Biotechnology (CordICARE)	JHOME FE (JAJA) F. SAPITAN

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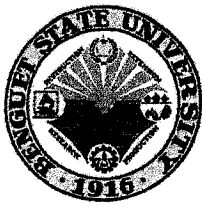
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E. BOKOD CAMPUS		
Quality Assurance Coordinator	CHERRY S. TOLANO	
Academic Unit	SHAKIRA B. HERMAN (College of Education) VIOLETA B. BUGTONG (College of Applied Technology) DEMPSEY O. DEPAYSO (College of Criminal Justice Education and Public Administration)	
Administration and Finance Unit	HAZEL G. LINO	
Registrar's Office	AMORSOLO B. CUILAN	
Office of Students Services	ROWENA P. VIRAY	
Office of Research and Extension	SHAKIRA B. HERMAN	
Health Services Office	RACHELLE B. KIONG	
Library Services Office	ESTELLA A. KIGANGAN	
General Service Office	RODEL S. ONIL	
F. BUGUIAS CAMPUS		
Quality Assurance Coordinator	JAYNE B. MIRANDA	
Academic Unit	FLORENDO P. COMILA (College of Agriculture) ELIZABETH M. BAY-AN (College of Education) DIVINIA K. DOMINGUEZ (College of Education) SUSAN D. ANSIBEY (College of Education) VICTOR O. DELOS SANTOS (College of Criminal Justice Education)	
Office of the Registrar	MARITES P. LAMPACAN	
Office of Student Services	KENNETH T. KITONGAN	
Records Office	ROSITA N. PUKOL	
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Supply And Property Management Office (SPMO)	RHOD JOHN C. PERALTA	
Procurement Management Office (PMO)	GERALDINE K. TANGOYAB	
Security Services Office (SSO)	SABADO D. BULAGLAG	
General Services Office (GSO)	MIGUEL D. HIBLAWEN	
Motorpool and Transportation Services (MTS)	ROMEO JR. C. BOGTONG	
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Budget Office	MARITES P. LAMPACAN	
Cashiering Office	RHEA S. PADASEN	
Information And Communications Technology (ICT)	CLYDE A. SENTI	
Health Services (HS)	MELODY C. DOMALTI	
Library And Information Service (LIS)	LUNCIA B. BOSILO	
Research and Extension Office	RAQUEL O. ABYADO	
QMS Team Members		
A. Academic Sector:		
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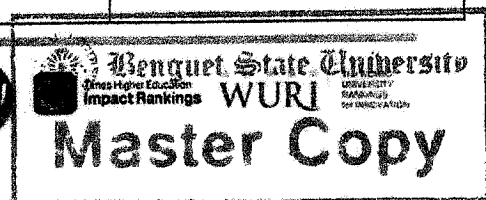
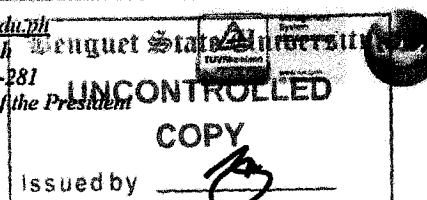


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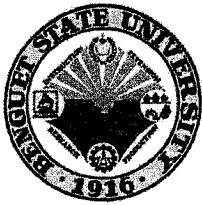
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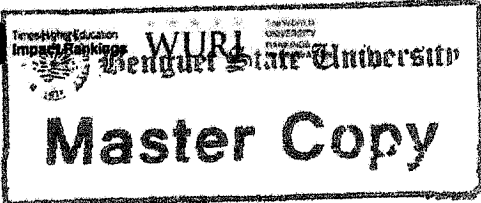
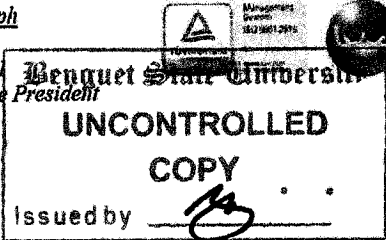


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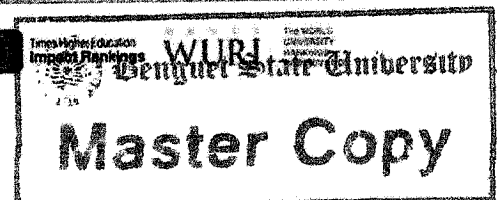
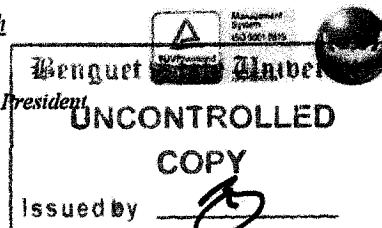
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Research & Extension Services Office (REO)	MARJORIE T. CORNELIO

2. This shall supersede office order number: 0538 series 2024 issued on November 11, 2024;

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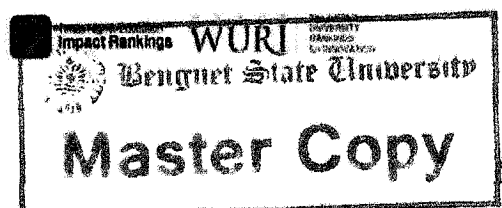
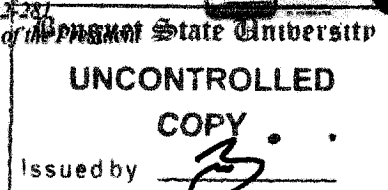
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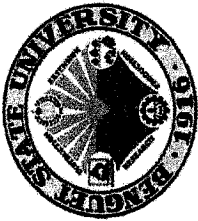


3. This designation shall be given a corresponding credit, or as appropriate, however, subject to the existing academic/administrative policies of the University;
4. In the best interest of public service and in order to sustain quality and excellence in the University, they shall perform their duties and responsibilities in the said designation with utmost sincerity, honesty, dedication, and commitment;
5. Be guided accordingly.


KENNETH A. LARUAN
President

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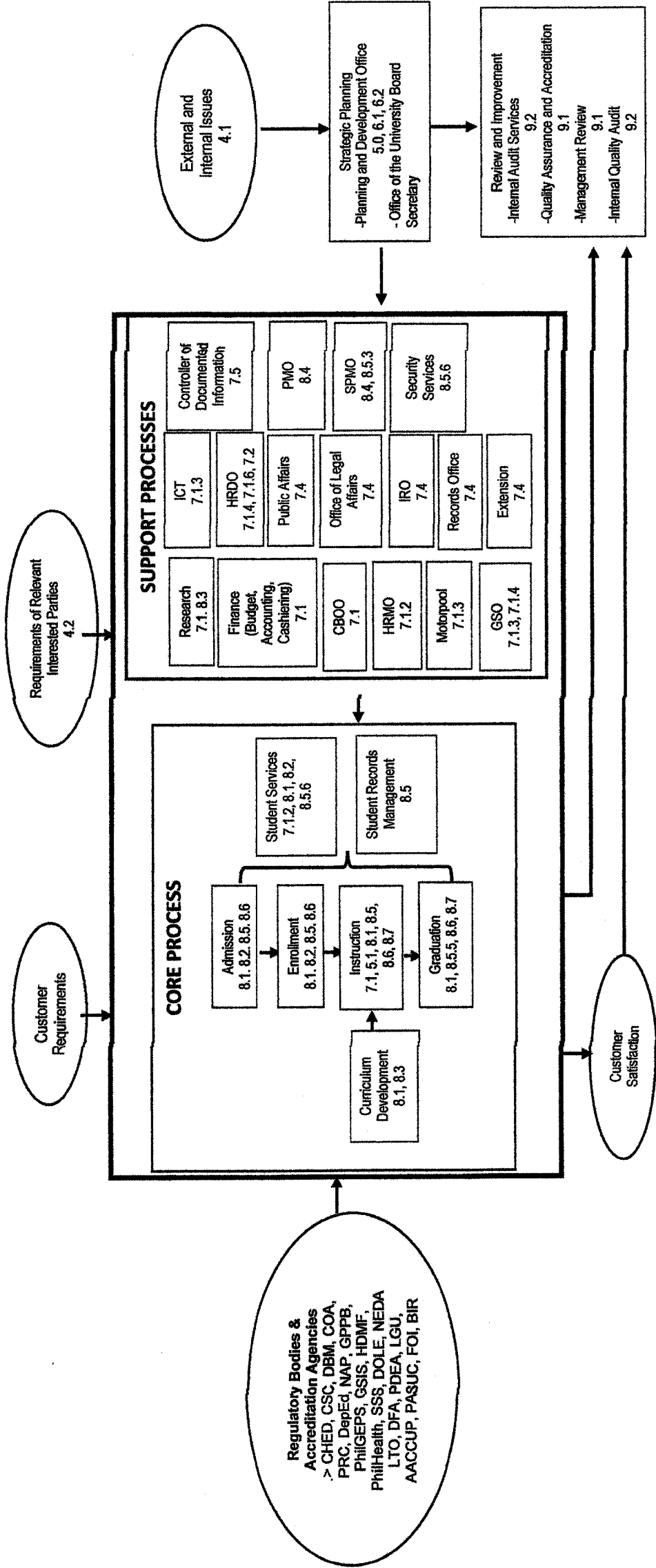




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SECTION 3: BUSINESS PROCESS MAP



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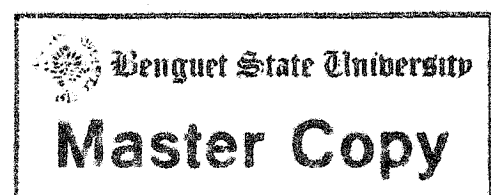
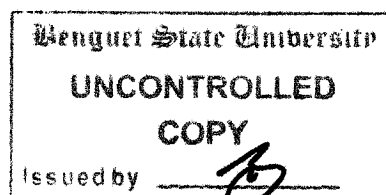
The core process for business processing at Benguet State University is Instruction Services of the Academic Sector. In order for a student to transact and complete business within the university in terms of availing of the University's instruction services, there are requirements needed to be satisfied for Admission, Enrollment, Instruction (Mentoring) and Graduation. Currently, there are fourteen (14) colleges, the Office of the Vice President for Academic Affairs (OVPA), the Office of the University Registrar (OUR), and the Office of Student Services (OSS) that cater to this.

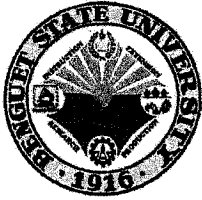
Provision of tertiary education is governed by the Commission on Higher Education (CHED), other regulatory bodies and enhanced by various accrediting agencies. The development of specific curricula for the different academic programs, approved by CHED and/or other regulatory bodies provide the faculty the needed and appropriate instruction services to its students. The presence of student auxiliary services by the OSS likewise gives the assurance that needs of the students are catered to, from Admission until Graduation.

Instruction Services are complemented by the Support Services in the University. These are the offices for Human Resource Management (HRMO), Human Resource Development (HRDO), General Services (GSO), Procurement Management (PMO), Supply and Procurement Management (SPMO), Compensation, Benefits and Other Obligations (CBOO), Information and Communication Technology (ICT), Finance which includes the Budget, Accounting and Cashiering Offices, University Public Affairs (UPAO), Legal Affairs (Legal), Security Services, Motorpool, Records and Archives (ROA), International Relations (IRO), Research and Extension Services and the processes covering Controller of Documented Information (CDI) including Internal Quality Audit. The operation of these different offices and performance of their respective functions are supported and enhanced by the presence of relevant *interested parties and specific regulatory bodies*.

External and internal issues in the University are addressed by regular and proper strategic planning spearheaded by the Planning and Development Office (PDO). The Office of the University Board Secretary (OUBS) takes charge of informing and updating the University Board of Regents (BOR) of transactions taking place, relevant issues and concerns within the University needing its decision and approval.

The Internal Audit Services (IAS) Office reviews and evaluates financial transactions in the University while the Office for Quality Assurance and Accreditation (OQAA) is responsible for regularly reviewing the different processes and procedures of the core and support offices so that corrective actions and improvement of processes are done to ensure customer satisfaction and quality service.





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SECTION 4: STRATEGIC PLANNING

STRATEGIC OBJECTIVES

Goals & Objectives

Goal 1: (Instruction) Ensure equity in accessing quality higher education

Objectives:

1. Formulate and implement affirmative action policies aligned with free higher education.
2. Sustain enrollment of disadvantaged students
3. Sustain grants and scholarships for undergraduate and graduate students
4. Develop learning continuity and student affairs services plan
5. Implement inclusive education strategies for diverse learners
6. Sustain optimal enrollment in all degree programs

GOAL 2: (Instruction) Advance quality and relevant instruction to boost regional economies.

Objectives:

1. Enhance instruction through a supportive and innovative environment
2. Continuously improve tertiary and advanced education standards

GOAL 3: (Research) Develop pioneering science and gender and culture-sensitive solutions to reduce regional vulnerabilities and boost socio- economic conditions

Objectives:

1. Strengthen policies, culture, linkages and support for research and development
2. Advance scholarly capabilities of faculty and staff through research-driven initiatives and activities
3. Conduct socially-responsive and impactful research

GOAL 4: (Extension) Develop proactive extension programs for disadvantaged communities and vulnerable sectors

Objectives:

1. Enhance extension system environment for effective community development
2. Build capacity among extension service providers
3. Implement culturally-relevant and gender-sensitive engagement programs
4. Expand reach and inclusivity of extension initiatives
5. Evaluate and amplify the impact of extension programs and projects

GOAL 5: (Administration and Finance) Promote integrity-based governance and efficient management of resources

Objectives:

1. Develop human resource capabilities
2. Cultivate a culture of good governance and resource stewardship
3. Develop smart and green campus solutions
4. Establish sound financial policies and systems

GOAL 6: (Business Affairs) Balance progressive resource development while maintaining existing biophysical resources

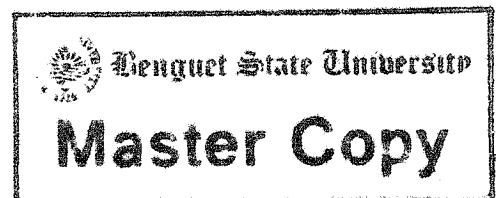
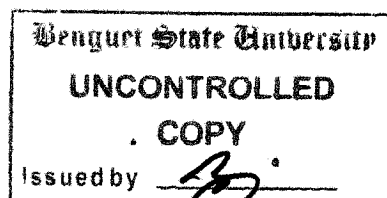
Objectives:

1. Foster a supportive ecosystem for entrepreneurial ventures
2. Create strategic and socially-responsible business partnerships
3. Strengthen capabilities in revenue-generating activities
4. Optimize existing income sources
5. Pursue green enterprises and growth opportunities

GOAL 7: Strengthen and expand strategic partnerships

Objectives:

1. Build a dynamic and enabling environment for partnerships
2. Deepen engagement with alumni, government, and civil society
3. Strengthen multi-sectoral collaboration among academe, LGUs, industries, and communities





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STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)

STRENGTHS	WEAKNESSES
Institutional Recognition and Achievements - Recognized as a SUC Level IV institution with Centers of Development and Centers of Excellence - Nearly 95% of programs are AACCUP-accredited - Increased compliance with COPC standards - Consistent high performance in board courses - Above-national-passing-rate performance across licensure programs - Active participation and recognition in regional and national sports and leadership competitions, showcasing the university's commitment to holistic development - Active involvement and promotion of cultural heritage, highlighting BSU's dedication to preserving local traditions - Numerous academic, institutional, and individual awards - ISO Certification awarded to the 3 campuses - All Undergraduate Programs are COPC compliant in Buguias and La Trinidad Campuses	Institutional Challenges - A few advanced studies programs lack COPC compliance. - No distinct "brand" for BSU graduates. - Insufficient digital visibility reduces BSU's competitiveness and recognition in the global academic community. - Enrollment numbers outpacing the University's absorptive capacity, straining resources and infrastructure - Low enrollment rate and retention rate in other campuses - No brand for BSU-Buguias Campus Graduates
Research and Innovation - Seasoned faculty researchers and extensionists - Generation of external research fund and research outputs - Capacity to generate internal income	Academic, Research and Creative Works Challenges - Insufficient impact assessments or outcome studies for programs and projects - Lack of IRR of faculty workload policy for research ETL - Insufficient representation of faculty researchers in the REC. - No creative works office - No guidelines for creative works - Declining number of faculty researchers and extensionists - No research produced by faculty members and staff
Human Resource Development - Highly qualified faculty, with a majority holding <i>Masteral and Doctorate degrees</i> in most programs/colleges. - Scholarship Policies - Continuing education and capability-building program of the university - Implementation of the 192 Instructor I Plantilla positions strengthens the academic workforce - Competent personnel in information technology - Diverse workforce - Pool of passionate researchers and extensionists - Hardworking R and E leaders and staff - Research-oriented leaders - Empowered Research Assistants	Human Resource Challenges - Insufficient succession planning, particularly in the academic sector - Non-compliance with the staffing patterns for student services - Non-competitive entry level for faculty and academic staff - Insufficient regular plantilla positions (manpower shortage) - Multiple designations of faculty and non-teaching personnel
Physical and Environmental Resources - Development of a system for online health consultation and student services. - Presence of regional laboratory animal facilities - Availability of housing facilities for employees	Physical and Technological Limitations - Insufficient classroom facilities, with some buildings being outdated and unsuitable for large student cohorts - Lack of modern laboratory equipment for research and instruction purposes - Inadequate sanitation facilities and maintenance - Slow and insufficient internet connectivity in some areas (e.g., classrooms and faculty rooms) - Limited bandwidth coverage and inadequate local area network (LAN) infrastructure - Obsolete computers and limited access to licensed software - Absence of a BSU-owned Learning Management System (LMS)

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• Availability of dormitories for students, experimental areas for academic purposes, research facilities, sports facilities, library services and facilities, and medical and dental clinic facilities • Availability of key institutional manuals (Data Privacy, Administrative) • Landholdings supported by BOR approved LUDIP • Access to systems, equipment, and machinery • Utilization of ICT-based platforms for information dissemination (e.g., social media, website) • Human Resource Information System (HRIS) • Document Tracking System (DTS) • Availability of new vehicles • Established R and E Centers/ Institutes/ Offices with specialized facilities • Established and approved REMO and processes • R and E Management Information System (REMIS) in progress • Available land areas for R and E Operation • Availability of Organic Market • Availability of Special Project Internally Generated Income • Approved Technology Transfer protocol • Offices of line agencies within the BSU campus • Strategic location of support offices	• Limited National Research and Development Centers / Institutes • Low level of technology readiness • Inadequate laboratory and office equipment for other campuses • Insufficient library holdings for other campuses • Unavailability of SIAS for other campuses • Unavailability of high-tech tools and advancements in the automotive and transportation sectors • Dilapidated buildings / insufficient buildings • Inadequate sanitation facilities and maintenance
Programs and Processes • Expansion of colleges • Possibility of opening new degree programs or additional majors / specializations • Established standardized administrative and financial processes • Compliance with regulatory requirements • Approved retention and disposal schedule of records • Team-based management approach	Financial Constraints • Delayed COS salary • Insufficient BSU fund for Research and Extension Activities and Process-Related Issues • Weak communication mechanisms and over-reliance on informal channels like group chats • Errors in the entry of final grades and delayed submission of grade sheets persist • Limited or underdeveloped databases and recording systems in certain sectors or offices, hindering efficient data management and access due to data privacy laws • Misalignment of some college policies with the university policies • Inefficient processes • Uncoordinated and inconsistent communication system ◦ Non-compliance with some regulations ◦ Recurring Audit Observation Memoranda (AOMs) • Limited policies on the sustainability of acquired equipment from externally funded researches • Lack of policy on land utilization • Limited international collaboration for research and extension • Limited technology utilization and commercialization of research outputs • Delays in the hiring process of personnel • Unregulated entry and use of campus grounds
OPPORTUNITIES	THREATS
Institutional Growth and Partnerships • Compliance and certifications from national and international accrediting and assessment bodies enhance the university's credibility and reputation • Increased preference for BSU graduates by various agencies, organizations, and institutions for employment opportunities	Human Resource Challenges • Loss of specialized expertise due to employee retirements and migration impacts institutional knowledge and skill sets • Low number of applicants for job vacancies makes filling critical positions challenging



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• Expansion of local, national, and international linkages for academic, research and extension activities • Strengthened partnerships with LGUs for collaborative efforts in academics, research, extension, and production • Growing internationalization initiatives • Support from Local Government Units (LGUs) • Presence of active regulatory bodies • Collaboration with stakeholders	• Resource reductions: ◦ Manpower attrition due to external factors ◦ Funding cuts / Funds that were not downloaded • Researchers from other Universities are conducting researches within BSU's niche and expertise • Loss of specialized expertise due to employee retirement
Physical Environment and Facilities • Semi-temperate climate in the region provides a conducive environment for learning and research • Development of faculty housing facilities improves employee well-being and retention • Access to digital and ICT platforms and resources • Presence of other Government Agencies within the campus • Accessibility of public utility vehicles	Environmental and Security Concerns • Security and noise concerns arising from the use of open areas, including parking spaces, impact the campus environment • Impact of climate change • Illegal parking around university belt could result to accidents
Financial Opportunities • Online accreditation systems reduce operational costs and improve efficiency in the accreditation process • External funding for Research and Extension	Risks in Academic and Operational Processes • Issues on plagiarism, ethical violations, and intellectual property concerns threaten academic integrity • Proliferation of predatory publishers undermines the credibility of faculty and student research outputs • Stringent requirements from regulatory bodies • Shifts in the political landscape • Lack of access to mental and psychological support services • National policies affecting Research and Extension operations • LGUs are conducting researches • Opening of similar degree programs in adjacent universities / colleges • Loitering of non-BSU students in the campus • Inability of incoming students to meet admission requirements
Operational Processes • Availability of webinars and online instructional materials supports faculty development and student learning • Enhancement of student services and activities through the Office of Student Services (OSS) initiatives • Capacity-building initiatives: ◦ Availability of trainings, seminars, workshops, and learning service providers ◦ Scholarship funding • Technology Transfer Act	Physical and Technological Limitations • Technology failures that can delay information dissemination • Possibility of cybersecurity threats • Presence of gender-based violence (reported cases) • Insufficient number of registered boarding houses in other campuses is causing a significant decline in enrollment • Lack of social, financial, and economic institutions or establishments in other campuses. (ATM, Computer Shops, water service, non-regulated transportation services, etc.) • Difficulty to secure COPC for the Advanced Studies programs • Dependence and over reliance to artificial intelligence impedes the personal and academic development of students • Issues of plagiarism, ethical violations and intellectual property concerns threaten academic integrity





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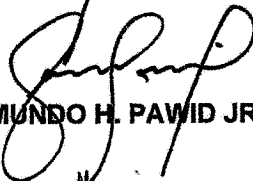
	Few and expensive boarding houses for students
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Note: Frequency of updating= Annually

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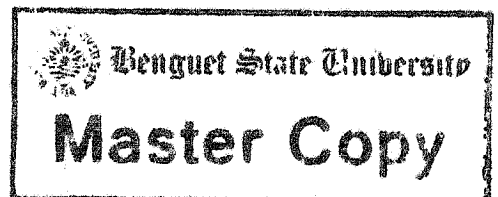
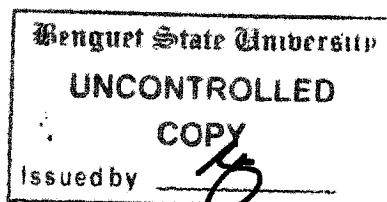
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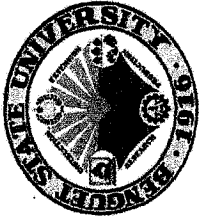

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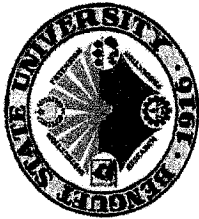


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BSU PESTLE ANALYSIS

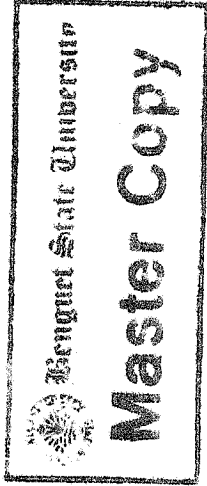
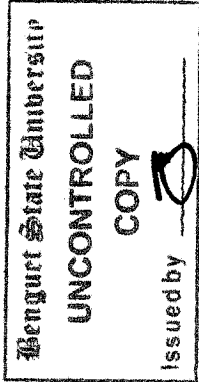
PESTLE FORCES	KEY FACTORS/ EMERGING ISSUES	IMPACT TO BSU	
		OPPORTUNITIES	THREATS
POLITICAL	Leadership changes in Regulatory Bodies	New leadership may introduce policies, partnerships, or reforms favorable to BSU's academic, research, and extension agenda Expansion (e.g., new programs, new campuses etc.) Source of funding for current programs (research, extension)	Shifts in leadership could disrupt continuity, delay approvals, or introduce new or stricter compliance requirements Non-support to university programs Potential delays in adapting to new policies or protocols due to leadership transitions. Possible discontinuation of research or project funding
	Continuous support for university initiatives in academics and research, including increased funding opportunities	Expanded funding and policy support can strengthen BSU's research capacity, innovation programs, and academic competitiveness	Dependence on external funding may pose risks if priorities change, budgets are cut, or political will shifts
	Proposal of new campuses	Expansion of BSU's reach and more opportunities for tertiary education in underserved areas	Strain on university funding and resources to support new campuses
	Awarding of BSU land area to claimants due to the agrarian reform law and allowing private sectors to use R and E land		Decrease of land area for R and E purposes
	Universal Access to Quality Tertiary Education Act RA 10931	Opportunities for R and E to mentor more students	Decrease in possible R and E Fund

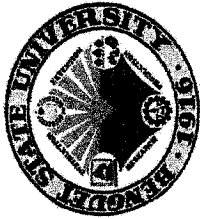


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PESTLE FORCES	KEY FACTORS/ EMERGING ISSUES	IMPACT TO BSU	
		OPPORTUNITIES	THREATS
POLITICAL	Mandanas Law (LGUs to perform research and extension functions)	Opportunity for research and extension collaboration with LGU's Research will be contextualized to LGU's specific needs Possibility of research outputs to be used as references for policies	Decrease funds for government agencies allotted for R and E that could impact BSU's externally funded projects
	Changes in leadership in Local Government Unit, Line Agencies and BSU Board of Regents	Possibility for better support if newly elected is more accommodating	If the newly elected is not familiar with ongoing projects – might lead to discontinued support
	Proximity of BSU campuses to adjacent municipalities and provinces	Students unable to enroll in Baguio City schools can opt to enroll in BSU. Accessibility of BSU campuses to qualified students	Limited resources that cannot accommodate the number of students because the absorptive capacity has been exceeded
ECONOMIC	Booming business atmosphere around campuses of La Trinidad	Opportunities for academic partnerships and collaborations	Increased traffic congestion around the campuses
	BSU campuses are situated in business and tourism areas	Availability of sophisticated "school supplies"	Increased financial burden to students and university personnel due to high cost of living
	Increase in the number of research funding agencies / partners (DA, CHED, DOST, DENR, International Partners)	Increase in evidenced-based instruction	Equivalent Teaching Loads for faculty researchers may require additional faculty, which may imply additional budget allocation





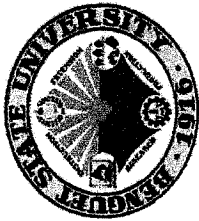
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PESTLE FORCES	KEY FACTORS/ EMERGING ISSUES	IMPACT TO BSU	
		OPPORTUNITIES	THREATS
ECONOMIC	Incentives provided to employees (e.g., Re-search and University income)	Encourages faculty to pursue research and other productive endeavors Development of clear policies for incentives and a clear source of funds	Non-issuance of incentives due to lack of budget and an inadequate legal basis
	Faculty / employee travels abroad sponsored by partners / linkages	Greater participation in international seminars and workshops at minimal cost to the university	The risk of employees not returning to duty after discovering better opportunities abroad
	Implementation of RA 10931 (Universal Access to Quality Tertiary Education)	Higher education is more accessible to students from various socio-economic statuses Opportunities to mentor more students	Demand for additional personnel positions, equipment, infrastructure, and operational costs; tedious document preparation processes Delayed release of the budget may limit operations Decrease in possible R and E fund
	PRC Continuing Professional Development (CPD)	Improved competencies of employees through professional development opportunities	Inadequate funding support for professional development may lead to some employees failing to renew their licenses due to insufficient CPD units Limited attendance of some employees to trainings or seminars with CPD units because of the BSU Travel Policy
	Inflation	More clients/ students Austerity measures	Less resources to be procured by available funds

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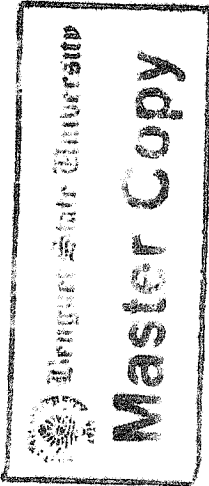
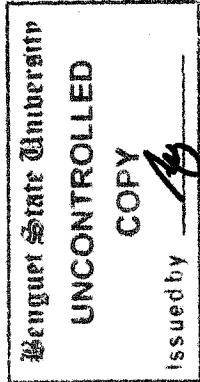
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PESTLE FORCES	KEY FACTORS/ EMERGING ISSUES	IMPACT TO BSU	
		OPPORTUNITIES	THREATS
ECONOMIC	Improving economic condition in the province	Better access to fund sources	More resources needed
	Awarding of BSU land area to claimants due to the agrarian reform law and allowing private sectors to use Research and Extension land		Decrease of land area for Research and Extension Purposes
	Job opportunities for students	Availability of job opportunities for students	Prioritizing work over studies
SOCIAL	Multiculturalism / Diversity	The multicultural environment of BSU fosters inclusivity and broadens perspectives among students and employees	
	Fast turnover of employees	Brings in a technologically adept workforce with fresh mindsets and diverse talents	BSU may be seen as a training ground, with frequent training of new employees delaying actual work functions
	Proximity to computer shops	Provides easy access for students to fulfill academic requirements Regulated by municipal ordinances	Students may spend excessive time in computer shops for non-educational purposes, such as gaming or entertainment
	Proximity to establishments serving liquor	Municipal ordinances regulating bars near schools ensure safer environments and adherence to curfew laws	Accessibility to liquor-serving establishments may encourage drinking among students and employees, leading to potential issues like drunkenness





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PESTLE FORCES	KEY FACTORS/ EMERGING ISSUES	IMPACT TO BSU	
		OPPORTUNITIES	THREATS
SOCIAL	Gender Inclusivity	BSU is inclusive, demonstrating its commitment to gender sensitivity by recognizing and respecting the diverse identities and expressions of all individuals, regardless of sex, gender, or sexual orientation	The insufficient infrastructure and assistive devices, inadequate or absent signage, and lack of capacity-building programs for SPED highlight existing gaps in BSU's efforts to provide a fully inclusive and gender-sensitive environment for all learners, especially those with disabilities and diverse gender identities
	Workforce Diversity	Access to more talents	Diverse "work attitudes" and belief systems that needs to be managed
	Equal employment opportunity policy	Talent retention	
	Increasing number of learning service providers	Capacity building options for employees	Need for more funds
	Low acceptance of research findings and research outputs	Motivates researchers to propose research and S&T interventions that are directly associated with community problems, Provides opportunity to conduct more consultation with the community/stakeholders	Leads to waste of resources, Low impact from R and E services, Waste of time of community respondents Integrity of BSU suffers when conducted research has no impact
	Superficial level of understanding and appreciation of Gender and Development framework for research and extension	Opportunities for more R and E addressing GAD concerns	Low research output responding to gender sensitivity, equity and equality Unsustained programs responding to GAD issues/ concerns

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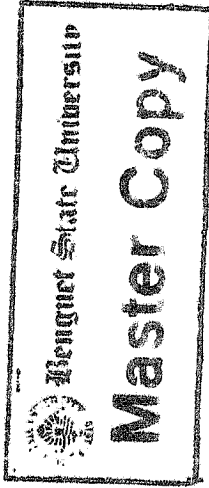
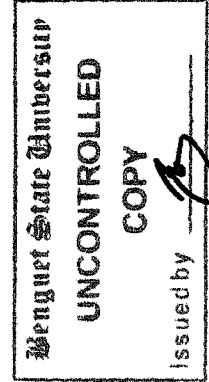
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PESTLE FORCES	KEY FACTORS/ EMERGING ISSUES	IMPACT TO BSU	
		OPPORTUNITIES	THREATS
SOCIAL	Limited Plantilla positions in R and E sector	Scientific career system	Unsustainability of human resources Fast turnover of human resources
	Increasing gap between seasoned and budding researchers	More room for mentoring	Loss of trained human capital Knowledge transfer not sustained
	Internet connectivity	Upgraded IT equipment, empowered personnel in IT systems, increased bandwidth from DICT, and improved network infrastructure	High costs for higher bandwidth and storage; delays in work and activities due to poor connectivity; reduced productivity from excessive social media usage; increased dependency on ICT
TECHNOLOGY	Availability of online databases	Provides more references for students and employees	There is an increased risk of plagiarism and over-reliance on online materials among students and faculty, leading to a reduced use of physical library books
	Insufficient / Unavailable university-wide internet access	Opportunities for the procurement of additional and improved internet access	Reduced work output; Delays in service delivery and online classes Challenges in faculty-student communication
			Reduced quality of education





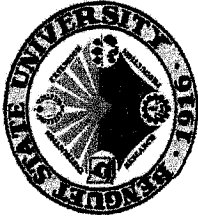
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PESTLE FORCES	KEY FACTORS/ EMERGING ISSUES	IMPACT TO BSU	
		OPPORTUNITIES	THREATS
TECHNOLOGY	Advent of Artificial Intelligence (AI) Integration of Artificial Intelligence (AI) and Automation in researches Limited appreciation and training on AI	Development of policy for AI-generated outputs Increase productivity and Efficiency in research BSU to integrate its policy and guideline on AI	May encourage “copy and paste” attitudes among students and researchers Abuse/ Unethical Use
	Availability of advanced digital platforms, systems, and resources	Adoption of the technologies	Cyberthreats Resistance to change Failure of technology User inefficiency Need for more trainings and funds
	Limited capacity for analytical laboratory	BSU to establish/ enhance its own laboratory/ analysis	Delayed result/ Inefficiencies
	Limited personnel to work on maintenance		The work performance of the staff is not efficient
	Sustainability of facilities and equipment after research project completion	The equipment could become a valuable resource, generating income for research and extension activities and supporting various extension initiatives.	Equipment is left unutilized Reagent stocks expire

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PESTLE FORCES	KEY FACTORS/ EMERGING ISSUES	IMPACT TO BSU	
		OPPORTUNITIES	THREATS
LEGAL	National Laws and Policies from CHED, DBM, and other line agencies	More efficient delivery of services	Restrictive policies (e.g., some policies stipulated in the Procurement Law; CMOs and PSGs) may hinder operational flexibility
	Implementation of curfew hours	Enhances the safety of students, employees, and citizens by restricting movement during unsafe hours	Absence of IRRs for specific CMOs and PSGs. Limits the movement of the youth, restricting their ability to access education or engage in late-night activities
	CMO 15, s. 2019 (Requiring students of Advanced Studies to publish prior to graduation)	Increased capabilities and opportunities for BSU graduate students to publish their research outputs	Some graduate students may struggle to finish their degrees on time due to the high cost of the publication process and requirements
		Increase research outputs such as publication; increase visibility, dissemination and citation of BSU	Presence of predatory publishers
		Possibility of research outputs to be used as references for policies	Longer time for students to graduate because of the requirement
	Changes in budget regulations	Opportunity for faculty and full-time researchers to mentor students and students to be involved in a bigger project	Possibility for students to publish in predatory journals
		Crafting of proposals / programs	Reduction in available plantilla items
		Partnerships	Reduction in funds
			The university is not able to get the whole of the budget proposal



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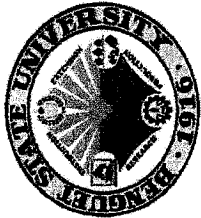
PESTLE FORCES	KEY FACTORS/ EMERGING ISSUES	IMPACT TO BSU	
		OPPORTUNITIES	THREATS
LEGAL	Labor laws, CSC rules	Adoption of flexible work arrangement	Difficulty in monitoring system
	Data privacy law	Protected personal data (enhanced trust of stakeholders)	Rigid regulatory requirements
	“Active” regulatory and oversight bodies	Revisit, update, and streamline policies	Risk of non-compliance to rigid requirements Resistance to change
	Draft instrument for SUC Leveling	More faculty members are required to do research, extension and creative works Increase research funds and outputs	Might lead to downgrading from SUC Level IV to lower level
	Implementation of JC 3	Increase in research and extension outputs such as publication and collaboration Increase in number of faculty researchers More conscious in following R and E processes	Extrinsic motivation in conducting research and extension Leads to increasing unethical research practices
	Administrative Order 1, series of 2012, (FPIC in research facilitated by NCIP) Gratuitous Permit IACUC	Observance of FPIC process to ensure IKS integrity Ethical processes in conducting researches (animal; flora and fauna, wildlife)	Takes time and costly in processing the FPIC
	Requirement for PDEA controlled chemicals	Ensures compliance, safety, environmental conservation and protection	Costly and takes time to process which affects implementation and target output



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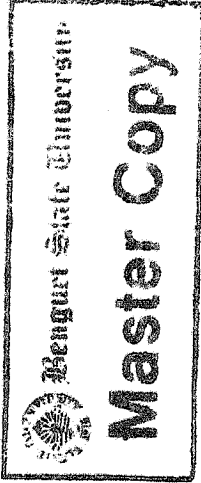
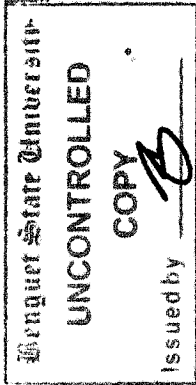
PESTLE FORCES	KEY FACTORS/ EMERGING ISSUES	IMPACT TO BSU	
		OPPORTUNITIES	THREATS
LEGAL	Implementation of RA 10055 (Technology Transfer act)	Commercialization of technologies generated from researches	Low implementation
	Scientific Career System	Motivation for full time researchers	
	Implementation of ROSS II	Increased opportunities for casual and COS staff.	Potential loss of permanent positions
ENVIRONMENT	Repercussions of natural calamities and emerging infectious diseases Disaster reduction management Pollution control	Development and implementation of a Learning Continuity Plan	Physical and mental health issues Absenteeism
		Development of policies related to learning modalities or flexible learning and Disaster Risk Reduction Management (DRRM)	Reduced academic performance among students
		Proposal of projects / activities	Reduced productivity among employees
	Lower temperature in the area	Capacity Building	Additional cost
		More conducive working environment	Students and employees prone to cold-weather sickness (e.g., URTI, asthma, arthritis) affecting performance
	Occurrence of landslides; landlocked area Flooding during rainy seasons No flood control in research experimental areas (Balili, NPRCRTC, and Strawberry areas)	Lower energy consumption "Bayanihan" spirit among students, employees, and the community is enhanced	Isolation in case of disasters, resulting in inaccessibility of students to allowances and other basic needs Occurrences of flood-related diseases Affect implementation of researches

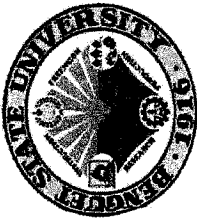


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PESTLE FORCES	KEY FACTORS/ EMERGING ISSUES	IMPACT TO BSU	
		OPPORTUNITIES	THREATS
ENVIRONMENT	Impact of climate change	Enhancement or development of the curriculum, integrating topics on climate change	Negative effect on the conduct or completion of research
		Come up with programs to adapt to climate change	Difficulty in coping with sudden climatic changes
		Research proposals related to climate change are given priority by the external funding agencies,	Increased financial demands on equipment and infrastructure such as air conditioning units which will also lead to higher electricity bills
		Emergence of new technology	Lack of resources / funds to mitigate effect to personnel
		New researches that are responsive to climate change	Extreme typhoon and landslide affect the implementation of research activities
			Adjustment in the workplan, re-conduct of research
			Prices of processing supplies increases/limited supply causing delay in the research
			There is difficulty in the identification of wet and dry season





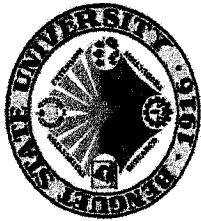
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PESTLE FORCES	KEY FACTORS/ EMERGING ISSUES	IMPACT TO BSU	
		OPPORTUNITIES	THREATS
ENVIRONMENT	Waste Management (Solid Waste, Hazardous Waste, Waste Segregation)	Development of institutional policy on waste management Ensures compliance, safety, environmental conservation and protection Proposals for research and establishment of a center with focus on waste treatment and other environmental concerns	Few centralized segregating facilities Costly and takes time to process which affects implementation and target output
	"Green" legislations, integration of UN Sustainability Development Goals	Integration into to the university processes (procurement, human resources systems) Establishment of Green Campus	More capacity building Additional cost
	Low implementation of the policy on electronic waste management No policy for in-bound	Condemned equipment for donation	Accumulated wastes
	Limited and contaminated water supply for irrigation		Affects result of researches
	Biosecurity issues	Enhancement of research protocols	Contamination of research areas and spread of pests and diseases

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PESTLE FORCES	KEY FACTORS/ EMERGING ISSUES	IMPACT TO BSU		
		OPPORTUNITIES	THREATS	
ENVIRONMENT	Preparedness to disasters		Affects research outputs	
	Non-registration of indigenous species		Damaged properties	
	Natural resources		Sustainability	
		Availability of numerous water sources		Pollution / contamination of water

Note: Frequency of updating= Annually

Prepared by the Documentation Committee Members:


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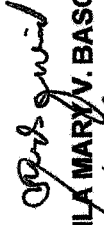

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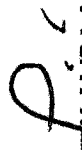

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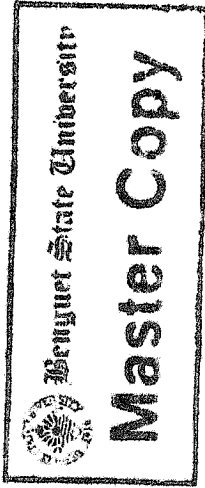
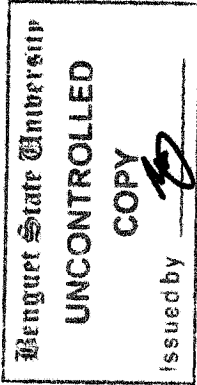
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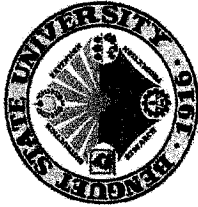

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INTERESTED PARTIES, THEIR NEEDS & EXPECTATIONS

Interested Party	Needs and Expectations	Current Issues
1. Regulatory Bodies:	Compliance to applicable requirement and timely submission of reports	
● Accrediting Agency of Chartered Colleges and Universities in the Philippines (AACUP)	● Accreditation of Programs	● Various interpretation by accreditors of benchmark statements in survey instruments
● Anti-Red Tape Authority (ARTA)	● Ease of doing business in government ● Citizen's Charter	● None
● Bureau of Animal Industry (BAI)	● Issuance of clearance related to animals	● None
● Bureau of Fire Protection (BFP)	● Fire hazard safety; regular seminars on fire prevention	● None
● Bureau of Food and Drugs (BFAD)	● Accreditation of Business Projects	● None
● Bureau of Internal Revenue (BIR)	● Certificate of Income Taxes Withheld ● Alpha List of Income Taxes Withheld ● Full compliance of withholding tax	● None
● Bureau of Immigration	● Admission of International Students ● Student Visa	● None
● Bureau of Plant Industries (BPI)	● Registration of new crop varieties ● Certification of seed producers, tissue culture laboratories, nurseries	● None
● Business Process Outsourcing Association	● On-the-Job Training (OJT) of students; future possible employment of IT graduates	● None
● Commission on Higher Education (CHED)	● Certificate of Program Compliance (COPC) ● Scholarship Requirements	● Delayed submission of required documents

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Interested Party	Needs and Expectations	Current Issues
	• List of Graduates • Reports on Data of Enrollment and Graduation • Reports on Students with Disabilities • Registered Student Organizations	• Submission of reports (student billings) • Unreconciled data/records
● Commission on Audit	• Prompt submission of Financial Statements and other Accountability Reports • Compliance with COA Circulars (eNGAS, Government Accounting Manual, Unified Chart of Accounts)	• Delayed submission of reports • Interpretation of Rules and Regulations/Policies leading to AOMs or NDs
● Civil Service Commission (CSC)	• Policies on recruitment, appointments, and eligibility • Compliance of regulatory requirements	• Multiple sources of parenthetical titles for generic positions posted
● Department of Agrarian Reform (DAR)	• Assistance in the settlement of BSU land issues	• None
● Department of Budget and Management (DBM)	• Budget Proposals • Budget and Financial Accountability Report • Agency Procurement Request	• Delayed submission of reports
● Department of Environment and Natural Resources (DENR) - <i>Environmental Management Bureau (EMB), Mines and Geosciences Bureau (MGB), Provincial Environment and Natural Resources Office (PENRO), Community Environment and Natural Resources Office (CENRO)</i>	• Reports on Environmental Issues; procurement of Permits/Registration (transformers, hazardous wastes, e-wastes)	• None
● Department of Information and Communications Technology (DICT)	• Review and recommendation of Information and Communications Technology (ICT) project proposals to Department of Budget and Management (DBM)	• None
● Department of Education (DepEd)	• Reports on Academic Concerns	• None

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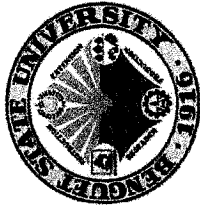
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Interested Party	Needs and Expectations	Current Issues
● Department of Tourism (DOT)	On-the-Job Training of Bachelor of Science in Hospitality Management (BSHM) students	None
● Department of Foreign Affairs (DFA)	Processing of passports	None
● Department of Energy (DOE)	Energy management program	None
● Department of Health (DOH)	Health Advisories	None
● Department of Labor and Employment (DOLE)	- Special Program for Employment of Students (SPES) - Job Fairs - Monitoring the benefits of outsourced personnel	None
● Department of Science and Technology (DOST)	Support in research undertakings	None
● Department of Agriculture (DA)	Certificates of road right of way and structural integrity of university buildings	None
● Department of Public Works and Highways (DPWH)	Registration of develop pesticides and fertilizers product for commercialization	None
● Fertilizer Pesticide Authority (FPA)	On-the-Job Training partnerships	None
● Food and Drug Administration (FDA)	- Annual Procurement Plan - Agency Procurement Compliance Performance Indicator (APCPI)	Low Compliance
● Government Procurement Policy Board (GPPB)	- Contributions - Remittances - Re-payment of Loans	- Transparency - Unreconciled GSIS records
● Government Service Insurance System (GSIS)		

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Interested Party	Needs and Expectations	Current Issues
	- Retirement and other claims - Insurance of building and motor vehicles	
● Intellectual Property Office of the Philippines (IPOPHIL)	- ITSO Accreditation - Provide better support for innovation and entrepreneurship within its academic community	None
● Technical Education and Skills Development Authority (TESDA)	Issuance of National Certificate for Competencies	None
● National Commission on Indigenous Peoples (NCIP)/ Indigenous Cultural Communities	- Participation in university activities; integration of knowledge on various cultural communities in university activities and in identified syllabi - FPIC processing	None
● Local Government Units (LGUs)	- Reports and Referrals of Suspected TB/Dengue Cases - List of Grade 1 and Grade 7 Students for Vaccination - Community Immersion Advisories	- Noncompliance with the submission of waivers - Collection of Real Property Taxes
● Land Transportation Office (LTO)	Registration of Motor Vehicles	None
● National Archives of the Philippines (NAP)	Submit inventory of records and request for authority to dispose of records; outright destruction of records; preservation and transfer of records; approved Agency Records Disposition Schedule	None
● National Privacy Commission (NPC)	Data privacy concerns	None
● National Commission for Culture and the Arts (NCCA)	Implementation of culture and arts programs and projects	None
● National Economic and Development Authority (NEDA)	- Strategic Plan - Infrastructure Projects	None



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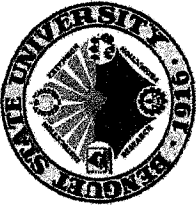
Interested Party	Needs and Expectations	Current Issues
● National Telecommunications Commission (NTC)	● Permits of handheld and wireless radios	● None
● Pagtutulungan sa Kinabukasan: Ikaw, Bangko, Industriya at Gobyerno (PAG-IBIG)	● Contributions ● Remittances ● Re-payment of Loans	● Surcharges on loans and other payments; transparency
● Philippine Association of State Universities and Colleges (PASUC)	● Linkages, collaboration, and updates among SUCs	● None
● Presidential Communications Operations Office (PCOO)	● Media engagements and promotions	● None
● Philippine Drug Enforcement Agency (PDEA)	● Permit in the use of restricted/regulated chemicals ● Issue S2-License in purchasing restricted chemicals/reagents	● Noncompliance of requirements
● Philippine Health Insurance Corporation (PhilHealth)	● Contributions ● Remittances	● None
● Philippine Commission on Women (PCW)	● Gender and Development concerns	● None
● Philippine Sports Commission	● Sports improvement and participation	● None
● Philippine National Police - Firearms and Explosives Office (PNP- FEU)	● Registration of fire arms and explosive chemicals of the university	● None
● Philippine National Police - Social Media and Online Security Investigation and Analysis (PNP SOSIA)	● Licensing of firearms	● None
● Professional Regulation Commission (PRC)	● List of Graduates ● Professional Licenses ● Issuance of Certificate/Authority to Operate ● Accreditation as CPD Provider	● None



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Interested Party	Needs and Expectations	Current Issues
● Scholarship Sponsors (Philippine Animal Rescue and Rehabilitation Foundation, Inc. (PARRFI), Private Companies, Lepanto Mining Corporation)	● Scholarship Requirements	● None
● Utility Services (electricity, Water, Telecommunications)	● On time Payment of Utility Services	● Delays in payment
● Social Security System (SSS)	● Contributions ● Remittances	● Surcharges on loans and other payments; transparency
2. Stakeholders:		● None
● Alumni	● Representation in BOR ● Scholarship Grants/Sponsorship ● MOUs, MOAs; OJTs with communities and industries	● None
● Banks	● Remittances of Payments	● None
● Bureau of Jail Management and Penology (BJMP)	● Education Behind Bars program	● None
● Community	● Representation in BOR ● MOUs, MOAs for partnerships ● Indigenous Governance Program (IGP) and Extension Services	● None
● Cooperatives	● Scholarships; Sponsorship of seminars	● None
● Civil society organizations/ NGOs/ Local Partners/ International Partners/ Professional Associations	● Linkages/ Collaboration/ On-the-Job Training partnerships	● MOA not finalized, not followed
● Employees' Associations	● Representation of BSU employees	● None



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Interested Party	Needs and Expectations	Current Issues
● Hospitals (Benguet General Hospital & Baguio General Hospital)	On-the-Job Training partnerships	None
● Municipal Disaster Risk Reduction and Management Council (MDRRMC)	Disaster Preparedness and Risk Reduction Training; Emergency Response and Coordination; Resource Sharing and Technical Support; Disaster-Resilient Infrastructure	None
● National Task Force- End Local Communist Armed Conflict (NTF ELCAC)	Promotion of Nationalism and Patriotism	None
● Philippine Association of Colleges and Universities of Industrial Technology (PACUIT)	Collaborative programs for industrial technology students	None
● Philippine Association of Industrial and Technology Educators (PAITE) Inc.	Advancement of industrial and technology education	None
● Rural Rising Incorporated	Research Collaboration	None
3. Customers:		None
● Farmers	Extension activities, provision of services from experts	None
● Industries	Competent Graduates	
● Parents	- Quality Service - Affordable Fees - Customer satisfaction - Safe and conducive learning environment	None
● Students		

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Interested Party	Needs and Expectations	Current Issues
4. Employees: ● Plantilla – Non-Teaching and Teaching ● Casual – Non-Teaching and Teaching ● COS – Non-Teaching and Teaching ● Job Orders – Non-Teaching	● Good work environment ● Job security ● Higher pay ● Health ● Safety ● Training ● Promotion ● Recognition and Reward	● Disallowances ● Dress Code ● Stressful workplace ● Systems on Awards ● Culture of Distrust ● Subjectivity
5. Suppliers: ● Private Companies ● Service Contractors	● On-time payment ● Fair Bidding Process	● Delays in payment ● PhilGeps Registration ● Quality of goods and services

Note: Frequency of updating= Annually

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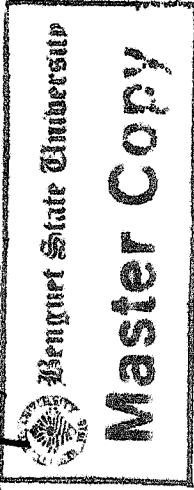
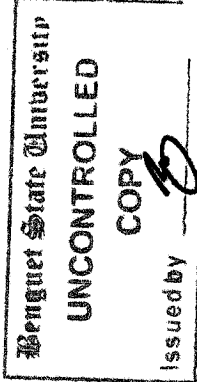
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STRATEGIC RISK IDENTIFICATION TABLE

Document Code:	QM-04	Revision Number:	06
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Source	Sub-category	O/R	Opportunity /Risk ID	Opportunity / Risk Details	Potential Consequence	Potential Cause/s
PESTLE Analysis	Political	R	R1	Challenges in adapting to new policies or protocols; and/or discontinuation of ongoing research or project funding	Disruption in institutional operations, delayed implementation of initiatives, and reduced momentum in research and development activities.	Frequent changes in leadership, shifting priorities, or differing interpretations of policies by new leaders.
	Economic	R	R2	The growing demand for faculty positions, equipment, infrastructure, and operational resources due to increased student enrollment and program expansion	Strain on the university's financial and logistical capacity, potentially leading to insufficient staffing, outdated facilities, and compromised quality of education and services.	The implementation of policies such as RA 10931 (Universal Access to Quality Tertiary Education), coupled with increasing student demand for accessible higher education.
	Socio-Cultural	R	R3	Inadequate gender-sensitive infrastructure and the absence of comprehensive gender-related policies; increased number of reported cases of gender-based violations	Diminished inclusivity and safety within the university, leading to a negative impact on the well-being, morale, and productivity of students and employees.	Limited prioritization or allocation of resources for gender-sensitive facilities and the development of inclusive policies.
	Technology	R	R4	Limited internet accessibility hampers academic and administrative efficiency	Delays in service delivery and online class sessions, ineffective faculty-student communication, and diminished overall education quality.	Insufficient/Unavailable University-Wide Internet Access
	Legal	R	R5	Inability to procure necessary items and materials, resulting in compromised quality of acquired products	Delays in operational processes and diminished effectiveness of programs or projects due to substandard materials or equipment.	Reliance on a centralized procurement system with PS-DBM, where required items are unavailable or alternatives lack sufficient quality.

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STRATEGIC RISK IDENTIFICATION TABLE

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Source	Sub-category	O/R	Opportunity /Risk ID	Opportunity / Risk Details	Potential Consequence	Potential Cause/s
List of Interested Parties	Environment	R	R6	Adverse climatic changes impacting research activities, operational costs, and the semi-temperate learning environment	Disruptions in research activities, increased operational expenses due to higher energy consumption, and potential decline in BSU's reputation as a semi-temperate climate institution favorable for learning	Increasing global temperatures and erratic weather patterns due to climate change, requiring additional infrastructure upgrades like air conditioning systems to maintain conducive learning conditions
	Regulatory Bodies	R	R7	Non-compliance with regulations and standards	Loss of accreditation or certifications, penalties, and reduced funding opportunities from regulatory agencies	Frequent changes in policies, lack of awareness or training on updated regulations, and insufficient resources to implement mandated changes
	Stakeholders	R	R8	Decline in stakeholder trust and collaboration	Reduced external support, loss of potential partnerships, and negative reputation among stakeholders	Insufficient engagement, lack of transparency in operations, and delayed implementation of community-benefiting projects
	Customers	R	R9	Decreased satisfaction with the quality of education and services	Lower enrollment rates and possible increase in student complaints	Insufficient faculty, outdated facilities, and delays in adapting to new teaching methods or technologies
	Employees	R	R10	Frequent training of new employees due to high employee turnover	Reduced productivity, loss of institutional knowledge, and difficulty in maintaining service quality	High employee turnover rate

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Source	Sub-category	O/R	Opportunity /Risk ID	Opportunity / Risk Details	Potential Consequence	Potential Cause/s
	Suppliers	R	R11	Disruptions in procurement processes and supply chain	Delays in project completion, compromised quality of infrastructure or equipment, and strained relationships with suppliers	Product unavailability, lengthy centralized procurement procedures, and delays in fund disbursement

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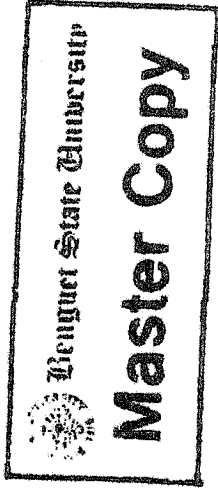
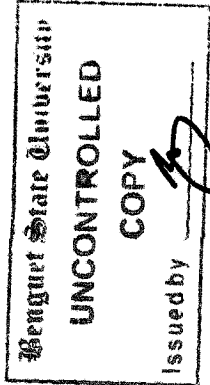
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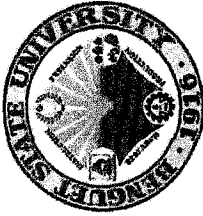
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Document Code:	QM-04	Revision Number:	06
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STRATEGIC RISK MANAGEMENT TABLE

Risk ID	Description of Risk	Severity (A)					Occurrence (B)	Existing Control Measure (C)		Risk Rating (A*B*C)	Risk Category (Negligible/ Acceptable/ Moderate/ Extreme)	Risk Treatment Strategy (Reduction/ Avoidance/ Transfer/ Elimination/ Acceptance)	Risk Treatment Plan	Timeline (Start - Estimated Completion Date)	Status of Implementation (Implemented/ Partially Implemented/ Not implemented)	Re-assessment of Risk	
		C	O	F	I	L	Overall	Description	Score							Residual Risk	Risk Category
R1	Challenges in adapting to new policies or protocols; and/or discontinuation of ongoing research or project funding	5	10	1	1	5	10	-Regular policy reviews and workshops to familiarize staff with new protocols -Close coordination with funding agencies to ensure project continuity	0.10	2	Negligible	Reduction					
R2	The growing demand for faculty positions, equipment, infrastructure, and operational resources due to increased student enrollment and program expansion	10	10	1	15	5	10	Annual budget planning and resource allocation for faculty hiring and infrastructure improvement	0.25	10	Acceptable	Reduction					
R3	Inadequate gender-sensitive infrastructure and the absence of comprehensive gender-related	5	1	1	10	5	10	-Implementation of gender-sensitivity training programs - Inclusion of gender-	0.25	5	Negligible	Transfer					

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Risk ID	Description of Risk	Severity (A)					Occurrence (B)	Existing Control Measure (C)		Risk Rating (A*B*C)	Risk Category (Negligible/ Acceptable/ Moderate/ Extreme)	Risk Treatment Strategy (Reduction/ Avoidance/ Transfer/ Elimination/ Acceptance)	Risk Treatment Plan	Timeline (Start - Estimated Completion Date)	Status of Implementation (Fully Implemented/ Partially Implemented/ Not implemented)	Re-assessment of Risk	
		C	O	F	I	L	Over all	Description	Score							Residual Risk	Risk Category
	policies; increased number of reported cases of gender-based violations							responsive infrastructure in campus development plans									
R4	Limited internet accessibility hampers academic and administrative efficiency	10	10	1	10	5	10	Procurement of additional routers and access points for campus-wide connectivity	0.25	12.5	Acceptable	Transfer					
R5	Inability to procure necessary items and materials, resulting in compromised quality of acquired products	15	15	10	15	10	15	-Diversifying suppliers and monitoring quality through user feedback - Strict adherence to procurement guidelines	0.25	11.25	Acceptable	Reduction					
R6	Adverse climatic changes impacting research activities, operational costs, and the semi-temperate	5	25	10	15	5	25	-Ongoing training for personnel on disaster risk and reduction management -Creation of committees to formulate policies and/or guidelines	1	25	Moderate	Reduction	-Develop university-wide Disaster and Risk Reduction Management (DRRM) Guidelines -Create Pollution Control Policies focusing on air quality,	Short-term (6 months – 1 year)			

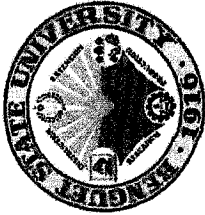
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		C	O	F	I	L	Over all		Description	Score							Residual Risk	Risk Category
	learning environment													waste management, and emissions reduction -Establish protocols for safe research practices during adverse weather conditions				
R7	Non-compliance with regulations and standards	10	15	10	10	5	15	2	Ongoing training for personnel on regulatory compliance	0.25	7.5	Acceptable	Reduction					
R8	Decline in stakeholder trust and collaboration	5	1	1	15	1	15	1	Strengthened community engagement through extension programs and collaborative initiatives -Faculty development programs - Utilization of Client Satisfaction Feedback Mechanisms	0.10	1.5	Negligible	Elimination					
R9	Decreased satisfaction with the quality of education and services	15	1	1	15	1	15	1		0.10	1.5	Negligible	Elimination					



STRATEGIC RISK MANAGEMENT TABLE

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Risk ID	Description of Risk	Severity (A)				Existing Control Measure (C)		Risk Rating (A*B*C)	Risk Category (Negligible/ Acceptable/ Moderate/ Extreme)	Risk Treatment Strategy (Reduction/ Avoidance/ Transfer/ Elimination/ Acceptance)	Risk Treatment Plan	Timeline (Start - Estimated Completion Date)	Status of Implementation (Implemented/ Partially Implemented/ Not implemented)	Re-assessment of Risk	
		C	O	F	I	L	Over all							Residual Risk	Risk Category
R10	Frequent training of new employees due to high employee turnover	10	15	5	1	1	15	4	0.10	6	Acceptable	Reduction			
R11	Disruptions in procurement processes and supply chain	10	15	10	10	5	15	4	0.25	15	Acceptable	Reduction			

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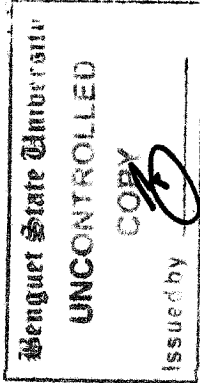
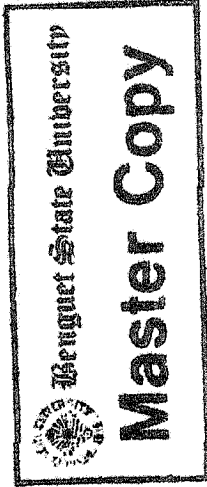
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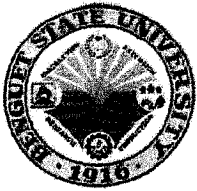
MARICRIST P. LAD-LEY-NEYNEY
Deputy QMS

BEVERLY C. SA-AO
Quality Management Representative (QMR)

Approved by:

KENNETH ALIP LARUAN
University President





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SECTION 5: SERVICE REALIZATION

5.1. STRATEGIC PLANNING

BRIEF DESCRIPTION

- **Office of the University Board Secretary (OUBS).** The OUBS ensures completeness of signed referendum ensuring compliance with regulatory requirements; it functions to timely provide information on the approved Administrative Council actions. It likewise serves to facilitate University matters with the Board of Regents.
- **Planning and Development Office (PDO).** This office prepares and coordinates plans which need to be implemented on time or as scheduled. Also, it identifies and proposes infrastructure projects that are implementation-ready and are responsive to the needs of the university; and monitors on-going and finished projects in compliance to approved plans.

5.2. REVIEW AND IMPROVEMENT

BRIEF DESCRIPTION

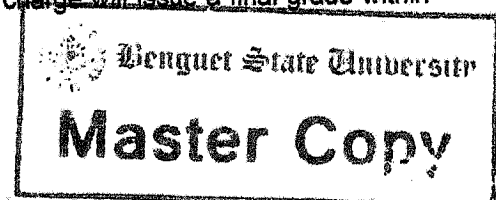
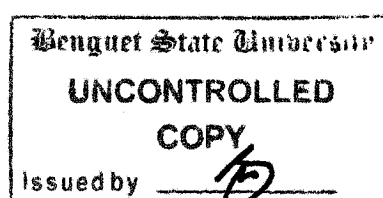
- **Internal Audit Services (IAS).** It provides quality and timely internal audit services to ascertain that controls are well designed and properly implemented and ensures compliance of the University to regulatory requirements.
- **Office for Quality Assurance and Accreditation (OQAA).** The OQAA collects and warehouses complete and updated pertinent documents in compliance with regulatory requirements before accreditation / certification scheduled visits. *It likewise facilitates applications for AACUP accreditation of different degree programs in the university within the validity period and other local accreditations. It also facilitates the University's application/audits/accreditation by international bodies such as the ISO, QS Stars Rating System, Times Higher Education (THE), WURI, and others.*
- **Management Review.** This process ensures that Management systematically reviews the Quality Management System (QMS) of BSU for continued suitability, adequacy and effectiveness. The review assesses opportunities to improve the QMS and University performance.
- **Internal Quality Audit.** This process assesses the effectiveness, areas for improvement, and conformance of BSU processes to ISO 9001:2015 in the different University offices covered by the Quality Management System.

5.3. CORE PROCESSES

BRIEF DESCRIPTION

The core process on instruction services starts when a client applies for admission and ends when the student graduates from his chosen academic program in the University. Specifically, this involves the following processes:

- **Admission:** A prospective student seeks admission to the University. The applicant then is directed to the department or college where his chosen academic program is lodged. The academic unit submits the list of qualified applicants to the Office of the University Registrar (OUR) which in turn prepares a Notice of Admission which will be released to the qualified applicant.
- **Enrollment:** The customer proceeds to the academic unit where the enrollee is admitted for pre-registration. The registration takes place at the Office of the University Registrar for the encoding of their personal information and course/s to be enrolled. After a registration form is given for filling out, the enrollee proceeds to the Cashiering Office for payment of school fees, then goes to the OUR for ID processing for new students and, for continuing students, proceeds to the University Library for ID validation.
- **Instruction:** The enrolled student attends their classes for eighteen (18) weeks for the regular semester and seven (7) weeks during the summer/ midyear term *as reflected in their class schedule.* At the start of classes, students are oriented on course requirements. The student has to satisfy all the requirements of the course. The faculty-in-charge will issue a final grade within



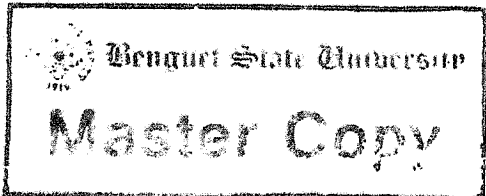
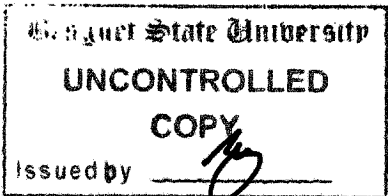


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one (1) week after the final examination. There is likewise syllabus preparation and submission by the faculty member for each course handled. Faculty evaluation is administered after the midterm exams.

- **Graduation:** The Office of the University Registrar (OUR), in coordination with the academic unit where the student belongs, evaluates the graduating student's non-academic records for compliance and academic records for completion. After all the requirements are satisfied by the graduating student, the candidate is recommended for graduation initially to the College Academic Council, then to the University Academic Council. The list of candidates for graduation is then endorsed for confirmation by the Board of Regents before graduation. Finally, the diploma and Official Transcript of Records are issued to the graduate.
- **Design and Development:** For the mentoring process, instructional materials prepared by faculty members and which have undergone evaluation and approval by the University Instructional Materials Committee are used for enhancement of the teaching and learning process. For the development of new curricula, the conduct of a feasibility study is done initially before approval. A Certificate of Program Compliance (COPD) will be issued by CHED for the approved curriculum. For existing curricula that need revisions or enhancements, the University Curriculum Committee evaluates these first then endorses these for approval.
- **Student Services:** The enrolled students can avail of the different student services such as library services, dormitory, health services, development and wellness services, scholarships and grants, and vocational and placement that will help them cope with the challenges of student life. Furthermore, these are intended to empower students to become locally and internationally competitive graduates and productive citizens.
- **Student Records Management:** The Office of the University Registrar (OUR), is the official repository of student records, and retains and maintains the academic and other records of students. It ensures the proper storage, maintenance, utilization and proper disposition of these records. In addition, the office takes charge of the release of academic records and other information as per request by the students, authorized representative, clients (previous students, graduates, and the like), and other government regulating bodies subject to the provisions of Data Privacy Act and Freedom of Information.

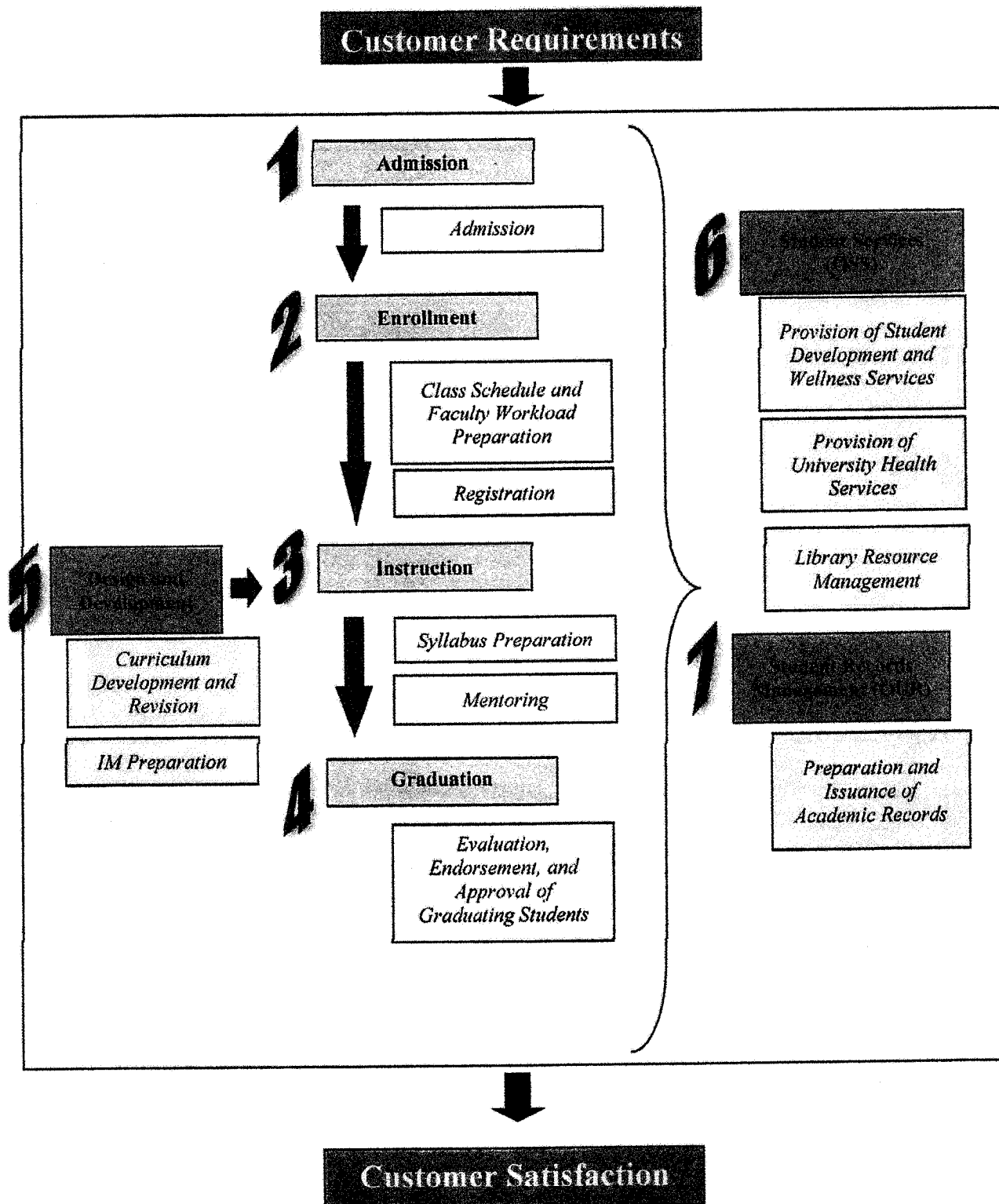




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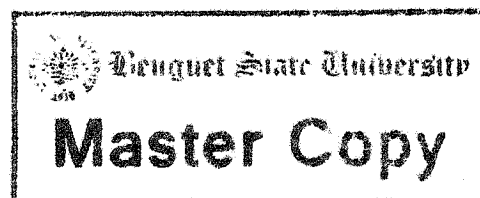
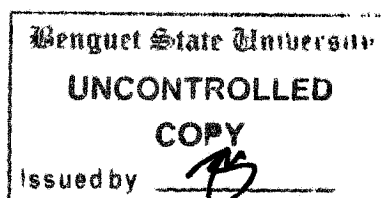
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5.4. SUPPORT PROCESSES

BRIEF DESCRIPTION

- **Information and Communication Technology (ICT):** This office ensures that the Information Systems and their databases are secured and maintained. Furthermore, it ensures the presence of regular and efficient internet connectivity in the university and likewise provides services for repairs and maintenance of the ICT equipment of the University.
- **University Public Affairs Office (UPAO):** The UPAO takes charge of disseminating correct and timely information/ information materials pertaining to university affairs and activities and assists and facilitates the development of design and printing of materials for various University purposes. Furthermore, this office facilitates the dissemination of pertinent information to the University and to the public and orients and tours local and foreign visitors within the campus.
- **Legal Office:** This office provides basic legal services to the employees and students of the University as well as to the different members of the community seeking assistance. Also, it thoroughly studies and reviews the various contracts and agreements that the University enters into taking into consideration the rights and interests of the University, and provides proper representation to protect the interests of the University.
- **International Relations Office (IRO):** The IRO facilitates the visit of international visitors to Benguet State University (BSU) based on the purpose/s and duration of their visit. It likewise facilitates linkage, faculty and student exchanges with international partners to promote internationalization of the University.
- **Research & Extension Services:** The Office of the Research Services promotes the generation and utilization of technologies for the benefit of the society, to manage the university experiment farms and resources therein, and to coordinate monitoring and evaluation of research and development activities.

The Office of the Extension Services spearheads the promotion, transfer, adoption and utilization of knowledge and technology generated by the University.
- **Finance Services:** The Finance services cover the recording of various financial transactions up to the preparation or generation of financial statement/reports until the submission of these to oversight bodies or requesting parties.
 - ✓ The **Budget Office** operate starting with the preparation of budget proposal until its submission for approval, review accuracy of claims, identify sources of funds and register the transaction. The Chief of Budgeting Office signs Box B of ObR/ BUR to certify availability of allotment and obligations incurred in the ObR or budget utilization in the BUR.
 - ✓ The **Accounting Office** evaluates accuracy of transactions and completeness of supporting documents and records the transactions. The Chief of the Accounting Office signs Box A of Disbursement Voucher to certify: a. the availability of cash b. the completeness of supporting documents c. for contract or purchase order, certify the availability of funds based on the ObR or BUR duly certified by the Budget Officer.
 - ✓ The **Cashiering Office** prepares checks for the disbursement of funds. The Chief of Cashiering Office signs the check, issue checks to the authorize payees.
- **Human Resource Management Office (HRMO):** It covers all the processes required - Recruitment, Selection and Placement, Separation from Service (Retirement/ Resignation), Government Working Hours, Leave Management and Administration; Updating of existing or developing new policies to cope with the present needs of the University as well as to conform with requirements of regulatory bodies.
- **Compensation, Benefits, and Other Obligations Office (CBOO):** It covers the processing of compensation, benefits and remittances, and maintenance and monitoring of indices/ledgers, loan approval/ confirmation and issuance of certification and documents requested.





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- **Motorpool.** This office is in charge of deploying drivers and dispatching vehicles for official travels of officials and personnel, including students. It also takes charge of the proper maintenance and repair of BSU vehicles.
- **General Services Office (GSO):** It implements the approved repair and maintenance plan based on identified priorities, including urgent, unforeseen infrastructure repair due to calamities or disasters. This office likewise functions to regularly assess conditions of buildings, structures, road networks, and grounds and recommend courses of actions and/or as basis of the annual repair and maintenance plan indicating designs and bill of quantifiers to support the Project Procurement Management Plan of GSO, in coordination with the Planning and Development Office and designated building in-charge.
- **Human Resource Development Office (HRDO):** It implements processes to enhance employee competencies (core, organizational, technical and leadership) through varied learning interventions, from the start of government service until separation/retirement.
- **Records Office and Archives (ROA):** The ROA implements effective and efficient management of records, from creation, maintenance, and disposal of documents. It controls and safeguards vital and permanent records of the University to provide continued reference and information necessary for management decision-making; keeps records of enduring value in the University Archives.
- **Procurement Management Office (PMO):** It serves as the main support unit of the Bids and Awards Committee to facilitate procurement-related tasks. Also, it coordinates with the different sectors of the University in the preparation of their respective procurement plans.
- **Supply and Properties Management Office (SPMO):** This office manages the different phases of supply and property management and oversees all activities after the procurement process pertaining to inspection, acceptance, custody and issuance of supplies, materials, and equipment to end-users.
- **Security Services Office (SSO):** It maintains peace and order in the campus and its premises at all times; works closely with outsourced security services in implementing University security plans and traffic rules. Further, it protects the personnel, students, and properties of the University; initiates safety drills for BSU family against fire, earthquake and other calamities; provide security services to the disaster team.
- **Control of Documented Information Committee (CDIC):** This committee is composed of members in charge of QMS documents; implements, establishes and maintains a procedure for the control of documents. Also, the committee maintains the master copies and master list of the Quality Manual, Quality Procedures and Standard Operational Procedures, as well as the master list of externally generated documents and references.

