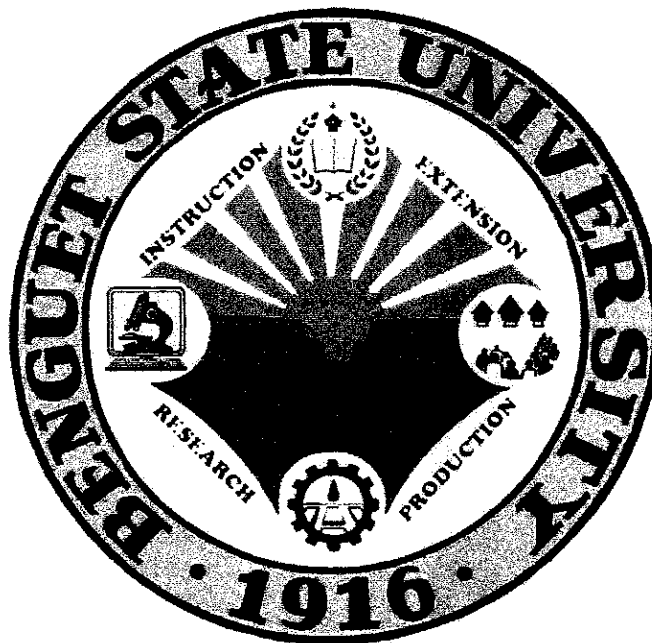


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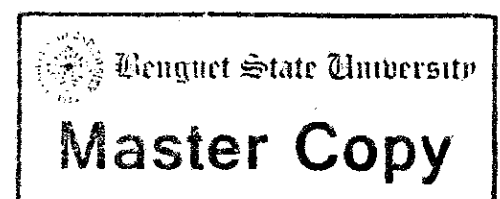
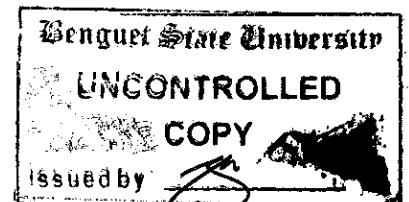


Prepared by:


JOANNA IT-ITAN ALAFAG
Quality Management Representative (QMR)

Approved by:


KENNETH ALIP LARUAN
University President



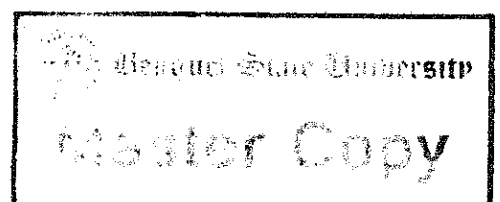
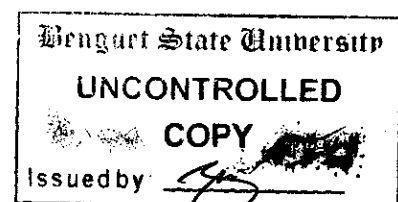


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QM-02: Section 2	University Profile and Organizational Structure Institutional Statement and Quality Policy Vision and Mission Core Values Quality Policy Organizational Structure Governance Scope ISO Quality Management Structure/Organizational Chart
QM-03: Section 3	Business Process Map Brief Description of Business Process Map
QM-04: Section 4	Strategic Planning, Risk and Opportunity Management Strategic Objectives Strength, Weaknesses, Opportunities and Threats (SWOT) PESTLE Analysis List of Interested Parties, Their Needs and Expectations Strategic Risk Identification Table Strategic Risk Management Table Strategic Opportunity Management Table
QM-05: Section 5	Service Realization Strategic Planning Review and Improvement Core Processes Support Processes
Annexes:	CORE Processes SIPOC Operational Risk Identification Table Risk Management Table Opportunity Management Table SUPPORT Processes SIPOC Operational Risk Identification Table Risk Management Table Opportunity Management Table





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LIST OF AUTHORIZED COPY HOLDERS AND CORRESPONDING COPY NUMBERS

Series No.	COPY HOLDERS	COPY NO.
1	Master Copy	00
2	University President/ QMS Champion	01
3	Planning Officer III, Planning Unit	1-1
4	University Board Secretary, Office of the University Board Secretary	1-2
5	Information Technology Officer, Information and Communication Technology	1-3
6	Director, University Public Affairs Office	1-4
7	Chief, Legal Office	1-5
8	Director, International Relations Office	1-6
9	Internal Auditor IV, Internal Audit Services	1-7
10	Director, Office for Quality Assurance and Accreditation	1-8
11	Quality Management Representative, Management Review	1-9
12	Architect III, Project Management Unit	1-10
13	Vice President for Academic Affairs	2
14	Dean, College of Veterinary Medicine	2-1
15	Dean, College of Nursing	2-2
16	Dean, College of Home Economics and Technology	2-3
17	Dean, College of Agriculture	2-4
18	Dean, College of Teacher Education	2-5
19	Dean, College of Engineering	2-6
20	Dean, College of Forestry	2-7
21	Dean, College of Public Administration and Governance	2-8
22	Dean, College of Human Kinetics	2-9
23	Dean, College of Information Sciences	2-10
24	Dean, College of Social Sciences	2-11
25	Dean, College of Numeracy and Applied Sciences	2-12
26	Dean, College of Arts and Humanities	2-13
27	Dean, College of Natural Sciences	2-14
28	Director, Office of the University Registrar	2-15
29	Director, University Library and Information Services	2-16
30	Director, University Health Services	2-17
31	Director, Office of Student Services	2-18
32	Unit Head, Student Development Services	2-18-1
33	Unit Head, Guidance and Counselling Unit	2-18-2
34	Unit Head, Testing and Materials Development Unit	2-18-3
35	Unit Head, Vocational and Placement Unit	2-18-4
36	Unit Head, Student Housing Unit	2-18-5
37	Vice President for Research and Extension	3
38	Director, Office of the Research Services	3-1
39	Director, Office of the Extension Services	3-2

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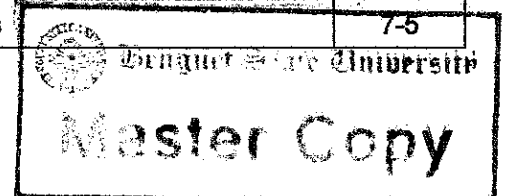
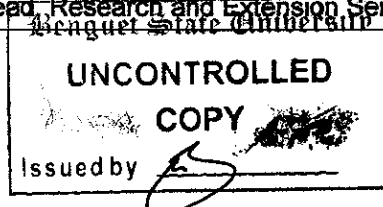
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Series No.	COPY HOLDERS	COPY NO.
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41	Director, Intellectual Property Rights Office	3-4
42	Vice President for Administration and Finance	4
43	Chief Administrative Officer, Finance Services Division	4-1
44	Supervising Administrative Officer, Budget Office	4-1-1
45	Accountant IV, Accounting Office	4-1-2
46	Supervising Administrative Officer, Cashiering Office	4-1-3
47	Chief Administrative Officer, Administrative Services Division	4-2
48	Supervising Administrative Officer, Human Resource Management Office	4-2-1
49	Head, Compensation, Benefits, and other Obligations Office	4-2-2
50	Head, Human Resource Development Office	4-2-3
51	Head, Records Office and Archives	4-2-4
52	Head, Procurement Management Office	4-2-5
53	Head, Supply and Properties Management Office	4-2-8
54	Director, General Services Office	4-3
55	Head, Security Services Unit	4-3-1
56	Head, Transportation and Automotive Service Unit	4-3-2
57	Head, Facilities and Grounds Management Unit	4-3-3
58	Head, Landscaping and Environmental Aesthetics Unit	4-3-4
59	Head, Controller of Documented Information Committee	5
60	Lead Auditor, Internal Quality Audit	6
61	Campus Administrator, Bokod Campus	7
62	Division Head, Administrative and Finance Division	7-1
63	Head, Accounting Office	7-1-1
64	Head, Budget Office	7-1-2
65	Head, Cashiering Office	7-1-3
66	Head, Human Resource Management Office	7-1-4
67	Head, Procurement Management Office	7-1-5
68	Head, Records Office	7-1-6
69	Head, Supply and Property Management Office	7-1-7
70	Division Head, Student Services	7-2
71	Head, Guidance Counselling	7-2-1
72	Head, Library Services	7-2-2
73	Head, Health Services	7-2-3
74	Division Head, General Services Office	7-3
75	Chief, Security Services Unit	7-3-1
76	Chief, Utility and Maintenance Services Unit	7-3-2
77	Chief, Motorpool and Transportation Services Unit	7-3-3
78	Campus Registrar, Office of the Campus Registrar	7-4
79	Division Head, Research and Extension Services	7-5

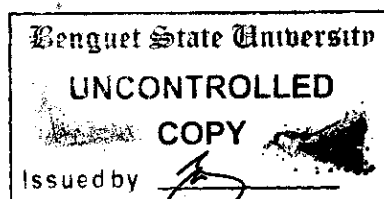




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80	Dean, College of Applied Technology	7-6-1
81	Dean, College of Education	7-6-2
82	Dean, College of Criminology Justice Education and Public Administration	7-6-3
83	Campus Administrator, Buguias Campus	8
84	Division Head, Administrative and Finance Division	8-1
85	Head, Accounting Office	8-1-1
86	Head, Budget Office	8-1-2
87	Head, Cashiering Office	8-1-3
88	Head, Human Resource Management Office	8-1-4
89	Head, Procurement Management Office	8-1-5
90	Head, Records Office	8-1-6
91	Head, Supply and Property Management Office	8-1-7
92	Division Head, Student Services	8-2
93	Head, Guidance Counselling	8-2-1
94	Head, Library Services	8-2-2
95	Head, Health Services	8-2-3
96	Division Head, General Services Office	8-3
97	Chief, Security Services Unit	8-3-1
98	Chief, Utility and Maintenance Services Unit	8-3-2
99	Chief, Motorpool and Transportation Services Unit	8-3-3
100	Head, Information and Communication Technology	8-4
101	Campus Registrar, Office of the Campus Registrar	8-5
102	Division Head, Research and Extension Services	8-6
103	Dean, College of Applied Technology	8-7-1
104	Dean, College of Education	8-7-2
105	Dean, College of Criminology Justice Education and Public Administration	8-7-3
106	Vice President for Business Affairs	9
107	Director, Income Generating Projects or Business Operations	9-1
108	Project Manager, Food Processing Center	9-1-1
109	Project Manager, Bakery Project	9-1-2
110	Project Manager, Garments	9-1-3
111	Project Manager, University Canteen	9-1-4
112	Project Manager, Marketing Center	9-1-5
113	Project Manager, Home Management and Executive Guestel	9-1-6
114	Director, Special Project and Partnership	9-2





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AMENDMENT HISTORY LOG

Amendment Number	Date	Section	Amendment Details	Remarks
0		All	Initial Issue	
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 Core Process Flowcharts	Sub-processes were revised
		Annexes	Updated ISO Outputs	Details are specified in the Controlled QMS Documents Issuance (QF-CDI-06)
02	September 11, 2018	Section 1	Updated Scope of the QMS	
02	September 11, 2018	Section 3	Updated Business Map	Changed QMS Core Team to Management Review; included HRDO and FOI as regulatory bodies
02	September 11, 2018	Section 5	Updated Service Realization	Updated the Brief Description
02	September 11, 2018	Preliminary	Updated List of Authorized Copy Holders and Corresponding Copy Number	Changed "Circulation List" to "Authorized Copy Holders"
02	September 11, 2018	Annexes	Updated ISO Outputs	Details are specified in the Controlled QMS Documents Issuance (QF-CDI-06)
03	January 23, 2019	Preliminary	Updated List of Authorized Copy Holders and Corresponding Copy Numbers	Changed "Internal Audit System" to "Internal Audit Services"
03	January 23, 2019	Section 1	Updated Scope of the QMS	
04	October 1, 2019	Preliminary	Updated List of Authorized Copy Holders and Corresponding Copy Number	Include Institute of Information Technology (IIT)
04	October 1, 2019	Section 3	Updated Business Process Map	Change Internal Control Audit (ICA) to Internal Quality Audit (IQA); include PCW, CHR and Congress as regulating bodies
04	October 1, 2019	Section 5	Updated Service Realization	Revised core process brief description to include some

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Amendment Number	Date	Section	Amendment Details	Remarks
				revision in the enrollment process
	Various dates since September 2019 (Separate DCF Log)	Annexes	Updated ISO Outputs of Process Owners	
04	October 15, 2020	Section 1	Updated QMS Overview	Updated information
04	October 15, 2020	Section 2	Updated ISO Quality Management Structure/ Organization Chart	Updated QMS Team members
04	October 15, 2020	Annexes	Updated PESTLE, SWOT, List of Interested Parties	Updated data and incorporated suggestions and additional inputs from the different sectoral management reviews
04	October 15, 2020	Section 2	Updated ISO Quality Management Structure/ Organization Chart	Updated members of QMS Team
05	October 20, 2021	Section 1	Updated QMS Overview	Updated some of the contents
05	October 20, 2021	Section 2	Updated ISO Quality Management Structure/ Organization Chart	Updated members of QMS Team
05	October 20, 2021	Section 3	Updated Business Process Map	Updated agencies in the regulating bodies
05	October 20, 2021	Section 4	Updated 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	Updated Scope of the QMS	
06	October 18, 2022	Section 2	Updated ISO Quality Management Structure/ Organization Chart	Updated members of QMS Team
06	October 18, 2022	Section 3	Updated Business Process Map	Included BIR as regulating bodies
06	October 18, 2022	Section 4	Updated PESTLE, SWOT, List of Interested Parties	Updated data and incorporated suggestions and additional inputs from the different management reviews
06	October 18, 2022	Section 5	Updated Flowchart	Changes in the flowchart and updated the name of office in the Support Process
07	October 17, 2023	Section 2	Updated ISO Quality Management Structure/ Organization Chart	Updated members of QMS Team

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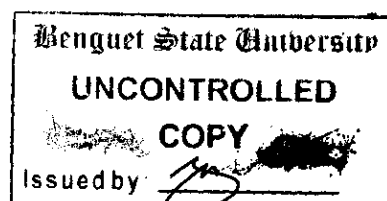
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Amendment Number	Date	Section	Amendment Details	Remarks
07	October 17, 2023	Section 4	Updated PESTLE, SWOT	Updated data and incorporated suggestions and additional inputs from the different management reviews
08	November 5, 2024	Preliminary	Updated List of Authorized Copy Holders and Corresponding Copy Number	Updated the list to include Bokod and Buguias Campus copy holders
08	November 5, 2024	Section 1	Updated Scope of the QMS	Included of the Bokod and Buguias Campus
08	November 5, 2024	Section 2	Updated ISO Quality Management Structure/ Organization Chart	Updated members of QMS Team and Document Custodians
08	November 5, 2024	Section 4	Updated SWOT, PESTLE and List of Interested Parties	Updated data, incorporating suggestions and additional inputs from the different management reviews
09	September 18, 2026	Preliminary Section	Updated List of Authorized Copy Holders and Corresponding Copy Numbers	Updated coding based on the revised organizational structure of Bokod and Buguias Campus; included UBA offices
09	September 18, 2026	Section 1	Updated Introduction and Agency Profile	Updated the QMS Overview and Quality Manual purpose; removed the System Overview section
10	September 18, 2026	Section 2	Updated Institutional Statements and Organizational Structure	Revised the section title from "Company Statements" to "University Profile and Organizational Structure"; updated the Core Values; included the organizational structures of the Bokod and Buguias Campuses; added the University Governance structure and scope; and updated the ISO QMS Organizational Chart and Office Order
09	September 18, 2026	Section 4	Updated SWOT, PESTLE Analysis, List of Interested Parties, their Needs and Expectation and the Strategic Risk and Opportunity Management Tables	Updated data and incorporated suggestions and additional inputs from the different Management Reviews; updated signatories and obtained signatures from the Steering Chair, Vice Presidents, and Campus Administrators.





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SECTION 1: QUALITY MANAGEMENT SYSTEM (QMS) OVERVIEW

INTRODUCTION

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

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

- a. Ensure the effective implementation and continual improvement of the Quality Management System through stakeholder awareness, engagement, and accountability.
- b. Enhance operational excellence by continually improving university processes and services using evidence-based decision-making, risk-based thinking, and innovation.
- c. Satisfy the requirements and expectations of relevant interested parties by delivering quality education, innovative research, extension services, and administrative support.
- d. Promote client satisfaction and institutional excellence through efficient, responsive, and customer-focused service delivery.
- e. Advance sustainable development by integrating climate action and environmental sustainability considerations into university governance, programs, services, and operations.

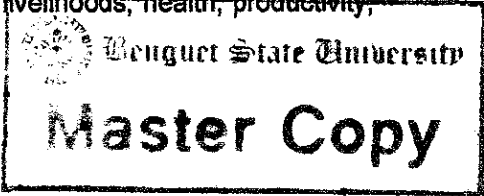
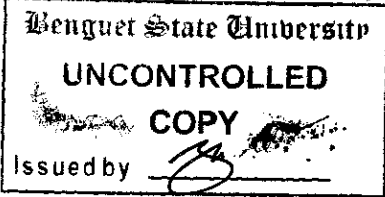
AGENCY PROFILE

Established in 1916 as a farm school for Grade V pupils under the Baguio Industrial School system, Benguet State University (BSU) has evolved through various stages of institutional development before attaining university status in 1986 through Presidential Decree No. 2010. Its primary mandate is to provide graduate and undergraduate courses in the arts, sciences, humanities, and professional fields in agriculture, natural sciences, technology, and other technical and professional disciplines as the Board of Regents may determine and deem proper. Furthermore, the institution shall promote research, extension, agribusiness, advanced studies, and progressive leadership in its fields of specialization. In fulfillment of this mandate, the University delivers quality education, fosters innovation and knowledge generation, and advances sustainable development through its core functions of instruction, research, extension, and production, supported by dynamic, responsible, and participatory governance committed to delivering quality services for societal advancement. Over the years, it has grown into a leading higher education institution serving learners, communities, industries, government agencies, and other stakeholders within and beyond the Cordillera region.

The University operates through three strategically located campuses across Benguet Province. The La Trinidad campus serves as the administrative, academic, research, and innovation center of the institution. The Bokod and Buguias campuses expand access to quality higher education and support the University's instructional, research, extension, and production functions while responding to the unique development needs of their respective service areas.

BSU offers a diverse range of undergraduate, graduate, post-graduate, and lifelong learning opportunities through its academic units. Its colleges and academic programs encompass agriculture, natural resources, engineering and technology, health sciences, education, social sciences, humanities, information sciences, public administration, veterinary medicine, and other disciplines that contribute to regional and national development. Graduate and advanced studies programs are administered through the respective academic units under the coordination of the Graduate School and Open University.

As a comprehensive university, BSU complements its instructional function with robust research, innovation, extension, and production programs that generate knowledge, technologies, and community-based solutions. Its research and innovation initiatives support evidence-based policymaking, technological advancement, environmental conservation, food security, climate resilience, and socio-economic development. Through extension and community engagement programs, the University transfers knowledge and technologies to communities, government agencies, industries, and other partner organizations to improve livelihoods, health, productivity, and overall quality of life.





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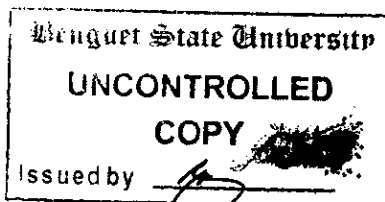
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The University also operates agribusiness and production enterprises that serve as learning laboratories, technology demonstration sites, and resource-generation mechanisms. These enterprises provide experiential learning opportunities for students, support research and extension activities, demonstrate the commercial viability of developed technologies, and contribute to the University's financial sustainability while promoting environmentally responsible practices.

Recognizing the growing impacts of climate change on education, agriculture, natural resources, communities, and institutional operations, BSU integrates climate action and environmental sustainability into its governance, planning, academic programs, research, extension services, agribusiness operations, and support processes. The University actively promotes sustainable resource management, biodiversity conservation, disaster risk reduction, climate resilience, renewable and appropriate technologies, and environmental stewardship. BSU considers climate change a relevant issue in understanding its organizational context and in addressing the needs and expectations of relevant interested parties.

The University continually pursues quality assurance, accreditation, and organizational excellence initiatives to ensure the relevance, effectiveness, and continual improvement of its programs, services, and operations. Guided by its Quality Policy and strategic objectives, BSU maintains a Quality Management System that promotes stakeholder satisfaction, compliance with applicable statutory, regulatory, and institutional requirements, evidence-based decision-making, risk-based thinking, innovation, and continual improvement.

Guided by its vision, mission, core values, and Quality Policy, Benguet State University remains steadfast in its commitment to providing quality education, conducting innovative research, delivering responsive extension services, managing sustainable agribusiness operations, and providing efficient administrative support. Through the effective implementation and continual improvement of its Quality Management System, the University strives to satisfy the needs and expectations of relevant interested parties, contribute to sustainable development, and create lasting positive impacts on society.





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SECTION 2: UNIVERSITY PROFILE AND ORGANIZATIONAL STRUCTURE

INSTITUTIONAL STATEMENTS AND QUALITY POLICY

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.

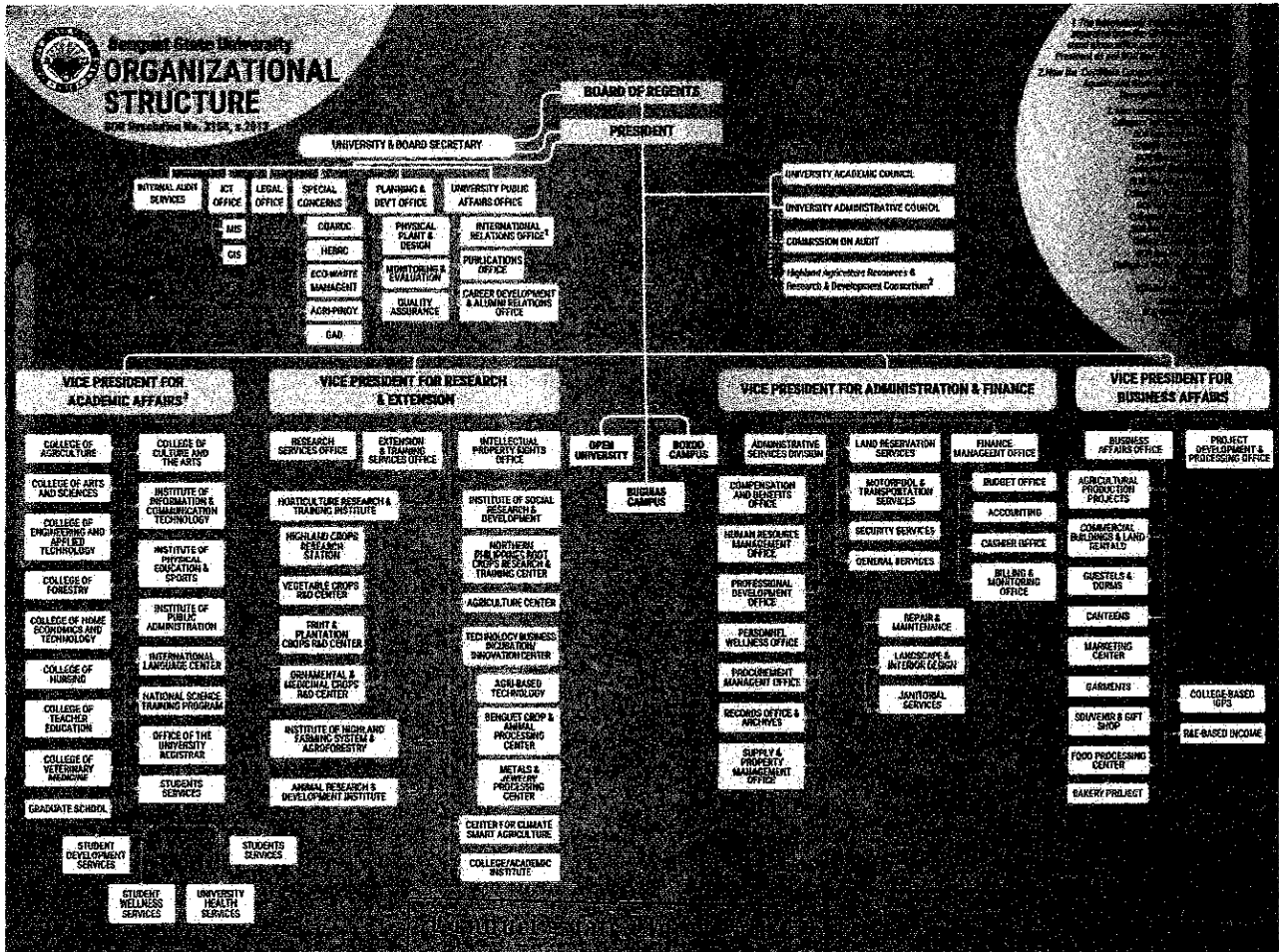
- CORE VALUES:**
- I Integrity
 - R Resilience
 - I Innovation
 - S Stewardship
 - S Service
 - E Excellence

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.

ORGANIZATIONAL STRUCTURE



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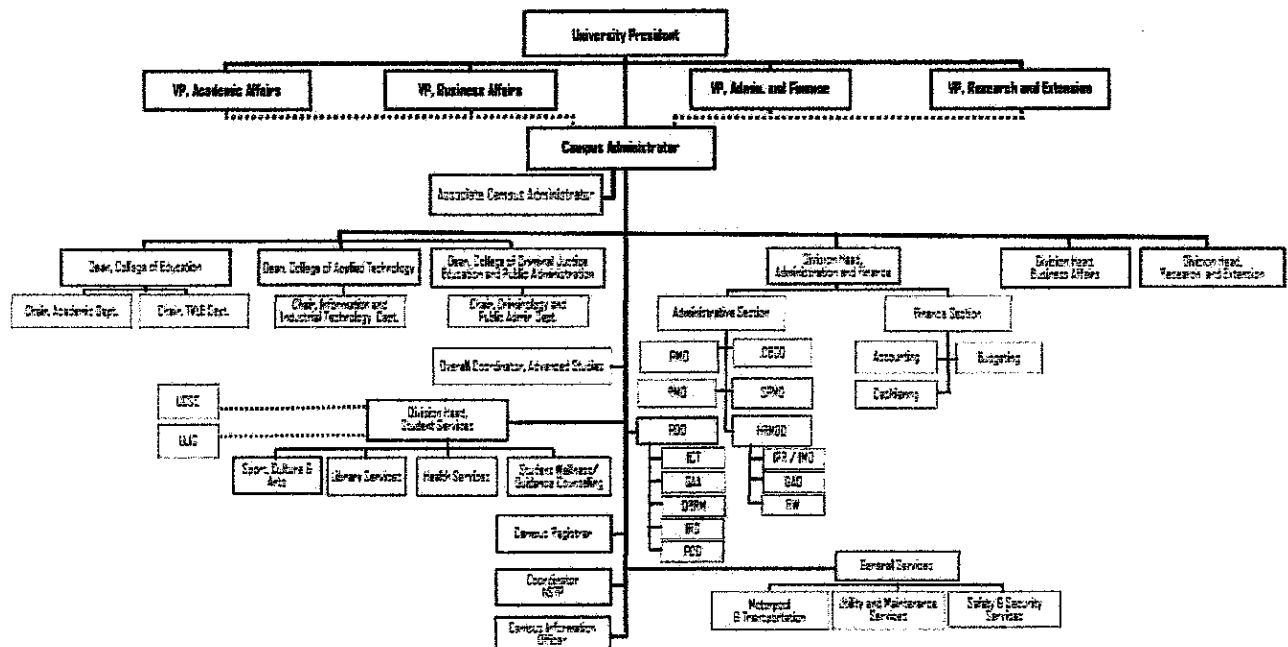
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BOKOD CAMPUS



Organizational Structure

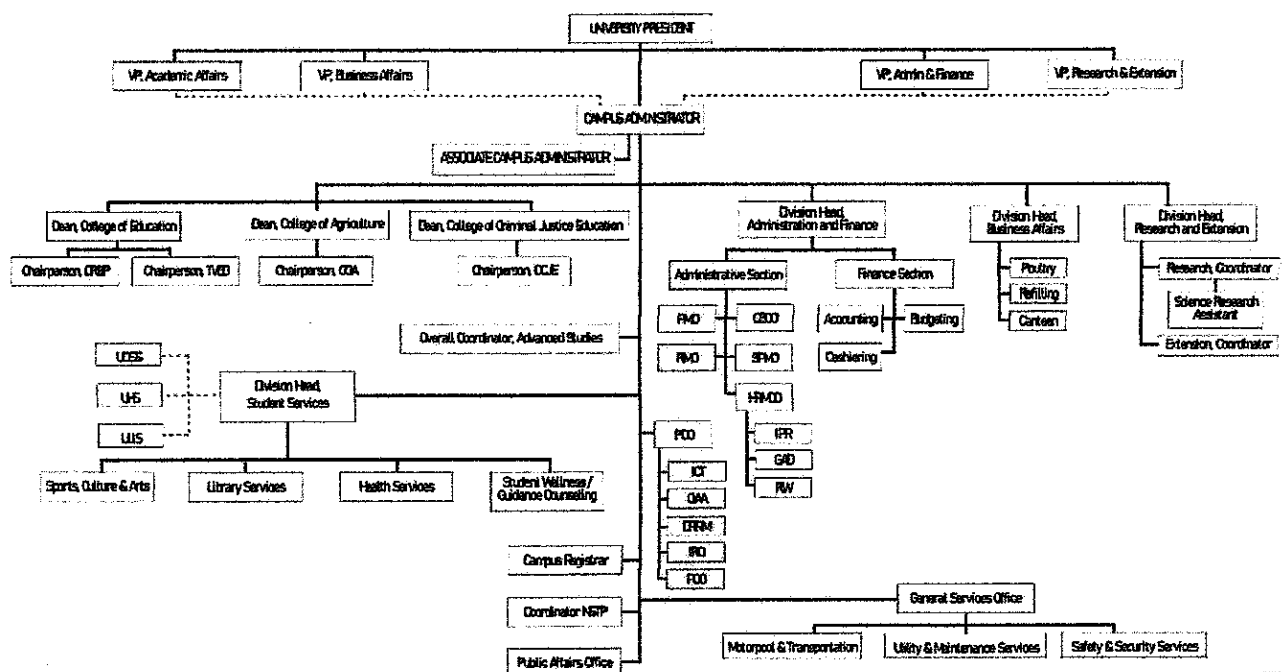


References: BSR Res. No. 1465, s. 2005; BSR Res. No. 358, s. 2005; BSR Res. No. 42, s. 2014

BUGUIAS CAMPUS



ORGANIZATIONAL STRUCTURE



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GOVERNANCE

BSU, like any other State Universities is governed by a **BOARD OF REGENTS**.

The Administration

The administration of the University shall be vested in the president of the University who shall render full-time service. The president shall be assisted by vice-presidents who shall be appointed by the Board of Regents upon the former's recommendation.

Administrative Council

There shall be an administrative council consisting of the president of the University as Chairman, the vice presidents, deans, directors, and other officials of equal rank as members, and whose function is to review and recommend to the Board of Regents policies governing the administration, management, and development planning of the University for appropriate action.

Academic Council

There shall be an academic council with the president of the University as Chairman and all members of the instructional staff with a rank of not lower than assistant professor as members. The academic council shall have the power to review and recommend the curricular offerings and rules of discipline of the University subject to appropriate action of the Board of Regents. It shall fix the requirements for the admission of students as well as for graduation and the conferment of degrees subject to review and/or approval by the Board of Regents through the president of the University.

General Administrative and Finance Council

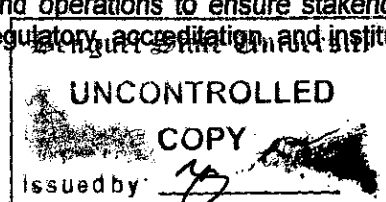
The General Administration and Finance Council (GAFC) is established as a coordinative body responsible for facilitating information exchange and policy formulation, where necessary, to enhance organizational operations and financial management. Its primary objectives are to: (1) **Strategic Planning**: develop and implement policies that align with the University's goals and priorities; (2) **Financial Oversight**: ensure the effective management, allocation, and monitoring of financial resources; (3) **Administrative Coordination**: strengthen collaboration among departments to improve efficiency and operational effectiveness; (4) **Compliance**: promote adherence to regulatory requirements and organizational standards; and (5) **Advisory Role**: provide informed recommendations to University leadership on administrative and financial matters. The GAFC operates under the oversight of the Office of the Vice President for Administration and Finance. It recognizes the University Administrative Council and submits its agenda to the Council for review and recommendation for approval by the Board of Regents when the agenda involves policy formulation. (*Administrative Memorandum No. 004, Series of 2025*)

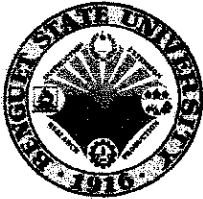
Research and Executive Committee

The Research and Executive Committee (REXECOM) shall be composed of the Vice President for Research and Extension (VPRE) as Chairperson; the Special Assistant of the Office of the Vice President for Research and Extension (OVPRE) as Secretary; and the Director for Research, Director for Extension, and all Research and Extension (R&E) Center/Institute Directors as members. The Committee shall conduct deliberations on policies, concerns, priorities, and directions related to research and extension activities for presentation to the University Administrative Council for approval. It shall also be responsible for monitoring and evaluating the implementation of approved policies. (*Research and Extension Manual of Operations, Chapter 3, Section 2, Subsection 2.1*)

SCOPE

The Quality Management System (QMS) of Benguet State University covers the provision of higher education, research, extension, production, and administrative support services across its three campuses and operating units. It encompasses the processes necessary for the planning, delivery, monitoring, evaluation, and continual improvement of programs, services, and operations to ensure stakeholder satisfaction and compliance with applicable statutory, regulatory, accreditation, and institutional requirements.



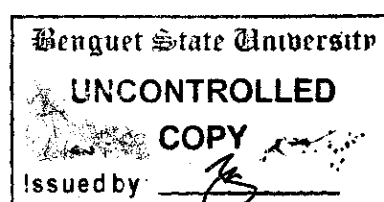


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In fulfilling its mandate, the University addresses the needs and expectations of relevant interested parties and promotes evidence-based decision-making, risk-based thinking, innovation, and continual improvement. The University likewise considers climate change and integrates environmental sustainability as relevant factors in understanding its organizational context and achieving the intended results of its QMS.

Excluded from the scope of certification are the Elementary Laboratory School, Secondary Education programs, graduate programs under the Graduate School, and programs offered through the Open University.

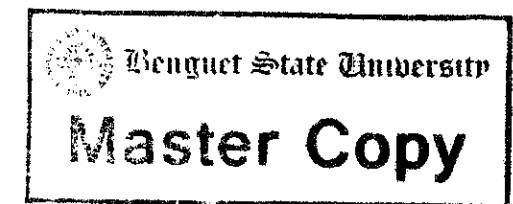
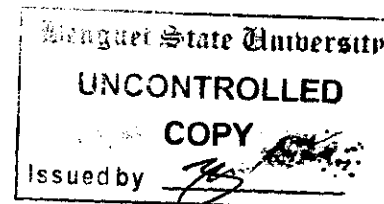
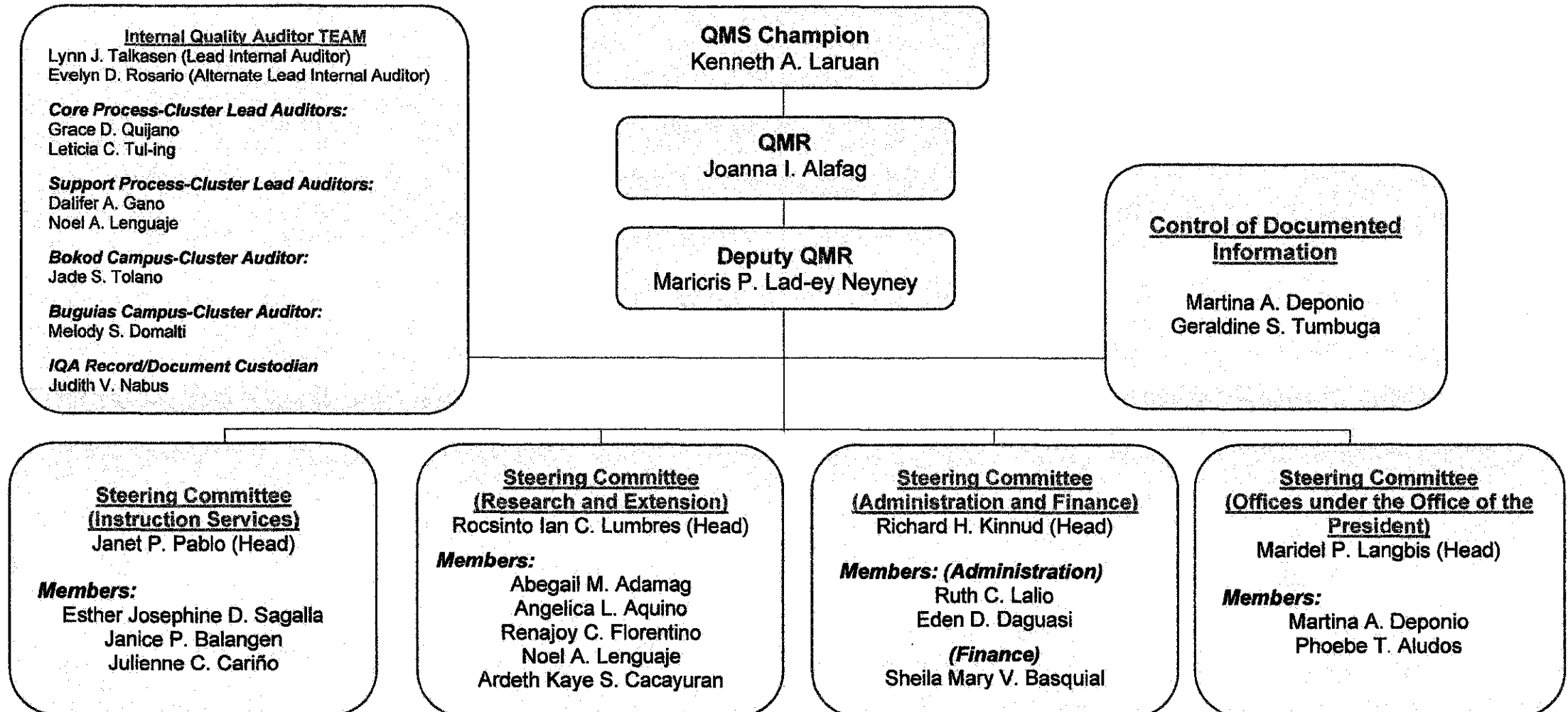




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QUALITY MANUAL

ISO Quality Management Structure/Organizational Chart





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Deputy QMRs

Core Process: Documentation Committee Members

Alma A. Amado	CA	Ryan B. Batinay	CHK	Beverly C. Sa-ao	CSS
Maricel V. Dacnes	CA	Kaycee P. Bugtong	CHK	Dolores E. Alawas	CTE
Gemma S. Das-Ilen	CA	Jenny V. Esiong	CHK	Evelyn S. Angiwan	CTE
Jenifer P. Domolog	CA	Jandy U. Gay-as	CHK	Dona Claire L. Colinang	CTE
Mary Arnel D. Garcia	CA	Maria Lourdes M. Obidos	CHK	Jingle P. Cuevas	CTE
Madeline S. Kingan	CA	Maria Teresa T. Cachero	CIS	Alexandra S. Sad-ang	CTE
Leo S. Laruan	CA	Ivy Jane V. Miguel	CIS	Leticia C. Tul-ing	CTE
Judith G. Lawilao	CA	Grace D. Quijano	CIS	Maureen Theresa P. De Vera	CVM
Julienne C. Cariffo	CAH	Dominador B. Abad, Jr.	CN	Karen B. Gaerlan	CVM
Faustina T. Dio-as	CAH	Daisy S. Domerez	CN	Loretta C. Romero	CVM
Dame N. Estravila-Estigoy	CAH	Jonalyn S. Esco	CN	Bernadette C. Bagto	OUR
Kara S. Panolong	CAH	Monica S. Alimondo	CNAS	Bernadette M. Bao-Idang	OUR
Kenp Winston L. Rabe	CAH	Kent W. Depayso	CNAS	Daisy C. Del Rosario	OUR
Nelson S. Banos	CE	Freda Kate D. Samuel	CNAS	Edna B. Delmas	OSS
Almon B. Boklis	CE	Precious M. Valentin	CNAS	Fay Ann P. Farangan	OSS
Erickson N. Dominguez	CE	Elvira G. Bolinget	CNS	Ramon C. Flangaan Jr.	OSS
Marlon Charles V. Villafuerte	CE	Jones T. Napaldet	CNS	Editha A. Grande	OSS
Gerry P. Alfonso	CF	Jofelyn P. Nicolas	CNS	Debbie Her C. Pacitang	OSS
Bernard Peter O. Daipan	CF	Joyce N. Paing	CNS	Melody P. Marchewka	UHS
Sano L. Ngiwas	CF	Glorina C. Damong	CPAG	Freddie L. Sayucop	UHS
Kathlyn P. Aragon	CHE	Ian Jade V. Watawat	CPAG	Noel W. Cabfian	ULIS
Yvonne P. Aragon	CHE	Malody M. Angco	CSS	Daisy S. Domerez	ULIS
Sunshine T. Balanag	CHE	Jeff C. Feliciano	CSS	Marjorie C. Ricardo	ULIS
Kenji D. Kantala	CHE	Shania S. Lucyao	CSS	Carl Bryan W. Sibayan	ULIS
Florida S. Rosario	CHE	Flery Joy M. Lumiuwan	CSS	Kendrick Adrian I. Wanawan	NSTP

Support: Documentation Committee Members

Imelda B. Galinato	Accounting Office	Elvie P. Altatis	IAS
Rhodilyn B. Malocong	Accounting Office	Julie Ann R. Dugat-Tabdi	ICT
Junia W. Sonson	Accounting Office	Rex John G. Bawang	IRO
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Augelie D. Botalon	Budget Office	Jeanne H. Balacay	OLA
Imelda A. Fang-asan	Budget Office	Joanna I. Alafag	OQAA
Joan Ann B. Decina	Cashier Office	Martina A. Deponlo	OQAA
John S. Santos	Cashier Office	Evelyn D. Rosario	OQAA
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Jenny D. Agadan	HRDO	Reyzalyn T. Boado	OUBS
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Ellibrari G. Dines	HRMO	Sheriff John C. La Madrid	PMU
Bella Liza W. Lampacan	HRMO	Prince Jheruel D. Gadang	UPAO
Jocelyn L. Mauting	PMO	Angelica L. Aquino	OES
Sonia T. Pasian	PMO	Casmir S. Ligat	OES
Fleur De Ruth C. Bongsiw	ROA	Renajoy C. Florentino	ORS
Medina B. Navarro	ROA	Ardeth Kaye S. Cacayuran	IPMO
Freddie L. Acwadey	SPMO	Noel A. Languaje	REPO
Ezrael S. Salming	SPMO	Eden K. Laoyan-Manuel	NPRCRTC
Mechelle Avelino	GSO	Margie E. Bad-ey	HORTI
Genaro Saliyoc	GSO	Von Y. Amado	IHFSA
Cresencio K. Magsino	LEAU	Freda J. Picpican	CSAC
Josie M. Bugnay	SSU	Ragline A. Titiwa	ATB/IC
Argel D. Valdez	TASU	Remedios B. Thompson	ISRD
Angeline D. Alicda	IAS	Kelvin John C. Gavino	CCARD



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Deputy QMRs

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Quinerlyn A. Godio	GIS	Henrietta B. Bencio	Cashier Office	Melody C. Domalti	Health Services
Marie Antonette N. Clemente	CordiCARE	Rodel S. Onil	GSO	Luncia B. Boslio	Library Services
Daena Mariele D. Dar	FSRIC	Melchor G. Sinsim	Motorpool	Darwin P. Gayaso	Accounting Office
Joyce D. Mauricio	CERI	Arvin D. Hilario	Security Services	Rhea S. Padasen	Budget Office
Schedreid Joi N. Ugnasi	CRAC	Hazel G. Lino	HRMO	Kristy Ann E. Ma-anao	Cashier Office
		Jezreel A. Afidchao	PMO	Miguel D. Hiblawn	GSO
Bokod Campus		Jade S. Tolano	Records Office	Leinny Wright M. Santiban	Motorpool
Gleemoore C. Makle	Academic Unit	Bridgida A. Bensosan	SPMO	Diomar B. Sawac	Security Services
Gazael B. Bastan	Academic Unit	Bugulas Campus		Jerah A. Fernandez	HRMDO
Joel H. Nehyeban	Academic Unit	Neivalyn B. Labenio	Academic Unit	Clyde A. Senti	ICT
Amorsolo B. Cuilan	Registrar Office	Rio Ann B. Arceo	Academic Unit	Geraldine K. Tangoyab	PMO
Ryan Paul T. Dicos	Student Services	Susan D. Ansibey	Academic Unit	Marjorie T. Cornelio	R&E Services
Rachelle B. Kiong	Health Services	Jeremiah P. Lopate	Academic Unit	Rosita N. Pukul	Records
Leah E. Camso	Library Services	Marites P. Lampacan	Office of Campus Administrator	Rhod John C. Peralta	SPMO



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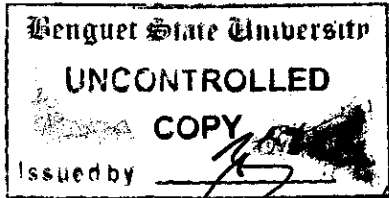
Republic of the Philippines
Benguet State University
2601 La Trinidad, Benguet



Office of the University President

14 August 2026

OFFICE ORDER
No. 0191, s. 2026



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 August 14, 2026 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.



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Deputy Quality Management Representative	MARICRIS P. LAD-EY-NEYNEY	1. Ensures the effective planning, implementation, maintenance and continuous 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.
Steering Committee for Academic Sector HEAD MEMBERS	JANET P. PABLO ESTHER JOSEPHINE D. SAGALLA JANICE P. BALANGEN JULIENNE C. CARINO	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 or Business Affairs.
Steering Committee for Research & Extension Sector HEAD MEMBERS	ROSCINTO IAN C. LUMBRES ABEGAIL M. ADAMAG ANGELICA L. AQUINO RENAJOY C. FLORENTINO NOEL A. LENGUAJE ARDETH KAYE S. CACAYURAN	
Steering Committee for Administration and Finance Sector HEAD MEMBERS	RICHARD H. KINNUD Administration: RUTH C. LALIO EDEN D. DAGUASI Finance: SHEILA MARY V. BASQUIAL	
Steering Committee for Business Affairs Sector HEAD MEMBERS	JOSEL M. FLORENTIN ARNIE P. MENDOZA CAROLYN C. BITENG MENJO P. FELINO	
Steering Committee for Offices under OP HEAD MEMBER	MARIDEL P. LANGBIS MARTINA A. DEPONIO PHOEBE T. ALUDOS	
INTERNAL QUALITY AUDIT TEAM		Issued by
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	
Bokod Campus – Cluster Auditor	JADE S. TOLANO	1. Monitors the implementation of the action plan during scheduled audits and the deployment of internal auditors in the colleges and offices of the campus involved in core and support processes; 2. Consolidates audit plans and reports of the different units, and prepares general audit plan and summary of audit findings;
Buguias Campus – Cluster Auditor	MELODY S. DOMALTI	

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		- Assists in the conferences with the internal auditors and process owners in the core processes if necessary; - Monitors the submission of all audit documents from internal quality auditors; and - Performs other related functions in the continuous improvement of the IQA in the support processes.
Document Custodian for Internal Quality Audit	JUDITH V. NABUS	- File correctly and appropriately all pertinent IQA-QMS documents of the university; - To be in custody of all pertinent IQA-QMS documents; - To be able to easily locate in office files, needed IQA-QMS documents; and - To be updated with new requirements / methods / guidelines in the upkeep of IQA-QMS documents.

CONTROL OF DOCUMENTED INFORMATION (CDI)

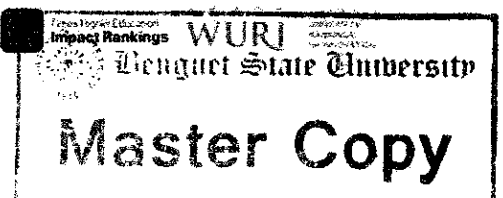
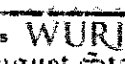
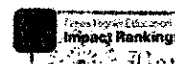
Document Controller	MARTINA A. DEPONIO GERALDINE S. TUMBAGA	- Documents, implements, establishes and maintains a procedure for the control of documents; - Maintains the master copies and master list of the Quality Manual, Quality Procedures and Standard Operational Procedures, as well as the master list of externally generated documents and references; - Ensures that current versions of relevant documents are available for use; - Prevents unintended use of obsolete documents as well as the unauthorized use of relevant documents; and - Ensures the traceability of documents.
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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)	ELIZABETH A. LASCANO
College of Numeracy and Applied Sciences (CNAS)	EDERSON G. BAWANG
College of Natural Sciences (CNS)	SHERLYN C. TIPAYNO
College of Nursing (CN)	JUDE L. TAYABEN
College of Social Sciences (CSS)	MA. THERESA B. DOLIPAS
College of Veterinary Medicine (CVM)	EDLYN MAE N. CIANO
College of Teacher Education (CTE)	DIVINA M. YANGO
College of Human Kinetics (CHK)	MARLON S. TABDI

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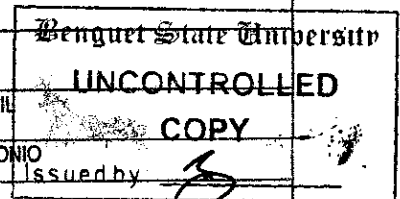
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College of Public Administration and Governance (CPAG)	JULIE M. BINALDO- VELASCO
Office of the University Registrar (OUR)	MARYCEL T. SAJISE
Office of Student Services (OSS)	ERLYN HONEYLETTE C. MARQUEZ
University Health Services (UHS)	FLORENCE V. POLTIC
University Library and Information Services (ULIS)	LAUREN P. KIPAAN
National Service Training Program (NSTP)	HENDERSON K. BALANGGOY
B. Administration and Finance	
1. Administrative Services 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
2. Finance Services 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)	DARWIN A. BASQUAL
Horticulture Research and Training Institute (HORTI)	JEMMA ROSE M. KILAKIL
Institute of Highland Farming Systems and Agroforestry (IHFS)	CHRISTOPHER P. DEPONIO
Climate-Smart Agriculture Center (CSAC)	PRECIL M. SALES





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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)	PRECIL M. SALES
Cordillera Consortium for Agri-culture, Aquatic and Resources Research and Development (CorCAARRD)	NORDALYN B. PEDROCHE
Intellectual Property Management Office (IPMO)	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. UMATAT
Cordillera Center for Analysis of Agriculture, Natural Resources and Environmental Biotechnology (CordiCARE)	JHOMEE FE (JAJA) F. SAPITAN
E. Business Affairs Sector	
Office of the Vice President for Business Affairs	ARNIE B. MENDOZA CAROLYN C. BITENG
Special Projects and Partnerships (SPP)	CONRADO C. BAO-IDANG
Income Generating Projects (IGP)	JEFTEE BEN B. PINOS-AN
Business Development Services	DALIFER A. GANO
F. 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	HERONIMA D. SANCHEZ
Health Services Unit	RACHELLE B. KIONG
Library Services Unit	LEAH E. CAMSO
General Service Unit	RODEL S. ONIL
G. BUGUIAS CAMPUS	
Office of the Campus Administrator	LEILA P. BULOQUEY
Quality Assurance Coordinator	RAQUEL O. ABYADO
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Office of Student Services	KENNETH T. KITONGAN
Records Office	ROSITA N. PUKOL



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Procurement Management Office (PMO)		GERALDINE K. TANGOYAB
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General Services Office (GSO)		ROMEO JR. C. BOGTONG
Motorpool and Transportation Services (MTS)		MERWIN N. GALAD
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Budget Office		RHEA S. PADASEN
Cashiering Office		KRISTY ANN E. MA-ANAO
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		VINA JOY S. TOSAY-PALLAY
QMS Team Members		
A. Academic Sector:		
Office of Vice President for Academic Affairs (OVPA)	ASTRID DENNISE B. CAUAN JOERENE MAE M. LAYAGAN LEO A. OLMANO	1. Monitor the implementation and proper use of QMS forms with their sector; 2. Assist the sector's steering committee during the management reviews and other ISO-related activities; and 3. Record, file, and monitor received Opportunities for Improvement (OFI) and Nonconformities (NCs).
College of Agriculture (CA)	MADLINE S. KINGAN JENIFER P. DOMOLOG ALMA A. AMADO LEO S. LARUAN MARY ARNEL D. GARCIA GEMMA S. DAS-ILEN MARICEL V. DACNES JUDITH G. LAWILAO ARLENE D. WAYET	Be in-charge of the correct and complete documentation of the processes in their respective offices as per ISO requirements.
College of Arts and Humanities (CAH)	KARA S. PANOLONG JULIENNE C. CARIÑO DAME N. ESTRAVILA-ESTIGOY KENO WINSTON L. RABE FAUSTINA T. DIO-AS	
College of Engineering (CE)	ALMON B. BOKILIS NELSON S. BANOS ERICKSON N. DOMINGUEZ MARLON CHARLES V. VILLAFUERTE	
College of Forestry (CF)	BERNARD PETER O. DAIPAN SANO L. NGIWAS GERRY C. ALFONSO	
College of Human Ecology (CHE)	KATHLYN P. ARAGON YVONNE P. ARAGON SUNSHINE T. BALANAG KENJI D. KANTALA FLORIDA S. ROSARIO	
College of Information Sciences (CIS)	IVY JANE V. MIGUEL MARIA TERESA T. CACHERO GRACE D. QUIJANO	
College of Numeracy and Applied Sciences (CNAS)	FREDA KATE D. SAMUEL MONICA S. ALIMONDO PRECIOUS M. VALENTIN KENT W. DEPAYSO	

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College of Nursing (CN)	JONALYN S. ESCO DOMINADOR B. ABAD, JR. DAISY W. SABELO	
College of Social Sciences (CSS)	BEVERLY C. SA-AO MELODY M. ANGCO JEFF C. FELICIANO SHANIA S. LUCYAO FLERY JOY M. LUMIUAN	
College of Veterinary Medicine (CVM)	MAUREEN THERESA P. DE VERA KAREN B. GAERLAN LORETTA C. ROMERO	
College of Teacher Education (CTE)	LETICIA C. TUL-ING DONA CLAIRE L. COLINANG JINGLE P. CUEVAS OLGA B. BETUDIO EVELYN S. ANGIWAN ALEXANDRA S. SAD-ANG	
College of Human Kinetics (CHK)	JENNY V. ESIONG RYAN B. BATINAY JANDY U. GAY-AS MARIA LOURDES M. OBIDOS KAYCEE P. BUGTONG	
College of Public Administration and Governance (CPAG)	GLORINA C. DAMONG IAN JADE V. WATAWAT	
Office of the University Registrar (OUR)	BERNADETTE M. BAO-IDANG BERNADETTE C. BAGTO DAISY G. DEL ROSARIO	
Office of Student Services (OSS)	RAMON C. FIANGAAN, JR. FAY ANN P. FARANGAN EDITH A. GRANDE EDNA B. DELMAS DEBBIE HER C. PACITENG	
University Health Services (UHS)	FREDDIE L. SAYUCOP MELODY P. MARCHEWKA	
University Library and Information Services (ULIS)	CARL BRYAN W. SIBAYAN MARJORIE C. RICARDO DAISY S. DOMEREZ NOEL W. CABFILAN	
National Service Training Program (NSTP)	KENDRICK ADRIAN I. WANAWAN	
B. Administration & Finance		
1. Administrative Services Division		
Office of Vice President for Administration and Finance	EDEN D. DAGUASI DONNELLY VON F. CAPUYAN MARLYN C. SUANDING	1. Monitor the implementation and proper use of QMS forms with their sector; 2. Assist the sector's steering committee during the management reviews and other ISO-related activities; and 3. Record, file, and monitor received Opportunities for Improvement (OFI) and Nonconformities (NCs).
Compensation, Benefits, and Other Obligations Office (CBOO)	DEBBIE ANN P. PAZA	Benguet State University UNCONTROLLED COPY Issued by 
Human Resource Development Office (HRDO)	JENNY D. AGADAN	
Human Resource Management Office (HRMO)	BELLA LIZA W. LAMPACAN GERRY ANNE W. CALABIS ELLIBRAN G. DINES	





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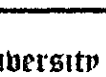


BAGONG PILIPINAS

Procurement Management Office (PMO)	JOCELYN L. MAUTING SONIA T. PASIAN
Records Office and Archives (ROA)	MEDINA B. NAVARRO FLEUR DE RUTH C. BONGSIW
Supply and Property Management Office (SPMO)	EZRAEL S. SALMING FREDDIE L. ACWADEY
2. Finance Services Division	
Accounting Office	IMELDA B. GALINATO RHODALYN B. MALOCONG JUNIA W. SONSON
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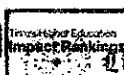


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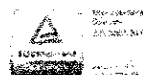


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Transport and Automotive Services Unit (TASU)	ANATOLIO T. GARCIA, JR. LAURIS C. ESTILLORE
Landscaping and Environmental Aesthetic Unit (LEAU)	CRESENCIO K. MAGSINO
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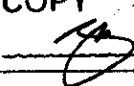
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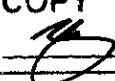
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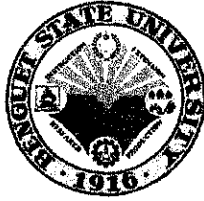
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Records Office	ROSITA N. PUKOL	
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Supply and Property Management Office (SPMO)	RHOD JOHN C. PERALTA	
Procurement Management Office (PMO)	GERALDINE K. TANGOYAB	
Security Services Office (SSO)	SABADO D. BULAGLAG	
General Services Office (GSO)	YVONNE B. NGIAO	
Motorpool and Transportation Services (MTS)	LEINNY WRIGHT M. SANTIBAN	
Accounting Office	DARWIN P. GAYASO	
Budget Office	RHEA S. PADASEN	
Cashiering Office	KRISTY ANN E. MA-ANAO	
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Health Services (HS)	MELODY C. DOMALTI	
Library and Information Service (LIS)	LUNCIA B. BOSILO	
Research & Extension Services Office (REO)	MARJORIE T. CORNELIO	

- This shall supersede Office Order Number 0758, series 2025 issued on September 02, 2025;
- This designation shall be given a corresponding credit, or as appropriate, however, subject to the existing academic/administrative policies of the University;
- 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;
- Be guided accordingly.


KENNETH A. LARUAN
President

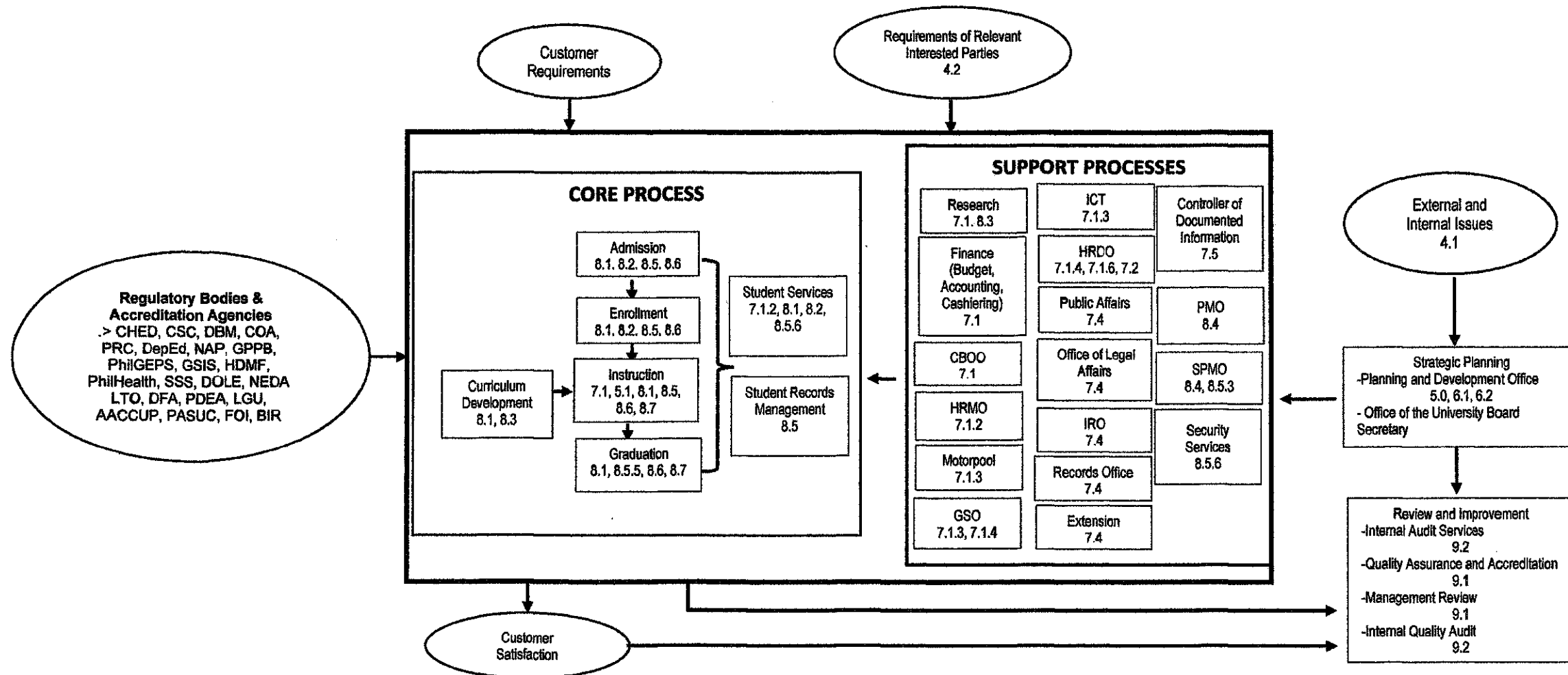




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SECTION 3: BUSINESS PROCESS MAP



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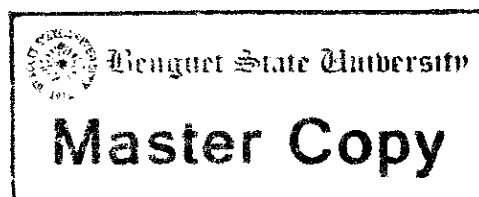
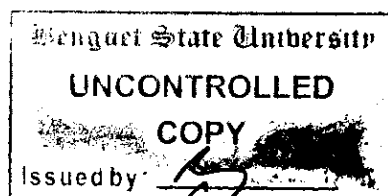
The core process for business processing at Benguet State University is Instruction Services of the Academic Sector. In order for a student to transact and complete business within the university in terms of availing of the University's instruction services, there are requirements needed to be satisfied 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, RISK AND OPPORTUNITY MANAGEMENT

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

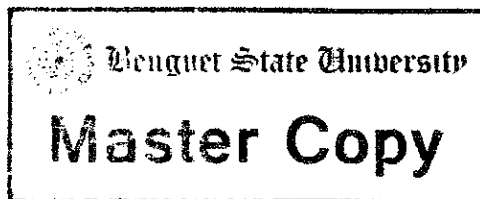
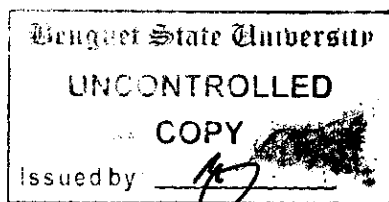
Objectives:

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





**STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS
(SWOT)**

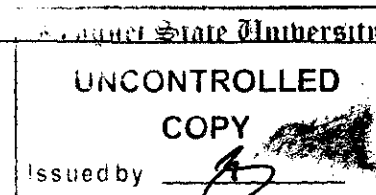
STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<u>Institutional Recognition & Achievements:</u> - The only SUC in the Cordillera Administrative Region authorized by the Commission on Higher Education (CHED) to offer a Doctor of Medicine. - Demonstrates strong academic excellence through its SUC Level IV standing and 2 Centers of Development (CODs), sustained by above-national-average board exam performance across most programs, a track record of producing licensure top notchers, and prominent alumni across key sectors. - The institution pioneered medical education in the region as the first SUC in the Cordillera Administrative Region to secure approval for a Doctor of Medicine program. - Demonstrated Regulatory Compliance: 100% undergraduate COPC attainment for La Trinidad and Buguias campuses, 88.90% for Bokod Campus, complemented by an 83.87% graduate COPC compliance rate. - BOR-approved OBE framework and graduate attributes, affirmative action-aligned admissions and retention policy, and internship safety guidelines drive	<u>Physical Facilities & Technological Challenges:</u> - Weak network infrastructure, obsolete computers, inadequate laboratory equipment, limited licensed software, and the absence of a university-owned LMS and satellite-campus SIAS access mark low campus-wide technology readiness. <u>Operational Bottlenecks:</u> - Inconsistent adherence to administrative and financial processing timelines, resulting in delayed payroll clearing and compensation disbursement for Contract of Service (COS) personnel. <u>Human Resources Capital Strain:</u> - Limited regular positions—further constrained by Revised Organizational Structure and Staffing Standards (ROSS) limitations—force multiple administrative and academic designations among faculty and staff, leading to role overload. - Inter-Agency Collaboration: Leveraging the on-campus presence of government	<u>Institutional Growth & Global Market Position:</u> - Expanding internationalization initiatives and ensuring stringent alignment with global accrediting frameworks to boost the university's cross-border reputation. - Market Positioning Graduate Employability: Capitalizing on strong industry partnerships and high employer demand to create expansive, responsive, and direct career-placement pipelines for alumni. - Deepening active partnerships with LGUs, regulatory bodies, and industry stakeholders to drive collaborative R&E and production initiatives. <u>Physical Environment & Infrastructure:</u> - Capitalizing on the semi-temperate climate to foster specialized research and an ideal learning environment.	<u>Institutional and Human Capital Challenges:</u> - Low numbers of qualified applicants for job vacancies, paired with natural manpower attrition, makes filling critical administrative and academic positions highly challenging - Impending budget cuts and delayed downloading of external funds directly threaten the university's ability to complete research, extension projects, and infrastructure on time, retain specialized personnel, and properly sustain institutional operations. - The inherent risk of faculty, researchers, and administrative personnel failing to return to duty after securing lucrative employment or residency abroad ("brain drain") causes BSU to lose vital expertise and compete harder against external institutions for limited research grants, government funding, and strategic partnerships. <u>Political and Regulatory Challenges:</u> - Pending land disputes and the awarding of campus areas to agrarian claimants, causing an immediate loss of agricultural field laboratories and



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**STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS
(SWOT)**

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
academic quality, equitable access, and student protection. <u>Research & Innovation:</u> - Seasoned faculty researchers and extensionists driving external funding, high-impact outputs, and internal income cultivation, supported by five (5) PRC-accredited CPD university programs. - Approved Technology Transfer protocol and Robust Intellectual Property Protection (patents and trademarks). - The only SUC in CAR with an Institutional Animal Care and Use Committee (IACUC) providing oversight in the formulation of standard Implementing Rules and Regulations (IRRs) to govern animal-based university research and animal laboratory facilities. <u>Human Capital Development:</u> - Institutionalized knowledge stewardship supported by robust faculty/staff scholarship policies and an active Learning and Development (L&D).	agencies to drive strategic public-sector partnerships. Campus Accessibility: Utilizing strong public transport links to enhance mobility and engagement for the university community.		disrupting long-term R&E trials and production goals. - Independent research initiatives launched by local LGUs that overlap with, or bypass, the university's established mandate. - Increasingly complex and stringent compliance mandates from national regulatory bodies that exhaust administrative resources and require continuous operational adjustments. <u>Academic Market Positioning & Competitive Landscape:</u> - The opening of duplicate, identical degree programs in neighboring institutions, combined with a decline in the foundational academic readiness of incoming student applicants. - Off-Campus Amenity Deficits: Shortages of housing, transit, ATMs, and water near satellite campuses, leading directly to reduced enrollment. <u>Safety, Security & Digital Infrastructure</u> - Rising exposures to cybersecurity breaches, system downtime, and unchecked student reliance on

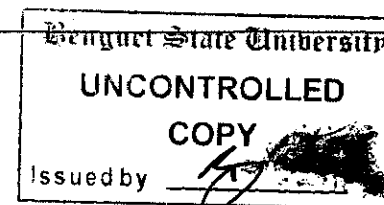




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**STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS
(SWOT)**

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
- Implementation of the DBM-CHED Revised Organizational Structure and Staffing Standards for SUCs (ROSS) to optimize institutional staffing patterns, strengthen administrative support systems, and create expanded career progression pathways for university personnel. - BOR-approved flexible work arrangements <u>Physical, Environmental Resources & Process:</u> - Land use and Infrastructure Development Plan: BOR-approved LUDIP land-use roadmap. - Specialized Facilities: Established Research and Extension (R&E) assets, including a regional laboratory animal facility and a dedicated Organic Market. - Streamlined & Digitized Governance: ISO-aligned QMS, Data Privacy (with PIA toolkit), Administrative Operations, and CODI manuals, with streamlined workflow driven by automated systems (HRIS, DTS, queuing, online admissions, REMIS, OUBS Reply Management), and an NAP-approved			generative AI or plagiarism that undermines academic authenticity. - Open-campus vulnerabilities, characterized by the unauthorized loitering of non-university individuals, persistent illegal parking along the university belt, and safety risks from reported gender-based violence. <u>Climate Change Disruptions</u> - Accelerating Impacts of Climate Change (such as unpredictable weather patterns, heavy typhoons, and agricultural shifts) threaten campus infrastructure, academic schedules, and the university's localized research and production fields.





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**STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS
(SWOT)**

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
records retention and disposal schedule. • Established internal controls, standardized protocols, and continuous monitoring ensure timely, coordinated AOM responses.			

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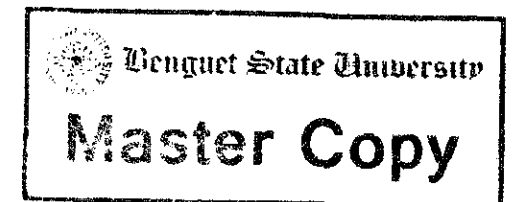
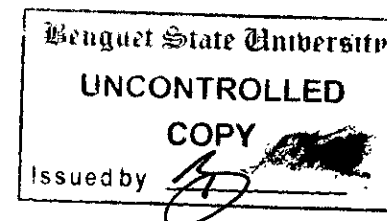
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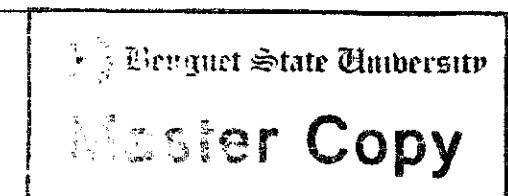
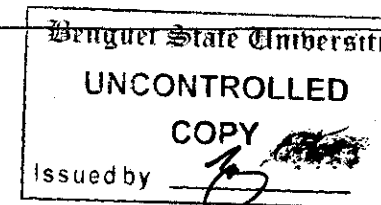
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PESTLE ANALYSIS

PESTLE FORCES	KEY FACTORS/ EMERGING ISSUES	IMPACT TO BSU	
		OPPORTUNITIES	THREATS
POLITICAL	National & Regional Policy Mandates, Statutory Alignment, and SUC-LGU Governance Relations	- Align university initiatives with national and regional development plans to ensure policy continuity, secure state funding, and gain political backing for BSU's research, innovation, and campus expansion.	- Changes in leadership disrupt ongoing strategic priorities, policy alignment, and administrative continuity at BSU. (Shift to the Opportunity category, as known regulatory changes enable proactive strategic planning)
		- The SUC Governing Board's multi-stakeholder membership—comprising oversight agencies, faculty, students, and public/private representatives—ensures rigorous policy review. This collaborative governance aligns university strategies with national development goals while maintaining agility to respond to evolving internal and external environments.	
	Implementation of the Mandanas-Garcia Ruling (Decentralization). The full implementation of the Mandanas Law shifts fiscal resources and administrative responsibilities heavily toward local government units (LGUs).	- LGUs are now mandated to handle localized Research and Extension (R&E) functions, opening massive doors for BSU to co-execute localized development projects. - BSU's research can be explicitly contextualized to solve specific provincial and municipal problems, increasing the likelihood that university research will be used as the primary baseline for local government policies.	- Delayed submission of reports
ECONOMIC	Research Grant Ecosystem & Instructional Integration. Increase in the number of research funding agencies and partners (DA, CHED, DOST, DENR, International Partners)	- Leveraging completed outputs from externally funded research projects to update course syllabi and laboratory activities presents an opportunity to elevate instructional quality through evidence-based, locally relevant content while maximizing the institutional ROI of external grants.	- Increased research volume driving a sharp demand for additional personnel positions, lab equipment, infrastructure, and tedious administrative document preparation processes.
	Research Grant Ecosystem & Instructional Integration. - Increase in the number of research funding agencies and partners (DA, CHED, DOST, DENR, International Partners)	- Leverage external linkages and international partner grants to fund foreign travel, global seminar participation, and capacity-building workshops for university representatives at minimal institutional cost.	- Equivalent Teaching Loads for faculty researchers may require additional faculty, which may imply additional budget allocation





PESTLE ANALYSIS

PESTLE FORCES	KEY FACTORS/ EMERGING ISSUES	IMPACT TO BSU	
		OPPORTUNITIES	THREATS
ECONOMIC	Regional Accessibility & Geographic Positioning. - Strategic proximity of BSU campuses to adjacent municipalities and provinces, coupled with a booming business and commercial atmosphere surrounding the La Trinidad Campus.	- Institutionalizing a structured admission and retention policy for students from Geographically Isolated and Disadvantaged Areas (GIDA) and Indigenous Peoples (IP) communities presents a strategic opportunity to advance educational equity, expand regional access, and strengthen university-community integration.	- Surging student enrollment outpacing physical infrastructure expansion and institutional budget releases, leading to severe operational bottlenecks, facility overcapacity, and risks to instructional quality.
		- Establish industry partnerships for internships, joint R&D, and IP commercialization.	
SOCIAL	Societal and Institutional Appreciation of Gender and Development (GAD). - Integrating the GAD framework into university operations ensures that institutional outputs address systemic gender sensitivities, equity, and equality.	- Addressing gender gaps allows the university to secure external funding for new R&E projects. Focusing on community issues - such as empowering women in agriculture and promoting equity - strengthens local policies and enhances institutional relevance.	- Superficial understanding of the GAD framework among personnel leads to low research outputs addressing equity and equality, resulting in unsustained, compliance-driven gender programs rather than meaningful impacts.
	Professional Development & Global Mobility. - Statutory mandates under the Professional Regulation Commission (PRC) CPD Act	- Utilization of BSU's extension programs/projects, accredited by the PRC as a CPD provider, to design and deliver specialized, lower-cost training modules.	
	- Strategic linkages that provide partner-funded global mobility opportunities.	- Leverage linkage-sponsored foreign travel and partner grants to increase university representation in global seminars and specialized workshops, upgrading institutional human capital at minimal cost.	- The inherent risk of highly trained faculty or administrative employees failing to return to duty ("brain drain") after discovering lucrative employment or permanent residency opportunities while traveling abroad.



PESTLE ANALYSIS

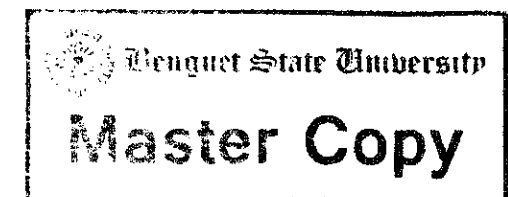
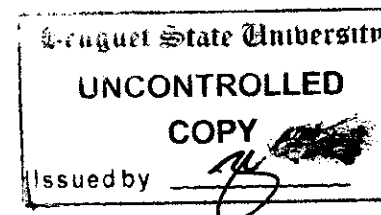
PESTLE FORCES	KEY FACTORS/ EMERGING ISSUES	IMPACT TO BSU	
		OPPORTUNITIES	THREATS
SOCIAL	Inclusivity, Multiculturalism, and Workplace Diversity BSU's demographics reflect a highly diverse mix of cultures, genders, and backgrounds, driven by institutional commitments such as the Equal Employment Opportunity Policy (EEO).	- The multicultural environment of BSU fosters inclusivity and broadens perspectives among students and employees. - Clear gender-inclusive commitments and equal opportunity policies grant the university access to a wider, more diverse pool of high-tier academic and administrative talent.	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
	Demographic Shifts and Accelerated Employee Turnover The university faces a rapid demographic shift due to accelerating employee turnover, resulting in a loss of institutional memory and frequent onboarding demands.	- Brings in a technologically adept workforce with fresh mindsets and diverse talents. - Increasing number of learning service providers offers more professional development and capacity-building options for employees.	BSU may be seen as a training ground, with frequent training of new employees delaying actual work functions. Relying on external learning providers to continuously train transitioning employees demands significant, sustained funding allocations.
	Community Reception of Research and Extension (R&E) Outputs Societal factors influence how the local community accepts, trusts, and integrates the scientific research and extension outputs produced by the university.	Leveraging participatory consultations to drive demand-driven S&T solutions that foster community co-ownership and boost technology adoption rates.	- Low adoption rates of generated technologies and extension services translate to a direct waste of institutional time, labor, and research funding. - Integrity of BSU suffers when conducted research has no impact
TECHNOLOGICAL	National Government Priorities on Digital Transformation and Automation The Philippine government is aggressively pushing for the digitization of public services and higher education governance to streamline service delivery and maximize operational efficiency.	- Directives enable the organization to completely automate core administrative workflows, eliminating heavy paperwork and minimizing bureaucratic delays. - Strategic alignment with the EGMP opens institutional pathways to secure upgraded IT hardware, build empowered IT personnel systems, and connect directly to secure national backbone networks.	Transitioning to heavy digital dependency carries steep, recurring long-term expenses for enterprise-grade bandwidth, massive data storage, and mandatory system backups.



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PESTLE ANALYSIS

PESTLE FORCES	KEY FACTORS/ EMERGING ISSUES	IMPACT TO BSU	
		OPPORTUNITIES	THREATS
TECHNOLOGICAL	Digital Infrastructure Stability and Connectivity - Digital platforms are now essential utilities that require uninterrupted network access, just like electricity.	- Partnership with DICT projects provides direct opportunities to secure increased bandwidth, expand internal network infrastructure, and acquire improved campus-wide internet access for students and staff.	- Frequent bandwidth instability or poor internet connectivity causes immediate operational bottlenecks, crippling online classes, student transactions, and administrative service delivery.
	Integration of Artificial Intelligence (AI) and Automation in Research - Emerging technologies and AI tools are shifting the research landscape, enabling faster data processing, automated literature reviews, and predictive analytics.	- Establishing clear policies and guidelines allows the university to safely leverage artificial intelligence, accelerating data processing, literature reviews, and research outputs while maintaining strict intellectual integrity.	- Advanced research hardware, specialized automated equipment, and specialized laboratories require continuous, expensive maintenance. Without post-project sustainability plans, high-end technical facilities risk falling into disuse or becoming obsolete.
	Technical Personnel Shortages and Human Capital Constraints - The rapid need in adopting, developing, and implement specialized software, networks, and automated systems requires a high demand for institutional technical support.	- Increasing demand for digital technologies creates opportunities to strengthen workforce development through targeted recruitment, upskilling, and continuous professional development for ICST personnel.	- Rapid digital expansion increases demand for technical support. A shortage of dedicated IT personnel to handle daily maintenance leads to system downtime, technical lag, and security vulnerabilities. - High-end automated research hardware and specialized laboratories require expensive, continuous maintenance. Without post-project sustainability plans, these facilities risk falling into disuse. - Limited availability of technical expertise may hinder the timely maintenance, enhancement, and security of institutional information systems - Rising reliance on digital technologies and automated systems may outpace the availability of technical personnel, increasing the risk of service disruption and project delays.





PESTLE ANALYSIS

PESTLE FORCES	KEY FACTORS/ EMERGING ISSUES	IMPACT TO BSU	
		OPPORTUNITIES	THREATS
LEGAL	SUCs Land Use Development and Infrastructure Plan (LUDIP) Act	- Leveraging RA 11396 (LUDIP Act) to secure university land from E.O. 75 / CARP claims through certified educational zoning, while utilizing designated Business Lots for regulated private-sector partnerships to drive innovation and sustainable revenue.	- Awarding BSU land area to claimants due to the Agrarian Reform Law and allowing the private sector to use R and E land
	Career Advancement & Employment - Scientific Career System - Implementation of ROSS I and II	- Motivation for full-time researchers - ROSS II provides structured career progression and regularization opportunities for dedicated casual and Contract of Service (COS) personnel.	
	Welfare, Health, & Statutory Compliance - Compliance with national statutes, Civil Service Commission (CSC) directives, and Higher Education mandates governing workplace health, employee welfare, campus decorum, and institutional safety.	- CSC flexible work arrangements boost employee wellness, safeguard business continuity during regional disruptions, and improve talent retention	- Flexible work setups expose gaps in internal monitoring frameworks, creating potential accountability and output-tracking issues.
		- Clear drug-free workplace policies, random drug testing protocols, and legal risk governance	
		- Operationalize an active Committee on Decorum and Investigation (CODI) and institutionalize victim-sensitive Safe Spaces mechanics to cultivate an inclusive, trusted, and psychologically safe campus culture.	- Organizational resistance to formal reporting, potential fear of retaliation, and underreporting of harassment or misconduct cases.
	Research Ethics & Environmental Compliance - Stringent enforcement of NCIP Administrative Order No. 1, s. 2012 (Free and Prior Informed Consent/FPIC), Institutional Animal Care and Use Committee (IACUC) regulations, wildlife/flora permits, and PDEA controlled chemical licensing protocols	- Strict compliance with the Free and Prior Informed Consent (FPIC) process safeguards the authenticity, data rights, and cultural integrity of Indigenous Knowledge Systems (IKS). - Rigorous alignment with IACUC and wildlife permits guarantees that flora, fauna, and laboratory research meet international ethical publishing criteria. - Strict PDEA licensing protocols guarantee institutional safety, secure chemical waste management, and zero legal liabilities for laboratory operations.	



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PESTLE ANALYSIS

PESTLE FORCES	KEY FACTORS/ EMERGING ISSUES	IMPACT TO BSU	
		OPPORTUNITIES	THREATS
LEGAL	Academic Institutional Accountability & Publishing Standards Implementation of DBM-CHED Joint Circular No. 3 (JC 3) (Faculty Reclassification) and CHED Memorandum Order No. 15, s. 2019 (Graduate Education Policies).		Intense publication pressure on faculty (under JC 3) and graduate students (under CMO 15, s. 2019) poses a risk of accidental submissions to predatory journals or unverified publishers.
	SUC Leveling & Academic Mandates (CHED CMO No. 15, s. 2019) Enforcement of CHED CMO No. 15, s. 2019, requiring Advanced Studies students to submit research outputs for publication prior to graduation.	- Increase research outputs, such as publications; increase the visibility, dissemination, and citation of BSU. This directly increases the overall institutional visibility, global dissemination, and citation counts of Benguet State University (BSU), while strengthening its position in national SUC Leveling evaluations. - Opportunity for faculty and full-time researchers to mentor students, and for students to be involved in a bigger project	
	Research Commercialization (RA 10055 - Technology Transfer Act) Implementation of the Philippine Technology Transfer Act of 2009 (RA 10055) to transition academic research into public use.	Commercialization of technologies generated from research transforms innovations into viable market assets that can empower local industries and generate internal revenue	
	External Regulatory & Budgetary Mandates Evolving statutory mandates and heightened oversight from national regulatory bodies (NEDA, DBM, BIR, COA) and social welfare agencies (GSIS, PhilHealth, Pag-IBIG, SSS).	- Building partnerships and using new staffing standards to co-develop programs, share workloads, and expand research capacity despite rigid Plantilla limits. - Adopting a "scrap and build" strategy to reallocate resources from unfilled highly technical positions to satisfy COPC, accreditation, and institutional certification requirements.	- Constraints imposed by external oversight bodies (such as the DBM) limiting the allocation of authorized permanent (Plantilla) items, which restricts institutional staffing capacity. - Legal restrictions (DBM/CSC) preventing permanent appointments when authorized Plantilla items are unavailable. - Partial approvals or reductions of the annual budget by external oversight bodies, limiting funding for institutional development, infrastructure, and operational scaling.



PESTLE ANALYSIS

PESTLE FORCES	KEY FACTORS/ EMERGING ISSUES	IMPACT TO BSU	
		OPPORTUNITIES	THREATS
LEGAL	LGU Ordinances & Public Safety Policies. Adherence to Local Government Unit (LGU) ordinances (e.g., municipal curfews, commercial/public safety regulations) and inter-agency national directives.	- Aligning campus security with municipal curfews to improve perimeter control, protect students in surrounding communities, and strengthen LGU partnerships. - Integrating national public safety directives into university operations minimizes institutional liability and ensures a safe physical learning environment.	- Inconsistencies between campus rules and local safety mandates, creating security gaps for students in surrounding communities and increasing institutional liability.
	Information and Data Privacy Statutory compliance with Republic Act No. 10173 (Data Privacy Act of 2012) and National Privacy Commission (NPC) circulars governing digital assets and data processing systems.	- Institutionalizing a Privacy by Design framework across university IT infrastructure and digital workflows presents a strategic opportunity to embed proactive data protection safeguards into all systems, ensuring full compliance with the Data Privacy Act (RA 10173) while building digital trust among students, personnel, and international funding partners.	- Operational failures or data breaches exposing university officials to civil liabilities, loss of trust, and criminal prosecution—including absolute disqualification from public office.
ENVIRONMENTAL	Climate Change Impact and Severe Weather Disruption - The impact of increasing weather unpredictability, localized typhoons, landslides, and seasonal shifts on campus infrastructure, field research continuity, curriculum design, and operational supply chains.	- Climate shifts drive the university to integrate sustainability into the curriculum and establish a Learning Continuity Plan for uninterrupted learning during disasters. - External funding agencies prioritize climate change research, significantly increasing the university's chances of securing competitive grant allocations.	- Extreme typhoons and landslides physically disrupt field experiments, forcing teams to alter work plans or re-conduct research from scratch. Unpredictable wet and dry seasons add difficulty to project scheduling. - Post-disaster shortages drive up the prices of critical laboratory and processing supplies, causing procurement bottlenecks and project delays.
	Disaster Risk Reduction Management - Institutional resilience plans must account for the increasing frequency of regional natural calamities.	- Development of policies related to learning modalities or flexible learning and Disaster Risk Reduction Management (DRRM)	- Extreme natural disasters can physically destroy campus infrastructure and disrupt power or communication lines, crippling the university's ability to execute its flexible learning modalities and emergency DRRM protocols.



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PESTLE ANALYSIS

PESTLE FORCES	KEY FACTORS/ EMERGING ISSUES	IMPACT TO BSU	
		OPPORTUNITIES	THREATS
ENVIRONMENTAL	Pollution Control - Managing the university's ecological footprint is critical to maintaining a healthy campus and meeting government standards	- Implementing advanced pollution control systems allows the university to actively mitigate environmental hazards before they cause harm, ensuring a safer and healthier campus.	- Escalating environmental challenges and strict state regulations force the university to implement complex waste management systems, risking regulatory penalties or operational strain during crises.

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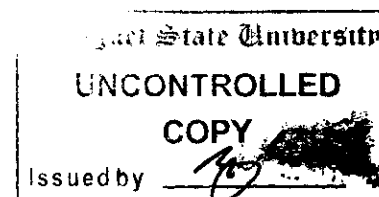
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INTERESTED PARTIES, THEIR NEEDS AND EXPECTATIONS

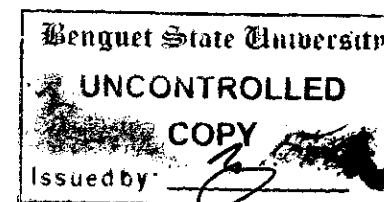
INTERESTED PARTY	CLASSIFICATION	NEEDS AND EXPECTATIONS	CURRENT ISSUES
Students & Parents	External	- Quality education, standard degree progression and safe environments. - Modern learning technology, job-ready career pathways and stable utility services.	- Rapid growth in student enrollment outpacing budgets, facilities and academic infrastructure.
Regulatory Bodies (e.g CHED, DBM, PRC, COA, BIR)	External	- Compliance to applicable requirement and timely submission of reports. - High passing rates in board exams and efficient use of state funds.	- Delayed submission of reports
Oversight Bodies (Governing Board/ BOR, ARTA, NEDA, DAR, Senate/House Committee	External	- Strict alignment with the Philippine Development Plan, sound stewardship of public resources and timely performance reporting. - Assistance in the settlement of BSU land issues. - Enhance Customer Satisfaction Measurement through the strict implementation of services documented in the Citizen's Charter.	
Partner Agencies and Funding and Student Internship Hosts	External	- On-time delivery of research/extension milestones and data integrity for state-funded field programs. - Support in research undertakings. - Industry-ready student interns with strong practical skills and compliance with institutional and host policies.	
Accrediting, Certifying Bodies (AACUP, ISO)	External	- Community-aligned extension activities and transparent coordination on regional socio-economic development goals.	
Local Government Units (LGUs)	External	- Verifiable evidence of continuous quality improvement, regular internal audits and proactive risk controls.	
Alumni	External	- Sustained institutional connection, networking opportunities and career placement support	- Low tracer survey response rate. - Limited structured engagement platforms for returning alumni.



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INTERESTED PARTIES, THEIR NEEDS AND EXPECTATIONS

INTERESTED PARTY	CLASSIFICATION	NEEDS AND EXPECTATIONS	CURRENT ISSUES
Community Members, Farmer Cooperators and Commercial/ Agricultural Lessees	External	- Development, commercialization and extension of demand-driven, cost-effective and community-responsive technologies that directly address local socio-economic needs.	
Suppliers, Service Providers and Infrastructure Contractors	External	- Fair, transparent and competitive bidding processes in compliance with RA 9184. - Clear, realistic project specification, Terms of Reference (TOR) and scope of work - Timely processing of inspection, acceptance and financial disbursement/payment.	- Delivery of sub-standard, non-compliant goods or delayed infrastructure project completion. - Delayed billing processing leading to supplier hesitation or price market in future bids.
Faculty and Research Staff	Internal	- Equivalent Teaching Load (ETL) allocation and support for high-impact research and publication. - Safe and Climate-Adaptive Working Environment - Modernized laboratory infrastructure, updated equipment and timely teaching materials.	- Heavy teaching workloads leaving insufficient time for high-impact research and extension. - Audit Observation Memoranda (AOMs) concerning Faculty Overload Honoraria, Student Contact Hours and Equivalent Teaching Load (ETL) - Outdated laboratory equipment and slow procurement of specialized teaching materials.
Employees (non-teaching)	Internal	- Merit-and-Competency-Based - Permanency - Safe and Climate-Adaptive Working Environment	- Work overload due to manual administrative procedures. - Limited Plantilla items restricting career progression and promotions for non-teaching staff. - Lack of Plantilla positions to transition casual and Contract of Service (COS) personnel to permanent status. - Increased employee headcount without a corresponding expansion of office facilities, conference rooms or halls.





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INTERESTED PARTIES, THEIR NEEDS AND EXPECTATIONS

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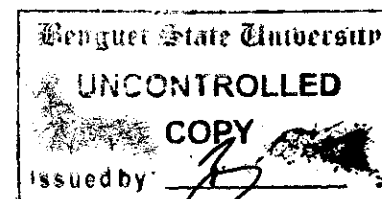
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STRATEGIC RISK IDENTIFICATION TABLE

Source	Sub-category	Activities	Risk ID	Risk Details	Potential Consequence	Potential Cause/s
PESTLE Analysis	ECONOMIC	Regional Accessibility & Geographic Positioning	R-1	Operational and learning continuity risk arising from the lack of an institutional Learning Management System (LMS) and physical infrastructure limitations, compounded by climate change disruptions.	Inability to accommodate growing enrollee cohorts within the capacity limits of medium-category SUCs, paired with outdated laboratory facilities and a heavy maintenance backlog driven by financial constraints	Strategic regional location is driving a high influx of enrollers, combined with multi-layer proposal submission and approval processes for Capital Outlay, compounded by market volatility affecting project execution timelines.
	SOCIAL	Demographic Shifts and Accelerated Employee Turnover	R-2	High operational vulnerability due to rapid employee turnover, which creates significant backlogs and delays in core administrative and academic workflows.	- Permanent loss of specialized organizational knowledge and institutional memory. - Disruption to academic program continuity, service delivery standards, and processing times. - Elevated burnout, diminished employee morale, and cascading staff resignations.	- Work overload due to manual administrative procedures. - Lack of plantilla positions to transition casual and Contract of Service (COS) personnel to permanent status. - Limited plantilla items restrict career progression and promotions for non-teaching staff.
	SOCIAL	Professional Development & Global Mobility	R-3	The inherent risk of faculty, researchers, and administrative personnel failing to return to duty after securing lucrative employment or residency abroad ("brain drain") causes BSU to lose vital expertise and compete harder against external institutions for limited research grants, government funding, and strategic partnerships.	- Loss of Organizational Knowledge: Permanent drain of specialized institutional expertise and disruption to academic programs. - Notices of Disallowance for unrecovered salaries, stipends, and travel expenses paid during the study leave, holding administrative officers personally or bureaucratically accountable if recovery efforts stall.	Significant wage disparities and lucrative overseas opportunities, reinforced by established family support systems abroad.



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STRATEGIC RISK IDENTIFICATION TABLE

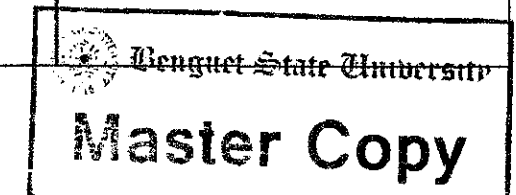
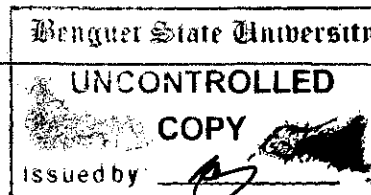
Source	Sub-category	Activities	Risk ID	Risk Details	Potential Consequence	Potential Cause/s
PESTLE Analysis	SOCIAL	Societal and Institutional Appreciation of Gender and Development (GAD)	R-4	▪ Superficial understanding of the GAD framework among personnel leads to low research outputs addressing equity and equality, resulting in unsustainable, compliance-driven gender programs rather than meaningful impacts.	▪ 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.
	SOCIAL	Community Reception of Research and Extension (R&E) Outputs	R-5	▪ Low adoption rates of generated technologies and extension services translate to direct waste of institutional time, labor, and research funding.	▪ Failure to meet DBM/CHED Major Final Output (MFO 3 & MFO 4) performance targets for technology commercialization and extension adoption. ▪ Diminished community trust, erosion of external funding agency confidence, and weakened regional extension standing.	▪ Limited stakeholder consultation during project design due to budget limitations. ▪ Delayed execution or a lack of documented post-project impact assessments.
	LEGAL	Information and Data Privacy	R-6	▪ Data privacy breaches, unauthorized disclosure, or security incidents exposing university officials and Personal Information Controllers (PICs) to civil liabilities, loss of stakeholder trust, and criminal prosecution under RA 10173.	▪ Exposure of University officials and Personal Information Controllers (PICs) to civil liabilities, loss of stakeholder trust, regulatory sanctions, and possible criminal prosecution under RA 10173.	▪ Non-coverage of all university systems in PIAs due to staffing shortages and limited privacy training. ▪ Employee unfamiliarity with RA 10173, University Privacy Manuals, Data Privacy Notices, and mandatory system/process PIAs.
	LEGAL	RA 11396 (LUDIP Act)	R-7	▪ Legal challenges, encroachment and boundary disputes.	▪ Limited land utilization for university use; Recurring Audit Observations regarding real property asset protection and land stewardship.	▪ Remaining land parcels are not duly delineated on the ground; displaced, or uninstalled boundary corner monuments (mojons) and perimeter fencing.



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STRATEGIC RISK IDENTIFICATION TABLE

Source	Sub-category	Activities	Risk ID	Risk Details	Potential Consequence	Potential Cause/s
PESTLE Analysis	LEGAL	Inclusivity, Multiculturalism, and Workplace Diversity	R-8	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	- Statutory non-compliance with the Magna Carta for Persons with Disabilities (RA 7277 or 10070), BP 344 (Accessibility Law), and the Safe Spaces Act (RA 11313) - Weakened institutional standing and public grievances regarding campus accessibility and gender sensitivity. - Physical barriers, learning difficulties, and potential safety hazards for students and staff with disabilities and diverse gender identities.	Insufficient dedicated budget for procuring adaptive devices, assistive technology, and standardized campus signage.
	LEGAL	Legal Welfare, Health, & Statutory Compliance	R-9	Flexible work setups expose gaps in internal monitoring frameworks, creating potential accountability and output-tracking issues.	Delays in processing student records, financial transactions, and frontline services; unverified employee accomplishment reports.	Lack of institutionalized digital productivity tracking tools and reporting mechanisms.
	LEGAL	Legal Welfare, Health, & Statutory Compliance	R-10	Inadvertent submission to an unverified or predatory publisher.	Loss of research visibility, suppression of author citation metrics, and diminution of institutional research performance indicators.	High pressure to fulfill publication requirements for promotion graduation, or grant compliance within tight deadlines.
	ENVIRONMENTAL	Environmental Climate Change Impact and Severe Weather Disruption	R-11	Delay in procuring critical laboratory/ processing materials within required timelines and budget.	- Capital intended for equipment maintenance, expansion, or staffing must be diverted to secure basic consumables (e.g., reagents, specialized media, single-use plastics) - Academic and R&D facilities risk losing funding milestones, intellectual property priority, or publication leads.	Post-disaster supply shortages, price surges on critical laboratory/ processing materials, and accumulating operational backlogs.

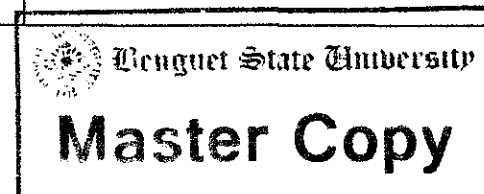
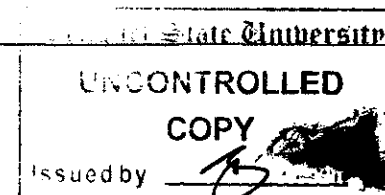




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STRATEGIC RISK IDENTIFICATION TABLE

Source	Sub-category	Risk ID	Risk Details	Potential Consequence	Potential Cause/s
LIST OF INTERESTED PARTIES	Students & Parents	R-12	Gaps in instructional quality and academic support facilities may cause a perceived decline in the delivery of quality education	- Decline in student retention rates, graduation rates - Increase in formal student complaints and negative public/social media coverage.	Insufficient faculty, outdated facilities, and delays in adapting to new teaching methods or technologies
	Regulatory Bodies Oversight Bodies	R-13	Non-compliance with statutory regulations or delayed service completions.	- Administrative sanctions, ARTA compliance notices, and legal liabilities. - Budgetary cuts, withheld performance incentives (PBI/PBI-related metrics), and loss of institutional standing.	- Lack of standardized monitoring protocols, automated tracking tools - Lack of awareness or training on updated regulations
	Suppliers, Service Providers, and Infrastructure Contractors	R-14	Procurement process bottlenecks and supply chain disruptions causing project completion delays	- Compromised quality of infrastructure or equipment, and strained relationships with suppliers. - COA disallowances, audit findings, and legal liabilities arising from incomplete documentation supporting project delay justifications.	- Product unavailability - Inflation - Market price volatility
	Accrediting and Certifying Bodies (AACCUP, ISO)	R-15	Quality Assurance (QA) mechanisms are treated as isolated compliance exercises rather than being embedded into day-to-day university operations.	Institutional status and credibility loss resulting from unfavorable audit or accreditation outcomes.	- Personnel view quality audits as periodic tasks rather than core operational standards - Over-reliance on accreditation and ISO checklists as "tick-box" items rather than strategic operational guides.





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STRATEGIC RISK IDENTIFICATION TABLE

Source	Sub-category	Risk ID	Risk Details	Potential Consequence	Potential Cause/s
LIST OF INTERESTED PARTIES	Employees	R-16	Inadequate climate adaptation and infrastructure resilience, compromising workplace safety, health, and operational continuity during	- Operational delays, service disruptions, and productivity loss. - Work-related injuries, heat strain, and health risks for staff and students. - Unexpected expenses for emergency repairs and facility restoration.	- Lack of climate-responsive learning continuity plans and flexible work policies. - Lack of designated safety personnel and regular disaster response training for staff.

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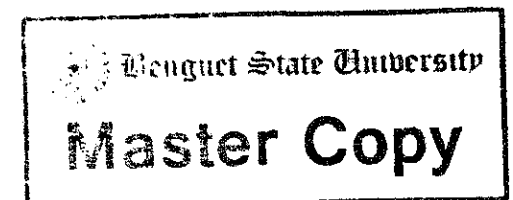
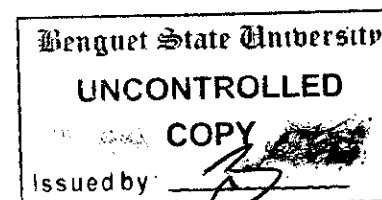
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RISK MANAGEMENT TABLE

Risk ID	Date Registered	Description of Risk	Risk Assessment					Risk Treatment			Risk Monitoring and Review		
			Likelihood of Occurrence (A)	Consequence/ Effect (B)	Risk Rating (A*B)	Risk Type (Extreme/ Very High/ High/ Medium/ Low/ Negligible)	Strategy (Avoidance/ Reduction/ Share/ Acceptance)	Plan	Timeline (Start – Estimated Completion Date)	Status of Implementation (Implemented/ Partially Implemented/ Not Implemented)	Timeline	Recalculated Risk Rating	Category (Extreme/ Very High/ High/ Medium/ Low/ Negligible)
R-1	January 2026	Operational and learning continuity risk arising from the lack of an institutional Learning Management System (LMS) and physical infrastructure limitations, compounded by climate change disruptions.	4	3	12	High	Reduction	Mitigating Infrastructure Deficits through Smart Campus Integration & a CSW Capital Outlay Proposal; Development and Submission of a Flexible and Climate-Resilient Learning Continuity Plan (LCP)	January-December 2026	Integration of Course Continuity Plans and 18-Week Learning Plans into Course Syllabi and Instructional Materials (Administrative Order No. 095, s. 2026) Ongoing updating of the existing Information Systems Strategic Plan (ISSP) plan to align with the latest DBM issuance.	January 2027		
R-2	January 2026	High operational vulnerability due to rapid employee turnover, which creates significant backlogs and delays in core administrative and academic workflows.	3	3	9	Medium	Reduction	1. Integrate Knowledge Management across office and college operations by: a. Enforcing Records Management protocols and Documented Information controls. b. complying with service standards under the Citizen's Charter. c. Monitoring the implementation of Employee Learning Action Plans. 2. Automation and digitization of services, systems or processes	January-December 2026	Continuous implementation	January 2027		



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								3. Establish a secure university digital knowledge repository to ensure traceable document dissemination.					
R-3	January 2026	The inherent risk of faculty, researchers, and administrative personnel failing to return to duty after securing lucrative employment or residency abroad ("brain drain") causes BSU to lose vital expertise and compete harder against external institutions for limited research grants, government funding, and strategic partnerships.	3	3	9	Medium	Reduction	Re-Entry Action Plan Monitoring: Require strict adherence to, and active monitoring of, approved re-entry action plans and accomplishment reports.	January-December 2026	Continuous Implementation of Monitoring of the submission of AR	January 2027		
R-4	January 2026	Superficial understanding of the GAD framework among personnel leads to low research outputs addressing equity and equality, resulting in unsustained, compliance-driven	4	3	12	High	Reduction	Embedding Gender and Development (GAD) Perspectives and Initiatives into Sector Performance Targets	January-December 2026	The BSU GAD Office advanced gender mainstreaming by establishing the Men Oppose Violence (MOVE) BSU Chapter, finalizing the GAD Agenda, leading National Women's Month, and integrating gender	January 2027		



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		gender programs rather than meaningful impacts.								perspectives into research, extension, and academic curricula.			
R-5	January 2026	Low adoption rates of generated technologies and extension services translate to direct waste of institutional time, labor, and research funding.	3	3	9	Medium	Reduction	1. Enhance stakeholder engagement through targeted extension activities and flexible delivery modalities.	January-December 2026	Implemented: 1. Partner with SUCs outside the region (The College of Information Sciences partnered with CLSU) to conduct impact assessments and elevate institutional standards. 2. Conducted 78 Extension Activities during the first half of the year: (National:6, Regional:11, Provincial:30, Municipal:31)	January 2027		
								2. Strengthen extension governance by embedding need-based training indicators into Sector Performance Targets and engaging internal and external	January-December 2026	Partially Implemented: Pitching activities are scheduled for the 4th Quarter of the year.	January 2027		



RISK MANAGEMENT TABLE

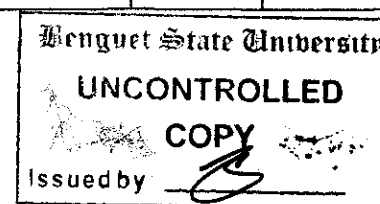
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								experts to conduct formal program impact assessments.					
R-6	January 2026	Data privacy breaches, unauthorized disclosure, or security incidents exposing university officials and Personal Information Controllers (PICs) to civil liabilities, loss of stakeholder trust, and criminal prosecution under RA 10173.	3	3	9	Medium	Reduction	Maintain full compliance with National Privacy Commission (NPC) mandates by renewing the University Data Privacy Seal annually, conducting regular DPA orientations for Records and Document Custodians, performing continuous Privacy Impact Assessments (PIAs) on university systems/ processes, and updating the central Data Inventory and Processing Systems registration.	January-December 2026	Implemented: 1. DPU-Annual renewal of the University Data Privacy Seal secured by the Data Protection Unit (DPU) for FY 2025. 2. Conducted annual Data Privacy Act orientation for records and document custodians. 3. Continuous Privacy Impact Assessments: 9 systems/processes assessed or re-assessed in FY2025. 4. Ongoing conduct of Data Inventory and registration of Processing Systems in compliance with National Privacy Commission (NPC) requirements. 5. Issuance of Data Privacy Guidelines on Posting Birthday Greetings and	January 2027		



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										Retirement Announcement.			
R-7	January 2026	Legal challenges, encroachment and boundary disputes.	3	4	12	High	Reduction	1. Conduct bi-monthly (twice a month) area monitoring and inspection activities. 2. Establish a schedule for monitoring activities, reporting timelines, and office assignments to ensure systematic implementation and accountability. 3. Conduct capacity-building interventions to ensure team members are fully familiar with the physical boundaries, administrative structures and operational protocols within their assigned areas.	January-December 2026	Constituted the LUDIP Committees and TWG to integrate academic, research, extension, and administrative infrastructure needs into sustainable land use plans Continuous monitoring conducted according to the agreed schedule, with mandated submission of action reports to the Legal, Planning, and Security offices during the Planning and Development Council. Completed semi-monthly monitoring reports are retained by the Planning Unit. The workshop is scheduled for the second week of October 2026 for LUDIP enhancement.	January 2027		





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R-8	January 2026	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	3	3	9	Medium	Reduction	Development of Inclusive Education Manual of Operations	January-December 2026	1. Developed a Manual of Operations for Inclusive Education 2. Implementation of inclusive student-support mechanisms: a. Procurement of Braille readers b. Procurement of left-handed and neutral armchairs in every classroom c. Assign classes with PWD students to the ground or lower floors of academic buildings. 3. Strengthened services for disadvantaged and psychosocially vulnerable students. 4. Recognition of the University Representative to the Regional Inclusive Committee-CAR	January 2027		
R-9	January 2026	Flexible work setups expose gaps in internal monitoring frameworks, creating potential accountability	3	3	9	Medium	Reduction	1. Personnel submitted duly signed Flexible Work Agreements defining their daily work schedules.	January-December 2026	Ongoing Drafting of the Implementing Rules and Regulations (IRR) of the University's BOR-	January 2027		



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		and output-tracking issues.						2. Automate attendance and output tracking by leveraging HRIS digital monitoring in place of manual time logs.		Approved Hyflex Work Arrangement Policy			
R-10	January 2026	Inadvertent submission to an unverified or predatory publisher.	3	3	9	Medium	Acceptance	1. Provide capacity-building training for researchers on identifying predatory and unverified journals.	January-December 2026	Continuous implementation	January 2027		
							Risk Share	2. Raise the concern during the PASUC meeting					
R-11	January 2026	Delay in procuring critical laboratory/ processing materials within required timelines and budget.	3	3	9	Medium	Reduction	1. Conduct midyear financial and procurement reviews to evaluate the Annual Procurement Plan (APP), Program of Receipts and Expenditures (PRE), and other budgetary allocations. 2. Conduct of Supplier Summit. 3. Strengthen campus safety, security, and disaster resilience by updating emergency response protocols, conducting regular drills,	January-December 2026	Implemented: 1. Admin & Finance - Undertook a Midyear Financial Review to evaluate the implementation of the Annual Procurement Plan (APP), Program of Receipts and Expenditures (PRE), and other budgetary allocations. The review facilitated the development of catch-up plans and interventions to improve budget	January 2027		



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								maintaining security infrastructure, and building institutional capacity for disaster preparedness		execution and procurement performance. 2. Conducted the University Security Summit, bringing together key stakeholders to assess existing security measures, identify emerging concerns, and formulate strategies to enhance the safety and security of the university community; 3. The summit led to the review and enhancement of institutional safety and security policies, Disaster Risk Reduction and Management (DRRM) plans, emergency response mechanisms, and evacuation protocols to improve preparedness, risk mitigation, and campus resilience; and			



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										4. Sustained active participation in national disaster preparedness initiatives, including the Nationwide Simultaneous Earthquake Drill (NSED), while continuously improving campus emergency response mechanisms and safety protocols.			
R-12	January 2026	Gaps in instructional quality and academic support facilities may cause a perceived decline in the delivery of quality education	3	3	9	Medium	Reduction	1. Enforce submission deadlines and complete documentation for timely faculty recruitment and onboarding. 2. Implement targeted faculty upskilling in flexible learning and pedagogy, while fully operationalizing the Learning Management System (LMS); 3. Monitor Annual Procurement Plan (APP) implementation to formulate timely catch-up strategies, optimize budget execution, and prevent operational disruptions.	January-December 2026	Implemented: 1. Admin & Finance: As of date, 181 out of 192 authorized Instructor I positions were filled, and twelve (12) faculty members were appointed under temporary status. These significantly reduced dependence on Contract of Service (COS) personnel and generated positive financial impacts by charging personnel services against the General Appropriations Act (GAA), thereby preserving internally	January 2027		



RISK MANAGEMENT TABLE

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										generated funds for operational and developmental priorities under the PRE 2. Undertook a Midyear Financial Review to evaluate the implementation of the Annual Procurement Plan (APP), Program of Receipts and Expenditures (PRE), and other budgetary allocations. The review facilitated the development of catch-up plans and interventions to improve budget execution and procurement performance			
R-13	January 2026	Non-compliance with statutory regulations or delayed service completions.	3	3	9	Medium	Reduction	1. Development and submission for approval of a Financial Manual of Operations aligned with Government Accounting, ISO 9001:2015, and Citizen's Charter standards to ensure compliance, mandate	January-December 2026	Partially / On-going implementation: 1. Presented the draft Manual of Operations to the Governance and Administration Financial Committee (GAFC).	January 2027		



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								lead times, streamline transactions, and institutionalize monitoring and reporting; 2. Develop and submit for approval policies and systems on Records Management as well as Supplies and Materials Management; 3. Automation and digitization of services, systems, or processes					
R-14	January 2026	Procurement process bottlenecks and supply chain disruptions causing project completion delays	3	3	9	Medium	Reduction	1. Strict Market Scoping & Industry Analysis: Conduct thorough market research before technical specifications are finalized.	January-December 2026	Implemented: Colleges and offices are required to attach market scoping documents to their 2027 PPMPs.	January 2027		
								2. Hybrid BAC Meetings & Suppliers Summit: Institutionalize online/hybrid Bids and Awards Committee proceedings and conduct annual vendor orientation.		Continuous implementation			
								3. Enhance performance evaluations and feedback mechanisms for suppliers and service providers by standardizing rating		On-going enhancement of the University Supplier Evaluation Form			



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								criteria (quality, timeliness, compliance) to ensure delivery accountability.					
R-15	January 2026	Quality Assurance (QA) mechanisms are treated as isolated compliance exercises rather than being embedded into day-to-day university operations.	3	3	9	Medium	Reduction	Conduct annual retooling and orientation on Quality Assurance (QA) mechanisms, strengthen compliance monitoring for program accreditation and continuously enhance and contextualize the University Quality Management System (QMS) manual to align with institutional mandates and operations.	January-December 2026	Implemented: 1. Annual Retooling and Orientation on QA Mechanisms 2. Strengthening of Monitoring for Program Accreditation Compliance 3. Ongoing Development of a QA Operations Manual with Contextualized Forms Aligned with Accreditation and Certification Tools 4. Ongoing Enhancement and Contextualization of the University Quality Management System (QMS) Manual Aligned with Institutional Mandates and Operations	January 2027		

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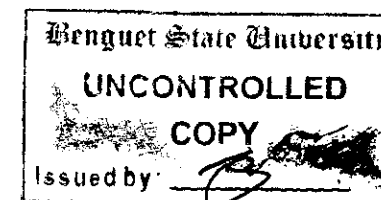
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R-16	January 2026	Inadequate climate adaptation and infrastructure resilience, compromising workplace safety, health, and operational continuity during	3	3	9	Medium	Reduction	1. Mandatory participation in the Nationwide Simultaneous Earthquake Drill (NSED) and local disaster simulations. 2. Review and update campus emergency response mechanisms and safety protocols	January-December 2026	Implemented: 1. Conducted the University Security Summit, bringing together key stakeholders to assess existing security measures, identify emerging concerns, and formulate strategies to enhance the safety and security of the university community; 2. The summit led to the review and enhancement of institutional safety and security policies, Disaster Risk Reduction and Management (DRRM) plans, emergency response mechanisms, and evacuation protocols to improve preparedness, risk mitigation, and campus resilience			





Republic of the Philippines
Benguet State University
La Trinidad, Benguet

RISK MANAGEMENT TABLE

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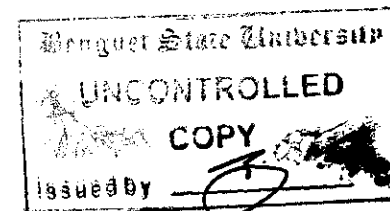
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Deputy QMR

Approved by:

KENNETH A. LARUAN
University President





OPPORTUNITY MANAGEMENT TABLE

Opportunity ID	Description of Opportunity	Potential Consequence	Potential Increase in Customer Satisfaction 40%	Potential Improvement in Process Efficiency 40%	Potential Return on Investment (ROI) on Employee Learning & Development 20%	Opportunity Score (A+B+C)	Action Plan	Person-in-charge	Timeline (Start of implementation – Estimated Completion Date)	Status of Implementation (Implemented/ Partially Implemented/ Not Implemented)
O-1	BSU's research can be explicitly contextualized to solve specific provincial and municipal problems, increasing the likelihood that university research will be used as the primary baseline for local government policies.	Increases the practical application, adoption, and citation of university research outputs, strengthening justification for external research grants, government funding, and extension program budgets.	1.2	1.2	0.6	3	Building and Strengthening Collaborative and Strategic Partnership	R & E Sector	January-December 2026	The Institute of Social Research and Development (ISRD) received a Special Award for Public Service from the Municipality of La Trinidad. This award is given to all BSU researchers whose research findings provide meaningful support to policy making.
O-2	Institutionalizing a structured admissions and retention policy for students from Geographically Isolated and Disadvantaged Areas (GIDA) and Indigenous Peoples (IP) communities presents a strategic opportunity to advance educational equity, expand regional access, and strengthen university-community integration.	- Enhanced Standing: Positioning as the regional leader in inclusive higher education and social equity. - Eligibility for specialized grant funding, CHED equity subsidies, and LGU scholarship co-funding for IP/GIDA student support. - Improved student retention and graduation rates through structured academic and socio-cultural support systems.	1.2	1.2	0.6	3	1. Enhance the University Admission and Retention Policy in alignment with affirmative action principles. 2. Disseminate the approved policy to drive transparency and foster active participation in GIDA/IP demographic profiling.	Academic Sector	January-December 2025	Implemented: - BOR approved revised Admission and retention Policy
							3. Establish a comprehensive university demographic database to enable data-driven budget allocations and CHED equity subsidy proposals.		January-December 2026	
O-3	Strategic alignment with the EGMP opens institutional pathways to	- Access to national ICT funding and DICT infrastructure grants to	1.2	1.2	0.6	3	Enhance and update the Information Systems Strategic Plan (ISSP) in	Admin & Finance	January-December 2026	Ongoing updating of the existing plan to align with the latest DBM issuance.



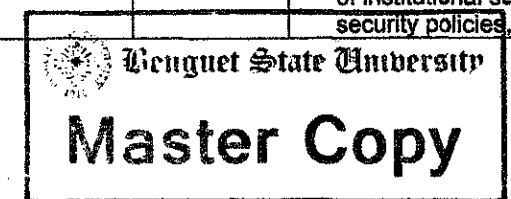
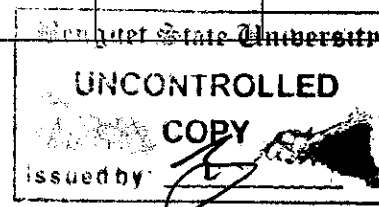
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	secure upgraded IT hardware, build empowered IT personnel systems, and connect directly to secure national backbone networks.	modernize campus connectivity, data centers and cybersecurity. - Full compliance with national e-governance mandates (E-Ease of Doing Business / RA 11032), bolstering institutional competitiveness in smart campus ratings. - Streamlined administrative workflows, automated university services, and enhanced data integration					alignment with EGMP guidelines and execute a Memorandum of Agreement (MOA) with the DICT to secure a direct connection to national backbone networks; Procurement of enterprise-grade IT hardware/infrastructure; Configure physical servers and network nodes, conduct vulnerability assessments, maintain user access logs, and process hardware allocation for offices.			
O-4	Operationalization of an active Committee on Decorum and Investigation (CODI) to develop, institutionalize, and enforce a standardized University CODI Manual and victim-sensitive Safe Spaces protocols.	Establishes clear, legally compliant and standardized procedures for handling administrative complaints and gender-based harassment. Provides clear guidelines that increase stakeholder confidence in reporting mechanisms and due process. Fosters an inclusive, victim-sensitive, and psychologically safe environment across all university campuses	1.2	1.2	0.6	3	Develop and submit the University CODI Manual for Board of Regents (BOR) approval and strengthen the institutional awareness campaign on anti-sexual harassment and gender sensitivity. Strengthen institutional awareness campaigns on anti-sexual harassment, gender sensitivity, and data privacy compliance.	Admin & Finance, OP Offices, CODI	January-December 2026	The CODI Manual was endorsed by the Administrative Council for Board of Regents (BOR) approval



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Opportunity ID	Description of Opportunity	Potential Consequence	Potential Increase in Customer Satisfaction 40%	Potential Improvement in Process Efficiency 40%	Potential Return on Investment (ROI) on Employee Learning & Development 20%	Opportunity Score (A+B+C)	Action Plan	Person-in-charge	Timeline (Start of implementation – Estimated Completion Date)	Status of Implementation (Implemented/ Partially Implemented/ Not Implemented)
O-5	Development and institutionalization of policy guidelines on flexible learning modalities and Disaster Risk Reduction Management (DRRM).	Uninterrupted delivery of instruction during natural calamities and emergencies. Enhanced DRRM readiness and student/staff safety protocols. Full compliance with CHED flexible learning and national DRRM mandates (RA 10121).	1.2	1.2	0.6	3	Development and Submission for Approval of the University Learning and Services Continuity Plan	Academic Sector	January-December 2026	1. Creation of a Technical Working Group (TWG) for the development and review of the University Learning and Services Continuity Plan for Administrative Council endorsement and Board of Regents (BOR) approval 2. Ongoing Development of the University Learning and Services Continuity Plan 3. Integration of Course Continuity Plans and 18-Week Learning Plans into Course Syllabi and Instructional Materials (Administrative Order No. 095, s. 2026)
							Strengthen campus safety, security, and disaster resilience by conducting comprehensive security assessments, identifying emerging risks with university stakeholders; Enhance institutional safety and security policies, DRRM plans, emergency response mechanisms, and evacuation protocols to improve preparedness, risk	Admin & Finance	January-December 2026	Implemented: - Conducted the University Security Summit, bringing together key stakeholders to assess existing security measures, identify emerging concerns, and formulate strategies to enhance the safety and security of the university community; - The summit led to the review and enhancement of institutional safety and security policies, Disaster





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							mitigation, and campus resilience; Participate in national disaster initiatives like NSED and continuously upgrade campus emergency response mechanisms			Risk Reduction and Management (DRRM) plans, emergency response mechanisms, and evacuation protocols to improve preparedness, risk mitigation, and campus resilience
O-6	Institutionalization of University Solid Waste Management (SWM) by integrating eco-waste practices into academic course syllabi and adopting mandatory waste segregation/ reduction guidelines across administrative and operational office protocols.	Fostered culture of eco-stewardship among students and staff. Guaranteed compliance with RA 9003 and local ordinances, safeguarding the university from statutory penalties and environmental audit observations.	1.2	1.2	0.6	3	1. Embed solid waste management and eco-waste principles into academic course syllabi across degree programs; 2. Strengthen campus-wide SWM awareness through dedicated orientations during student onboarding, faculty meetings, and employee development activities; 3. Institutionalize mandatory waste segregation, reduction, and disposal guidelines across all administrative offices, campus cafeterias, and operational units.	PCO	January-December 2026	College-level orientation sessions were conducted during the general Student Orientation at the start of the semester; Deployed designated waste bins and implemented mandatory waste segregation, reduction, and disposal guidelines across all administrative offices, campus cafeterias, and operational units
	Rating Scheme		High (3) – 95% – 100% (Outstanding) Results in	High (3) – Significant Gain. Substantially	High (3) – Institutionalized. Knowledge is turned into					

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Opportunity Rating | Prioritization of Actions

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			excellent feedback and zero complaints Medium (2) – 90% – 94.9% (Very Satisfactory). Service is noticeably smoother and compliant. Low (1) – 80% – 89.9% (Satisfactory). Improvement is minor and rarely felt by stakeholders.	reduces processing time or resource use. Medium (2) – Moderate Gain. Removes 1–2 redundant steps in a standard process. Low (1) – Minimal Gain. Small tweaks with no real change to speed or costs.	manuals, digital tools, or mentoring. Medium (2) – Documented. Knowledge is written in reports but not yet official protocol. Low (1) – Individualized. Knowledge stays with one person; high risk of "Brain Drain."		between 2.5 and 3 - High-priority: Mandatory. Implementation must begin within 6 months between 1.5 and 2.49 - Medium Priority: Evaluate. For further study or pilot testing. below 1.5 - Low Priority: Deferred. Not a priority at this time.
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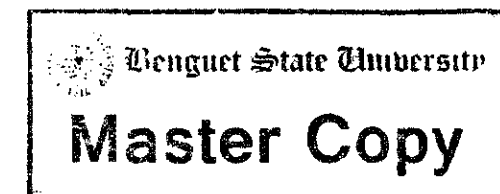
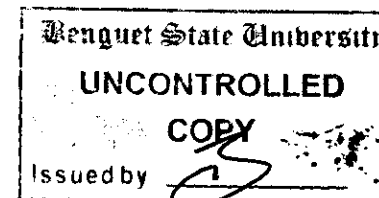
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SECTION 5: SERVICE REALIZATION

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.

REVIEW AND IMPROVEMENT

BRIEF DESCRIPTION

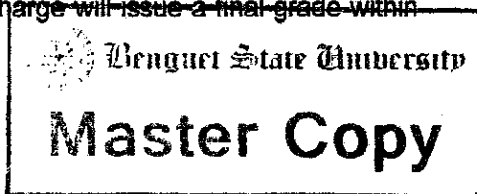
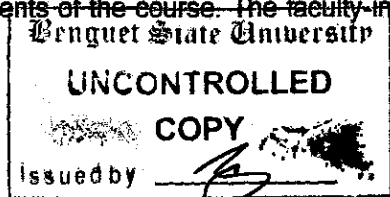
- **Internal Audit Services (IAS).** It provides quality and timely internal audit services to ascertain that controls are well designed and properly implemented and ensures compliance of the University to regulatory requirements.
- **Office for Quality Assurance and Accreditation (OQAA).** The OQAA collects and warehouses complete and updated pertinent documents in compliance with regulatory requirements before accreditation / certification scheduled visits. It likewise facilitates applications for AACCCUP 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.

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~~



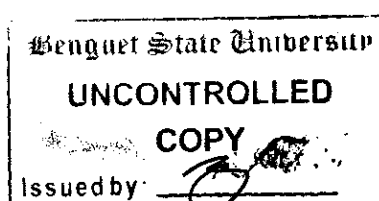


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one (1) week after the final examination. There is likewise syllabus preparation and submission by the faculty member for each course handled. Faculty evaluation is administered after the midterm exams.

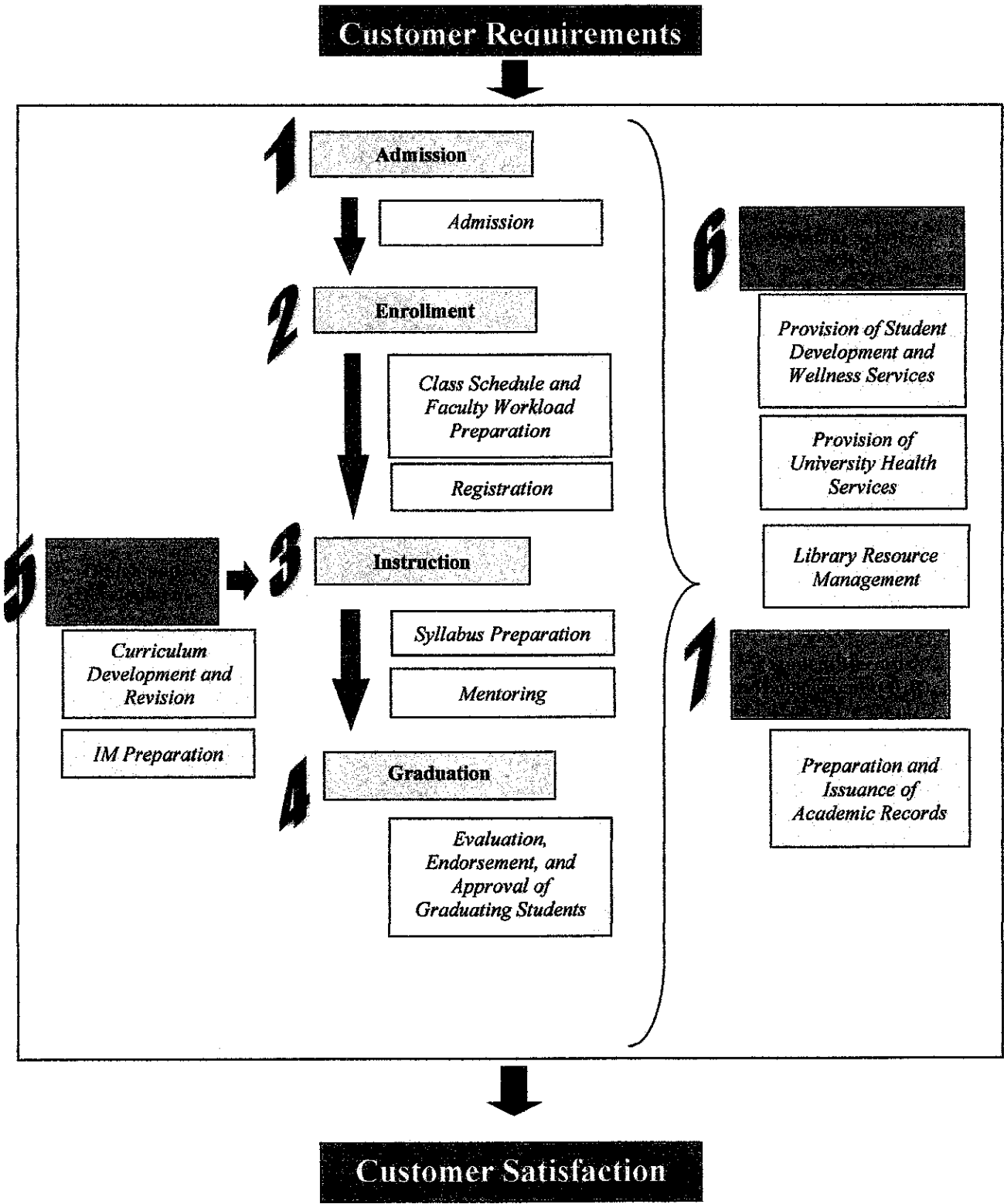
- **Graduation:** The Office of the University Registrar (OUR), in coordination with the academic unit where the student belongs, evaluates the graduating student's non-academic records for compliance and academic records for completion. After all the requirements are satisfied by the graduating student, 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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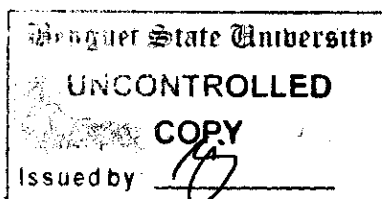
SUPPORT PROCESSES

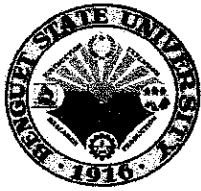
BRIEF DESCRIPTION

- **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.

