



DAVAO DE ORO STATE COLLEGE

STRATEGIC DEVELOPMENT PLAN

2026-2032

TABLE OF CONTENTS

PRELIMINARIES	v
PREFACE	ii
ACKNOWLEDGMENT	iii
RATIONALE OF THE DDOSC STRATEGIC DEVELOPMENT PLAN 2026-2032	iv
HISTORICAL BACKGROUND	v
LIST OF FIGURES AND TABLES	vi
LIST OF ACRONYMS	vii
PART I - PLANNING ENVIRONMENT	1
PLANNING ENVIRONMENT	2
ASSESSMENT AND CHALLENGES	3
CURRENT DEVELOPMENT TRENDS/GLOBAL TRENDS	5
PART II - STRATEGIC DEVELOPMENT FRAMEWORK	8
INTRODUCTION	9
CORE COMPETENCIES AND WORK SYSTEMS	9
STRATEGIC DEVELOPMENT FRAMEWORK	11
VISION STATEMENT	12
MISSION STATEMENT	13
STRATEGIC GOALS (2026–2032)	15
STRATEGIC IMPLEMENTATION ROADMAP (2026–2032)	16
CORE VALUES	18
PART III – ADMINISTRATION AND RESOUCE MANAGEMENT	19
INTRODUCTION	20
ASSESSMENT AND CHALLENGES	20
ASSESSMENTS	21
CHALLENGES	22
STRATEGIC FRAMEWORK	23
STRATEGIES	24
DEVELOPMENT TARGETS	31
POLICY LEGISLATIVE AGENDA	32
RESEARCH AGENDA	33
PART IV – CURRICULUM AND INSTRUCTION	34
INTRODUCTION	35
ASSESSMENT AND CHALLENGES	35
ASSESSMENT	35
CHALLENGES	36
STRATEGIC FRAMEWORK	38
STRATEGIES	38
DEVELOPMENT TARGETS	43
POLICY LEGISLATIVE AGENDA	45
RESEARCH AGENDA	45
PART V – RESEARCH, DEVELOPMENT, AND INNOVATION	47
INTRODUCTION	48
ASSESSMENT AND CHALLENGES	48
ASSESSMENT	48
CHALLENGES	51
STRATEGIC FRAMEWORK	53
STRATEGIES	53
DEVELOPMENT TARGETS	57
POLICY LEGISLATIVE AGENDA	58

RESEARCH AGENDA.....	58
PART VI – EXTENSION SERVICES.....	59
INTRODUCTION.....	60
ASSESSMENT AND CHALLENGES.....	60
ASSESSMENT.....	61
CHALLENGES.....	61
STRATEGIC FRAMEWORK.....	62
STRATEGIES.....	63
DEVELOPMENT TARGETS.....	65
POLICY LEGISLATIVE AGENDA.....	65
RESEARCH AGENDA.....	66
PART VII – PRODUCTION SERVICES.....	68
INTRODUCTION.....	69
ASSESSMENT AND CHALLENGES.....	69
ASSESSMENT.....	69
CHALLENGES.....	71
STRATEGIC FRAMEWORK.....	71
STRATEGIES.....	71
DEVELOPMENT TARGETS.....	88
POLICY LEGISLATIVE AGENDA.....	88
RESEARCH AGENDA.....	88
PART VIII - PLAN IMPLEMENTATION.....	89
STRATEGIC PLAN IMPLEMENTATION STRATEGY.....	90
STRATEGIC COMMUNICATION AND ENGAGEMENT.....	90
RISK MANAGEMENT.....	91
PLAN IMPLEMENTATION AND IMPROVEMENT TEAM.....	93
PART IX - MONITORING AND EVALUATION.....	95
INTRODUCTION.....	96
M&E FRAMEWORK AND OBJECTIVES.....	96
M&E FRAMEWORK AND APPROACH.....	96
ANNEXES.....	- 1 -
ANNEX A – RESULT MATRIX (DEVELOPMENT TARGETS).....	- 2 -
PART III – ADMINISTRATION AND RESOURCE MANAGEMENT.....	- 2 -
PART IV – CURRICULUM AND INSTRUCTION.....	- 10 -
PART V – RESEARCH, DEVELOPMENT, AND INNOVATION.....	- 18 -
PART VI – EXTENSION SERVICES.....	- 23 -
PART VII – PRODUCTION SERVICES.....	- 26 -
ANNEX B – INVESTMENT PLAN (PROGRAMS, PROJECTS, & ACTIVITIES).....	- 28 -
PART III - ADMINISTRATION AND RESOURCE MANAGEMENT.....	- 28 -
PART IV – CURRICULUM AND INSTRUCTION.....	- 47 -
PART V – RESEARCH, DEVELOPMENT, AND INNOVATION.....	- 51 -
PART VI – EXTENSION SERVICES.....	- 56 -
PART VII. – PRODUCTION SERVICES.....	- 57 -
TECHNICAL WORKING GROUP (TWG)/EDITORIAL TEAM.....	- 59 -
COMPOSITION OF THE DDOSC BOARD OF TRUSTEES.....	a
COMPOSITION OF THE DDOSC EXECUTIVE COMMITTEE.....	b
DDOSC ORGANIZATIONAL CHART.....	c

PRELIMINARIES

Message of the Commissioner

"All this also comes from the Lord Almighty, whose plan is wonderful, whose wisdom is magnificent." (Isaiah 28:29)

In this spirit, I commend the leadership of the College, under President Lilybeth M. Matunhay, for steering a participatory and inclusive planning process that engaged stakeholders across sectors, ensuring that the Strategic Development Plan 2026-2032 reflects a deliberate, forward-thinking, and responsive approach to institutional growth. This verse reminds us that in planning, human intentions must be anchored in wisdom, guided by purpose, and aligned with a higher vision to ensure that our efforts lead to meaningful and lasting outcomes through public service.

The Commission fully supports this Strategic Development Plan as it lays down a clear pathway toward institutional excellence, strengthened governance, and eventual universityhood. It is our shared responsibility to ensure that the strategies and goals outlined herein are effectively implemented, monitored, and continuously improved to respond to emerging challenges and opportunities.

As the college embarks on this transformative journey, we reaffirm our commitment to providing strategic guidance, policy support, and oversight to realize its vision. Through the development of a future-ready, competent, and values-driven workforce, the institution will continue to contribute to the advancement of communities, the progress of the Davao Region, and the sustainable development of the Bagong Pilipinas.

Mabuhay and God Bless Davao De Oro State College!



MYRNA Q. MALLARI, DBA, ASEAN CPA

Commissioner, CHED

Chair-designate, Davao De Oro State College




DEPDev XI Regional Director's Message

Sincere congratulations to the leadership team, faculty, staff, students and stakeholders of the Davao de Oro State College for the hard work and dedication in completing the DDOSC Strategic Development Plan 2026-2032.

The DDOSC Strategic Development Plan is a major milestone that provides a roadmap for the College to define and achieve her vision of transformative education, student-centered outcomes, optimizing resource allocation, and community impact, aligned with the development goals of the Philippine Development Plan, Davao Regional Development Plan Midterm Update 2025-2028, and Ambisyon Natin 2040.

This plan is also a testament of the institution's commitment to engage in productive collaboration with development partners to strengthen areas on instruction, research, and extension, especially in the fields of agriculture, science, technology. As DDOSC fulfills this mission, the College shall be instrumental in producing globally-competent graduates, introduce innovation-driven programs to promote the social and economic growth of the Province of Davao de Oro and nearby localities.

Once again, on behalf of the Department of Economy, Planning, and Development XI, I extend my congratulations to DDOSC! May this undertaking inspire you more to serve the public with excellence.



PRISCILLA R. SONIDO, CESO III
Member, DDOSC Board of Trustees
Regional Director, DEPDev XI



PREFACE

The Davao de Oro State College (DDOSC) Strategic Development Plan 2026–2032 represents our collective vision for academic excellence, inclusivity, and innovation. This document serves not only as a roadmap for institutional growth but as a testament to our unwavering commitment to the progress of our communities, the province of Davao de Oro, and the nation at large. Anchored on the mandate to contribute meaningfully to societal development, this Plan embodies our responsibility to nurture lives and empower stakeholders with integrity and resilience.

The formulation of this Plan was guided by a deliberate, participatory process rooted in the hex helix model of engagement. By synthesizing insights from faculty, staff, students, alumni, industry partners, local government units, and community stakeholders, we have co-created strategies that are responsive to the unique realities of our environment. To ensure agility, the Plan adopts a multi-horizon perspective, designing strategies that address short-term priorities (2026–2028) for immediate improvement, medium-term goals (2029–2030) for institutional strengthening, and long-term transformative outcomes (2031–2032). This tiered approach, supported by adaptive review mechanisms, allows the College to recalibrate priorities in real-time, ensuring resilience against emerging risks and global trends.

Our strategic direction is firmly aligned with national and global development frameworks, including the CHED ACHIEVE agenda, AmBisyon Natin 2040, and the Sustainable Development Goals (SDGs). Locally, we are guided by our institutional CRADLE Framework—Cultivate Academic Excellence, Research, Development and Extension (RDE), Advancement in Governance, Diversify Production, Leadership Excellence, and Empowerment of Stakeholders. This framework operationalizes our core values and establishes the foundation for responsive, future-ready strategies that enable DDOSC to deliver on its core mandates effectively.

The Plan is structured into five thematic pillars: Administration and Resource Management, Curriculum and Instruction, Research, Development and Innovation, Extension Services, and Production Services. Each pillar articulates specific aspirations and development targets that guide our pursuit of quality education, knowledge creation, meaningful community engagement, and sustainable enterprise. As we look toward 2032, we envision DDOSC not only as the higher education institution of choice in the Davao Region but as a catalyst for inclusive growth and transformative leadership across Mindanao.



LILIBETH M. MATUNHAY
SUC President



ACKNOWLEDGMENT

The formulation of the Davao de Oro State College (DDOSC) Strategic Development Plan 2026–2032 is the product of a collective endeavor grounded in consultation, collaboration, and shared commitment. This document reflects not only the aspirations of the College but also the dedication and contributions of countless individuals and institutions who worked together to shape its vision and direction.

The College extends its deepest gratitude to the Board of Trustees, whose guidance and wisdom provided the strategic compass for this endeavor. The leadership and support of the Executive Committee were instrumental in ensuring that the planning process remained focused, inclusive, and forward-looking.

We acknowledge with appreciation the invaluable inputs of our faculty, staff, and students, whose perspectives ensured that the Plan is responsive to the needs of the academic community. To our alumni, whose experiences and insights continue to inspire and guide the College toward greater relevance and excellence, we offer our sincere thanks.

Our gratitude also goes to our partners in government and the private sector, whose collaboration affirms the College's vital role in advancing local and regional development. Likewise, we recognize the community of Davao de Oro, whose trust and participation underscore the shared ownership of this Plan and strengthen DDOSC's commitment to serve as a catalyst for inclusive growth and transformation.

This Strategic Development Plan stands as a testament to the power of collective vision and unity of purpose. To all who have contributed their time, expertise, and commitment, we convey our profound appreciation. Together, we affirm our resolve to make DDOSC a hub of excellence, innovation, and service for the years ahead.



LILIBETH M. MATUNHAY
SUC President I

RATIONALE OF THE DDOSC STRATEGIC DEVELOPMENT PLAN 2026-2032

Education for Sustainable Development

The global education agenda is shaped by international commitments that emphasize equity, quality, and sustainability. Central to this framework are the United Nations Sustainable Development Goals, particularly SDG 4, which calls for inclusive and equitable quality education and lifelong learning. This mandate aligns with the public role of state universities and colleges in advancing human capital development. Related goals on gender equality and climate action further underscore the need to integrate inclusivity, environmental responsibility, and resilience into instruction, research, and extension. Within this context, Davao de Oro State College affirms its responsibility to translate global commitments into responsive, community-oriented academic initiatives. These priorities are reinforced by the ASEAN Higher Education Space Roadmap, which promotes regional academic mobility, collaboration, and quality assurance, as well as by global assessments from UNESCO and the World Bank that highlight continuing challenges in access, equity, and digital transformation.

National Development Commitments

At the national level, DDOSC anchors its strategic direction on AmBisyon Natin 2040, which articulates the long-term aspiration for a stable, comfortable, and secure life for all Filipinos. The Philippine Development Plan 2023 to 2028 operationalizes this vision through strategies that prioritize human capital development, economic transformation, and resilience to climate and socioeconomic risks. Within this framework, higher education institutions are expected to produce globally competitive graduates while contributing to inclusive growth through research, innovation, and extension. This mandate is strengthened by Republic Act No. 10931, or the Universal Access to Quality Tertiary Education Act, which institutionalizes equitable access to tertiary education. The SUC Reform Agenda, the SUC Leveling Instrument, and key CHED policies on typology-based quality assurance and institutional sustainability further define the standards for governance, performance, and accountability that guide institutional planning for 2026 to 2032.

Regional Development Alignment

The regional development context is defined by the Davao Regional Development Plan 2023 to 2028, which prioritizes inclusive growth, industry development, and climate resilience. As the only state college in Davao de Oro, DDOSC occupies a strategic position in supporting provincial and regional development through workforce preparation, applied research, and community engagement. This role is reinforced by the Davao Regional Research and Development Agenda 2023 to 2028, which identifies priority areas in agriculture, environment, digital transformation, and human capital development. Alignment with these priorities strengthens the College's contribution to regional innovation, productivity, and sustainable development.

Institutional Transformation and Quality Assurance

Building on the gains of its Strategic Development Plan 2019 to 2025, DDOSC enters the 2026 to 2032 planning period with a focus on consolidating reforms, modernizing learning systems, strengthening quality assurance mechanisms, and expanding partnerships. National and regional directives, including the CHED ACHIEVE Agenda and CHED Regional Office XI Strategic Directions, emphasize accessibility, relevance, and competitiveness, while maintaining responsiveness to equity and inclusion. The integration of the CRADLE Agenda within the institutional framework reflects the College's holistic mandate as a center of instruction, research, extension, leadership development, and innovation, ensuring that strategic priorities remain forward-looking and grounded in local realities.

Research, Innovation, and Global Competitiveness

Research and innovation form a core pillar of the College's long-term agenda. Guided by national and regional priorities, DDOSC advances knowledge generation and applied research that support

sustainable agriculture, climate resilience, digital innovation, and social development. In response to global higher education trends, the College seeks to strengthen research productivity, promote interdisciplinary collaboration, and expand participation in regional and international academic networks. Through these efforts, DDOSC positions itself as a relevant and competitive public higher education institution committed to education for sustainable development and regional transformation.

HISTORICAL BACKGROUND

The Vision and Early Beginnings (2001–2013)

Davao de Oro State College traces its origins to the vision of establishing a publicly funded tertiary institution for the people of Compostela Valley. In 2001, Congressman Manuel “Way Kurat” E. Zamora filed the initial bill proposing the creation of a state college in the province. The measure was advanced in the Fifteenth Congress by Congresswoman Maria Carmen S. Zamora and culminated in the enactment of Republic Act No. 10598 on June 4, 2013, signed by President Benigno S. C. Aquino III. This law formally established Compostela Valley State College as the province’s primary state-funded higher education institution. Dr. Jesus Antonio G. Derije served as the first Project Director and later as Officer in Charge under a Board of Trustees chaired by CHED Chairperson Patricia D. Licuanan, Ph.D.

Pioneering the First Steps (2014–2016)

The College commenced operations in June 2014, enrolling approximately 1,962 students across its campuses in Compostela, Maragusan, Montevista, and New Bataan. Initial operations were supported through partnerships with the University of Southeastern Philippines and local government units. In 2015, a Php 35 million allocation under the General Appropriations Act enabled the construction of initial facilities. Dr. Jonathan Bayogan, appointed Officer in Charge in February 2015, led faculty and staff recruitment, policy formulation, and campus development initiatives.

Leadership and Institutional Growth (2017–2018)

On January 6, 2017, Dr. Christie Jean V. Ganiera was invested as the first President of the College. Her administration prioritized faculty and student development, program accreditation, and quality management systems. In 2018, the Laak Extension Campus was established, the first batch of 998 graduates completed their programs, and the Bachelor of Science in Criminology was introduced. During this period, the College gained early national recognition through strong performance in licensure examinations and inter-SUC socio-cultural competitions.

Consolidation, Recognition, and Expansion (2019–2021)

From 2019 onward, the College strengthened its institutional systems, sustaining ISO 9001:2015 certification and expanding its scope to all campuses by 2021. It later attained Level II accreditation under the Civil Service Commission’s PRIME-HRM program. In July 2021, Republic Act No. 11575 formally renamed the institution as Davao de Oro State College, aligning it with the province’s new identity and reinforcing its public mandate.

New Era of Leadership and Strategic Development (2024–Present)

A new leadership phase began with the investiture of Dr. Lilybeth M. Matunhay as the second College President on October 11, 2024. Guided by the CRADLE framework, the College concluded its Strategic Development Plan 2019–2025 and transitioned to the Strategic Development Plan 2026–2032, focusing on inclusive, future-ready education, strengthened faculty development, modernized learning resources, and enhanced student services. Continued enrollment growth across all campuses reflects sustained public confidence and the College’s expanding role in regional development.

LIST OF FIGURES AND TABLES

TABLES

Table 1. Work Systems, Key Focus, Strategic Contribution	11
Table 2. Implementation Roadmap of Goal 1, Administration and Resource Management.....	16
Table 3. Implementation Roadmap of Goal 2, Curriculum and Instruction.....	16
Table 4. Implementation Roadmap of Goal 3, Research, Development, and Innovation	16
Table 5. Implementation Roadmap of Goal 4, Extension Services	17
Table 6. Implementation Roadmap of Goal 5, Production Services	17
Table 7. Development Targets 2032, Administration and Resource Management.....	32
Table 8. Policy Legislative Agenda, Administration and Resource Management	33
Table 9. Research Agenda, Administration and Resource Management	33
Table 10. Development Targets 2032, Curriculum and Instruction.....	44
Table 11. Policy Legislative Agenda, Curriculum and Instruction.....	45
Table 12. Research Agenda, Curriculum and Instruction	46
Table 13. Development Targets 2032, Research, Development, and Innovation	58
Table 14. Policy Legislative Agenda, Research, Development, and Innovation.....	58
Table 15. Research Agenda, Research, Development, and Innovation	58
Table 16. Development Targets 2032, Extension Services	65
Table 17. Policy Legislative Agenda, Extension Services	66
Table 18. Research Agenda, Extension Services.....	67
Table 19. Development Targets 2032, Production Services	88
Table 20. Policy Legislative Agenda, Production Services	88
Table 21. Research Agenda, Production Services	88
Table 22. Strategy Risk and Mitigation Measures	92
Table 23. Plan Implementation Team	93
Table 24. M&E Calendar	97

FIGURES

Figure 1. Davao de Oro State College Strategic Development Framework (2026-2032).....	12
Figure 2. DDOSC Strategic Implementation Roadmap (2026-2032).....	17
Figure 3. Part III - Administration and Resource Management, Strategic Development Framework .	23
Figure 4. Part IV - Curriculum and Instruction, Strategic Development Framework	38
Figure 5. Part V - Research, Development, and Innovation, Strategic Development Framework	53
Figure 6. Part VI - Extension Services, Strategic Development Framework.....	62
Figure 7. Part VII - Production Services, Strategic Development Framework	71
Figure 8. Risk Management Process Flow	92
Figure 9. Monitoring and Evaluation Process Flow	96

LIST OF ACRONYMS

ACRONYM	MEANING / DEFINITION	ACRONYM	MEANING / DEFINITION
AACUP	Accreditation Agency of Chartered Colleges and Universities in the Philippines	PRIME-HRM	Program to Institutionalize Meritocracy and Excellence in Human Resource Management
ACHIEVE	Advanced and Accessible Lifelong Learning, Harmonized Research and Innovation, Vitalized Governance and Effective Public Service	PSD / PSU / PSS	Production Services Division / Unit / Section
ADM	Administrative Services Division	QMS	Quality Management System
ASD	Academic Services Division	RA	Republic Act
ASEAN	Association of Southeast Asian Nations	RDD / RDI	Research and Development Division / Research, Development, and Innovation
BOT	Board of Trustees	RDE	Research, Development, and Extension
CHED	Commission on Higher Education	RDD	Research and Development Division
CHED CMO	Commission on Higher Education Memorandum Order	RDP	Regional Development Plan
COA	Commission on Audit	REI	Research-Extension Interface
CRADLE	Cultivate Academic Excellence, Research, Development & Extension, Advancement in Governance & Support Services, Diversify Production & Innovation, Leadership Excellence, Empowerment of Stakeholders	RM s	Results Matrices
CY	Calendar Year	RSP	Recruitment System Portal
DA	Department of Agriculture	SCP-	Systems Control Procedure for Risk and Opportunity Management
DBM	Department of Budget and Management	DDOSC-	
DDOSC	Davao de Oro State College	ROM	
DOLE	Department of Labor and Employment	SDG / SDGs	Sustainable Development Goal(s)
DOST	Department of Science and Technology	SDP	Strategic Development Plan
DRDP	Davao Regional Development Plan	SEED	Sustainable Extension for Empowered Development
DRR	Disaster Risk Reduction	SO No.	Special Order Number
E.O.	Executive Order	SUC / SUCs	State University and College(s)
EMS	Environmental Management System	TWG	Technical Working Group
EOMS	Environmental and Occupational Management System	VAWC	Violence Against Women and Children
ESD	Extension Services Division	IZN	Internationalization Unit
ESU / ESS	Extension Services Unit / Extension Support Section	IAU-DDOSC	International Affairs Unit of Davao de Oro State College
ESWM	Ecological Solid Waste Management	PIIT	Plan Implementation and Improvement Team
GAD	Gender and Development	CT	Communication Team
HEI	Higher Education Institution	QAU	Quality Assurance Unit
HRIS	Human Resource Information System	FSD	Finance Services Division
HRMU	Human Resource Management Unit	GSU	General Services Unit
IAU	Internal Audit Unit	SPMU	Supply and Property Management Unit
ICTU	Information and Communications Technology Unit	CSMU	Campus Safety Management Unit
IGP / IGPs	Income-Generating Project(s)	HSU	Health Services Unit
ISO	International Organization for Standardization	ESD-TWG	Extension Services Division Technical Working Group
LGU / LGUs	Local Government Unit(s)	IAU-DDOSC	International Affairs Unit – Davao de Oro State College
M&E	Monitoring and Evaluation	PSD-IGP	Production Services Division – Income-Generating Projects
MOA / MOU	Memorandum of Agreement / Memorandum of Understanding	CDD	Curriculum Development Division
NGA / NGAs	National Government Agency / Agencies	RDD-PMU	Research and Development Division – Project Management Unit
NGO / NGOs	Non-Government Organization(s)		
OCAF	Office of the Chief for Administrative and Finance		
OVPA	Office of the Vice President for Academic Affairs		
PAPs	Programs, Activities, and Projects		
PDP	Philippine Development Plan		
PMU	Project Management Unit		
PQA	Philippine Quality Award		
PPP	Public-Private Partnership		

PART I - PLANNING ENVIRONMENT

PLANNING ENVIRONMENT

Davao de Oro State College (DDOSC) operates within a dynamic socio-economic and cultural environment shaped by both local realities and global trends. Located in the heart of Mindanao, the province of Davao de Oro is characterized by a predominantly agricultural economy, vibrant cultural diversity, and a population striving for inclusive growth and sustainable development. These factors directly influence the College's role in advancing education, research, and community engagement as an enabler of social mobility and regional progress.

The province's demographic profile reveals a young and growing population, many of whom depend on affordable and quality higher education to improve their livelihoods and contribute to nation-building. However, persistent challenges such as poverty incidence, limited access to modern industries, and the need for upskilled human capital continue to shape the demand for relevant and inclusive academic programs. DDOSC's commitment to addressing these issues is reflected in its strategic orientation, which emphasizes both academic excellence and strong community engagement.

National and international trends also define the broader planning environment. The rapid digital transformation of industries, heightened calls for climate resilience, the shift toward globalized labor markets, and the demand for lifelong learning all necessitate a recalibration of higher education institutions. DDOSC recognizes that its ability to thrive depends on aligning its priorities with frameworks such as the Philippine Development Plan, CHED's strategic directions, and the Sustainable Development Goals (SDGs).

In crafting the Strategic Development Plan (SDP) 2026–2032, DDOSC adopted a participatory and inclusive planning process that reflected the perspectives of its hexahelix stakeholders—government, industry, academe, civil society, media, and the local community. This collaborative approach ensured that planning decisions were not only data-driven but also grounded in the lived realities and aspirations of its stakeholders. The process involved technical analyses, such as SWOT and GAP assessments, which allowed the College to identify institutional strengths, anticipate risks, and capitalize on emerging opportunities.

The planning framework was structured around multiple time horizons to secure both responsiveness and sustainability. Short-term horizons focused on immediate operational improvements and quick wins; medium-term horizons addressed capability building, program development, and institutional strengthening; while long-term horizons concentrated on transformational outcomes such as research leadership, global engagement, and contribution to regional development.

To remain agile and resilient, DDOSC integrated mechanisms for adaptability and risk management throughout its planning process. Scenario planning, iterative reviews such as mid-year and midterm assessments, and evidence-based decision-making were institutionalized to ensure that the SDP can adjust to evolving conditions—whether technological shifts, economic fluctuations, or environmental crises.

In this context, the Planning Environment frames not only the realities confronting the College but also the resolve to transform them into opportunities for innovation, empowerment, and sustainable growth. This Strategic Development Plan represents the culmination of DDOSC's deliberate, collaborative, and future-oriented planning efforts, setting a clear course for its journey toward becoming a future-ready institution.

ASSESSMENT AND CHALLENGES

The Strategic Development Plan (SDP) 2019–2025 provided Davao de Oro State College (DDOSC) with its first consolidated roadmap for institutional development. Over the past six years, the College registered significant accomplishments in academic program expansion, accreditation, infrastructure development, and stakeholder engagement. At the same time, the experience revealed persistent gaps and emerging challenges that inform the development of the new SDP 2026–2032.

ASSESSMENT

Implementation of the 2019–2025 Strategic Development Plan. DDOSC successfully executed several initiatives under its first SDP, including expansion of program offerings, infrastructure upgrades, and quality assurance reforms. However, not all strategic actions were fully realized due to funding limitations, administrative bottlenecks, and the COVID-19 pandemic's disruptions. This underscores the need for a more adaptive, resilient, and evidence-based planning framework going forward.

Institutional Growth and Program Expansion. Enrollment across the five campuses has consistently increased, reflecting community trust and the effectiveness of the Free Higher Education Act (RA 10931). New programs such as the BS Criminology and expanded teacher education offerings responded to local labor demands and improved student access to higher education. Yet, the absence of graduate-level programs constrains DDOSC's ability to achieve vertical expansion and eventual university status.

Quality Assurance and Accreditation Achievements. The College has sustained ISO 9001:2015 certification and secured Level II PRIME-HRM recognition in 2022, proving its commitment to quality systems. Several programs also advanced in accreditation through AACUP, though others remain at lower levels, creating uneven quality assurance outcomes. These successes highlight institutional progress but also show that more systematic, campus-wide efforts are needed.

Faculty and Staff Development. Faculty development remains a work in progress, with some faculty pursuing graduate and doctoral degrees supported by scholarships and partnerships. However, the proportion of PhD holders is still limited, and international exposure for faculty is minimal. These factors constrain research leadership, curriculum innovation, and

DDOSC's competitiveness in the ASEAN higher education space.

Research, Development, and Innovation Performance. Research output has increased steadily, with more faculty and students presenting in regional and national fora. However, the number of Scopus-indexed publications and technology commercialization remains low, limiting DDOSC's impact on knowledge creation. The current research system requires strengthening through incentives, capacity building, and industry collaboration to align with PDP 2023–2028 and SDG-driven priorities.

Extension Services and Community Engagement. DDOSC has made strides in outreach, particularly in agriculture, livelihood, and capacity-building programs in partnership with LGUs. These initiatives have benefited local communities but are often fragmented and project-based rather than fully integrated into academic functions. Stronger monitoring and evaluation mechanisms are needed to ensure sustainable, transformative impacts in line with the Davao Regional Development Plan (RDP) 2023–2028.

Production Services and Income-Generating Projects (IGPs). The College initiated IGPs to support scholarships, training, and research, contributing to financial diversification. However, most remain at a pilot scale with limited profitability and sustainability. Without stronger business models, market studies, and innovation ecosystems, the full potential of IGPs cannot be realized.

Governance and Administrative Support Systems. Governance structures have become more institutionalized, with mechanisms for compliance, transparency, and participatory decision-making. Yet, administrative workflows remain hampered by procedural delays and inconsistent digitalization. This reduces

responsiveness, efficiency, and the ability to implement data-driven decisions.

Infrastructure and ICT Modernization.

Significant improvements have been made in campus infrastructure, including classrooms, laboratories, and administrative facilities. ICT upgrades were introduced but remain uneven across campuses, limiting full digital transformation. Achieving a “smart campus” remains a strategic gap that must be addressed in the new SDP.

Student Affairs and Services. Scholarships, wellness programs, and mentorship services expanded under the 2019–2025 SDP, directly benefiting many students. However, areas such as mental health, guidance and counseling, and career services require further strengthening. These are essential for producing future-ready graduates who can adapt to both local and global employment landscapes.

External Partnerships and Linkages. The College built partnerships with LGUs, SUCs, and industries, enabling collaborative projects in research, extension, and student training. However,

CHALLENGES

Limited Graduate Programs and Academic Differentiation. The absence of graduate offerings constrains academic growth and DDOSC’s trajectory toward universityhood. Graduate programs are essential to advancing research, fostering innovation, and producing highly specialized professionals. Without these, DDOSC risks being limited to undergraduate-level operations, despite growing community demand.

Uneven Accreditation Levels and Quality Assurance Gaps. Some academic programs remain at early stages of accreditation, creating inconsistencies in quality. This affects compliance with CHED standards and SUC leveling requirements, delaying institutional progression. Ensuring all programs reach at least Level III accreditation is critical for institutional credibility.

Faculty Development Constraints and HR Capacity Needs. The low number of faculty with doctorates and minimal exposure to global training opportunities remains a challenge. This

international partnerships remain minimal, limiting global exposure and knowledge exchange. Scaling up these networks is critical for institutional growth and global competitiveness.

Institutional Branding and Recognition. DDOSC gained national recognition through licensure topnotchers, sports and cultural competition wins, and academic achievements. Despite this, a comprehensive branding and visibility strategy is lacking, which affects the College’s positioning among SUCs and in ASEAN higher education. Enhanced marketing, communication, and alumni engagement strategies are needed to strengthen institutional identity.

Financial Resources and Fiscal Management. DDOSC relies heavily on government appropriations, including RA 10931 for free tuition and CHED funding for program compliance. While this ensures accessibility, dependence on state subsidies makes the College vulnerable to fiscal constraints and budget realignments. Expanding IGPs, grants, and partnerships will be vital to ensure financial resilience.

weakens DDOSC’s ability to deliver advanced instruction, pursue high-level research, and engage in internationalization. Targeted investments in scholarships, capacity-building, and faculty exchanges are necessary.

Low Research Commercialization and Limited High-Impact Publications. Despite improvements, DDOSC has yet to fully establish technology transfer, patents, and industry partnerships for commercialization. Scopus- or Web of Science-indexed publications remain scarce, limiting visibility in global academia. Addressing these issues is crucial for DDOSC’s contribution to the innovation ecosystem envisioned in Pagtanaw 2050.

Insufficient Community-Based Extension Integration. While many extension projects are implemented, they remain fragmented and are not systematically aligned with research and academic programs. This diminishes their long-term impact and sustainability. Building integrated, community-

driven models will ensure deeper and lasting contributions to local development.

Underdeveloped IGPs and Weak Financial Diversification. IGPs currently generate only modest income, insufficient to reduce reliance on government funding. Many projects lack market research and innovation-driven models. Strategic planning and scaling are needed to turn IGPs into sustainable revenue streams.

Governance Bottlenecks and Digitalization Gaps. Cumbersome administrative procedures and uneven ICT integration slow down institutional responsiveness. These inefficiencies undermine efficiency in service delivery and data-driven decision-making. Full e-governance and digitalization are key priorities moving forward.

Infrastructure Backlogs and Limited Smart Campus Features. Although facilities have improved, gaps remain in modern laboratories, dormitories, and ICT-enabled classrooms. Campus-wide connectivity is incomplete, limiting access to digital resources. Achieving smart campus readiness must be a central goal in the next SDP.

Student Services Limitations in Guidance, Health, and Mobility. Comprehensive student support in mental health, career services, and global mobility is

still underdeveloped. This reduces students' preparedness for future challenges in a rapidly changing labor market. Enhancing these services will be critical to achieving SDG 4 (quality education) and SDG 8 (decent work).

Weak Internationalization and Transnational Partnerships. DDOSC's collaborations are largely localized, with minimal participation in ASEAN or global consortia. This limits faculty and student mobility, joint research, and international visibility. Expanding global networks will be vital for long-term competitiveness.

Institutional Branding and Visibility Gaps. Despite producing topnotchers and excelling in competitions, the College lacks a coherent branding strategy. This limits national and international recognition and affects graduate employability. A stronger identity-building and communication framework is needed.

Heavy Reliance on Government Funding and Financial Risks. The College's fiscal health remains largely tied to government appropriations, leaving it vulnerable to budget shifts. Limited alternative funding sources pose risks to sustainability. Diversification through IGPs, partnerships, and grants will be essential for resilience

CURRENT DEVELOPMENT TRENDS/GLOBAL TRENDS

The higher education environment in which Davao de Oro State College (DDOSC) operates is shaped by national aspirations, regional development priorities, and global transformations. Rapid technological change, shifting socio-economic conditions, and the call for inclusive and sustainable growth create both challenges and opportunities. For DDOSC, being future-ready requires aligning its strategies with these evolving contexts while sustaining its institutional identity through the CRADLE framework.

Local and Regional Development Trends

In the province of Davao de Oro, higher education plays a crucial role in social mobility and inclusive growth. With a population exceeding 820,000 and an economy largely dependent on agriculture and mining, the province continues to face persistent poverty, with incidence rates at 29.6% (PSA, 2023). The Davao Regional Development Plan (DRDP) 2023–2028 identifies human capital development, innovation, and sustainability as critical drivers of competitiveness. DDOSC is positioned to address these imperatives by producing a skilled workforce, advancing research outputs, and implementing transformative extension services that align with local and regional priorities (NEDA, 2023).

National Development Trends

Nationally, the Philippine Development Plan (PDP) 2023–2028 underscores human capital development, digital transformation, innovation, and sustainability as central to achieving AmBisyon Natin 2040 (NEDA,

2023). Republic Act 10931, the Universal Access to Quality Tertiary Education Act, continues to expand opportunities for access to higher education, while CHED's Typology-Based Quality Assurance framework highlights institutional accountability and performance (CHED, 2015). Meanwhile, *Pagtanaw 2050*, the country's first long-range foresight plan, stresses futures-oriented governance, emphasizing science, technology, and innovation as essential levers for inclusive development (DOST-NAST, 2020). For DDOSC, these priorities provide clear direction as it transitions from its 2019–2025 Strategic Development Plan to the new SDP 2026–2032.

The CHED ACHIEVE Agenda

One of the most significant reforms shaping the higher education landscape is the Commission on Higher Education's (CHED) ACHIEVE Agenda, introduced in 2025 as the agency's strategic blueprint for reform. The ACHIEVE framework was developed to address systemic challenges such as graduate underemployment, skills mismatch, and the evolving demands of a rapidly changing workforce. The acronym represents:

- A**dvanced and Accessible Lifelong Learning
- C**entralized One Nation Human Capital Development Plan
- H**armonized SDG-based Higher Education Research and Innovation Agenda
- I**ntegrated Real-Time Data Collection and Analytics System
- E**xpanded and Impact-Driven Internationalization Strategies
- V**italized Policies, Internal Systems, and Governance
- E**ffective and Efficient Public Service

CHED emphasizes that ACHIEVE is more than a reform agenda, it is a roadmap for shaping a higher education system that is inclusive, future-ready, and aligned with national priorities. It seeks to expand lifelong learning pathways, harmonize research priorities with the United Nations Sustainable Development Goals, establish a unified learner-to-employment data system, and strengthen global competitiveness through academic mobility and international collaborations.

For DDOSC, ACHIEVE complements its CRADLE framework by ensuring that instruction, research, extension, and production services are not only compliant with regulatory standards but also transformative, inclusive, and globally relevant. By embedding ACHIEVE within its institutional strategies, DDOSC strengthens its role as a people-centered, development-driven state college that is responsive to both local and global challenges.

Global Higher Education and Internationalization

Beyond national frameworks, DDOSC must actively engage with international developments. The internationalization of Philippine higher education emphasizes academic mobility, global partnerships, and harmonized quality assurance standards (CHED, 2021). At the ASEAN level, the Higher Education Space Roadmap envisions strengthened collaboration through credit transfer systems and mutual recognition of programs. For DDOSC, this necessitates embedding global perspectives in curriculum design, strengthening faculty and student exchanges, and expanding research networks across borders.

The Fourth Industrial Revolution and Innovation

The Fourth Industrial Revolution (4IR) continues to transform industries and societies through artificial intelligence, automation, and biotechnology. Global reports highlight the urgency of equipping graduates with digital and future-ready skills (World Economic Forum, 2020). In alignment, *Pagtanaw 2050* identifies emerging technologies such as climate-smart agriculture, renewable energy, and advanced digital systems as national priorities (DOST-NAST, 2020). DDOSC, given its agricultural and rural base, is uniquely positioned to pioneer local applications of these technologies, such as agri-tech innovations, digital pedagogy, and climate-responsive research.

Public-Private Partnerships and Knowledge Co-Creation

Public-private partnerships (PPPs) are increasingly recognized as enablers of innovation, resource generation, and employability in higher education. The PDP 2023–2028 and CHED's policy thrusts

encourage SUCs to strengthen partnerships with industry, local governments, and civil society to co-create knowledge and sustain development (NEDA, 2023; CHED, 2021). For DDOSC, PPPs provide opportunities to enhance income-generating projects, modernize facilities, and establish innovation hubs that benefit students and communities.

Futures Thinking and Resilience Imperatives

Futures Thinking, institutionalized in Philippine higher education policy, encourages anticipatory governance and scenario planning to address potential disruptions such as pandemics, climate change, and socio-economic instability (CHED, 2022). For DDOSC, this perspective requires embedding resilience, sustainability, and adaptability across instruction, research, and extension. This directly contributes to Sustainable Development Goals 4 (quality education), 5 (gender equality), and 13 (climate action).

Implications for DDOSC

These converging frameworks and trends establish clear imperatives for DDOSC:

- Embed ACHIEVE and CRADLE as twin compasses for institutional growth.
- Align with PDP 2023–2028, Ambisyon Natin 2040, and the Davao RDP by prioritizing inclusivity, digital transformation, and sustainable innovation.
- Leverage ASEAN integration and internationalization to strengthen institutional visibility and collaboration.
- Pioneer local applications of emerging technologies in agriculture, education, and innovation.
- Build resilience and adaptability through Futures Thinking and climate action.

Through its Strategic Development Plan 2026–2032, DDOSC positions itself not only as a regional hub of higher education but also as a nationally and globally relevant institution contributing to a sustainable, inclusive, and resilient future.

**PART II -
STRATEGIC
DEVELOPMENT
FRAMEWORK**

INTRODUCTION

The Strategic Development Framework of Davao de Oro State College (DDOSC) defines the direction and coherence of the College's Strategic Development Plan (SDP) 2026–2032. It serves as the institution's compass, translating its vision and mission into strategies, systems, and outcomes that advance higher education, research, extension, and innovation in Davao de Oro and the greater Mindanao region.

This framework integrates the alignment of DDOSC's institutional priorities with AmBisyon Natin 2040, the Philippine Development Plan (PDP) 2023–2028, the Davao Regional Development Plan (RDP) 2023–2028, and CHED's ACHIEVE Agenda, which collectively outline the nation's pathway toward inclusive and innovation-led growth. These national frameworks converge with the College's leadership vision embodied in the CRADLE Framework, ensuring that national goals are translated into institutional actions with local impact.

The Strategic Development Framework encompasses DDOSC's Vision, Mission, and Core Values, which articulate its identity as a people-centered higher education institution committed to transformative learning and inclusive growth. It also outlines the Strategic Goals and Outcomes that guide its developmental directions. Supporting these are DDOSC's Core Competencies and Work Systems, which describe its organizational strengths in instruction, emerging research and development, community engagement, and collaborative governance, underpinned by quality assurance, human resource development, fiscal management, and digital transformation systems.

The framework embodies DDOSC's planning philosophy of participatory, data-driven, and innovation-oriented governance. It is the product of extensive consultations, environmental scanning, and institutional assessments, ensuring that strategies are grounded in evidence, stakeholder inputs, and performance evaluation. The framework integrates strategic alignment, intelligent risk-taking, stakeholder focus, and continuous improvement in all aspects of strategy formulation and execution.

As DDOSC advances toward universityhood, the 2026–2032 framework positions the College as an emerging institution of transformation and inclusivity—producing competent graduates, nurturing a culture of research and innovation, and contributing to regional and national development. It functions not merely as a roadmap but as an institutional architecture linking aspirations to operations and systems to results.

Together, the components of this framework—the strategic alignment narrative, vision and mission, strategic goals, core competencies, and enabling systems—define the blueprint for DDOSC's sustained growth and transformation toward excellence, inclusivity, and innovation.

CORE COMPETENCIES AND WORK SYSTEMS

Davao de Oro State College (DDOSC) defines its core competencies as the distinctive institutional strengths that enable it to deliver quality instruction, foster a culture of research and development, and empower communities through education and partnership. These competencies are anchored on the College's mandate as a public higher education institution serving the province of Davao de Oro and the broader Mindanao region.

They collectively position DDOSC as a developing yet dynamic institution, steadily advancing toward maturity and universityhood through innovation, capacity building, and inclusive governance.

Institutional Core Competencies

DDOSC's core competencies are organized into four interdependent domains reflecting its academic priorities, institutional maturity, and regional development role.

1. **Instructional Excellence and Transformative Learning**

DDOSC's primary strength lies in the delivery of outcomes-based and inclusive education in Teacher Education, Agriculture, Criminology, and Entrepreneurship. The College sustains academic quality through faculty development, curriculum enhancement, and program accreditation, while adopting technology-aided learning and holistic student support services.

This competency ensures that graduates are not only employable but also socially responsible, ethically grounded, and prepared for lifelong learning.

2. **Emerging Research and Development Capacity**

DDOSC is in the capacity-building phase of institutional research development. It is laying the groundwork for a vibrant research culture through faculty capability training, research mentoring, and the establishment of thematic research clusters.

Research initiatives are primarily community-based and developmental, addressing local agricultural productivity, environmental management, peace and order, and entrepreneurship. This emerging competence will gradually evolve into applied and innovative research as internal capacities mature and partnerships expand.

3. **Community Engagement and Socioeconomic Empowerment**

A defining feature of DDOSC's identity is its deep engagement with local communities. Through participatory and co-designed extension programs, the College addresses livelihood, education, environmental sustainability, and disaster resilience concerns.

Partnerships with LGUs, NGOs, and people's organizations strengthen DDOSC's role as a catalyst for inclusive growth and local transformation, ensuring that higher education directly contributes to the province's sustainable development.

4. **Collaborative Governance and Partnership Development**

DDOSC's progress is enabled by strong collaborative governance, ethical leadership, and institutional partnerships. The College actively engages with national agencies such as CHED, DOST, DA, TESDA, and DepEd, and collaborates with LGUs and other SUCs for joint programs, infrastructure development, and technical exchange. These partnerships compensate for resource limitations while fostering institutional learning and innovation. The College's compliance with ISO 9001:2015 and implementation of PRIME-HRM, Gender and Development (GAD), and quality assurance systems further reflect its commitment to accountability and performance excellence.

Strategic Decision Logic

DDOSC determines which processes are handled internally and which are pursued through collaboration using a **strategic alignment and capability framework**:

- **Core Academic and Extension Functions** are performed internally to preserve institutional identity, quality, and accountability.
- **Specialized or Resource-Intensive Functions**—such as infrastructure development, digital system integration, and advanced research—are implemented through partnerships with government agencies, industries, and other SUCs.

- **Collaborative Functions** are guided by shared value creation, capability transfer, and long-term institutional strengthening.

This logic ensures that every partnership not only delivers outputs but also contributes to building DDOSC's internal capacities for future independence and resilience.

Enabling Work Systems

The College's competencies are supported by integrated work systems that align governance, human resources, and technology with strategic goals.

Work System	Key Focus	Strategic Contribution
Governance and Quality Assurance	Transparent, participatory, and data-driven management	Ensures compliance, accountability, and continual improvement
Resource and Financial Management	Efficient use of fiscal and physical resources	Aligns budgeting and investment with strategic priorities
Human Resource Development	Faculty and staff development, leadership succession	Builds institutional competence and sustainability
ICT and Digital Transformation	Implementation of IMIS, SMART Campus, data integration	Enhances operational efficiency and service delivery
Planning, Monitoring, and Evaluation	Performance tracking and evidence-based review	Strengthens institutional learning and adaptability

Table 1. Work Systems, Key Focus, Strategic Contribution

These systems form a value chain that integrates instruction, research, extension, and production, reinforcing the CRADLE pillars of the College and supporting its long-term transformation.

Future-Oriented Competency Development

As DDOSC prepares for its next stage of growth and universityhood, it aims to develop new competencies to ensure sustained institutional excellence:

- **Advanced Research Capability** through faculty specialization and graduate program development;
- **Digital Transformation and Smart Campus Implementation** to modernize teaching, learning, and governance;
- **Innovation and Entrepreneurship Systems** for student-led and faculty-driven productivity projects;
- **Global and ASEAN Collaboration Competency** to strengthen academic mobility and international visibility; and
- **Sustainability and Climate Resilience Capacity** integrated into planning and community programs.

By cultivating these emerging competencies, DDOSC positions itself as a future-ready institution of higher education, capable of leading local transformation while engaging with the broader ASEAN region in pursuit of shared development goals.

STRATEGIC DEVELOPMENT FRAMEWORK

This framework translates national visions into institutional action, defining how DDOSC positions itself as a transformative higher education institution that contributes to inclusive growth, innovation, and human capital development in Mindanao and the ASEAN region.

Strategic Logic and Direction

DDOSC’s strategic direction is grounded in a coherent planning logic that ensures vertical alignment with national frameworks and horizontal integration across institutional functions. The College anchors its 2026–2032 priorities on three interlinked foundations:

1. **National Alignment** – Guided by *Ambisyon Natin 2040*, the Philippine Development Plan (PDP) 2023–2028, and the Davao Regional Development Plan (RDP) 2023–2028, the College aligns its thrusts with national priorities on human capital development, innovation, digital transformation, and sustainable communities.
2. **CHED’s ACHIEVE Agenda** – The College localizes CHED’s seven key result areas into academic, research, and governance priorities that promote accessibility, innovation, and internationalization.
3. **DDOSC’s CRADLE Framework** – The CRADLE Framework encapsulates DDOSC’s six institutional thrusts, which serve as the organizing logic of Parts III–VII of this Strategic Development Plan. Each pillar represents a core strategic goal with specific outcomes and aligned strategies:

Together, these frameworks define a unified direction: to cultivate excellence, innovation, and inclusivity in every institutional function, while preparing DDOSC for its transition toward universityhood.

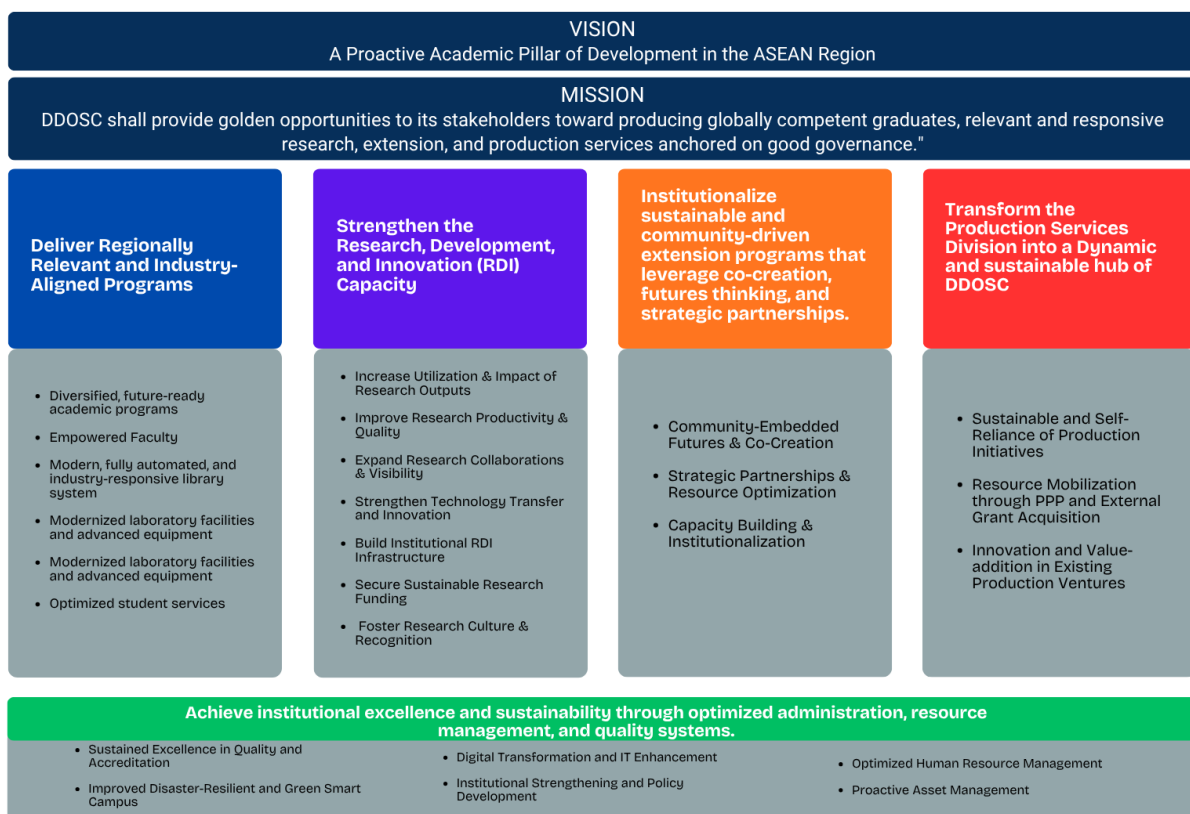


Figure 1. Davao de Oro State College Strategic Development Framework (2026-2032)

VISION STATEMENT

"A Proactive Academic Pillar of Development in the ASEAN Region"

Davao de Oro State College envisions itself as a proactive academic pillar of development — an institution that does not merely respond to change but anticipates, shapes, and drives it. This vision affirms the College enduring identity as a center of higher education excellence rooted in the province of Davao de Oro and its aspiration to contribute meaningfully to the ASEAN one open economy, where

academic mobility, professional competitiveness, and cross-border collaboration define the landscape of opportunity for its graduates, researchers, and communities.

The College identity as a proactive academic pillar rests on the full breadth of its institutional mandate. Instruction, research, and extension constitute the trifocal academic mandate through which the College fulfills its role in human capital development, knowledge generation, and community empowerment. Production services extends this mandate into enterprise and sustainable livelihood, generating the resources that amplify the College reach and deepen its contribution to provincial development. Undergirding all of these is the institutional foundation of quality governance, accountability, and resource stewardship — the bedrock without which no pillar can stand and no mandate can be fulfilled. These five dimensions are not a sequence nor a hierarchy among peers. They are the architecture of a state college public purpose: co-constitutive, interdependent, and mutually sustaining.

This vision finds its 2026–2032 expression through five interdependent strategic directions. The delivery of regionally relevant and industry-aligned academic programs ensures that DDOSC graduates are prepared for the demands of local labor markets and the ASEAN professional landscape. The strengthening of research, development, and innovation capacity positions the College as a contributor to knowledge generation and technology transfer that serves regional development priorities. The institutionalization of sustainable, community-driven extension programs affirms the College commitment to transforming communities — not only educating individuals. The transformation of production services into a dynamic hub of enterprise and innovation broadens the College contribution to provincial economic development while securing institutional sustainability. Each of these strategic directions is made possible by the quality systems, governance structures, and resource management mechanisms that constitute the institutional foundation.

As an institution committed to achieving excellence through optimized administration, quality assurance systems, and capable human resource and financial stewardship, DDOSC understands that the vision of becoming a proactive academic pillar in the ASEAN region is not declared — **it is built**. It is built through ISO-certified management systems, AACUP-accredited programs, PRIME-HRM-recognized human resource practices, and fiscal stewardship that maximizes public resources for public benefit. This foundation does not follow the academic mandate — it precedes and enables it, establishing the conditions of quality, integrity, and institutional resilience within which all other work becomes possible. Aligned with AmBisyon Natin 2040, the Philippine Development Plan 2023–2028, the CHED ACHIEVE Agenda, and the Sustainable Development Goals, DDOSC pursues its vision for 2026–2032 with the resolve of an institution that knows excellence is a practice, not a destination.

MISSION STATEMENT

“DDOSC shall provide golden opportunities to its stakeholders toward producing globally competent graduates, relevant and responsive research, extension, and production services anchored on good governance.”

The mission of Davao de Oro State College begins and ends with governance. It begins with governance because every golden opportunity the College provides — every program it delivers, every research output it generates, every community it serves, every enterprise it sustains — is made possible only by institutional systems that are accountable, transparent, and anchored on the rule of law. It returns to governance at its conclusion because the measure of a public institution integrity is not only what it produces but how it produces it — whether it generates, allocates, and utilizes resources in a manner

that earns and sustains the public trust. Governance is not the last commitment on a list. It is the institutional bedrock on which all other commitments rest.

The College commits to providing valuable, inclusive, and progressive opportunities to its internal and external stakeholders: students, faculty and staff, communities, industries, government partners, and the broader civil society of Davao de Oro, Mindanao, and the ASEAN region. Through these opportunities, DDOSC produces competent, well-rounded global citizens equipped with the intrapersonal, interpersonal, social, and cognitive competencies to lead, excel, and compete — individuals who carry not only the credentials of a higher education institution but the values of one that takes public service seriously.

In the 2026-2032 strategic period, the pursuit of golden opportunities is woven into five institutional commitments. The College delivers relevant and transformative quality education through industry-aligned, outcomes-based curricula, empowered faculty, modernized libraries and laboratories, and student-centered support services — ensuring that each graduate is genuinely prepared for the workforce and for lifelong contribution to society. It advances research, development, and innovation through thematic research centers, publication incentive programs, technology transfer mechanisms, and strategic collaborations with government, industry, and international partners — ensuring that knowledge generated within the College reaches the communities and sectors that need it most. It empowers communities through sustainable, co-created extension programs anchored on futures thinking — building resilience, livelihoods, and agency in the communities that host and trust the College. It builds institutional sustainability through the development of production services and income-generating enterprises — ensuring the financial base grows alongside its academic ambitions. And sustaining all of these is the institutional foundation of quality governance, without which none of the above can be credibly pursued.

These commitments are pursued with specific institutional resolve. The College commits to:

- Competitively deliver and demonstrate impact in the areas of instruction, research, extension, production, and good governance — pursued through outcomes-based education, thematic research, community-embedded extension, innovation-driven enterprise, and quality-assured institutional systems that meet and exceed national and international standards;
- Anchor to the research, extension, and production agenda of stakeholders to develop, transfer, and adopt knowledge and technology towards the socio-economic development of Davao de Oro, Mindanao, and the ASEAN region — guided by the national research agendas of CHED and DOST, the Davao Regional Development Plan 2023-2028, and the Sustainable Development Goals; and
- Generate, allocate, and utilize resources with optimum participation, accountability, transparency, and adherence to the rule of law — expressed through ISO 9001:2015 quality management, PRIME-HRM human resource excellence, and evidence-based fiscal stewardship that make all other commitments possible.

The Vision and Mission of Davao de Oro State College describe an institution of five interdependent dimensions, resting on a single institutional foundation. That foundation — optimized administration, quality governance, and sustainable resource management — is the precondition for everything that follows. Rising from it are the four strategic directions through which the College fulfills its public mandate: the delivery of regionally relevant and industry-aligned academic programs; the strengthening of research, development, and innovation capacity in service of regional knowledge needs; the institutionalization of sustainable, community-driven extension programs that transform lives beyond the classroom; and the development of production services into a dynamic hub of enterprise and institutional sustainability. Together, these five strategic directions constitute the DDOSC Strategic Development Plan 2026-2032 — an integrated institutional architecture designed to make the Cradle

of Golden Opportunities a proactive academic pillar of development for the people of Davao de Oro, Mindanao, and the ASEAN region.

STRATEGIC GOALS (2026–2032)

To operationalize its Vision and Mission, DDOSC pursues five interrelated strategic goals that collectively define its institutional direction for 2026–2032.

1. **Achieve institutional excellence and sustainability through optimized administration, resource management, and quality systems**

DDOSC will strengthen its institutional foundations to ensure long-term sustainability and organizational resilience. This includes modernizing its management systems, advancing digital transformation, enhancing quality assurance mechanisms, and institutionalizing evidence-based governance. The College will also prioritize the development of a **Green and Smart Campus**, expand resource mobilization, and improve its disaster preparedness and resilience.

By 2032, DDOSC envisions an institution that is **efficient, transparent, and adaptive**, achieving sustained accreditation status, PRIME-HRM and ISO certifications, and readiness for **SUC Level III** evaluation as a precursor to universityhood.

2. **Deliver Regionally Relevant and Industry-Aligned Programs**

DDOSC will deliver academic programs that are **responsive to labor market demands and future skills needs**, integrating 21st-century competencies, digital literacy, and global citizenship values. The College will strengthen faculty capability through continuous professional development, graduate studies, and pedagogical innovation using blended, adaptive, and technology-enhanced learning.

Curriculum design will be informed by stakeholder engagement, tracer studies, and regional workforce analytics. By 2032, all programs will be **outcomes-based, industry-aligned, and quality-assured**, producing graduates who are employable, ethical, and prepared for lifelong learning.

3. **Strengthen Research, Development, and Innovation (RDI) Capacity**

DDOSC will build an enabling environment for research and innovation by developing faculty and student research capabilities, improving facilities, and institutionalizing policies that support publication, collaboration, and technology transfer. The College will focus on **development-oriented research** that addresses regional needs in agriculture, education, entrepreneurship, and criminology—its key academic areas.

Through partnerships with local government units (LGUs), state universities and colleges (SUCs), industries, and research institutions, DDOSC will evolve into a **recognized hub of applied research and innovation** in Davao de Oro, contributing to the national innovation ecosystem.

4. **Institutionalize sustainable and community-driven extension programs that leverage co-creation, futures thinking, and strategic partnerships**

DDOSC will institutionalize a holistic extension ecosystem that bridges academic expertise with community needs. Its programs will focus on **co-created, evidence-based, and sustainable community initiatives** that empower local sectors and improve quality of life.

The College will also establish a **Transformative Extension Framework** that ensures the integration of research outputs, student participation, and local partnerships. By 2032, DDOSC will be recognized for its **impact-driven, community-embedded extension programs** that directly contribute to inclusive regional development.

5. Transform the Production Services Division into a Dynamic and Sustainable Hub

DDOSC will institutionalize innovation-driven production systems and income-generating projects (IGPs) to support financial sustainability and institutional growth. These ventures will focus on agriculture-based enterprises, technology-enabled services, and value-added local products.

Through public-private partnerships (PPP), external grants, and research-based IGPs, the Production Services Division will evolve into a **dynamic innovation and enterprise hub**, contributing at least 5% of the College's MOOE by 2032. This transformation will not only enhance institutional sustainability but also foster entrepreneurship and livelihood opportunities in the province.

STRATEGIC IMPLEMENTATION ROADMAP (2026–2032)

To ensure the realization of the Strategic Goals, DDOSC adopts a phased implementation roadmap. This framework translates the five institutional pillars into actionable milestones, ensuring progressive improvement from Foundation (2026-2027), to Integration & Expansion (2028-2030), and finally to Institutional Excellence (2031-2032).

Goal 1: Administration & Resource Management

YEAR	MILESTONE	TARGETS
2026	Quality Assurance Foundation	Maintain ISO 9001 Certification ; 100% of programs accredited at Level I.
2027	Institutional Accreditation	Achieve Level I Institutional Accreditation status (AACUP).
2028	Infrastructure Expansion	Complete 6 major infrastructure projects at the Main Campus.
2029	System Standardization	Conduct 1 comprehensive review of the Quality Management System (QMS).
2030	Advanced Program Accreditation	Ensure 100% of undergraduate programs possess active accreditation status.
2031	Quality Excellence	Achieve 100% implementation of assessor recommendations; Sustain ISO recertification.
2032	Institutional Distinction	Achieve Level 4 PQA Recognition ; Submit 30 innovative cases for WURI Ranking.

Table 2. Implementation Roadmap of Goal 1, Administration and Resource Management

Goal 2: Curriculum & Instruction

YEAR	MILESTONE	TARGETS
2026	Licensure Competitiveness	Achieve a 70% passing rate for first-time licensure exam takers.
2027	Program Compliance	Secure 100% Certificate of Program Compliance (COPC) for all active programs.
2028	Graduate Employability	70% of graduates (tracked from 2 years prior) are employed.
2029	Curriculum Innovation	Offer 1 new micro-credential program aligned with industry needs.
2030	Global Linkages	Maintain 1 active international academic linkage per program.
2031	Academic Standardization	Achieve 76% passing rate for first-time licensure exam takers.
2032	Academic Leadership	Achieve a 77% Board Exam Passing Rate; 100% enrollment in priority programs.

Table 3. Implementation Roadmap of Goal 2, Curriculum and Instruction

Goal 3: Research, Development, and Innovation (RDI)

YEAR	MILESTONE	TARGETS
2026	Research Utilization	8 research outputs utilized by beneficiaries or industry partners.
2027	Instructional Integration	2 approved Instructional Materials (IMs) integrated with institutional research.
2028	Policy Advocacy	7 policy briefs adopted by Local Government Units (LGUs) or National Agencies.
2029	Commercialization	2 products successfully commercialized and introduced to the market.
2030	Publication Impact	12 research outputs published in refereed international/national journals.
2031	Research Productivity	24 completed research outputs per year; 15 publication incentive grants awarded.
2032	Innovation Hub Status	10 policy briefs adopted annually; 24 completed research outputs.

Table 4. Implementation Roadmap of Goal 3, Research, Development, and Innovation

Goal 4: Extension Services

YEAR	MILESTONE	TARGETS
2026	Community Adoption	5 research outputs repackaged into extension modalities (Techno-guides/IEC).
2027	Futures Integration	50% of new extension programs include a documented "futures component".
2028	Program Expansion	12 research-based extension projects fully implemented.

2030	Sustainable Impact	22 extension programs sustained by partner communities (Empowerment Phase).
2031	Program Maturity	22 extension programs organized; 90% with "futures component".
2032	Regional Leadership	100% of extension programs have a "futures component"; 23 organized annually.

Table 5. Implementation Roadmap of Goal 4, Extension Services

Goal 5: Production Services

YEAR	MILESTONE	TARGETS
2026	IGP Utilization	Achieve a 3% increase in IGP income versus the MOOE of the GAA.
2027	Enterprise Launch	Launch 1 new agri-based or technology-driven enterprise.
2028	Revenue Growth	Achieve a 5% increase in net income from IGP ventures vs MOOE.
2030	Technology Integration	Achieve a 7% increase in IGP income; Full adoption of research-based tech.
2031	Financial Stability	Achieve 9% increase in IGP income vs MOOE; 4 financial audits facilitated.
2032	Financial Sustainability	Achieve a 10% increase in IGP income vs MOOE; 4 financial audits annually.

Table 6. Implementation Roadmap of Goal 5, Production Services

DDOSC's Strategic Implementation Roadmap (2026–2032)



Figure 2. DDOSC Strategic Implementation Roadmap (2026-2032)

CORE VALUES

In pursuing the goals set forth in this development plan, the College continues to be guided by the profound and scholarly values that define the highest ideals of a higher education institution. These principles serve as the continuity between our history and our future, grounding our ambitious targets in ethical conduct and collective responsibility.

EXCELLENCE

Excellence has historically defined the College's commitment to due diligence and thoughtful engagement across its mandated functions of instruction, research, extension, and production. This established standard ensured that services were delivered with care and competence. Building on this benchmark, the new development plan elevates Excellence from a measure of compliance to a standard of distinction. For the period of 2026 to 2032, Excellence demands that the institution surpass regulatory baselines to achieve SUC Level III status and rigorous international accreditation. It requires faculty and staff to not merely perform their duties but to produce outcomes that compete on a global scale, ensuring that every graduate and research output reflects a quality that exceeds the expectations of the region and the industry.

INTEGRITY

Integrity is rooted in the College's foundational pledge to the highest ethical standards of honesty, fairness, truth, and justice in all engagements. This principle was essential in building the initial trust between the institution and its stakeholders. Moving forward, Integrity evolves from a personal ethical standard into a rigid mechanism for institutional transparency and accountability. As DDOSC undertakes massive infrastructure projects and manages increased fiscal resources under the new roadmap, Integrity serves as the guardian of public trust. It strictly governs our procurement, hiring, and financial reporting processes, ensuring that our pursuit of Institutional Excellence remains untainted by corruption and strictly aligned with the rules of audit and good governance.

SOLIDARITY

Solidarity was previously established as the framework for unified governance, promoting mutual respect, understanding, and effective collaboration among internal constituents. It ensured that every stakeholder was recognized, valued, and encouraged to contribute to the system. As the College transitions into its expansion phase, Solidarity extends beyond internal governance to encompass a broader regional mandate. It now serves as the driving force for inclusive growth, binding the institution to the communities of Davao de Oro. This value dictates that our development must be shared, ensuring that as the College rises in standing, it actively pulls up its partner communities through co-created extension programs and poverty alleviation initiatives. It affirms that our strategic success is inseparable from the progress of the province we serve.

**PART III –
ADMINISTRATION
AND RESOUCCE
MANAGEMENT**

INTRODUCTION

The college is committed to achieving excellence and sustainability in all its operations, ensuring long-term growth and competitiveness. The effective management of institutional affairs and resources is fundamental to the college's health, including the implementation of policies, mechanisms, processes, systems, and services. These processes are undertaken with participation, accountability, and transparency, reflecting the principles of good governance and quality assurance.

Meeting these qualities means optimizing the human resource allocation, fostering an agile and responsive workforce. The college recognizes that its workforce is the backbone of delivering quality education and efficient public services. Although the current workforce demonstrates commendable performance, gaps in manpower, particularly in specialized and technical positions, hinder optimal service delivery and institutional growth.

While the present workforce performs beyond expectations, the need for developing their skills, values, and character is still crucial in their professional and personal growth. Providing professional development opportunities, such as capacity-building and training. These initiatives are essential in meeting organizational goals, addressing staffing requirements, enhancing employee capabilities, and acknowledging outstanding performance.

Alongside investing in human capital, effective resource management must also emphasize the development of disaster-resilient infrastructure, green smart campus and the integration of technological innovations. To keep pace with evolving educational delivery methods, the college must continually upgrade and modernize its infrastructure. This entails providing safe and comfortable structures, equipping facilities with disaster risk reduction tools, implementing environmental preservation measures, and maintaining administrative and academic amenities, utilities, and equipment.

Moreover, sustaining excellence requires aligning these initiatives with recognized standards of accreditation and certification. To remain competitive and responsive to the evolving demands of education and public service, the college must not only preserve its gains but also elevate them to meet national and international benchmarks.

Through its commitment to people, infrastructure, and innovation, the college lays a strong foundation for sustainability and growth. By upholding quality standards and pursuing AACUP accreditation, ISO certification, and PQA readiness, the institution ensures continued excellence, accountability, and competitiveness in all its operations.

ASSESSMENT AND CHALLENGES

As Davao de Oro State College embarks on its Strategic Development Agenda for 2026–2032, it is imperative to take a closer look at the existing challenges in Administration and Resource Management. While the College has attained remarkable milestones in accreditation, quality assurance, and institutional development over the past years, there remain critical areas that must be strengthened to ensure continuity, resilience, and sustainability in the years ahead. These challenges cut across manpower, financial capacity, infrastructure, policy implementation, and technology, factors that directly influence the institution's ability to deliver quality education, research, and extension services.

In terms of human resources, the increasing volume and complexity of deliverables continue to strain the current faculty and non-teaching workforce. Gaps in administrative and technical support, as well as limited training opportunities, emphasize the need for capacity building and values formation to sustain efficiency. Likewise, inconsistencies in policy implementation and limited access to appropriate

tools and systems hinder uniformity of operations across offices and prevent the full realization of institutional goals.

Resource limitations remain another pressing concern. The College grapples with budget constraints, limited land area, and outdated facilities, which hinder the delivery of effective services and the construction of critical infrastructure. Alongside these, inadequate utilities and maintenance practices further affect the quality of operations. Similarly, the lack of integrated ICT systems and outdated devices restricts the ability of the institution to fully support digital learning, research, and administrative functions, capabilities that are essential in adapting to a more technology-driven environment.

These challenges highlight the importance of strategic interventions as the College transitions into the next planning cycle. By addressing manpower shortages, optimizing financial resources, ensuring consistent policy application, modernizing ICT systems, and adopting preventive asset management, the College envisions building a more resilient, efficient, and future-ready institution. Strengthening Administration and Resource Management for 2026–2032 will not only sustain quality standards but also drive institutional transformation that is responsive to the needs of its stakeholders and aligned with national and global education trends.

ASSESSMENTS

Quality Assurance Achievements. At present, all creditable programs of the College have achieved 100% AACUP accreditation, underscoring its strong commitment to academic quality. The institution also maintains its ISO 9001:2015 certification and is committed to its continuous renewal, reflecting consistent adherence to international quality management standards. Furthermore, with the goal of attaining Institutional Accreditation Level I and completing the pending Philippine Quality Award (PQA) application report, the College is determined to sustain and advance its excellence in quality and accreditation over the next six years.

Commitment Despite Resource Constraints. Despite these constraints, the College remains steadfast in its vision of developing an improved, disaster-resilient infrastructure and a green, smart campus that supports both academic and community development. This long-term vision serves as a foundation for sustaining growth and addressing the increasing demands of students, faculty, staff, and stakeholders.

Current ICT Operations. Currently, most offices and programs rely on fragmented systems that do not communicate effectively with one another. Many computer units and network devices are outdated, making them inadequate for the demands of online platforms, research, and records management.

The lack of sufficient ICT supplies also burdens faculty and staff in performing daily tasks. Altogether, these limitations slow down operations and reduce the effectiveness of service delivery.

Policy and Manuals Development. Currently, the College has already developed several policies and manuals to support administrative and academic functions. Even so, not all offices have standardized references to guide their operations, leading to variations in practice. In certain cases, manuals exist but lack consistent implementation, which diminishes their intended impact.

Value of Workforce. At the same time, the College acknowledges that its workforce serves as the backbone of delivering quality education and efficient public service. While existing staff members consistently perform beyond expectations, the shortage of manpower, especially in specialized and technical roles, limits the institution's ability to sustain growth and respond effectively to evolving demands.

Importance of Reliable Equipment. Recognizing the importance of reliable and well-maintained facilities, the College underscores that updated equipment is essential for operational efficiency and service delivery. Nevertheless, a number of units and facilities remain in need of repair, replacement,

or upgrading, while maintenance continues to be carried out primarily after breakdown

CHALLENGES

Inadequate Human Resources and Limited Capacity Development. Gaps remain in Administration and Resource Management, particularly in the lack of program support staff, the insufficiency of human resources to handle the technicalities of system control procedures, and the limited training opportunities for personnel. These challenges must be addressed to fully realize and sustain the institution's quality goals.

To achieve sustained excellence in quality and accreditation, the institution recognizes the urgent need for resource generation to support capacity building, the provision of additional support staff, and strengthened values formation among its personnel. These initiatives will enhance the institution's ability to meet growing demands, ensure effective system management, and advance its strategic development agenda for 2026–2032.

Limited Resources, Budget Constraints, and Dynamic Political Landscape. The institution continues to grapple with challenges brought about by limited financial resources, constrained land area, and inadequate utilities, alongside the impacts of a dynamic political environment. Specifically, the insufficiency of infrastructure, the depletion of green spaces, and outdated facilities hinder the delivery of efficient services and limit the institution's ability to respond to growing academic and administrative needs.

To close the gap, the institution has outlined a comprehensive program of site development, utilities upgrading, and infrastructure construction across its campuses. This includes the building of dormitories, multi-storey academic facilities, administrative and research centers, community and cultural hubs, as well as agricultural and production infrastructure. Complemented by land development and sustainability initiatives such as road networks, slope protection, and landscaping, these projects aim to create a resilient and future-ready institutional environment.

By pursuing these projects, the institution aims not only to address current limitations but also to build a resilient, future-ready environment capable of supporting quality education, research, and extension services while adapting to the complexities of political and budgetary landscapes.

Lack of Integrated Systems, Network Devices, and ICT Tools. One of the persistent challenges of the institution lies in its ICT infrastructure, particularly the lack of integrated systems that would streamline operations across campuses. Outdated network devices and insufficient ICT tools limit the capacity of offices and classrooms to keep up with technological demands. The absence of a centralized Data Center further creates risks in data security, management, and accessibility. These conditions hinder the institution's ability to fully support digital learning, research, and administrative efficiency.

Moving forward, the institution envisions a digital transformation that enhances ICT infrastructure. This includes the establishment of unified and integrated systems that allow seamless communication across academic and administrative units. Network and security devices will be upgraded to strengthen data management, connectivity, and protection against cyber risks. In addition, sufficient ICT tools will be provided to ensure greater productivity, operational efficiency, and long-term sustainability.

Inconsistent Policy Implementation and Limited Capacity Development. A key concern of the institution is the insufficient budget allocation, a shortage of qualified trainers, and limited access to appropriate technological tools such as Learning Management Systems (LMS). These constraints hinder the delivery of effective and scalable training programs. The lack of adequate resources has also reduced the frequency of training activities. In turn, capacity development

efforts remain inconsistent and uneven across different offices.

To address these challenges, the institution envisions stronger organizational systems through enhanced policy development, capacity building, and standardized practices. This strategy involves the systematic crafting and updating of manuals, policies, and plans tailored to institutional needs. To guarantee effective implementation, relevant training, seminars, and symposia will be provided for administrators, faculty, and staff. Through these initiatives, the College aspires to strengthen institutional systems, improve efficiency, and sustain a culture of quality.

Rising Demands versus Limited Human Resources. The institution faces a growing challenge as the increasing volume and complexity of deliverables continue to exceed the capacity of its current faculty and non-teaching workforce, even when all positions are filled. This situation risks overburdening personnel, which may affect productivity, service quality, and overall institutional efficiency.

To address this, the College seeks to optimize and strategically manage human resource allocation while fostering an agile and responsive workforce. This includes the hiring of additional personnel, particularly in critical areas, and the implementation of workforce development initiatives to ensure the continuous provision of high-quality services across all institutional functions.

Unplanned Failures versus Preventive Maintenance. The College is confronted with persistent challenges in asset management, as unplanned equipment failures often result in costly repairs and poor asset utilization. Reliance on reactive maintenance practices has led to unnecessary expenses and reduced efficiency, limiting the institution’s ability to maximize the value of its resources.

As a strategic direction, the institution envisions a proactive and systematic maintenance framework that extends equipment life and supports data-driven repair and replacement decisions. Key initiatives will include procuring essential equipment and vehicles and establishing enhanced preventive maintenance schedules designed to optimize spending and strengthen efficiency.

STRATEGIC FRAMEWORK



Figure 3. Part III - Administration and Resource Management, Strategic Development Framework

STRATEGIES

Outcome 1: Sustained Excellence in Quality and Accreditation: Maintain and advance quality standards, AACUP accreditation, ISO certification, and PQA readiness

Generate resources for capacity building, support staffing, and values formation.

To sustain its quality initiatives and accreditation efforts, Davao de Oro State College recognizes the urgent need to generate sufficient resources that will directly support capacity building, staffing, and values formation. Adequate investment in human and institutional resources is essential to ensure that academic and administrative functions can respond effectively to the growing demands of quality assurance, compliance, and service delivery. By prioritizing resource generation, the College positions itself to strengthen its internal systems, provide more efficient support services, and reinforce the values that guide its institutional culture.

This strategic direction will allow the College to bridge existing manpower gaps, particularly through the hiring of additional support staff and specialized personnel who can manage technical processes and administrative operations with greater expertise. At the same time, values formation and capacity-building programs will ensure that faculty and staff are not only equipped with the necessary skills but also aligned with the institution's vision and quality objectives. With resources dedicated to these areas, DDOSC aims to foster a resilient, competent, and values-driven workforce that will sustain the institution's pursuit of excellence in accreditation and overall organizational performance.

Hire additional program support staff and specialized personnel.

Recognizing that its workforce is the backbone of institutional success, Davao de Oro State College underscores the importance of hiring additional program support staff and specialized personnel. The increasing complexity of academic programs, accreditation processes, and administrative functions has created a demand for more technical expertise and dedicated manpower. Without sufficient staffing, existing employees face heavier workloads that may affect efficiency, service quality, and the institution's

ability to sustain its momentum toward excellence in quality assurance and accreditation. Strengthening human resources through strategic hiring will address these challenges and ensure that institutional operations remain responsive and effective.

Through this initiative, DDOSC seeks to optimize its workforce by filling key gaps in specialized and technical areas that require focused expertise. Additional program support staff will provide vital assistance in managing daily operations, compliance requirements, and system processes, while specialized personnel will bring in-depth knowledge to areas such as accreditation, information systems, and research development. By reinforcing its human resource complement, the College can enhance productivity, improve service delivery, and support the long-term sustainability of its quality initiatives. Ultimately, this strategy ensures that the institution has the right people with the right skills to drive its strategic development agenda from 2026 to 2032.

Provide targeted training opportunities to strengthen quality and compliance processes.

To sustain its pursuit of excellence, Davao de Oro State College prioritizes the provision of targeted training opportunities designed to strengthen quality assurance and compliance processes. As the higher education landscape evolves, the demands of accreditation, ISO certification, and performance quality frameworks require continuous upgrading of competencies among faculty and staff. These training opportunities are not only intended to sharpen technical skills but also to instill a deeper understanding of institutional standards, policies, and regulatory requirements. By investing in capacity building, the College empowers its people to adapt to emerging challenges while ensuring that systems and procedures remain aligned with national and international benchmarks.

Furthermore, these training programs serve as strategic enablers that enhance organizational

resilience and effectiveness. Specialized workshops, seminars, and professional development initiatives will prepare personnel to handle rigorous documentation, evaluation, and reporting processes integral to accreditation and quality assurance. Beyond compliance, these learning interventions also nurture a culture of excellence and shared accountability within the institution. By continuously upgrading the knowledge and skills of its workforce, DDOSC strengthens its capacity to meet accreditation targets, improve service delivery, and remain competitive in the higher education sector from 2026 to 2032.

Monitor and report progress toward Institutional Accreditation Level I and PQA application readiness.

Ensuring sustained institutional excellence requires consistent monitoring and transparent reporting of quality initiatives, which serve as the foundation for accountability and continuous improvement. For Davao de Oro State College, this means establishing structured mechanisms to track progress toward Institutional Accreditation Level I and

readiness for the Philippine Quality Award (PQA). Through regular assessments and data-driven evaluations, the College can measure its advancement, identify areas that need reinforcement, and celebrate milestones that reflect its growing capacity to meet national and international standards.

In addition, effective monitoring and reporting foster a culture of evidence-based decision-making across all levels of the College. By documenting milestones, compliance achievements, and developmental areas, DDOSC equips its leaders, faculty, and staff with the insights needed to align daily operations with long-term strategic goals. Progress reports also communicate transparency to stakeholders, strengthening trust and support for the College's quality journey. Through this proactive mechanism, DDOSC ensures that its pursuit of accreditation and PQA recognition remains structured, measurable, and sustainable throughout the 2026–2032 strategic development period.

Outcome 2: Improved Disaster-Resilient and Green Smart Campus: Enhanced infrastructure, land utilization, and utilities supporting safe and sustainable operations.

Upgrade campus infrastructure and utilities based on disaster resilience principles.

Strengthening disaster resilience within the College begins with upgrading campus infrastructure and utilities in alignment with disaster risk reduction and management principles. For Davao de Oro State College (DDOSC), this approach ensures that physical facilities are not only functional and modern but also capable of withstanding natural hazards common in the region, such as earthquakes, flooding, and strong typhoons. By integrating resilient construction methods, durable materials, and adaptive designs, the College safeguards its learning spaces, offices, and service areas, minimizing disruptions to academic and administrative operations during emergencies.

Beyond structural improvements, prioritizing disaster-resilient utilities, such as reliable power supply, water systems, and communication

networks, guarantees continuity of services in times of crisis. Incorporating early warning systems, sustainable drainage solutions, and energy-efficient technologies also reinforces the College's commitment to a safe, green, and future-ready campus. These investments not only protect lives and property but also embody DDOSC's broader vision of creating a secure, sustainable, and conducive environment where education thrives even amid uncertainties.

Develop green spaces and smart campus initiatives.

Promoting sustainability and innovation within the College requires the development of green spaces and the integration of smart campus initiatives. For DDOSC, creating well-designed green areas not only enhances the physical appeal of the campus but also provides a healthier and more conducive environment for learning and collaboration. These spaces serve

as hubs for recreation, relaxation, and wellness, supporting both the physical and mental well-being of students, faculty, and staff. At the same time, green zones reflect the College's dedication to environmental stewardship and its role in promoting ecological awareness among the academic community.

Alongside green development, smart campus initiatives leverage technology to improve operational efficiency, accessibility, and sustainability. This includes investing in energy-efficient lighting, automated systems for campus management, and digital platforms that streamline academic and administrative services. Integrating technology with sustainability measures positions DDOSC as a forward-thinking institution that maximizes innovation while minimizing environmental impact. By combining green spaces with smart solutions, the College strengthens its commitment to creating a safe, sustainable, and future-ready learning environment.

[Ensure continuous monitoring and maintenance of physical assets.](#)

Ensuring the longevity and reliability of campus infrastructure requires continuous monitoring and proactive maintenance of physical assets.

Outcome 3: Digital Transformation and IT Enhancement: Integrated, secure, and updated IT systems enabling productivity and innovation

[Modernize network devices and ensure ICT tools are sufficient for daily operations.](#)

To drive digital transformation and strengthen institutional efficiency, DDOSC prioritizes the modernization of its network infrastructure and ICT tools. Reliable connectivity and updated devices are essential in supporting the daily academic and administrative operations of the College. By replacing outdated equipment with modern network devices and ensuring that faculty, staff, and students have access to sufficient ICT tools, the institution builds a strong technological foundation. This enables faster communication, seamless collaboration, and improved delivery of services across all campuses.

Moreover, ensuring adequate and updated ICT tools supports not only productivity but also innovation in teaching, learning, and research.

For DDOSC, this means establishing systematic schedules for inspecting facilities, utilities, and equipment to prevent unplanned breakdowns and costly repairs. By shifting from reactive to preventive maintenance, the College safeguards the functionality of its classrooms, laboratories, administrative spaces, and utilities, thereby minimizing service disruptions. This approach not only extends the lifespan of assets but also supports uninterrupted academic and operational activities across all campuses.

In addition, consistent monitoring ensures that physical resources remain aligned with safety standards, disaster resilience principles, and sustainability goals. Regular upkeep of facilities, from power systems to water supply, helps maintain efficiency while reducing long-term operational costs. By embedding maintenance into the College's overall management practices, DDOSC strengthens its capacity to provide a safe, reliable, and future-ready environment for students, faculty, staff, and stakeholders. This commitment reflects a forward-looking vision where quality education is supported by well-maintained and sustainable physical resources.

Equipping classrooms and offices with reliable technology enhances the learning experience and empowers staff to carry out their responsibilities more effectively. Through this strategy, DDOSC sets the stage for a more digitally capable and future-ready institution, where technology is harnessed to drive academic excellence and operational efficiency.

[Establish unified/integrated systems and data centers](#)

A critical step in advancing DDOSC's digital transformation is the establishment of unified and integrated systems supported by a centralized data center. Currently, the use of fragmented platforms across academic and administrative offices creates inefficiencies, duplications, and risks in data management. By developing an integrated system, the College can streamline processes, improve

coordination, and ensure secure and consistent access to institutional information. A centralized data center further enhances data protection, backup, and recovery mechanisms, minimizing vulnerabilities while strengthening overall operational reliability.

Beyond efficiency and security, integrated systems promote greater transparency and accountability in institutional operations. Seamless communication between units enables timely decision-making and accurate reporting, while also ensuring compliance with regulatory standards. With this strategy, DDOSC envisions a technologically cohesive environment where digital systems work hand in hand to support productivity, innovation, and long-term sustainability.

[Implement cybersecurity measures and IT infrastructure upgrades.](#)

As DDOSC continues its digital transformation, implementing robust cybersecurity measures and upgrading IT infrastructure are essential to protect institutional data and ensure uninterrupted operations. The increasing reliance on digital platforms for academic delivery, research, and administrative processes makes the College more vulnerable to potential cyber threats. Strengthening firewalls, installing advanced security software, and adopting multi-layered authentication systems will safeguard sensitive information and maintain trust among stakeholders. Complementing these efforts, upgrading IT infrastructure—including servers, storage systems, and connectivity tools—will enhance system reliability and overall performance.

These initiatives not only mitigate risks but also create a resilient digital environment that can

adapt to emerging technological demands. Enhanced cybersecurity ensures compliance with data privacy regulations, while modernized IT infrastructure provides the capacity needed to support innovative teaching, research, and extension activities. By prioritizing both security and performance, DDOSC positions itself as a future-ready institution, capable of delivering quality services in a safe, efficient, and technologically advanced environment.

[Promote digital solutions to enhance administrative efficiency.](#)

Promoting digital solutions across administrative processes is a key step in streamlining operations and enhancing efficiency within DDOSC. Manual and paper-based systems often consume significant time and resources, leading to delays in service delivery and increased workload for faculty and staff. By adopting digital platforms such as e-records management, online workflows, and automated reporting systems, the institution can reduce redundancies, ensure accuracy, and provide faster services to students, employees, and stakeholders. These solutions also enable greater transparency and accountability in administrative functions.

The integration of digital tools supports a culture of innovation and continuous improvement across the College. It allows administrators to make data-driven decisions, improve interdepartmental collaboration, and maximize resource utilization. More importantly, it contributes to sustainability by minimizing paper use and reducing operational costs. Through these digital advancements, DDOSC strengthens its governance and service delivery, ensuring that administrative functions are efficient, responsive, and aligned with the institution's long-term development goals.

Outcome 4: Institutional Strengthening and Policy Development: Standardized policies, manuals, and capacity-building frameworks across all offices

[Craft and update institutional manuals, policies, and operational plans.](#)

To strengthen institutional operations and uphold quality standards, DDOSC prioritizes the development of standardized policies, manuals, and capacity-building frameworks across all offices. Clear and consistent references are vital

in guiding both academic and administrative processes, ensuring that operations are aligned with the College's vision and mission. By establishing well-crafted policies and regularly updating institutional manuals and operational plans, the College builds a strong governance

framework that fosters accountability, efficiency, and transparency in service delivery.

Furthermore, this initiative supports a culture of continuous improvement by equipping personnel with the tools and knowledge necessary for proper policy implementation. Conducting capacity-building activities alongside policy development ensures that staff not only understand but also apply these standards effectively in their daily functions. With this, the College lays the groundwork for a more responsive and unified institution, capable of sustaining excellence while adapting to the evolving demands of higher education.

Conduct regular training, seminars, and workshops to ensure consistent implementation.

To ensure the consistent implementation of institutional policies and processes, DDOSC prioritizes the conduct of regular training, seminars, and workshops. Continuous professional development strengthens the knowledge and skills of faculty and staff, enabling them to effectively apply updated manuals, policies, and operational plans in their respective functions. By providing structured learning opportunities, the College fosters a shared understanding of institutional standards, promotes compliance, and enhances the overall quality of services delivered to its stakeholders.

Moreover, these capacity-building initiatives encourage collaboration, knowledge-sharing, and innovation within the institution. Regular engagement in training and workshops empowers personnel to address challenges with confidence and adapt to new practices aligned with the College's strategic goals. Thus, DDOSC not only strengthens institutional efficiency but also nurtures a culture of accountability and excellence, ensuring that its workforce remains responsive and well-equipped to meet the dynamic needs of higher education.

Develop financial management manuals and gender-responsive curriculum guidance.

To strengthen governance and promote inclusivity, DDOSC will develop financial management manuals and gender-responsive curriculum guidance. Establishing clear financial management manuals ensures transparency, accountability, and efficiency in the utilization of institutional resources, thereby supporting sustainable operations. At the same time, integrating gender-responsive principles into the curriculum underscores the College's commitment to inclusivity and equity in education, ensuring that academic programs address the diverse needs of learners.

By combining sound financial management practices with gender-sensitive academic frameworks, the institution builds a strong foundation for both operational integrity and socially responsive education. These manuals and curriculum guidance documents will serve as essential tools in aligning institutional practices with national standards and global development goals. In this way, DDOSC advances its dual commitment to financial accountability and inclusive education, fostering a culture of responsibility, equity, and academic excellence.

Monitor compliance and continuous improvement of institutional practices.

To uphold quality standards and ensure accountability, DDOSC will prioritize the monitoring of compliance and continuous improvement of institutional practices. Regular assessment of policies, manuals, and operational plans allows the College to identify strengths, address gaps, and align practices with evolving academic and administrative needs. By systematically tracking compliance, the institution safeguards consistency, transparency, and integrity across its operations.

Beyond compliance, the College emphasizes the value of continuous improvement to remain responsive and future-ready. Strengthening monitoring mechanisms not only ensures adherence to established standards but also drives innovation and excellence in service delivery. With this strategy, DDOSC reinforces a culture of learning and adaptability, where

institutional practices are consistently refined to support sustainable growth and development

Outcome 5: Optimized Human Resource Management: Agile, competent, and adequately staffed workforce meeting operational demands

Strategically allocate human resources to match institutional priorities.

The college envisions Optimized Human Resource Management, ensuring an agile, competent, and adequately staffed workforce that can meet the institution's operational demands. A well-managed human resource system is essential in delivering quality education and services, supporting both academic excellence and institutional growth. By strengthening its workforce, the College fosters efficiency, accountability, and responsiveness across all levels of operation.

To achieve this, the College will strategically allocate human resources to match institutional priorities. This involves assessing workforce needs, aligning personnel deployment with strategic goals, and ensuring that the right people are placed in the right roles. Through effective allocation, DDOSC not only maximizes staff capabilities but also promotes balanced workloads and improved productivity.

Recruit additional faculty, non-teaching, and technical staff.

To further strengthen its workforce, DDOSC will recruit additional faculty, non-teaching, and technical staff in response to the growing demands of instruction, research, extension, and administration. Expanding the human resource pool ensures that the College remains adequately staffed to deliver quality services and address the increasing needs of students and stakeholders. By filling critical positions, the institution enhances its capacity to meet academic standards, improve operational

efficiency, and sustain institutional development.

Recruitment also plays a vital role in fostering innovation and diversity within the workforce. Bringing in qualified personnel with varied expertise not only addresses immediate staffing needs but also enriches the institution's culture of collaboration and knowledge-sharing. In doing so, DDOSC strengthens its foundation for long-term growth, ensuring that its workforce remains competent and capable of advancing the College's mission and strategic goals.

Provide continuous professional development opportunities.

The College recognizes that sustaining an agile and competent workforce requires investing in the growth of its people. To this end, the College will provide continuous professional development opportunities for faculty, non-teaching, and technical staff. Regular training, seminars, and specialized workshops allow personnel to strengthen their competencies, update their knowledge, and remain responsive to the latest trends in higher education and institutional management.

These initiatives also create avenues for innovation and collaboration, where employees can exchange ideas, share best practices, and refine their approaches to work. By promoting lifelong learning, DDOSC ensures that its workforce remains motivated and skilled of meeting both current and emerging institutional priorities.

Outcome 6: Proactive Equipment and Asset Maintenance: Efficient, well-maintained, and reliable equipment supporting institutional operations

Procure and upgrade equipment and vehicles as needed

To strengthen its operational efficiency and ensure uninterrupted services, the College will prioritize the procurement and upgrading of

equipment and vehicles as needed. This strategy responds to the growing requirements of academic and administrative functions, recognizing that modern and reliable resources are essential in sustaining quality performance across institutional operations. By investing in

timely acquisition and replacement, the College aims to create a more responsive and future-ready environment that supports both staff and students.

Moreover, this strategy will not only address immediate operational needs but also lay the groundwork for long-term sustainability. Ensuring that equipment and vehicles remain up to date minimizes the risks of breakdowns, reduces maintenance costs, and enhances productivity.

[Establish preventive maintenance schedules for all facilities and assets.](#)

The College recognizes that sustainability and efficiency are best achieved through consistent care of its resources. To support this, the institution will establish preventive maintenance schedules for all facilities and assets. This strategy ensures that equipment, vehicles, and infrastructure are maintained systematically rather than waiting for issues to arise. By implementing scheduled maintenance, the College can extend the lifespan of its assets, reduce the frequency of costly repairs, and guarantee that operations run smoothly without unnecessary interruptions.

Beyond cost savings, preventive maintenance strengthens the reliability of institutional services and fosters a safer, more conducive environment for learning and work. Regular inspections and timely upkeep also allow the College to anticipate potential problems before they escalate, demonstrating foresight and accountability in managing its resources.

[Use data-driven decision-making for repairs and replacements.](#)

To maximize efficiency in managing institutional resources, the College will adopt the strategy of using data-driven decision-making for repairs and replacements. By relying

on accurate records, performance metrics, and condition assessments, the College can prioritize repairs and replacements based on urgency, cost-effectiveness, and long-term impact. This approach moves away from reactive maintenance and ensures that decisions are grounded in evidence, allowing resources to be allocated wisely and transparently.

Implementing this strategy not only minimizes unnecessary expenses but also enhances accountability in asset management. With reliable data guiding each decision, the College can prevent downtime, improve service delivery, and extend the useful life of its facilities and equipment. Ultimately, this ensures that institutional operations remain consistent and responsive

[Reduce operational disruptions through systematic maintenance planning.](#)

The College recognizes that uninterrupted operations are vital to sustaining quality services and effective institutional performance. To address this, it will reduce operational disruptions through systematic maintenance planning. This strategy ensures that all facilities, equipment, and vehicles are regularly assessed and maintained according to a structured plan. By anticipating needs and scheduling maintenance in advance, the College can minimize unexpected breakdowns and delays that may hinder academic and administrative functions.

Systematic maintenance planning also allows the College to allocate resources more efficiently, ensuring that time, manpower, and budget are directed toward the most critical needs. Beyond preventing disruptions, this approach fosters consistency and safety across the institution's operations.

DEVELOPMENT TARGETS

INDICATORS	BASELINE		END-OF- PLAN TARGETS 2032	RESPONSIBLE OFFICE
	YEAR	VALUE		
Strategic Goal: Achieve Institutional Excellence and Sustainability Through Optimized Administration, Resource Management, and Quality Systems				
Outcome 1: Sustained Excellence in Quality and Accreditation: Maintain and advance quality standards, AACUP accreditation, ISO certification, and PQA readiness				
Percentage of undergraduate programs with accreditation	2025	100%	100%	Quality Assurance Unit
Number of Qualified Faculty/Staff Sent to Accreditors' Training	2025	6	14	Quality Assurance Unit
Level I Institutional Accreditation Achieved	2025	0	1	Quality Assurance Unit
Number of QMS Manual review conducted	2025	1	7	Quality Assurance Unit
ISO Certification with Continued Validity	2025	1	7	Quality Assurance Unit
Number of ISO QMS internal audit conducted	2025	2	14	Quality Assurance Unit
Level of PQA Recognition Received	2025	0	Level 4	Quality Assurance Unit
Number of Innovative Cases submitted for WURI Ranking	2025	18	180	Quality Assurance Unit
Outcome 2: Improved Disaster-Resilient and Green Smart Campus: Enhanced infrastructure, land utilization, and utilities supporting safe and sustainable operations				
Number of projects completed within the approved timeline, budget, and meeting quality standards in the Main Campus.	2025	7	35	Office of the Chief for Administration & Finance Administrative Services Division General Services Unit
Number of projects completed within the approved timeline, budget, and meeting quality standards in Maragusan Branch	2025	5	52	Branch Director - Maragusan
Number of projects completed within the approved timeline, budget, and meeting quality standards in Montevista Branch	2025	1	16	Branch Director - Montevista
Number of projects completed within the approved timeline, budget, and meeting quality standards in the New Bataan Branch	2025	0	18	Branch Director - New Bataan
Number of projects completed within the approved timeline, budget, and meeting quality standards in Laak Extension Campus	2025	18	10	General Services Section Laak In-Charge
Number of hectares of land acquired with the timeframe	2025	0.00	15.00	General Services Unit
% Completion of the Records Management & Archiving Facilities (filing system, storage room, archives center)	2025	0%	100%	Records Unit
Outcome 3: Digital Transformation and IT Enhancement: Integrated, secure, and updated IT systems enabling productivity and innovation				
Percentage of critical ICT infrastructure (Server, Network, Security) operational and secure	2025	0%	100%	Information & Communication Technology Unit
Percentage campus area with high-speed Wi-Fi 6 and Fiber Optic connectivity	2025	0%	100%	Information & Communication Technology Unit
Number' of administrative processes integrated into the IMIS	2025	2	9	Information & Communication Technology Unit
Number of core offices and security posts with functional IP-based communication systems	2025	0	50	Information & Communication Technology Unit
Percentage campus entry points and high-risk areas with active automated access and CCTV surveillance	2025	0	100%	Information & Communication Technology Unit
Percentage classrooms and laboratories equipped with Smart Technology and Interactive Display	2025	0%	100%	Information & Communication Technology Unit
Percentage IT Enabled faculty and staff provided with modernized computing devices and licensed software	2025	50%	100%	Information & Communication Technology Unit
Outcome 4: Institutional Strengthening and Policy Development: Standardized policies, manuals, and capacity-building frameworks across all offices				
Percentage of increased awareness on procurement laws of concerned employees	2025	100%	100%	Procurement Unit
Percentage of personnel participated in seminars and trainings	2025	100%	100%	Human Resource Management Unit

INDICATORS	BASELINE		END-OF- PLAN TARGETS 2032	RESPONSIBLE OFFICE
	YEAR	VALUE		
Strategic Goal: Achieve Institutional Excellence and Sustainability Through Optimized Administration, Resource Management, and Quality Systems				
Percentage of CSMU personnel participated in seminars and trainings on campus safety and management	2025	100%	100%	Campus Safety Management Unit
Financial Management Manual published in print & online	2025	0%	1	Finance Services Division
Percentage of faculty and non-teaching personnel trained/capacitated on Gender and Development	2025	100%	100%	Gender and Development Unit
Number of GAD-related research studies completed	2025	0	7	Gender and Development Unit
Number of collaborated extension programs/projects on GAD implemented	2025	2	14	Gender and Development Unit
Number of Medical Outreach and Blood letting Programs conducted	2025	0	63	Health Services Unit
Number of training/symposium on health awareness conducted	2025	0	28	Health Services Unit
Percentage of ESWM Compliance of students, faculty, and staff	2025	83%	100%	Ecological Solid Waste Management Section
Percentage of personnel participated in seminars and trainings on ecological waste management	2025	100%	100%	Ecological Solid Waste Management Section
Number of Environmental Management System SOP Completed	2025	0	1	Ecological Solid Waste Management Section
Revised Administrative Manual	2025	1	1	Administrative Services Division
Outcome 5: Optimized Human Resource Management: Agile, competent, and adequately staffed workforce meeting operational demands				
% of faculty and non-teaching staff hired	2025	100%	100%	Human Resource Management Unit
Number of Completed and functional HRIS Modules	2025	0	4	Human Resource Management Unit
PRIME-HRM Level III Accreditation	2025	1 (Level II)	1	Human Resource Management Unit
Outcome 6: Proactive Equipment and Asset Management: Efficient, well-maintained, and reliable equipment supporting institutional operations				
No. of the clinics expanded	2025	4	4	Health and Services Unit
Number of vehicles acquired	2025	7	7	General Services Unit
Number of Miniature/Model Design	2025	0	4	Project Management Unit
Percentage of buildings and facilities maintained	2025	100%	100%	General Services Unit
Percentage of motor vehicles maintained	2025	100%	100%	General Services Unit
Percentage of machineries and other equipment maintained	2025	100%	100%	General Services Unit

Table 7. Development Targets 2032, Administration and Resource Management

POLICY LEGISLATIVE AGENDA

LEGISLATIVE AGENDA	RATIONALE
<ul style="list-style-type: none"> Internal Accreditation Policy QMS/EOMS Manual Institutionalization Compliance Framework for Assessor Recommendations 	<p>To ensure sustained quality and audit readiness: The institution requires a binding policy that mandates regular internal quality audits and the strict implementation of Quality Management Systems (ISO/PQA). Formalizing compliance with external assessor recommendations ensures that quality assurance is not just an ad-hoc activity but a codified institutional standard, directly linking workforce performance to established quality metrics.</p>
<ul style="list-style-type: none"> Green Smart Campus & Disaster Resilience Policy Comprehensive Records Management Policy Infrastructure Maintenance Guidelines 	<p>To address spatial limitations and environmental challenges: Given the limited land area and the need for sustainability, a legislative policy is required to prioritize vertical, disaster-resilient infrastructure. Furthermore, updating the <i>Records Management Policy</i> is essential to transition from physical storage (which takes up space) to a digitized, secure archival system, ensuring business continuity during disasters.</p>
<ul style="list-style-type: none"> Updated Admin Manual (ICT & Data Privacy) Digital Governance Framework 	<p>To protect the institution during modernization: As the college undergoes digital transformation, existing administrative manuals are insufficient to cover cybersecurity, data privacy (Data Privacy Act of 2012), and remote work protocols. Updating these policies ensures that the modernization of IT infrastructure is governed by clear ethical and legal standards, protecting both employee data and institutional assets.</p>

LEGISLATIVE AGENDA	RATIONALE
<ul style="list-style-type: none"> • Finance Development Manual • EO No. 70, s. 2018 (Whole-of-Nation Approach) • Revised Administrative Manual 	<p>To standardize operations and ensure regulatory compliance: The creation of a <i>Finance Development Manual</i> is critical to harmonize internal financial processes with the strict auditing rules of COA, DBM, and CHED, thereby reducing audit findings. Additionally, institutionalizing <i>EO No. 70</i> within the Administrative Manual ensures the college actively contributes to national peace and order mandates through its administrative governance.</p>
<ul style="list-style-type: none"> • Revised Organizational Structure and Staffing Pattern (ROSSP) • Merit Selection Plan Enhancement 	<p>To bridge the gap between workforce capacity and service demand: Current staffing levels are insufficient for the college's growth trajectory. A policy supporting a <i>Revised Organizational Structure</i> is necessary to legally justify the request for new plantilla positions to the DBM, ensuring that the college has the human resources required to deliver quality services as an SUC.</p>
<ul style="list-style-type: none"> • Operational Safety and Maintenance Policy • Green Procurement Policy 	<p>To maximize asset lifespan and cost-efficiency: Procurement policies must shift from "lowest cost" to "lifecycle value." Establishing an <i>Operational Safety and Maintenance Policy</i> mandates regular upkeep of vehicles and equipment, preventing premature breakdown and ensuring that government funds are not wasted on frequent, avoidable repairs.</p>

Table 8. Policy Legislative Agenda, Administration and Resource Management

RESEARCH AGENDA

RESEARCH AGENDA	RATIONALE
<ul style="list-style-type: none"> • Organizational Climate & Employee Satisfaction Study • Competency Mapping for Admin Support 	<p>To base HR interventions on data: Research is needed to understand the correlation between organizational culture and employee productivity. By studying <i>Organizational Climate</i>, the administration can identify non-monetary motivators and values-formation strategies that effectively reduce turnover and improve service delivery without solely relying on budget increases.</p>
<ul style="list-style-type: none"> • Site Feasibility for Smart Campus Development • Digital Preservation & Archival Technologies • Green Building Technology Adoption 	<p>To ensure infrastructure investments are viable and sustainable: Before funding expensive infrastructure, feasibility studies must confirm that proposed "Green Smart Campus" designs are suitable for the local topography and climate. Research on <i>Digital Preservation</i> will promote the transition to paperless administration, solving physical storage issues while securing institutional history.</p>
<ul style="list-style-type: none"> • Institutional Digital Maturity Assessment • Cybersecurity Vulnerability Assessment 	<p>To identify specific technology gaps: Simply buying computers is not transformation. Research on <i>Digital Maturity</i> provides a baseline of the current digital literacy levels of staff and the interoperability of existing systems. This ensures that IT investments address actual operational bottlenecks rather than perceived needs.</p>
<ul style="list-style-type: none"> • Training Needs Assessment (TNA) & Impact Analysis • Gender Analysis & GAD Impact Assessment 	<p>To ensure training relevance and inclusivity: Conducting a <i>TNA</i> prevents the waste of funds on irrelevant seminars. Furthermore, research on <i>Gender and Development (GAD)</i> ensures that administrative manuals and policies are gender-responsive, addressing issues like VAWC and workplace inclusivity, which is a requirement for high-level institutional accreditation.</p>
<ul style="list-style-type: none"> • Workload Analysis & Productivity Study • Comparative Study on SUC Financial Management 	<p>To justify staffing requests with scientific evidence: A <i>Workload Analysis</i> provides the empirical data needed to prove to DBM that current staff are overworked. The <i>Comparative Study</i> on financial practices benchmarks DDOSC against other SUCs, identifying best practices in manpower utilization that can be adopted to improve efficiency.</p>
<ul style="list-style-type: none"> • Cost-Benefit Analysis of Asset Management • Energy Audit and Efficiency Study 	<p>To optimize operational costs: Researching <i>Cost-Benefit Analysis</i> of leased vs. purchased assets helps the administration make financially sound procurement decisions. An <i>Energy Audit</i> research output will identify high-consumption areas, guiding the procurement of energy-efficient equipment and reducing the long-term Maintenance and Other Operating Expenses (MOOE).</p>

Table 9. Research Agenda, Administration and Resource Management

**PART IV –
CURRICULUM AND
INSTRUCTION**

INTRODUCTION

The strength of any educational institution is determined by its curriculum and instruction. It is the core of the operations in the institution and accordingly, this would cover chain of development processes. Dovetailed in the curriculum and instruction are the curricula and program of studies, assessment, instructional techniques and methodologies, classroom management, academic performance of students, and administrative support for instruction. Thus, in the broadest sense, curriculum matters a lot in setting the direction of the institution towards the realization of the goals of the community that would somehow shape the society as well.

Elaborately, part of the curriculum and instruction is the Office of the Student Affairs and Services (OSAS). This will provide services and programs that will enrich the student experiences and also supports in the achievement of holistic development or the student's intellectual capacity and achievement, emotional make-up, physical and health condition, social relationships, vocational aptitudes and skills, moral and religious values, economic resources, and aesthetic appreciations irrespective of their affiliations, age, race, gender and status.

Further, the library is the paramount support of the college in the academic processes. It primarily provides reinforcement and development to the faculty, students and staff in their different learning methodologies and other academic needs. This will serve the educational process as a learning and information center in the goal of widening literacy in the institution even in the community.

Moreover, vital part of the instruction where students can perform hands-on activities is the laboratory. It reinforces school-based activities which are deemed vital to students in boosting their great potential in actualizing theories and as well as in contributing in the institutional research in communication, science, and technology.

ASSESSMENT AND CHALLENGES

Aiming for quality instruction, DDOSC targets to meet requirements and standards from different authorities and agencies. Dovetailed in the achievement of standards are the challenges needed to be hurdled upon to be able to produce responsive and globally competitive graduate

ASSESSMENT

Certificate of Program Compliance in all Program Offerings of the campuses. At present, only the programs offered by the main campus has been issued with Certificate of Program Compliance, the 3 campuses were not yet compliant due to its incapacity to comply CHED's minimum program compliance requirements such as, faculty educational qualifications and laboratory equipment. Further all its programs though have passed the Preliminary Survey Visit of the Accreditation Agency for Colleges and Universities in the Philippines (AACUP) last December 2018, the college needs to level up so as to be at par with other higher education institutions operating with quality program standards.

Professional Development implementation among faculty. The College has supported both local and international seminars, but due to insufficient funding and poor implementation of the faculty development plan, there were not enough faculty members to send to different trainings and scholarships, and there were few faculty members who were members of professional and scientific organizations or who had Skills and Proficiency Certification. However, the College has started an action plan for re-echoing the aforementioned seminars to the faculty through the Faculty Development Plan Committee.

Delivery of academic services. Students have had access to career support services for years. With the available data, a significant number of graduates without jobs was found. As a result, the already-existing initiatives, such as campus career fairs, career advising sessions, trainings, and even online career portals, must assess and improve the services they now provide to students in order to help them make decisions about their future employment.

In order to effectively identify and follow up graduates globally, the committee must also assess the present tracer's study instrument and propose a clear study design and methodology.

Linkages and collaboration. There is a limited partnership among professional, government and non-government organizations. The CHED are requiring us to come up with a numerous one to provide organizations with opportunities to advance common goals and be updated in many areas in education.

Activities and Programs related to Internationalization. The case of the internationalization of higher education is undeniably an issue that is looked into, especially with the onset of the 4th industrial revolution, paced up the transformation of the academic exchange and development. The onset of globalization and the rapid changes in information and communication technology have urged higher education institutions to

CHALLENGES

Need for Professional Development implementation among faculty (limited local and international membership in professional and scientific organizations among faculty, or Local Skills and Proficiency Certification). While the faculty demonstrate competence in their respective fields, there is limited participation in local and international professional and scientific organizations, as well as a lack of local skills and proficiency certifications. This limitation hinders faculty from fully engaging in knowledge exchange, research collaboration, and exposure to emerging trends in their disciplines. Moreover, the absence of relevant certifications

make internationalization a key feature in this era. This permeated innovative and instructional mind to strengthen the promotion of holistic development and experiential learning in the midst of a multicultural global context. This demand of the acceleration of human development has urged the Commission on Higher Education to lead the internationalization aims in Philippine education through the formulation of the CHED-IAS Internationalization Roadmap which adheres to the guidelines of the CMO 55, s. 2016 Policy Framework and Strategies in the Internationalization of Philippine Higher Education. Specifically, this mandate highlights more vigorous academic exchanges, student and faculty mobility, international linkages in research and innovation as well as the alignment to the Philippine Development Plan.

Industry-needed Program Offerings, Academic-related Policies and Number of Qualified Faculty. CVSC is currently offering five (5) curricular programs, including education, entrepreneurship, agriculture, and criminology. However, these programs do not substantially meet the demands of the province. In order to satisfy the industry needs, it is imperative that CVSC shall offer other relevant and responsive curricular baccalaureate and graduate programs in accordance to the policies, standards and guidelines of the Commission on Higher Education.

may affect their credibility as subject-matter experts and restrict opportunities for career advancement. Addressing this concern requires deliberate investment in faculty development initiatives, institutional support for memberships and certifications, and the cultivation of a culture that values continuous learning and professional growth.

Needs improvement in the delivery of academic services (Need to strengthen the Tracer's Study of students, Career Service Support). The institution recognizes the need to improve the delivery of its academic services,

particularly in strengthening the implementation of tracer studies and career service support for students. At present, systems for monitoring graduates' employability and career trajectories remain underdeveloped, limiting the institution's ability to generate valuable feedback for curriculum enhancement and program relevance. Likewise, career service support requires further enrichment to better equip students with the skills, guidance, and opportunities necessary for successful transitions into the workforce. These gaps highlight the importance of establishing a more systematic approach to graduate tracking and providing comprehensive career development initiatives that align with industry demands and global standards.

Lack of linkages and collaboration. One of the challenges faced by the institution is the lack of strong linkages and collaboration with external partners such as industries, professional organizations, and other academic institutions. This gap limits opportunities for resource sharing, research collaboration, faculty and student exchange, and the development of innovative programs aligned with current global trends. Without meaningful partnerships, the institution risks isolation from industry practices and emerging academic advancements, which may affect the relevance and competitiveness of its programs. Strengthening linkages and fostering collaborative initiatives are therefore essential to enhancing academic quality, broadening opportunities for students and faculty, and ensuring institutional growth and sustainability.

Inadequate Industry-needed program offerings. A significant challenge for the institution is the inadequacy of industry-needed program offerings that directly respond to the evolving demands of the labor market. While existing programs provide foundational knowledge and skills, there remains a gap in aligning academic offerings with current and emerging industry trends, technologies, and workforce requirements. This misalignment

may limit graduates' competitiveness and employability, as well as reduce the institution's capacity to serve as a key partner in national and regional development. Expanding and updating program offerings to match industry needs is therefore essential to ensure relevance, attract more students, and strengthen the institution's role in producing highly skilled professionals.

Lack of activities and programs related to Internationalization. The institution continues to face the challenge of limited activities and programs related to internationalization. At present, opportunities for faculty and student exchange, collaborative research, international partnerships, and participation in global academic events remain minimal. This lack of international exposure hinders the institution's ability to benchmark with global standards, cultivate cross-cultural competencies, and enhance its academic reputation. Strengthening internationalization initiatives is therefore vital in preparing students and faculty to thrive in a globally competitive environment while positioning the institution as an active contributor in the international academic community

Need for Curriculum Reform. The institution faces the pressing challenge of undertaking curriculum reform to ensure that its academic programs remain relevant, responsive, and aligned with current educational standards and industry demands. Existing curricula in some programs may no longer fully address the competencies required in the rapidly evolving professional and global landscape, creating gaps between graduate skills and workforce expectations. Without timely reform, the institution risks producing graduates who may struggle to meet the needs of employers and the broader community. Thus, revisiting and updating the curriculum is essential to integrate emerging knowledge, innovative teaching strategies, and industry-driven competencies that will enhance student learning outcomes and graduate employability.

STRATEGIC FRAMEWORK

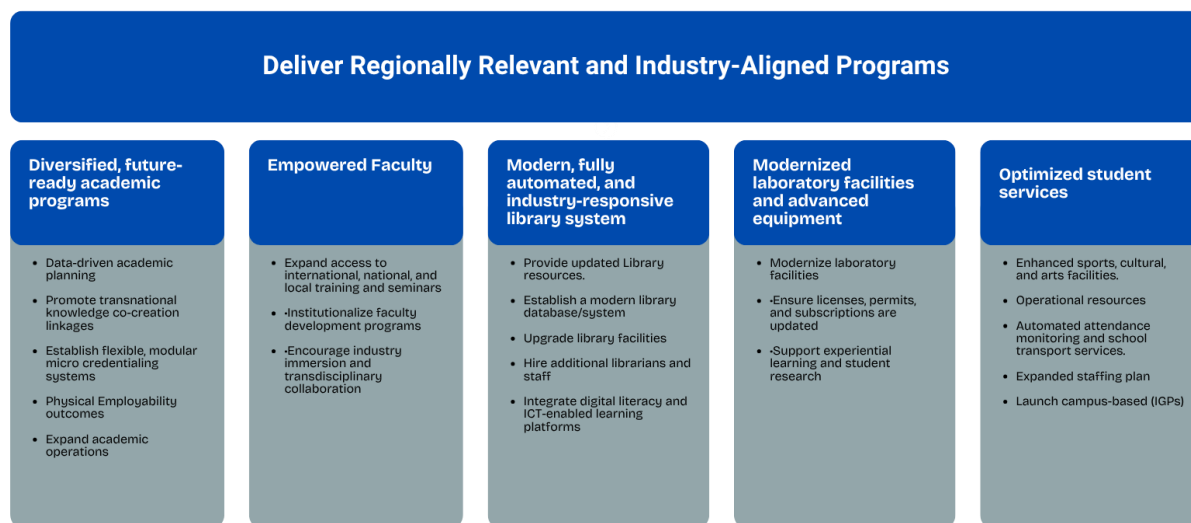


Figure 4. Part IV - Curriculum and Instruction, Strategic Development Framework

STRATEGIES

Outcome 1: Diversified, future-ready academic programs aligned with regional needs, industry demands, and institutional capacity

Develop and implement a data-driven academic planning framework integrating labor market trends, regional priorities, and internal capacity.

To ensure that academic offerings remain relevant and responsive, the institution commits to developing and implementing a data-driven academic planning framework that integrates labor market trends, regional priorities, and its own internal capacity. This strategy will enable the institution to align programs with current and emerging workforce demands while addressing the socio-economic needs of the region. By grounding academic planning in evidence-based data, the institution can make informed decisions on curriculum development, resource allocation, and program expansion. Ultimately, this approach will enhance graduate employability, strengthen institutional competitiveness, and support long-term sustainability.

Promote transnational knowledge co-creation linkages with higher education institutions and other agencies.

The institution seeks to promote transnational knowledge co-creation linkages with higher education institutions and other agencies as a strategic move to strengthen its academic and

research capacity. Through international collaboration, the institution can foster joint research initiatives, faculty and student exchanges, and shared innovations that transcend cultural and geographical boundaries. Such partnerships will not only expand academic perspectives but also enhance the institution's visibility and competitiveness in the global arena. By actively engaging in co-created knowledge and collaborative networks, the institution positions itself as a dynamic contributor to international education and research while enriching the academic experience of its stakeholders.

Establish flexible, modular micro credentialing systems aligned with industry standards and learner needs.

The institution aims to establish flexible, modular micro-credentialing systems that are closely aligned with industry standards and the evolving needs of learners. This strategy will provide students and professionals with accessible, targeted learning opportunities that validate specific skills and competencies required in today's dynamic workforce. By offering stackable and industry-recognized credentials, the institution can enhance employability, support lifelong learning, and

respond quickly to emerging labor market demands. Such an approach not only bridges the gap between academic training and professional practice but also strengthens the institution's role as an innovative and responsive provider of quality education.

[Include physical and employability targets in curriculum outcomes/performance indicators.](#)

The institution intends to include physical and employability targets in its curriculum outcomes and performance indicators to ensure that graduates are holistically prepared for the demands of the workforce and society. By integrating these targets, the curriculum will not only focus on academic knowledge but also emphasize physical well-being, workplace readiness, and transferable skills such as communication, problem-solving, and adaptability. This approach will create well-rounded graduates who are healthy, competent, and competitive in their chosen fields. Ultimately, embedding physical and employability outcomes into academic performance indicators strengthens the institution's commitment to producing graduates who are both industry-ready and equipped for lifelong success.

[Continuously enhance program quality to attain higher AACUP accreditation.](#)

The institution is committed to continuously enhancing the quality of its academic programs in order to achieve higher levels of accreditation from the Accrediting Agency of Chartered Colleges and Universities in the Philippines

(AACUP). This strategy emphasizes the systematic improvement of curriculum design, instruction, research, extension services, and support systems to meet and exceed accreditation standards. By striving for higher accreditation status, the institution not only strengthens its credibility and accountability but also ensures that its programs remain relevant, competitive, and aligned with national and international benchmarks. Ultimately, this continuous pursuit of quality improvement reflects the institution's dedication to excellence and its mission of producing competent and globally competitive graduates.

[Expand academic operations by increasing office space and hiring additional non-teaching personnel.](#)

To support institutional growth and improve service delivery, the institution plans to expand its academic operations by increasing office space and hiring additional non-teaching personnel. Providing adequate workspaces will create a more efficient and conducive environment for administrative functions, while the addition of qualified support staff will help ease workloads and ensure timely delivery of academic and student services. This strategy will strengthen operational efficiency, enhance stakeholder satisfaction, and allow faculty to focus more on teaching, research, and extension activities. By investing in physical and human resources, the institution reinforces its commitment to quality education and sustainable development.

Outcome 2: Faculty Development - Empowered faculty with enhanced professional competencies and global exposure

[Expand access to international, national, and local training and seminars for continuous professional growth.](#)

The institution seeks to expand access to international, national, and local training and seminars as part of its commitment to continuous professional growth for faculty and staff. By providing more opportunities for professional development, the institution ensures that its personnel remain updated with the latest trends, research, and innovations in their respective fields. Such engagements will

not only enhance individual competencies but also strengthen the overall academic and operational capacity of the institution. Ultimately, this strategy promotes a culture of lifelong learning and professional excellence that directly contributes to improved instruction, research productivity, and service delivery.

[Institutionalize faculty development programs linked to research, instruction, and digital innovation.](#)

In the long term, institutionalizing faculty development programs linked to research, instruction, and digital innovation will significantly strengthen the institution's role as a center of academic excellence and innovation. By continuously empowering faculty to advance their expertise, integrate technology-driven pedagogies, and produce impactful research, the institution positions itself to remain highly relevant in a knowledge-based, globally competitive society. These sustained efforts will cultivate a dynamic academic culture that not only improves student learning outcomes but also drives innovation, collaboration, and leadership in higher education. Ultimately, this strategy lays the foundation for the institution's growth and long-term sustainability as a forward-thinking and globally responsive academic community.

[Encourage industry immersion and transdisciplinary collaboration to enhance teaching and applied research skills.](#)

The institution seeks to encourage industry immersion and transdisciplinary collaboration as a means of enhancing both teaching and applied research skills of its faculty and students. By directly engaging with industry practices and collaborating across multiple disciplines, educators gain practical insights and updated knowledge that can be integrated into classroom instruction and research endeavors. This approach not only strengthens the relevance of academic programs but also equips students with real-world competencies and problem-solving skills needed in diverse professional fields. Ultimately, fostering stronger connections between industry and academia promotes innovation, enriches the learning experience, and ensures that the institution remains responsive to evolving societal and workforce needs

Outcome 3: Library (Digital Learning Integrated) - Modern, fully automated, and industry-responsive library system supporting digital learning and research excellence

[Provide updated volumes of books, journals, and digital resources.](#)

The institution is committed to providing updated volumes of books, journals, and digital resources to support quality instruction, research, and lifelong learning. Access to current and relevant academic materials ensures that students and faculty remain informed about the latest developments in their fields, fostering a culture of inquiry and innovation. Strengthening library and digital holdings also promotes independent learning, enhances research productivity, and equips learners with critical skills needed in a knowledge-driven society. By continuously upgrading its academic resources, the institution affirms its dedication to academic excellence and the holistic development of its stakeholders.

advanced technologies and user-friendly platforms, the library will serve as a centralized hub for accessing e-books, journals, research databases, and other digital resources essential for academic growth. This initiative will not only provide students and faculty with convenient and timely access to knowledge but also enhance research productivity and promote innovative teaching and learning practices. Ultimately, developing a modern library system underscores the institution's commitment to fostering a digitally empowered academic community prepared for the challenges of a globalized and information-driven world.

[Establish a modern library database/system for digital learning and research support.](#)

The institution envisions the establishment of a modern library database and system to strengthen digital learning and research support. By integrating

[Upgrade library facilities with user-centered, conducive learning spaces.](#)

The institution seeks to upgrade its library facilities by creating user-centered and conducive learning spaces that foster engagement, collaboration, and independent study. A modernized library environment equipped with comfortable seating, collaborative areas, and technology-enabled study zones will provide students and faculty with an inviting space for academic exploration

and knowledge creation. By prioritizing learner needs and accessibility, the institution ensures that the library evolves into a dynamic hub for research, innovation, and critical thinking. This strategy strengthens the academic experience and supports the holistic development of learners in a supportive and inspiring environment.

[Hire additional librarians and staff across all campuses.](#)

The institution recognizes the need to hire additional librarians and support staff across all campuses to improve the delivery of academic services and ensure efficient library operations. By strengthening its human resources, the institution can provide better assistance to students and faculty in accessing learning materials, utilizing digital databases, and engaging in research activities. Adequate staffing will also allow for more effective management of library collections, extended service hours, and the implementation of innovative learning support programs. This

Outcome 4: Laboratory - Modernized laboratory facilities and advanced equipment supporting experiential learning and research

[Modernize laboratory facilities with advanced equipment.](#)

The institution is committed to modernizing its laboratory facilities with advanced equipment to provide students with hands-on learning experiences that reflect current industry practices and technological advancements. Upgrading laboratories will enhance the quality of instruction, support innovative research, and ensure that learners acquire practical skills aligned with professional standards. Equipped with state-of-the-art tools and technologies, the laboratories will serve as training grounds for creativity, problem-solving, and applied learning. Thus, strengthens academic excellence, improves graduate employability, and reinforces the institution's role in producing competent and industry-ready professionals.

[Ensure licenses, permits, and subscriptions are updated for full functionality.](#)

The institution seeks to ensure that all licenses, permits, and subscriptions are consistently

strategy enhances the institution's capacity to meet the diverse academic needs of its stakeholders and reinforces its commitment to quality education and research support.

[Integrate digital literacy and ICT-enabled learning platforms into library services.](#)

The institution aims to integrate digital literacy and ICT-enabled learning platforms into its library services to better equip students and faculty with the skills and tools needed in a technology-driven academic environment. By embedding digital learning opportunities within library functions, users will have access to interactive platforms, online databases, e-resources, and training programs that foster independent learning and research efficiency. This approach not only modernizes library services but also enhances digital competencies, ensuring that learners are prepared to navigate the demands of the global knowledge economy. This positions the library as a dynamic center for innovation, digital empowerment, and lifelong learning.

updated to maintain the full functionality of its academic and support services. Timely renewal and compliance with regulatory requirements safeguard the uninterrupted use of essential facilities, equipment, and digital platforms that directly support instruction, research, and administrative operations. By systematically monitoring and managing these requirements, the institution minimizes risks of disruption, strengthens institutional credibility, and upholds quality standards. This strategy reinforces operational efficiency and ensures that students and faculty benefit from reliable and fully functional educational resources.

[Support experiential learning and student research through enhanced lab services.](#)

The institution is dedicated to supporting experiential learning and student research by enhancing its laboratory services. Strengthening laboratory operations with updated equipment, efficient systems, and responsive support staff will provide students with authentic, hands-on experiences that

bridge theory and practice. These improvements will also foster a research-oriented culture where students can explore, innovate, and apply their knowledge to real-world challenges. Enhancing lab services

ensures that learners gain practical competencies, critical thinking skills, and confidence, preparing them to excel in both academic and professional environments.

Outcome 5: Student-Centered Services - Optimized student services ensuring holistic development, welfare, and engagement

Establish and enhance sports, cultural, and arts facilities.

The institution aims to establish and enhance sports, cultural, and arts facilities to promote holistic student development and foster a vibrant campus life. By providing upgraded venues and resources for athletics, creative expression, and cultural activities, the institution supports the physical, social, and emotional well-being of its learners. These facilities will also serve as platforms for talent development, community engagement, and the preservation of cultural heritage. This strategy nurtures well-rounded individuals who excel not only academically but also in sports, culture, and the arts, contributing to a balanced and dynamic academic community.

security, and overall student support. Automated attendance systems will streamline record-keeping, reduce errors, and provide real-time data for better academic monitoring and decision-making. At the same time, reliable transport services will ensure safer and more convenient mobility for students, faculty, and staff across campuses. Together, these initiatives will enhance operational efficiency, strengthen student services, and contribute to a more organized and supportive learning environment.

Provide equipment and additional space for cultural, health, and student services units.

The institution seeks to provide adequate equipment and additional space for cultural, health, and student services units to strengthen its support for student welfare and development. By upgrading facilities and resources, these units can deliver more efficient, accessible, and holistic services that cater to the diverse needs of the academic community. Enhanced spaces for cultural activities, health services, and student support will not only improve the overall campus experience but also foster inclusivity, well-being, and active student engagement. This will underscore the institution's commitment to nurturing a supportive environment that promotes both academic success and personal growth.

Expand and hire additional non-teaching personnel and licensed guidance counselors.

The institution recognizes the importance of expanding its workforce by hiring additional non-teaching personnel and licensed guidance counselors to strengthen academic and student support services. Increasing the number of qualified staff will help ensure the efficient delivery of administrative functions, while the presence of licensed guidance counselors will provide students with professional support in academic advising, career guidance, and mental health concerns. This strategy not only eases the workload of existing personnel but also enhances the institution's capacity to respond effectively to the diverse needs of its stakeholders. This will underscore the institution's commitment to holistic student development, operational efficiency, and overall institutional growth.

Allocate funds for automated attendance monitoring and school transport services.

The institution plans to allocate funds for automated attendance monitoring and school transport services to improve efficiency,

Launch campus-based income-generating projects (IGPs) to support student ventures and welfare.

The institution seeks to launch campus-based income-generating projects (IGPs) to provide sustainable financial support for student ventures and welfare initiatives. These projects will serve as platforms for students to apply

entrepreneurial skills, foster innovation, and gain practical business experience while contributing to institutional resources. At the same time, the generated income can be reinvested into programs and services that in nurturing both academic excellence and entrepreneurial spirit.

enhance student development, academic support, and overall campus life. Ultimately, this strategy promotes self-reliance, strengthens student engagement, and reinforces the institution's role

DEVELOPMENT TARGETS

INDICATORS	BASELINE		END-OF- PLAN TARGETS 2032	REPORTING OFFICE
	YEAR	VALUE		
Strategic Goal: Provide regionally relevant, industry-aligned programs with immediate expansion and long-term transformation, modern learning environments, and faculty				
Outcome 1: Academics - Diversified, future-ready academic programs aligned with regional needs, industry demands, and institutional capacity				
Number of new programs offered	2025	15	6	Academic Services Division
Percentage of programs with COPC	2025	100%	100%	Academic Services Division
Number of programs with international linkages	2025	0	7	Academic Services Division
Number of trainings conducted related to micro credentials	2025	0	7	Academic Services Division
Number of micro credentials offered	2025	0	6	Academic Services Division
Percentage of first-time licensure exam takers who pass the licensure exams	2025	90%	77%	Academic Services Division
Percentage of undergraduate student population enrolled in CHED-identified and RDC-identified priority programs	2025	100%	100%	Academic Services Division
Percentage of programs with acquired AACUP accredited level	2025	100%	100%	Academic Services Division
Percentage of graduates (2 years prior) that are employed	2025	69%	75%	Alumni Affairs and Services Section
Number of non-teaching personnel hired for academic support	2025	35	30	Academic Services Division
Outcome 2: Faculty Development - Empowered faculty with enhanced professional competencies and global exposure				
Number of international trainings to be attended by the faculty	2025	3	28	Academic Services Division
Number of national trainings to be attended by the faculty	2025	18	28	Academic Services Division
Number of local trainings to be attended by the faculty	2025	20	28	Academic Services Division
Outcome 3: Library (Digital Learning Integrated) Modern, fully automated, and industry-responsive library system supporting digital learning and research excellence				
Number of books purchased/acquired .	2025	22,750	22,750	Academic Services Division
Number of journals purchased/acquired/subscribed	2025	944	546	Academic Services Division
Number. of subscribed or renewed library database/library system	2025	3	21	Academic Services Division
Percentage of furnishing and equipping of collaborative learning common/collaborative group study space	2025	0	100%	Academic Services Division
Number of Librarian hired with regular plantilla position.	2025	2	9	Academic Services Division
Number of Staff hired with regular plantilla position.	2025	0	9	Academic Services Division
Outcome 4: Laboratory - Modernized laboratory facilities and advanced equipment supporting experiential learning and research				
Percentage of equipped modern laboratory	2025	10%	100%	Academic Services Division
Percentage of modernized facilities and advanced equipment provided	2025	10%	100%	Academic Services Division
Number of personnel hired for laboratory units	2025	5	14	Academic Services Division

INDICATORS	BASELINE		END-OF- PLAN TARGETS 2032	REPORTING OFFICE
	YEAR	VALUE		
Percentage of acquisition of the 25 hectares land area for each in Compostela, Maragusan, and Laak for instructional and laboratory purposes.	2025	0%	100%	Academic Services Division
Percentage of acquisition of the 25 hectares land area for Compostela for target range and swimming pool for criminology instructional purposes.	2025	0%	100%	Academic Services Division
Percentage of construction of swimming pool and equipping of target range	2025	0%	100%	Academic Services Division
Percentage of equipping of EdTech and Speech Laboratories across branches	2025	10%	100%	Academic Services Division
Percentage of purchased licenses, permits, subscription for laboratories	2025	0%	100%	Academic Services Division
Outcome 5: Student-Centered Services Optimized student services ensuring holistic development, welfare, and engagement				
Percentage of completion of the construction of the Cultural Center	2025	0	100%	Student Affairs and Services Division
Percentage of purchase of the identified cultural center equipment including stage lighting, sound system, multimedia projector, and seating.	2025	0	100%	Student Affairs and Services Division
Number of canteens renovated	2025	4	4	Student Affairs and Services Division
Number of additional functional office spaces for the Student Affairs and Services (SAS) Unit.	2025	7	3	Office of the Branch Director
Number of functional office spaces for the Student Council and Organizations Section	2025	1	3	Office of the Branch Director
Number of a fully operational testing room	2025	2	2	Office of the Branch Director
Number of Biometric Machine Purchased	2025	5	5	Student Affairs and Services Division
Percentage of completion of the construction of the Students' Dormitory	2025	0	100%	Student Affairs and Services Division
Percentage of completion of the construction of Ecumenical Chapel	2025	0	100%	Student Affairs and Services Division
Number of School Bus purchased	2025	0	1	Administrative Services Division
Number of non-teaching personnel positions for the Student Affairs and Services Division and Units hired	2025	5	8	Human Resource Management Unit
Number of Guidance Counselors hired	2025	0	7	Human Resource Management Unit
Number of student activities conducted annually	2025	96	672	Student Affairs and Services Division
Number of SAS-related researches completed annually	2025	4	7	Student Affairs and Services Division
Number of Graduate Tracer Study approved annually	2025	1	7	Student Affairs and Services Division
Number of S&T Scholars	2025	1,546	10,822	Student Affairs and Services Division
Number of student-led income-generating project (IGP)	2025	1	3	Student Affairs and Services Units (Branches)

Table 10. Development Targets 2032, Curriculum and Instruction.

POLICY LEGISLATIVE AGENDA

LEGISLATIVE / POLICY AGENDA	RATIONALE
Certificate of Program Compliance (COPC) in all Program Offerings	To ensure regulatory legitimacy and quality assurance: Securing the COPC is not merely a compliance requirement but the baseline for operating legitimate government-recognized programs. A dedicated budget allocation policy is required to upgrade laboratories, library holdings, and faculty credentials to meet the specific technical requirements of CHED Memorandum Orders (CMOs). Without this financial policy, the college risks program closure or non-recognition, which directly impacts student licensure eligibility and the institution's SUC levelling.
Need for Professional Development implementation among faculty	To elevate instruction quality and research productivity: A <i>Revised Faculty Development Program (FDP)</i> policy is needed to shift from ad-hoc training to a strategic, competency-based framework. As the college transitions to higher accreditation levels, faculty must possess advanced degrees (Masters/PhD) and specialized industry certifications. This policy will institutionalize funding support, scholarship grants, and deloading schemes, ensuring that faculty growth aligns with the institution's niche areas and licensure performance targets.
Delivery of Academic Services	To bridge the gap between education and employment: Policies governing <i>Career Service Support</i> must be revised to integrate job placement mechanisms directly into student services. Furthermore, institutionalizing a <i>Revised Tracer Study Instrument</i> ensures that the data collected on graduate employability is standardized, actionable, and compliant with CHED and AACUP metrics. This allows the administration to adjust services based on real-time feedback regarding the relevance of the college's training to the actual job market.
Linkages and Collaboration	To expand resources through strategic partnerships: A policy framework for <i>Proposed Additional MOAs</i> is necessary to streamline the vetting and approval process of industry partners. This ensures that linkages are not just "paper agreements" but result in tangible internships, equipment donations, and curriculum co-development. A legislative agenda prioritizing high-impact partnerships (e.g., with multinationals or government agencies) enables the college to leverage external expertise and facilities that state subsidy alone cannot provide.
Inadequate Industry-needed Program Offerings, Academic-related Policies, and Number of Qualified Faculty	To respond to regional economic demands: The <i>Proposed Additional Academic Programs</i> and <i>Academic Policies</i> are critical responses to the skills gap in Davao de Oro. As the province moves toward industrialization and modern agriculture, the college must legally authorize the opening of new, relevant degrees (e.g., in data science, agri-tech, or engineering). Simultaneously, recruitment policies must be adjusted to attract qualified faculty with industry experience, ensuring that these new programs are taught by experts, not just generalists.
Programs related to Internationalization	To produce globally competitive graduates: Institutionalizing <i>Programs and Activities Related to Internationalization</i> through policy ensures that global competencies are embedded in the curriculum, not just treated as optional add-ons. This provides the legislative basis for allocating funds towards student exchange programs, cross-border research, and membership in international academic consortia (e.g., SEAMEO), which are requirements for SUC Level III and IV status.
Curriculum Reform	To future-proof the teaching and learning process: A mandate for the <i>Timely Conduct of Curriculum Review</i> ensures that syllabi do not become obsolete. By enforcing the inclusion of key stakeholders (industry, alumni, LGU) in the review process, the college guarantees that the curriculum remains relevant. Additionally, a policy supporting the <i>Development of ICT-based Learning Systems</i> is essential to transition the college into a "Smart Campus," standardizing the use of Learning Management Systems (LMS) and digital pedagogy as the new normal in instruction.

Table 11. Policy Legislative Agenda, Curriculum and Instruction.

RESEARCH AGENDA

RESEARCH AGENDA	RATIONALE
Certificate of Program Compliance (COPC) in all Program Offerings	To benchmark against global and national standards: Research on <i>Higher Institution Competitiveness</i> and <i>Program Alignment to the Philippine Qualifications Framework (PQF)</i> is necessary to identify gaps between current DDOSC offerings and top-tier universities. Studies on <i>Accreditation</i> will analyze the correlation between compliance metrics and licensure exam performance, providing empirical data to guide the administration in prioritizing which program areas (e.g., labs vs. library) yield the highest return on investment for student success.

RESEARCH AGENDA	RATIONALE
Professional Development implementation among faculty	To optimize human capital investment: Conducting a <i>Needs Analysis for Professional Development</i> ensures that training funds are spent on skills that faculty actually lack. Research on <i>Trends and Challenges in Faculty Development</i> will benchmark DDOSC against other SUCs in the region, identifying best practices for retaining high-performing faculty. Furthermore, <i>Effective Evaluation</i> studies will measure whether expensive training programs actually result in better teaching performance or increased research output, promoting accountability in HR development.
Delivery of Academic Services	To measure the real-world impact of education: Developing <i>Relevant Indicators for Employability</i> is crucial for understanding the "skills mismatch" phenomenon. Research on <i>Innovation Strategy in Service Delivery</i> will explore how digital tools can streamline enrollment, advising, and student support. By studying the <i>Effectiveness of Programs</i> , the college can move beyond anecdotal evidence and scientifically determine if its academic services are truly contributing to student retention and graduation rates.
Linkages and Collaboration	To assess the value of partnerships: Research on <i>Productivity in Academic Linkages</i> is vital to determine which partnerships are dormant and which are active. By studying the <i>Extent of Linkages</i> , the institution can quantify the contributions of industry partners to curriculum development (e.g., how many syllabus inputs came from industry experts). This data is essential for justifying travel budgets and membership fees associated with maintaining these external relationships.
Inadequate Industry-needed Program Offerings, Academic-related Policies and Number of Qualified Faculty	To ground program expansion in data: An <i>Assessment on the Demands of the Province</i> serves as a market feasibility study. Before opening a new course, the college must prove there is a demand for graduates in that field. Research on <i>Relevant and Responsive Curriculum</i> connects regional economic data (e.g., booming industries in Davao Region) with curricular design, ensuring that new programs will produce employable graduates rather than contributing to the surplus of unemployed degree holders.
Programs related to Internationalization	To define the college's global niche: Research on <i>Global Competitiveness</i> assesses the readiness of DDOSC students and faculty to compete on an international stage (e.g., English proficiency, cultural adaptability). A study on a <i>Holistic and Unified Approach to Internationalization</i> will help the college avoid a fragmented strategy, identifying the most cost-effective models for a state college to engage globally—whether through "Internationalization at Home" (virtual exchange) or physical mobility.
Curriculum Reform	To validate educational outcomes: Conducting <i>Tracer Studies</i> is the gold standard for measuring curriculum success. This research tracks alumni to see if their jobs are related to their degrees and how much they earn. Coupled with <i>Feasibility Studies on Emerging Trends</i> (e.g., AI, Green Economy), this research agenda provides the evidence needed to overhaul outdated subjects and introduce cutting-edge topics, ensuring the curriculum remains a living document adapted to the future of work.

Table 12. Research Agenda, Curriculum and Instruction

**PART V –
RESEARCH,
DEVELOPMENT,
AND INNOVATION**

INTRODUCTION

The Research and Development Division (RDD) of Davao de Oro State College (DDOSC) serves as the institution's engine for knowledge and innovation. It anchors the College's mandate to generate new knowledge, develop technologies, and provide evidence-based solutions that address local, regional, and national challenges. The Division is guided by the institution's mission to promote inclusive and sustainable development through research and innovation aligned with the Sustainable Development Goals (SDGs), the National Higher Education Research Agenda, and regional development priorities.

Over the past strategic cycle, DDOSC has established the foundations of a vibrant research culture, expanding faculty engagement, increasing research outputs, and strengthening partnerships across sectors. Despite these achievements, challenges persist in translating research into tangible outcomes, building institutional capacity for technology transfer, and fostering innovation-driven growth. Thus, from 2026 to 2032, the R&D Division shall focus on enhancing research utilization, strengthening collaborations, diversifying funding, and institutionalizing innovation ecosystems that sustain progress beyond the research phase.

In advancing the college's research and innovation agenda, DDOSC affirms alignment with the National Innovation Agenda and Strategy Document (NIASD 2021–2030). Consistent with the Philippine Innovation Act (RA 11293), the College will prioritize inclusive, place-based innovation that links academe, industry, government, and community partners. This alignment guides our emphasis on translational research, technology adoption, and regional partnerships that translate knowledge into measurable local socioeconomic benefits.

This chapter addresses the issues, strategic framework, project, and initiatives aimed at confronting the challenges posed by these constraints. It aims to create programs and actions to address civic needs.

ASSESSMENT AND CHALLENGES

Davao de Oro State College (DDOSC) has made commendable progress in strengthening its research culture and institutionalizing the Research, Development, and Innovation (RDI) framework. Faculty participation in research has increased, and their outputs are being gradually presented in national and international forums. However, several critical challenges continue to constrain the full realization of the College's RDI potential. The absence of structured mentorship and cliniquing programs has limited research quality and completion, while the low rate of publication in reputable journals has reduced visibility and academic impact. International linkages remain minimal, and faculty participation in global research platforms and conferences is infrequent. The lack of a dedicated research center and defined research niches per branch hampers focus, identity, and interdisciplinary collaboration. Technology development and transfer mechanisms remain underdeveloped, and a heavy dependence on institutional funding restricts project scalability. Furthermore, the continuous turnover of trained researchers diminishes institutional capacity, and the College's innovation ecosystem remains fragmented, with weak linkages among academe, industry, government, and communities. Addressing these issues through structured mentorship, focused research centers, capacity development, stronger partnerships, and an integrated innovation framework is essential to achieving a robust and sustainable RDI ecosystem that supports DDOSC's strategic vision and regional development role.

ASSESSMENT

Lack of Cliniquing and Mentorship in RDI.

The absence of a structured cliniquing and mentorship system remains one of the most

pressing challenges in DDOSC's research ecosystem. Many faculty members and student researchers continue to require sustained

guidance in designing, implementing, analyzing, managing, and publishing their research. While training opportunities have been conducted, these are often sporadic and not embedded within a systematic mentorship framework. To ensure quality and completion, the College needs to strengthen its capacity-building programs, which enhance researchers' ability to complete the entire research cycle—from conceptualization to dissemination and utilization. Harnessing local, regional, and national experts as mentors will help institutionalize a culture of knowledge sharing that strengthens competencies, ensures quality assurance, and accelerates research maturity across all campuses.

Lack of Publications in High-Impact Journals. DDOSC has demonstrated an upward trend in research productivity; however, publications in high-impact, peer-reviewed journals remain limited. To date, no faculty or institutional research output has been published in Scopus- or Web of Science-indexed journals. Most publications are in local or regional journals, which, although valuable, do not yet meet the criteria for global visibility and competitiveness. This situation underscores the pressing need to enhance researcher capacity in academic writing, scientific communication, and publication ethics. Establishing structured writing clinics, mentorship programs, and publication incentive schemes will empower researchers to produce publishable papers that meet international standards, thereby elevating the College's academic reputation.

Lack of International Research Linkages. The College's research collaborations remain largely confined to regional and national partners, limiting its access to global research networks and resources. There is a need to expand DDOSC's partnerships with international institutions to facilitate collaborative projects, knowledge exchange, and mentorship. Building strategic international linkages will allow faculty and students to learn from global best practices, engage in co-authored research, and access international funding opportunities. Strengthening these partnerships will also enhance the institution's visibility and credibility in the international academic community,

fostering a culture of collaboration that transcends borders and contributes to DDOSC's global competitiveness.

Limited Exposure to National and Global Research Platforms. Limited participation in national and international research platforms constrains DDOSC's ability to benchmark, network, and showcase its research outputs. Faculty and students often have limited opportunities to present at prestigious conferences or symposia due to funding constraints. Expanding opportunities for researchers to attend and present at global platforms will expose them to emerging research paradigms and methodologies, allowing DDOSC to align its research with international trends. Furthermore, encouraging active collaboration and joint participation with international partners will enhance knowledge exchange, improve research quality, and position the College as a contributor to global academic discourse.

No Research Center Established. Currently, DDOSC lacks a dedicated research center that supports its RDI activities. The establishment of such a center is vital to institutionalize research leadership, coordinate initiatives, and align outputs with the College's strategic priorities. A dedicated research center would also provide physical and administrative support for the implementation of research projects, data management, and collaboration with external partners. The envisioned center should reflect DDOSC's niche areas and serve as a hub for multidisciplinary research and innovation, ensuring focus, identity, and community responsiveness. Establishing this center will significantly enhance institutional capacity for research generation, management, and utilization.

No Research Niche per Branch. Currently, research activities across the DDOSC campuses are largely disaggregated and shaped by individual faculty interests rather than institutional focus areas. This has resulted in fragmented outputs and the absence of a unified research identity. Establishing research niches per branch will align institutional efforts with regional needs and faculty expertise, ensuring that each campus contributes distinct

but complementary outputs. Focused research niches will help the College develop a recognizable identity, facilitate resource specialization, and promote interdisciplinary collaboration. More importantly, a well-defined research focus will enable DDOSC to respond more effectively to the developmental priorities of Davao de Oro and its communities.

Limited Technology Research and Technology Transfer. The College's capacity for technology research and transfer remains limited. To date, no institutional technology has been formally transferred or commercialized, and existing prototypes require further validation and refinement. Strengthening technology research requires the development of a portfolio of validated, scalable innovations that respond to stakeholder needs. By establishing a clear technology transfer framework and providing support for product development, intellectual property protection, and commercialization, DDOSC can better translate research outputs into tangible products and services. Fostering collaboration with industry and government partners will further accelerate the adoption of technology and help build a sustainable, innovation-driven economy within the province.

High Dependence on Local Funds for Research. DDOSC's research activities rely heavily on institutional funding, with only one externally funded research project typically secured per year. This dependence on limited internal resources constrains the scale, diversity, and competitiveness of the College's research initiatives. To overcome this, faculty and staff must be equipped with the skills to write competitive proposals and navigate the requirements of external funding agencies, such as the DOST, CHED, and DA. Encouraging and institutionalizing external grant-seeking behavior will not only diversify funding sources but also strengthen partnerships, promote research innovation, and reduce pressure on the College's internal budget. Expanding external funding support is crucial for sustaining RDI growth and achieving long-term institutional resilience.

High Turnover of RDI-Trained Faculty and Staff

The high turnover of RDI-trained faculty and staff remains a persistent challenge that undermines institutional continuity and stability. Many trained personnel eventually transfer to other institutions that are closer to their families or offer more favorable employment conditions. This outflow results in the loss of institutional expertise and weakens ongoing research programs. To address this, DDOSC must strengthen retention mechanisms through incentive schemes, recognition programs, and professional advancement opportunities. The College may also consider implementing return service agreements for faculty and staff who benefit from institutional training. Investing in human resource stability is crucial for maintaining institutional research capabilities and ensuring that capacity-building efforts have a lasting impact.

Need to Build a Strong Innovation Ecosystem. DDOSC recognizes the growing need to build a dynamic innovation ecosystem that integrates creativity, research, technology-driven solutions, and entrepreneurship. With its established reputation as a trusted partner of industries, LGUs, and government agencies, the College is well-positioned to become a catalyst for regional innovation. Building this ecosystem requires strengthened linkages between academe, government, and industry—anchored in global and national development frameworks such as the United Nations Sustainable Development Goals (SDGs), the Philippine Development Plan (PDP), the CHED Strategic Plan, and the DOST Philippine Innovation Roadmap. By fostering a culture of innovation, DDOSC can ensure that its research initiatives remain globally competitive while addressing local development challenges. Through innovation hubs, collaborative ventures, and technology-driven research, the College aims to reinforce its commitment to academic excellence, industry relevance, and sustainable progress, positioning itself as a premier innovation hub in Mindanao.

CHALLENGES

Absence of Structured Review (Cliniquing) and Mentorship Programs. The College currently lacks a structured mechanism for research cliniquing and mentorship. This absence has resulted in varying levels of quality and methodological rigor across research outputs. Without formalized systems for peer review and mentoring, new and early-career researchers struggle to refine their research designs, methodologies, and analyses. To address this, DDOSC must institutionalize policies that require regular research cliniquing and mentorship as integral parts of the research process. Promoting a culture of volunteerism and shared expertise among seasoned faculty members and external partners will ensure continuous improvement, foster professional growth, and institutionalize knowledge-sharing across the RDI ecosystem.

Low Rate of Publication in Reputable Journals Reduces Visibility and Impact. The limited publication of research in high-impact and indexed journals constrains DDOSC's visibility in the global academic landscape. Despite a growing number of completed and presented studies, most outputs remain unpublished or appear in local journals with limited reach. This situation reduces the institution's capacity to contribute to global scholarly discourse and to enhance its research reputation. Strengthening publication capacity through mentoring, editorial support, and incentive mechanisms is essential. By equipping researchers to meet international publication standards, DDOSC can enhance the quality and impact of its scholarly outputs, aligning with SUC Leveling performance indicators.

No Established Collaborations with International Institutions and Experts. DDOSC's research network remains primarily domestic, with few linkages extending beyond national borders. The absence of sustained partnerships with international universities and research institutions limits opportunities for cross-border cooperation, co-authorship, and exposure to emerging global methodologies. Establishing long-term international collaborations will not only broaden DDOSC's access to research funding and expertise but

also position it as a relevant partner in global academic initiatives. Joint research, exchange programs, and co-supervised projects with international experts can strengthen the College's global presence and promote knowledge transfer.

Infrequent Participation in National and Global Conferences Limits Visibility. Faculty participation in national and international research conferences remains infrequent due to funding constraints. This limits DDOSC's exposure to global research trends and prevents its researchers from building professional networks that can lead to collaboration and innovation. Regular participation in research fora is vital for benchmarking and for ensuring that the College remains aligned with international best practices. Dedicated funding, strategic partnerships, and institutional mechanisms for researcher mobility must be established to increase participation, enrich academic experiences, and raise DDOSC's visibility in global research communities.

Limited Recognition of Research Outputs Nationally and Internationally. Although DDOSC researchers produce valuable outputs, these have not yet been widely recognized or cited nationally or internationally. This limited recognition stems from minimal participation in high-level conferences, low publication in indexed journals, and a lack of strategic dissemination initiatives. Enhancing recognition requires a deliberate strategy that integrates visibility, collaboration, and quality assurance to ensure optimal outcomes. By sending researchers to international platforms, promoting joint projects, and encouraging partnerships with recognized institutions, DDOSC can amplify its academic footprint and ensure that its innovations reach broader audiences and policy spaces.

Absence of a Dedicated Hub for RDI (Physical or Virtual). Currently, DDOSC lacks a centralized RDI hub—either physical or virtual—that can serve as the institutional backbone for research, innovation, and knowledge management. The absence of such

a facility hinders coordination across campuses, restricts access to resources, and undermines interdisciplinary collaboration. Establishing a dedicated research and innovation center will unify research functions, streamline project monitoring, and provide visibility for ongoing initiatives. It will also serve as a physical and digital platform for networking, data sharing, and stakeholder engagement. Aligning this hub with the College's research niches and community needs will reinforce DDOSC's identity as a research-driven institution responsive to local and global priorities.

Lack of Specialized Research Areas per Branch Prevents Expertise Development.

Research activities across DDOSC campuses are currently disjointed, often reflecting individual faculty interests rather than a shared institutional direction. The absence of defined research niches per branch prevents the development of deep expertise and weakens the College's thematic identity. Establishing specialized research areas tailored to the strengths and resources of each branch will promote focus, specialization, and synergy, thereby enhancing overall effectiveness. By aligning research efforts with regional priorities and faculty competencies, the College can establish centers of excellence that not only enhance institutional visibility but also promote community-responsive innovation.

Underdeveloped Capacity for Technology Research and Weak Transfer Systems.

DDOSC's capacity for technology research and transfer remains at an early stage of development. While innovative projects exist, few have progressed beyond the initial stages of validation, prototyping, or commercialization. The absence of a defined technology transfer pathway limits the transformation of research outputs into tangible applications. To address this, DDOSC must strengthen its technology research portfolio and develop a clear framework for technology validation, protection, and transfer. Establishing partnerships with industries and government agencies will enable the scaling and adoption of technologies that address community and sectoral needs. By integrating research with innovation and enterprise, the

College can play a key role in local economic development.

Over-Reliance on Institutional Funding Sources.

DDOSC's research funding structure remains heavily dependent on internal allocations, with only a small number of projects supported by external grants. This over-reliance restricts the scope and sustainability of RDI initiatives, reducing opportunities for interdisciplinary, high-impact research. Building faculty capacity in proposal writing, external fund management, and partnership building is therefore crucial. By fostering a culture of competitiveness in external funding, the College can diversify its financial base, expand its research portfolio, and achieve fiscal sustainability. Establishing a Research Fund Sourcing Unit will further institutionalize the process of identifying and securing external grants.

Continuous Loss of Trained Researchers Reduces Institutional Capacity.

The College experiences a consistent turnover of trained faculty and staff, many of whom transfer to institutions closer to their homes or those offering higher compensation. This loss of human capital disrupts institutional continuity and diminishes the long-term benefits of capacity-building investments. The absence of a return service policy for trained personnel contributes to this challenge. DDOSC must strengthen its retention strategies by establishing incentive systems, recognition mechanisms, and clear career pathways for research-active personnel. A return service agreement for beneficiaries of institutional training programs will also ensure accountability and preserve institutional expertise.

Fragmented Innovation Ecosystem; Weak Collaboration Between Academia, Industry, Government, and Communities.

DDOSC's innovation ecosystem remains fragmented, with limited integration between academia, industry, government, and communities. Although the College has begun to engage with key stakeholders. Strengthening the academe-industry-government-community linkage will allow the College to translate research into

technologies, products, and policies that directly contribute to local development. Through the establishment of innovation hubs, technology incubation programs, and

entrepreneurship training, DDOSC can position itself as a leading innovation hub in Mindanao—promoting inclusive growth and sustainable progress

STRATEGIC FRAMEWORK

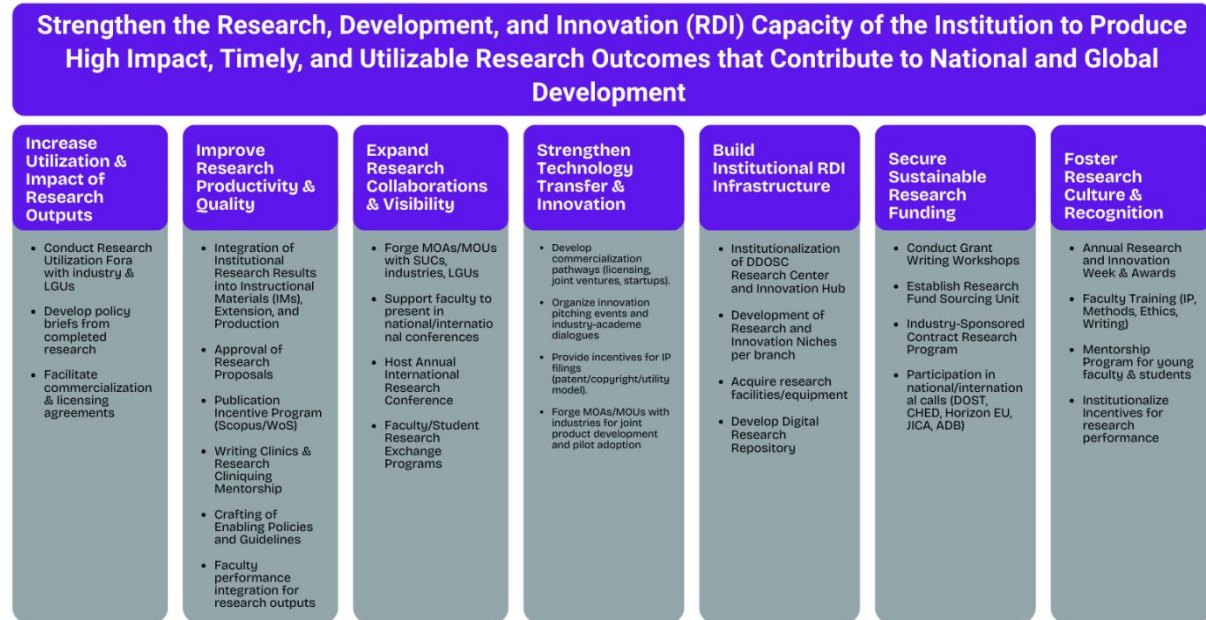


Figure 5. Part V - Research, Development, and Innovation, Strategic Development Framework

STRATEGIES

Outcome 1: Increase Utilization & Impact of Research Outputs- Translate research into policies, products, technologies, and services adopted by industry and communities.

Conduct Research Utilization Fora with Industry and LGUs

This strategy serves as a bridge between researchers and stakeholders, allowing for the active dissemination and discussion of research findings that can inform local governance, policymaking, and industry innovation. By institutionalizing utilization forums, DDOSC ensures that research does not end with publication but translates into practical interventions, directly contributing to the strategic goal of producing research outcomes that are usable and have an impact on communities.

Develop Policy Briefs from Completed Research Policy briefs synthesize research findings into actionable insights for decision-makers. By

embedding policy research translation into the research process, DDOSC ensures that evidence-based solutions influence governance and development programs. This strategy enhances the relevance and credibility of the College as a policy-informing academic institution.

Facilitate Commercialization and Licensing Agreements

Commercialization transforms research from theory to enterprise. Through partnerships with the private sector, licensing agreements, and spin-off ventures, DDOSC empowers innovation to drive local industry growth. This directly fulfills the institutional vision of research that creates value, generates income, and enhances livelihoods.

Outcome 2: Improve Research Productivity & Quality – Increase research outputs, enhance faculty and student research skills, ethics, and global competitiveness.

Integration of Institutional Research Results into Instructional Materials (IMs), Extension, and Production

This strategy establishes a cohesive "research-to-practice" feedback loop within the College. It mandates that validated research findings be integrated into course syllabi or instructional materials, ensuring that students learn from localized, context-specific knowledge derived from the College's own niche areas. Simultaneously, research outputs will be repackaged into technology guides for extension services and piloted within the College's Income Generating Projects (IGPs). This ensures that RDI investments directly improve the quality of instruction, strengthen community interventions, and demonstrate economic viability before external commercialization.

Approval of Research Proposals

Encouraging and supporting faculty and student research proposals builds a consistent pipeline of research outputs. Streamlined approval processes and strong review mechanisms ensure quality and compliance with institutional and ethical standards, raising DDOSC's research performance and accountability.

Publication Incentive Program (Scopus/WoS)

Providing incentives for publishing in internationally indexed journals motivates

faculty to produce higher-quality research aligned with global standards. This elevates DDOSC's research profile, visibility, and academic reputation, thereby strengthening its RDI capacity.

Writing Clinics & Research Cliniquing Mentorship

Mentorship and writing clinics cultivate the next generation of capable researchers. These activities build confidence, improve methodological rigor, and ensure that outputs meet publication and funding criteria, which are foundational to a sustainable research culture.

Crafting of Enabling Policies and Guidelines

The division will continually improve its policies to establish clear standards and expectations for research performance. Developing guidelines for research conduct, ethics, publication, and incentives institutionalizes best practices that align with the college's mission and national standards.

Faculty Performance Integration for Research Outputs

Integrating research into faculty performance metrics ensures sustained engagement. Recognizing research in performance evaluation promotes accountability and underscores the importance of scholarly productivity as a fundamental aspect of faculty life.

Outcome 3: Expand Research Collaborations & Visibility –Broaden national and international collaborations, visibility, and mobility.

Forge MOAs/MOUs with SUCs, Industries, and LGUs.

Strategic partnerships expand research resources, diversify expertise, and foster shared innovation ecosystems. Collaboration with other SUCs and industries facilitates co-authored publications, joint projects, and resource sharing, key to national and regional research synergy.

Support Faculty to Present in National/International Conferences

Conference participation enhances global visibility, encourages knowledge exchange, and builds networks. It exposes faculty to global

research trends, improving quality and positioning DDOSC researchers as contributors in international discussions.

Host Annual International Research Conference

Hosting an annual international conference establishes DDOSC as a convenor of research dialogue. It amplifies visibility, attracts collaborations, and provides an avenue for students and faculty to showcase innovations before global audiences.

Faculty/Student Research Exchange Programs

Exchange programs build international experience and research maturity. Exposure to

global research environments strengthens methodological diversity and promotes

intercultural academic collaboration, aligning with DDOSC's goal of global competitiveness

Outcome 4: Strengthen Technology Transfer and Innovation- *Expanded IP protection, commercialization, and partnerships with industry/startups.*

Develop Commercialization Pathways (Licensing, Joint Ventures, Startups)

Structured commercialization pathways guide innovations from conception to market. By developing standard protocols for licensing and startup formation, DDOSC establishes itself as a technology enabler contributing to local economic growth and employment generation.

Organize Innovation Pitching Events and Industry-Academe Dialogues

Innovation pitching creates a culture of entrepreneurial thinking among researchers. It connects innovators with potential investors and industry partners, thereby accelerating the adoption and commercialization of technology.

Provide Incentives for IP Filings (Patent/Copyright/Utility Model)

Incentives encourage faculty and students to protect intellectual property, fostering a sense of ownership and pride in innovation. Protecting IP ensures that DDOSC's creative outputs are recognized and monetized, thereby reinforcing the tangible value of the research.

Forge MOAs/MOUs with Industries for Joint Product Development and Pilot Adoption

Collaborative product development ensures that research aligns with real-world needs and requirements. Industry partnerships facilitate prototype testing, feedback, and scaling, turning academic research into viable technologies and products

Outcome 5: Build Institutional RDI Infrastructure- Establishment of specialized centers, innovation hubs, and digital repositories.

Institutionalization of DDOSC Research Centers and Innovation Hub

DDOSC is establishing and institutionalizing eight dedicated research centers that serve as the institution's primary Research, Development, and Innovation (RDI) anchors. These centers integrate research, training, technology development, and incubation, marking DDOSC's shift from purely academic research toward applied, impactful innovation. The research centers include:

- DIARC – Davao de Oro Integrated Agricultural Research Center
- CIIPAR – Center for Ideation, Innovation, Prototyping, and Applied Research
- IDERC – Innovation-Driven Entrepreneurship and Research Center
- ORCED-GSD – Oro Research Center for Education, Governance, and Social Development
- CRC – Criminology Research Center
- Center for GOLD – Center for Green Mining in Davao de Oro for Sustainable Livelihood and Development

- FPIC – Food Processing Innovation Center
- CREDAC – Coffee Research, Extension, and Digital Agriculture Center

Together, these centers position DDOSC as a growing hub for multisectoral innovation, linking research outputs to real-world application, industry collaboration, and community development.

Development of Research and Innovation Niches per Branch

To address the lack of specialized research areas per branch, DDOSC will implement a "One Campus, One Niche" strategic direction. This ensures that research activities leverage the unique geographic, socio-economic, and human capital assets of each campus. DDOSC shall conduct a systematic Research Assets and Opportunities Mapping (RAOM) across all campuses to identify appropriate research niches. This initiative will build on:

- Faculty specialization and expertise clusters
- Existing research outputs and proposals

- LGU development plans
- Sectoral demands, local industries, and community needs
- Geographic, environmental, and cultural characteristics of each municipality
- Alignment with the eight (8) DDOSC Research Centers

Based on the mapping, each campus will be designated a "Flagship Research Agenda." While faculty can conduct cross-disciplinary research, the campus resources (labs, funding priority) will focus on their flagship niche.

Acquire Research Facilities and Equipment

Outcome 6: Secure Sustainable Research Funding- Diversified and increased external funding, reduced reliance on local sources.

Conduct Grant Writing Workshops

Building faculty capacity to prepare competitive proposals increases access to external funding. Regular workshops enhance proposal quality and confidence, enabling DDOSC to tap into various funding streams, including those from the DOST, CHED, DA, ADB, and other sources.

Externally Funded Research (National/International)

Pursuing funding from government agencies, international organizations, and NGOs expands

Modern facilities enable advanced, data-driven, and cross-disciplinary studies. Access to laboratories and field equipment enhances research accuracy, replicability, and innovation, which are critical to scaling the college's research capacity.

Develop Digital Research Repository

A digital repository ensures visibility, transparency, and long-term preservation of outputs. It promotes open access, facilitates knowledge sharing, and strengthens institutional memory, making DDOSC's research accessible globe

the research scope and impact. It also signals DDOSC's credibility as a capable research partner and lessens dependence on internal allocations.

Industry-Sponsored Contract Research Program

Contract research strengthens industry collaboration while generating revenue. By aligning projects with the needs of the private sector, DDOSC promotes relevant and applied research, demonstrating real-world impact.

Outcome 7: Foster Research Culture & Recognition- A vibrant research environment, strong mentorship, and recognition of excellence.

Annual Research and Innovation Week & Awards

Institutionalizing an annual research week fosters a sense of pride and celebration of achievements. It promotes healthy competition, collaboration, and the public appreciation of research as a driver of institutional growth.

Faculty Training (IP, Methods, Ethics, Writing, Publication)

Continuous capacity-building ensures that faculty remain up-to-date with evolving standards. Training in ethics and publication practices cultivates integrity and professionalism, critical to maintaining DDOSC's credibility as a research institution.

Mentorship Program for Young Faculty & Students

Mentorship bridges the experience gap, enabling sustainable research succession. It enhances confidence, skill transfer, and continuity, ensuring that DDOSC's research agenda is future-proofed.

Institutionalize Incentives for Research Performance

Performance-based rewards encourage productivity, timeliness, and innovation. By recognizing excellence and output, the College fosters a culture where research is valued, visible, and celebrated.

DEVELOPMENT TARGETS

INDICATORS	BASELINE		END-OF- PLAN TARGETS 2032	RESPONSIBLE OFFICE
	YEAR	VALUE		
Strategic Goal: Strengthen the Research, Development, and Innovation (RDI) Capacity of the Institution to Produce High Impact, Timely, and Utilizable Research Outcomes that Contribute to National and Global Development Priorities				
Outcome 1: Increase Utilization & Impact of Research Outputs- Translate research into policies, products, technologies, and services adopted by industry and communities.				
Percentage of undergraduate programs with accreditation	2025	100%	100%	Quality Assurance Unit
Number of research outputs utilized by beneficiaries	2025	7	64	Research & Development Division
Number of policy briefs adopted by LGUs/national agencies	2025	0	54	Research & Development Division
Outcome 2: Improve Research Productivity & Quality- Increase research outputs, enhanced faculty and student research skills, ethics, and global competitiveness.				
Number of completed research outputs/year	2025	18	138	Research & Development Division
Number of approved Instructional Materials (IMs) or syllabi integrating institutional research results	2025	0	31	Research & Development Division
Number of research outputs repackaged into extension modalities (Techno-guides, IEC materials, Training Modules/ guide/ project) or adopted by Extension Services	2025	0	55	Research & Development Division
Number of research-derived technologies piloted or adopted by Institutional Production Projects (IGPs)	2025	0	10	Research & Development Division
Number of publication incentive grants	2025	2	79	Research & Development Division
Percentage of teaching and non-teaching mentored with ≥1 outputs	2025	<3%	7%	Research & Development Division
Number of crafted/revised policies/guidelines approved	2025	3	8	Research & Development Division
Number of publications in refereed/indexed journals	2025	5	78	Research & Development Division
Outcome 3: Expand Research Collaborations & Visibility- Broadened national and international collaborations, visibility, and mobility.				
Number of MOAs/MOUs signed (Local/ International)	2025	5	47	Research & Development Division
Percentage of research outputs presented in fora	2025	58%	70%	Research & Development Division
Number of Annual International Research Conferences Hosted	2025	1	7	Research & Development Division
Number of international joint projects	2025	0	6	Research & Development Division
Outcome 4: Strengthen Technology Transfer and Innovation- Expanded IP protection, commercialization, and partnerships with industry/startups.				
Number of commercialized products/technologies adopted by the industry/community	2025	0	14	Research & Development Division
Number of IPs/ copyrights filed/ granted	2025	3	44	Research & Development Division
Number of industry/startup partnerships/ joint R&D projects.	2025	0	10	Research & Development Division
Outcome 5: Build Institutional RDI Infrastructure- Establishment of specialized centers, innovation hubs, and digital repositories.				
Number of research centers established/ institutionalized/ operationalized/ maintained.	2025	0	8	Research & Development Division
Conduct Research Niches Mapping	2025	0	4	Research & Development Division
Number of Research Niches Established/Institutionalized	2025	0	4	Research & Development Division
Outcome 6: Secure Sustainable Research Funding- Diversified and increased external funding, reduced reliance on local sources.				
Number of external funding secured	2025	1	32	Research & Development Division
Outcome 7: Foster Research Culture & Recognition- A vibrant research environment, strong mentorship, and recognition of excellence.				

INDICATORS	BASELINE		END-OF- PLAN TARGETS 2032	RESPONSIBLE OFFICE
	YEAR	VALUE		
Conduct Annual Research and Innovation Week & Awards	2025	1	7	Research & Development Division
Number of trainings attended/ conducted/ seminars/workshops/conferences	2025	12	145	Research & Development Division

Table 13. Development Targets 2032, Research, Development, and Innovation

POLICY LEGISLATIVE AGENDA

Legislative Agenda	Rationale
Institutional Policy on Research Cliniquing and Mentorship	To institutionalize a structured system for research peer review and mentoring, ensuring that all research proposals and outputs undergo technical, ethical, and methodological evaluation before implementation and publication.
International Collaboration and Linkage Policy	To encourage research collaborations, co-authorships, and exchange programs with foreign institutions, enhancing DDOSC's international visibility and capacity for global partnerships.
Research Funding and Resource Mobilization Policy	To develop a framework for sourcing, managing, and reporting external research grants and industry-sponsored projects, ensuring transparency and sustainability of R&D funding.
Establishment and Management of Research and Innovation Centers	To formalize the creation of thematic research centers (e.g., Coffee Innovation Hub, Agri-Tech Center) aligned with institutional niches and regional development priorities.
Research Incentive and Recognition Policy	To strengthen motivation and retention by rewarding research excellence, innovation, and publication achievements, consistent with SUC Leveling indicators.

Table 14. Policy Legislative Agenda, Research, Development, and Innovation

RESEARCH AGENDA

Research Agenda	Rationale
Sustainable Agriculture and Agricultural Resource Development	Improve productivity and sustainability in priority commodities (coffee, banana, cacao, and high-value crops); promote agroecology, organic farming, and value chain enhancement.
Food Safety, Health, and Nutrition	Develop safe, nutritious, and market-ready food products; conduct studies on nutrition, community health, and food security aligned.
Environmental Protection, Climate Change, and Disaster Resilience	Advance studies on environmental conservation, biodiversity protection, and climate-smart agriculture; support DRR and adaptation planning in communities.
Industry, Energy, and Emerging Technologies	Promote innovation in manufacturing, renewable energy, nanotechnology, and sustainable mining technologies; support Industry 4.0 initiatives.
Governance, Policy Research, and Public Service Innovation	Conduct evidence-based policy research to inform local governance, institutional reform, and participatory development; promote data-driven decision-making.
Education, Literacy, and STEAM Innovation	Support transformative learning, science education, and pedagogical innovation; develop models for 21st-century teaching and digital learning systems.
Gender and Development (GAD)	Mainstream gender perspectives in all research programs; promote gender equity, livelihood, and inclusive participation through technology and education.
Preservation of History, Culture, and Indigenous Knowledge	Document and preserve Davao de Oro's local heritage, indigenous languages, and cultural practices; promote identity-based education and cultural tourism.
Innovation and Entrepreneurship	Support product development, startup incubation, and commercialization of research-based technologies; strengthen the academe-industry-government linkage.
Human Resource and Organizational Development	Conduct research on workforce development, productivity, and institutional governance
Volunteerism, Social Responsibility, and Civic Engagement	Promote service-learning, volunteer programs, and social innovation projects aligned with the College's community extension mandates.
Crime Prevention, Public Safety, and Governance	Promote research on criminal justice, public safety systems, and community policing for safer and more secure communities.

Table 15. Research Agenda, Research, Development, and Innovation

PART VI – EXTENSION SERVICES

INTRODUCTION

Extension services are critical to a State University and College’s fulfillment of its tri-fold mission—blending instruction, research, and meaningful community engagement. As institutions face evolving workforce needs and rapid societal change, strategic planning ensures that extension remains relevant, equitable, and impact-driven. Best-practice frameworks in higher education stress that effective strategic planning is holistic: it aligns institutional strengths, stakeholder insights, and long-term vision with deliberate resource allocation and evidence-based initiatives.

Anchored on the strategic goal to be a catalyst for sustainable, community-driven development in Davao de Oro by leveraging co-creation, futures thinking, and strategic partnerships, this plan adopts the core principle of “Shaping Futures with Purpose.” It focuses on a few well-chosen communities and program areas to create measurable, long-term change that reflects DDOSC’s commitment to inclusive and transformative extension work.

This Strategic Development Plan specifically addresses identified gaps within extension services—such as weak industry linkages, inconsistent community co-design, siloed operations, underutilized community innovation, limited wrap-around supports, low research uptake, and scarce smart-living engagement. Built upon three interconnected thematic pillars—workforce-aligned and industry-responsive extension, community-centered innovation and sustainability, and research-driven and partnership-based engagement—the plan provides clear strategic directions and aligned Programs, Activities, and Projects (PAPs).

Its phased implementation roadmap (2026–2032) will begin with foundation and engagement, advance toward scaling and integration, and culminate in sustainability and policy influence, ensuring that every stage contributes to institutional growth and community empowerment.

Guided by institutional commitments and national mandates, and benchmarked against successful models in both the Philippines and global land-grant ecosystems, this plan outlines strategic objectives, governance structures, capacity-building initiatives, incentive systems, and monitoring frameworks necessary to transform extension into a smart, socially engaged, and impact-oriented service arm. Ultimately, this plan serves as a roadmap for the SUC to pioneer a forward-thinking extension model—where academic excellence meets community transformation.

ASSESSMENT AND CHALLENGES

Implementation of the previous Strategic Development Plan for extension services only gained traction beginning in 2022, with targets finally being completed in that year. However, unresolved issues from preceding years were carried over into subsequent cycles, undermining long-term coherence. Although most goals have since been met, the plan lacked enduring structures for sustainability and did not sufficiently integrate monitoring and evaluation frameworks, weakening follow-through and limiting opportunities for adaptive improvement. Continuous data-driven oversight and iterative M&E are essential to maintain accountability and impact over time.

Extension services are connecting academic innovation with real-world community development. However, current assessments expose significant shortcomings: programs are carried out without structured industry partnerships, resulting in misaligned workforce training; community input in designing PPAs remains inconsistent, undermining ownership; extension often operates in isolation from teaching and research, limiting institutional synergy; grassroots innovation and lifelong learning models are underutilized; critical wrap-around supports—including counseling, technical assistance,

and career advising—are seldom embedded in outreach; institutional research outputs are rarely institutionalized into extension PPAs due to weak research–extension linkages; and Smart Living or Smart Citizen frameworks are absent from community awareness, leaving technological engagement and participatory governance untapped. This baseline analysis highlights areas for strategic intervention, ensuring extension services evolve into a cohesive, impact-driven arm aligned with social relevance and sustainable development goals.

ASSESSMENT

Weak Industry Relationships. Extensions programs lack formal partnerships with local industries, resulting in community activities that are not aligned with labor-market needs and forgoing opportunities to co-deliver workforce-relevant training and certifications

Limited Community Co-Creation. Many extension PPAs are designed without the systematic participation of partner communities. While some programs engage local stakeholders, co-creation remains inconsistent, which diminishes ownership and long-term relevance.

Siloed Institutional Practices. Extension units often operate independent of academic and research divisions, preventing the integration of community outreach with teaching and research outputs—thus missing opportunities for broader institutional impact.

Underdeveloped Grassroots Innovation. Community-led, innovative approaches are rare. Existing models seldom incorporate participatory innovation processes or foster

inclusive lifelong learning initiatives at the grassroots level

Lack of Wrap-Around Supports. Extension efforts seldom encompass holistic supports—such as counseling, mentorship, or career guidance which limits follow-through and the sustained empowerment of beneficiaries. This gap is also mirrored in broader student support contexts within HEIs.

Weak Research to Extension Linkages. Institutional research outputs rarely inform extension PPAs in a structured way. Technologies and innovations often remain at pilot stages due to insufficient mechanisms for translation and scaling into community programming.

Minimal Uptake of Smart Living/Citizen Concepts. There is minimal exposure or training in smart technology platforms or participatory governance tools at the community level, resulting in low digital literacy and limited civic engagement with smart living initiative

CHALLENGES

Weak Industry Linkages. Current programming reveals several critical gaps. First, the absence of structured industry partnerships undermines the relevance of workforce-oriented extension initiatives, particularly in delivering micro-credentials and customized training aligned with employer needs.

Limited Community Co-Creation. Second, while co-creation with communities is now valued, its uptake remains inconsistent across extension stages, limiting ownership and sustainability.

Fragmented Extension Efforts. Third, extension efforts continue to operate in silos—separate from academic instruction and research—foregoing opportunities for synergy and collective impact.

Underdeveloped Grassroots Innovation and Lifelong Learning. Moreover, grassroots innovation and lifelong learning pathways are underdeveloped, stifling community agency and relevance.

Insufficient Wrap-Around Supports. Extension programs further lack wrap-around supports like counseling, technical assistance,

and career advising, weakening sustained engagement and empowerment.

Ineffective Research–Extension Interfaces. Institutional research outputs frequently remain unadopted into extension PPAs due to ineffective research–extension interfaces, impeding data-driven, smart integration.

Limited Adoption of Smart Living and Smart Citizen Concepts. Finally, Smart Living and Smart Citizen concepts remain largely absent from community exposure, limiting citizens’ readiness for sustainable, technology-enabled governance and lifestyle mode..

STRATEGIC FRAMEWORK



Figure 6. Part VI - Extension Services, Strategic Development Framework

This Strategic Development Plan addresses these gaps by reimagining extension services as a dynamic, integrated ecosystem. It envisions a model that fosters industry-aligned, workforce-focused programming, rooted in community co-design, tightly linked with academic and research functions, and powered by grassroots innovation and inclusive learning. Integral to this redesign are wrap-around services and robust mechanisms to translate research into community-embedded PPAs. In addition, the Plan positions SUC extension as a catalyst for Smart Living and Smart Citizen empowerment, preparing communities to adopt participatory, tech-enabled governance and sustainable practices. Through centralized RDE governance, multi-stakeholder collaboration, data platforms, capacity building, and incentive systems, the Plan seeks to transform extension into a strategic, evidence-based conduit for local development and lifelong impact.

The Strategic Goal of the College is to serve as a catalyst for sustainable, community-driven development in Davao de Oro by leveraging co-creation, futures thinking, and strategic partnerships. Guided by the core principle “*Shaping Futures with Purpose*,” the framework focuses on a select number of communities and program areas where the College can create measurable, long-term impact. The strategy is anchored on three interconnected thematic pillars that align with the institutional vision and the identified Programs, Activities, and Projects (PAPs), emphasizing inclusivity, innovation, and local empowerment.

Implementation will follow a phased roadmap covering the period 2026–2032. The **first phase (2026–2027)** will establish the foundation through capacity building, baseline studies, and community engagement. During this stage, DDOSC will select “Adopt-a-Barangay” sites, conduct participatory needs assessments and foresight workshops, train extension staff, formalize key Memoranda of

Agreement (MOAs), and put in place a basic Monitoring and Evaluation (M&E) system. The **second phase (2028–2030)** will focus on scaling impact and integration by implementing long-term programs, securing external funding, and demonstrating measurable outcomes. Activities will include managing international and regional grants, strengthening the Research–Extension Interface, and conducting mid-term impact assessments. Finally, the **third phase (2031–2032)** will emphasize sustainability, policy influence, and institutional legacy. In this stage, community partners will assume greater ownership of ongoing projects, extension models will be mainstreamed into college curricula, and successful practices will be translated into policy briefs for local government units. This phased implementation ensures that DDOSC’s extension initiatives evolve from pilot engagement to institutionalized, community-embedded systems that drive enduring development outcomes.

STRATEGIES

Outcome 1: Community-Embedded Futures & Co-Creation

Objective: To proactively partner with communities to build resilience and adapt to future challenges, using a co-creation model.

Community Foresight Integration:

Apply futures thinking to identify long-term community needs. Integrating futures thinking into community engagement allows DDOSC to anticipate long-term challenges and opportunities rather than merely reacting to them. Through foresight workshops, scenario planning, and participatory consultations, communities can envision preferred futures and align current extension programs with emerging trends in agriculture, environment, and livelihoods. This approach ensures that interventions remain proactive, adaptive, and resilient to social, economic, and climate-related shifts.

Adopt-a-Barangay for Deep Impact:

Implement the AACCUP recommendation to focus resources. The Adopt-a-Barangay strategy operationalizes DDOSC’s commitment to sustained, focused, and high-impact engagement. By concentrating resources, expertise, and support on selected partner

barangays, the college can develop model communities that embody innovation, inclusivity, and sustainability. This focused approach, consistent with AACCUP recommendations, enhances program depth, strengthens local ownership, and creates replicable best practices for other areas in the province.

Research-Extension Interface (REI):

Turn research into actionable community projects. The Research–Extension Interface bridges the gap between knowledge generation and real-world application. By translating research outputs into community-adoptable technologies, practices, and policies, DDOSC ensures that innovations are not confined to laboratories but serve as solutions to pressing local issues. This mechanism fosters collaboration among researchers, extensionists, and stakeholders—creating a continuous feedback loop that enhances both scientific relevance and community impact.

Outcome 2: Strategic Partnerships & Resource Optimization

Objective: To leverage partnerships and secure alternative funding to augment limited SUC resources, ensuring program sustainability.

Local Resource-Sharing Consortia: Strengthen local partnerships.

Establishing local resource-sharing consortia enables DDOSC to pool expertise, facilities, and funding with LGUs, national agencies, NGOs,

and private sectors. This collaborative approach maximizes the use of limited resources while fostering shared accountability and innovation. By strengthening these partnerships, the college can deliver more responsive and

integrated extension programs that address the specific needs of Davao de Oro communities.

Targeted Internationalization: Develop globally relevant but locally implemented programs.

Targeted internationalization positions DDOSC within the global knowledge network while ensuring that programs remain grounded in local realities. By partnering with international universities, development organizations, and donor agencies, the college can access advanced technologies, funding, and best practices. These collaborations promote capacity-building and cultural exchange, translating global insights into locally adapted, high-impact extension initiatives

Outcome 3: Capacity Building & Institutionalization

Objective: To enhance the skills of extension implementers and embed effective practices into the college's systems.

Extension Staff Capacity Building: Enhance skills for modern extension work.

Empowering extension personnel through continuous training and professional development is key to sustaining quality service delivery. By enhancing competencies in participatory approaches, digital tools, technology transfer, and futures thinking, DDOSC ensures that its implementers are adaptive, innovative, and community-responsive. A well-trained extension team becomes the backbone of institutional credibility, capable of driving impactful programs aligned with local and global development goals.

Knowledge Management & Dissemination: Share results effectively.

Effective knowledge management transforms data and experiences into actionable insights. By documenting best practices, lessons learned, and success stories, DDOSC promotes institutional memory and continuous improvement. Strengthening dissemination

Sustainability & Impact Assessment: Institutionalize rigorous M&E.

Institutionalizing sustainability and impact assessment ensures that every extension initiative contributes to long-term, measurable change. Through systematic monitoring and evaluation (M&E), DDOSC can assess program relevance, efficiency, and outcomes, guiding data-driven decision-making. This continuous learning process strengthens transparency, supports accreditation and funding requirements, and builds a culture of accountability and improvement within the Extension Services Division.

through publications, online platforms, and community learning sessions ensures that research outputs and extension innovations reach intended beneficiaries and partners, fostering wider learning and replication across sectors.

Institutionalize the SEED/Inno-Vision Model: Systematize the extension process.

Institutionalizing the SEED (Sustainable Extension for Empowered Development) or Inno-Vision model provides a structured, evidence-based framework for planning, implementing, and evaluating extension programs. This model harmonizes innovation, entrepreneurship, and sustainability principles within the college's extension system, ensuring consistency and quality across all initiatives. By embedding this approach into institutional policy and practice, DDOSC creates a replicable and future-ready extension model that reinforces its role as a catalyst for transformative community change.

DEVELOPMENT TARGETS

INDICATORS	BASELINE		END-OF- PLAN TARGETS 2032	RESPONSIBLE OFFICE
	YEAR	VALUE		
Strategic Goal: Institutionalize sustainable and community-driven extension programs that leverage co-creation, futures thinking, and strategic partnerships.				
Outcome 1: Community-Embedded Futures & Co-Creation: To proactively partner with communities to build resilience and adapt to future challenges, using a co-creation model.				
Percentage of new extension programs with a documented "futures component" (e.g., climate adaptation, digital literacy).	2025	0	100%	Extension Services Division
Number of multi-year projects implemented	2025	4	12	Extension Services Division
Number of extension programs organized and supported consistent with the SUC mandate and priority programs	2025	12	84	Extension Services Division
Number of extension projects conducted with post-assessment	2025	4	28	Extension Services Division
Number of research-based extension implemented	2025	5	48	Extension Services Division
Outcome 2: Strategic Partnerships & Resource Optimization: To leverage partnerships and secure alternative funding to augment limited SUC resources, ensuring program sustainability.				
Number of extension active partnerships with LGUs, industries, NGAs, SMEs, and other stakeholders as a result of extension activities	2025	22	207	Extension Services Division
Number of external grants acquired.	2025	1	7	Extension Services Division
Percentage of completed Needs Assessment Report within the target timeframe.	2025	2	100%	Extension Services Division
Number of extension programs with an international partner (even if local implementation).	2025	0	7	Extension Services Division
Number of extension projects with a completed impact assessment report.	2025	3	7	Extension Services Division
Outcome 3: Capacity Building & Institutionalization: To enhance the skills of extension implementers and embed effective practices into the college's systems.				
Percentage of personnel trained for extension services	2025	100	100%	Extension Services Division
Number of trainees weighted by the length of training	2025	1072.5	5775	Extension Services Division
Percentage of beneficiaries who rate the training courses/s as satisfactory or higher in terms of quality and relevance	2025	100%	100%	Extension Services Division
Number of faculty/ researchers engaged in R&D extension/ outreach programs	2025	272	2324	Extension Services Division
Number of extension activities featured in media (print, radio, online, etc)	2025	16	84	Extension Services Division

Table 16. Development Targets 2032, Extension Services

POLICY LEGISLATIVE AGENDA

LEGISLATIVE AGENDA	RATIONALE
LGU Ordinance on Barangay Development Partnerships: Advocate for municipal-level ordinances that formally recognize DDOSC as a technical partner, mandating LGU provision of venues, transportation, and counterpart personnel for co-created extension projects in adopted barangays. This leverages local politics for tangible support without large national funding.	Institutionalizing DDOSC's collaboration with local government units through municipal ordinances ensures long-term commitment and shared responsibility in community development. By formally recognizing the college as a technical partner, LGUs are encouraged to provide logistical support—such as venues, transportation, and counterpart personnel—for co-created extension initiatives. This strategy strengthens local ownership, enhances program sustainability, and mobilizes tangible support without relying heavily on national funding, thereby fostering effective, community-embedded partnerships.
Davao de Oro Provincial Resolution on SUC-LGU Convergence: Lobby the Provincial Board for a resolution creating a technical working group (TWG) between the provincial LGU, its line agencies (e.g., Provincial Agriculture	Establishing a provincial resolution that creates a joint Technical Working Group (TWG) between DDOSC, the Provincial Government, and its line agencies fosters a unified and coordinated approach to extension delivery. This convergence mechanism ensures that programs are jointly planned, implemented, and monitored—reducing duplication, maximizing resources,

LEGISLATIVE AGENDA	RATIONALE
Office), and DDOSC to jointly plan, implement, and monitor extension programs, avoiding duplication and pooling limited resources.	and aligning efforts with provincial development priorities. Through this collaboration, DDOSC strengthens its role as a key technical partner in achieving inclusive and sustainable growth across Davao de Oro.
BOT Resolution on Faculty Load for Extension: Advocate through the SUC President for an approved policy that formally recognizes high-impact extension work (with clear metrics) as equivalent to teaching load units for faculty promotion, making community engagement a viable and rewarded career path.	It is proposed that the Board of Trustees (BOT) formally recognize high-impact extension work as equivalent to teaching load units through an approved institutional policy. This initiative seeks to acknowledge the vital role of community engagement in fulfilling the college's mandate and to provide clear metrics for evaluating extension performance. By integrating extension activities into faculty workload and promotion criteria, the policy will encourage greater participation, professional recognition, and long-term commitment to meaningful, evidence-based community service.

Table 17. Policy Legislative Agenda, Extension Services

RESEARCH AGENDA

RESEARCH AGENDA	RATIONALE
<p>Developing and Validating a Community-Based Foresight Framework for Sustainable Agri-Fishery Development in Davao de Oro</p> <p>Description: This action research agenda aims to co-develop and test a practical foresight framework tailored to the context of agrarian and fishing communities in Davao de Oro. The research will involve participatory workshops with farmers, fisherfolk, and local government units in adopted barangays to identify key drivers of change, map alternative future scenarios, and collaboratively design adaptive strategies. The primary outcome will be a validated, locally-relevant model for integrating futures thinking into community development planning, directly informing the design of "future-ready" extension programs on climate resilience and sustainable livelihoods. This agenda directly operationalizes the "Futures Thinking" component of the strategic plan.</p>	<p>This proposed action research aims to co-create and validate a practical foresight framework that empowers agrarian and fishing communities in Davao de Oro to anticipate and adapt to future challenges. Through participatory workshops with farmers, fisherfolk, and LGUs in adopted barangays, the study will identify key drivers of change, explore alternative future scenarios, and design locally grounded adaptive strategies. The resulting model will provide a tested approach for integrating futures thinking into community development planning, guiding the creation of "future-ready" extension programs that strengthen climate resilience and promote sustainable agri-fishery livelihoods.</p>
<p>An Impact and Sustainability Analysis of the "Adopt-a-Barangay" Model for Resource-Constrained State Universities and Colleges</p> <p>Description: This program evaluation research will assess the effectiveness, resource efficiency, and long-term sustainability of the focused "Adopt-a-Barangay" extension model compared to previous scattered approaches. The study will employ mixed methods to analyze quantitative data on cost-per-beneficiary and qualitative data on community empowerment, partner engagement, and institutional learning. The findings are expected to generate a evidence-based framework for optimizing partnership structures, resource allocation, and institutional policies to maximize the impact and sustainability of extension services in a Level 1 SUC context, providing a replicable model for similar institutions.</p>	<p>This evaluation research seeks to determine how the focused "Adopt-a-Barangay" model enhances efficiency, community empowerment, and sustainability in extension work compared to traditional scattered approaches. By combining quantitative and qualitative analyses, the study will assess cost-effectiveness, partner engagement, and long-term outcomes. The results will provide an evidence-based framework for optimizing resource use and partnership strategies, offering a replicable model for other resource-limited SUCs aiming to achieve deeper and more sustainable community impact.</p>

RESEARCH AGENDA	RATIONALE
<p>Developing and Validating a Unified Competency Framework for Sustainable Extension Professionalization at Davao de Oro State College</p> <p>Description: This research will establish, pilot-test, and validate a comprehensive competency framework specifically designed to professionalize extension services at DDOSC. The study will systematically identify essential competencies across four domains: participatory community engagement, futures thinking and foresight, impact monitoring and evaluation, and partnership management. The outcome will be an institutionalized competency assessment tool and a corresponding professional development pathway, directly integrated into faculty load computation and promotion systems, to ensure consistent, high-quality extension program delivery and sustainable institutional capacity.</p>	<p>This research aims to develop and validate a standardized competency framework that will professionalize extension services at DDOSC. By identifying key skills in community engagement, foresight, monitoring and evaluation, and partnership management, the study will produce a practical assessment and development tool for faculty and staff. The validated framework will serve as the basis for training, promotion, and load recognition, ensuring consistent quality, accountability, and sustainability in delivering high-impact extension programs.</p>

Table 18. Research Agenda, Extension Services

**PART VII –
PRODUCTION
SERVICES**

INTRODUCTION

The Production Services Division takes the initiative and leads in enhancing the College's income generation through the establishment and development of income-generating projects/production projects and services. It aims not only to promote high-quality products to increase marketability but also to uphold academic and operational services that directly support instruction, research, and extension functions. The Division spearheads the offering of technical and professional services and other resources to people, businesses, farms, and other stakeholders as a way of resource generation. Despite its initiatives and efforts, Production Services is also confronted with issues and challenges due to internal and external factors hindering the maximization of its potential to function and deliver responsive services to the communities efficiently.

Overtly, Davao De Oro's abundance of natural resources and agriculture presents an opportunity for the College to initiate and implement services that produce income-generating and value-adding activities for sustainability. Such undertakings augment the fiscal resources of the office, enabling the advancement of strategies and pedagogical approaches, ensuring the continued impact of production services and functions. To attain this, the Production Services Division must adopt innovative strategies and sustainable measures that drive its goals forward and expand its capacity to deliver greater functions to the College and its stakeholders.

This chapter covers the issues, strategic framework, project, and the initiatives to confront the challenges of these constraints. It aims to create programs and actions to address civic needs.

ASSESSMENT AND CHALLENGES

The Production Services initiatives provided the Division's opportunity to reach its goals and vision, achieving several projects that help sustain the operation and services. In the past years, the Division recorded significant achievements and accomplishments in production, services, and collaboration with the participation of faculty, staff, and stakeholders. Nevertheless, there are also existing gaps and challenges that need to be addressed for the upcoming five years (2026-2032) through planning and implementation

ASSESSMENT

Establishment and Institutionalization of the Production Services Division. The Production Services Division (PSD) officially started its operation in June 2020, after the Board of Trustees (BOT) approved Resolution No. 31 dated December 9, 2020. To establish the function, the Board approved the Production Manual through the Board of Trustees Resolution No. 83, series of 2020, which consists of its policies, goals, strategies, and framework. Acknowledging the need to expand its function, the manual was then revised and updated to an Income-Generating Project (IGP) Manual, which was officially approved by Board Resolution No. 05, series of 2024. This approved manual serves as a guide and reference for the planning, implementation, monitoring, and evaluation of

the operation, making sure to provide high-quality projects and services that are aligned with the college mandate to support instruction, research, extension, and services.

Capacity Building and Engagement in Production Services. Since its inception, the Production Services Division (PSD) has successfully facilitated a total of 25 production-related training programs. The initiatives were specifically designed to intensify the knowledge, skills, and competencies of faculty members, non-teaching personnel, students, and project in charge/production staff across the College's different Income-Generating Projects (IGPs). With continuous support and capacity-building opportunities, including training and post-training evaluation, the

Division has greatly bolstered the active participation and engagement of all the teaching and non-teaching personnel, advancing the culture of innovation, efficiency, and shared responsibility in income-generating and institutional development goals. Moreover, the engagement rates for 2023 have greatly exceeded the established standards of the project. The outstanding participation of the faculty members surpassed the 15% goal, reaching 71% engagement in the efforts. Similarly, the Division's initial target of 7% participation from the non-teaching personnel has been overwhelmingly exceeded, reaching the remarkable 89% level of involvement.

In 2024, the faculty members demonstrated 69.03% involvement in the production undertakings, exceeding the 18% target. Additionally, engagement from non-teaching personnel reached 24.29% compared to the 10% set goal. These figures highlight the increasing commitment and efforts to support the Division's mission and the growing recognition of the income-generating activities aimed at ensuring sustainability in the College's operation. The impressive 39% growth of the Income-Generating Project (IGPs) in 2024 compared to 2023 proves the unwavering dedication and innovative strategies of the Division to its mission. The collaborative spirit contributes to the institutional development towards its long-term financial sustainability goals to effectively serve the diverse needs of the community.

Partnerships and External Collaboration.

The formalized partnership through a Memorandum of Agreement (MOA) between TL Mabuhay Driving Lesson Academy, Inc. and the Division marks a significant milestone in the enhancement of services offered to the College and the surrounding communities. The collaboration opens a new avenue for more accessible and affordable driving education services for the DDOSC personnel and students, fostering the development of responsible, law-abiding citizens. Under the

agreement, TL Mabuhay provides the actual driving lessons. At the same time, the DDOSC handles the registration processes and enrollment, ensuring smooth services and expanding learning opportunities for its stakeholders. It also broadens the educational opportunities available, benefiting each one in the community and reinforcing the commitment to lifelong learning and safety on the road.

Innovation, Grants, and Global Exposure.

The value-added product copra from the College's existing coconut production Income-Generating Project (IGP) has become a significant achievement for the institution. This innovative initiative highlights the College's commitment to maximizing agricultural resources and promoting sustainability. It fosters a culture of entrepreneurship and encourages not only the faculty and staff but also the students to explore new opportunities within our agricultural resources. Additionally, it aims to enhance the institution's financial stability, enabling it to better support its services and academic programs. Moreover, the Division Director succeeded in securing the new grants and recognitions as it earned the prestigious scholarship grant from the Commission of Higher Education (CHED) through its Local Graduate Scholarship Office (LGSO) to attend the Halal Food Standard Compliance Short Course at Universitas Bakrie in Jakarta, Indonesia, held on November 10-19, 2024. This recognition serves to validate the professional competence of the Division Director's Leadership while simultaneously enhancing the College's capacity to integrate global standards into its academic and production initiatives. Furthermore, a Php 50,000 grant from the Department of Science and Technology (DOST) was awarded to support the Craft N' Creations IGP for Persons Deprived of Liberty (PDL) in BJMP Montevista, allocated for consumables and additional equipment. Through these opportunities and avenues, the Division has offered quality services to the students.

CHALLENGES

Limited Budget Allocation. One of the key challenges faced by the Division is the limited budget allocated for initiatives related to production. This financial limitation often strengthens both productivity and revenue generation. This issue limits the ability to expand and establish partnerships with external stakeholders who require equal contributions in financing the projects to collaborate efficiently. This will limit the Division's immediate operational capabilities towards its long-term strategic growth and collaboration efforts.

Absence of Public-Private Partnerships and Limited External Grants. On the other hand, the Division currently lacks formal Public-Private Partnerships (PPPs), which restricts opportunities for shared investment, technical collaboration, and resource leveraging from the private sector. This lack of collaboration limits the opportunity to enhance effectiveness and reach the desired initiatives. Partnership and collaboration in both the private and public sectors offer the avenue for the division to

results in the scaling down of the proposed projects that could drive growth. As a result, the Division struggles to foster innovative product development. This could substantially deliver high-standard services to students, faculty, staff, and communities, as well as contribute to financial growth because of the potential projects in collaboration. These partnerships can spur a wide range of initiatives to profit significantly from various industry ventures. However, limited linkages often result in being undersourced and isolated, which hinders the potential growth and impact of such projects. Furthermore, the challenges of securing external grants have become visible, which cause gaps in essential areas of networking that result in a lack of preparedness in terms of various funding opportunities. Without enough budget, it becomes exceedingly hard to launch new projects that require substantial financial support, which limits the contributions to the industry and the surrounding communities

STRATEGIC FRAMEWORK



Figure 7. Part VII - Production Services, Strategic Development Framework

STRATEGIES

Outcome 1: Sustainable and Self-Reliance of Production Initiatives.

Establish a Monitoring System and Ensure Transparency.

The division aims to achieve sustainable and self-reliant production initiatives, including

creating a monitoring system to track progress and identifying profitable ventures to ensure transparency and accountability with the Income-Generated Projects.

Implement Quarterly Audits for Accountability and Service Enhancement

To support this, a quarterly audit schedule will be implemented, ensuring meticulous monitoring and evaluation of every transaction,

record, and report. These audits will serve as a basis for corrective measures and enhancing standard services and the efficacy of the operation.

Increase in income VS MOOE of GAA

The division aims to increase the yearly income generated from IGPs by the end of year (2032) target by 10%.

Outcome 2: Resource Mobilization through Public-Private Partnerships (PPP) and External Grant Acquisition.

Mobilize Resources Through PPPs and External Grant Acquisition

The Division seeks to mobilize resources through Public-Private Partnerships (PPP) and External Grant Acquisition. It includes identifying industry collaborators and conducting proposal pitching to potential partners in both the public and private sectors. This strategy will explore areas of collaboration and solidify support and commitments from the stakeholders for the success of the initiatives.

Expand Linkages Through Formalized PPP Proposals

Furthermore, established Public-Private Partnership (PPP) proposals will be submitted

to expand linkages and connections. These proposals demonstrate our proactive approach to collaboration, which will systematically tailor potential projects that can leverage the strength of both public and private sectors. Also, as part of the division's strategic outcome, further collaboration in resource mobilization should be established through formal partnerships with government agencies and private organizations. Through initiatives and these partnerships will facilitate resource sharing, technical assistance, and collaborative projects, enhancing the IGPs for funding, which are essential for establishing sustainable Income Generating Projects (IGPs) while ensuring commitments with the stakeholders.

Strategic Outcome 3: The Division focuses on Innovation and Value-addition in Existing Production Ventures

Build Capacity Through Training and Foster a Business Mindset

Additionally, the Division will organize regular capacity-building sessions tailored to foster skills such as entrepreneurship, marketing, and budgeting to equip the team with the necessary skills to effectively operate and foster a business mindset among project implementers. These strategies will empower the project implementers to identify areas that need improvement and recognize opportunities while keeping them updated with the current trend

DEVELOPMENT TARGETS

INDICATORS	BASELINE		END-OF- PLAN TARGETS 2032	RESPONSIBLE OFFICE
	YEAR	VALUE		
Strategic Goal: Transform the Production Services Division into a dynamic and sustainable hub of DDOSC				
Outcome 1: Sustainable and Self-Reliance of Production Initiatives				
Number of financial audits of IGPs facilitated.	2025	0	28	Production Services Division
Percentage increase in income (vs MOOE of GAA).	2025	144.07% (versus Last Year)	10%	Production Services Division
Outcome 2: Resource Mobilization through Public-Private Partnerships (PPP) and External Grant Acquisition				
Number of PPP proposals submitted.	2025	0	4	Production Services Division
Number of PPPs established per year.	2025	0	3	Production Services Division
Number of external grants acquired.	2025	2	3	Production Services Division
Outcome 3: Innovation and Value-Adding in Existing Production Ventures.				
Number of trainings conducted.	2025	9	28	Production Services Division

Table 19. Development Targets 2032, Production Services

POLICY LEGISLATIVE AGENDA

LEGISLATIVE AGENDA	RATIONALE
IGP Regulatory Framework	Revise IGP Manual to provide a unified legal foundation for the planning, implementation, and management of IGPs. This policy will strengthen financial self-reliance, accountability, and innovation in production.
Linkages and Collaboration	Forge Memoranda of Agreement (MOA) and Memoranda of Understanding (MOU) with partner agencies, private entities, and prospective investors or “takers.” Adopting a Public-Private Partnership (PPP) approach allows government institutions to leverage external resources, expertise, and technologies that can strengthen production and service capacities. Through formal partnerships, institutions can expand market access, improve production systems, and generate mutual benefits while ensuring compliance with legal and ethical standards.
IGP Incentive and Recognition Policy	To establish an Incentive and Recognition Policy that acknowledges the contributions of individuals and units involved in IGP implementation.

Table 20. Policy Legislative Agenda, Production Services

RESEARCH AGENDA

RESEARCH AGENDA	RATIONALE
Research-based IGPs	Conduct Market Research prior to the submission of IGP Proposal.
Innovation and Entrepreneurship Support	This seeks to explore and implement strategies that promote innovation ecosystems within the academe, while deepening collaboration with industry and government sectors. Through research-based interventions, the institution aims to enhance the viability of its Income Generating Projects (IGPs) and expand their impact on local and regional economies.

Table 21. Research Agenda, Production Services

PART VII - PLAN IMPLEMENTATION

STRATEGIC PLAN IMPLEMENTATION STRATEGY

The following key mechanisms and strategic approaches will be employed to translate the Strategic Development Plan 2026–2032 into tangible results, fostering a culture of accountability, collaboration, and continuous improvement across the institution:

- 1) **Unified Leadership and Institutional Alignment:** The SUC President will lead the implementation of the Strategic Development Plan, ensuring that all four college branches operate as a single, unified entity. Policies and operational decisions will directly align with the plan’s strategic goals and projects.
- 2) **Formulation of the Annual Operational Plan:** Accountable offices, divisions, units, and sections will collaboratively design the annual operational plan through workshops and consultations with stakeholders. This ensures that strategies are executable and cost projections accurate.
- 3) **Conduct of Annual Planning and Budgeting:** To ensure that all Programs, Activities, and Projects (PAPs) are implementation-ready, the College will conduct annual planning and budgeting forums, budget reviews, consultations, and coaching sessions.
- 4) **Expand Collaborative Networks:** Using the Hexa-Helix model of innovation, the College will strengthen partnerships with academia, industry, government, civil society, environmental advocates, and cultural stakeholders to enhance employability, innovation, and internationalization.

STRATEGIC COMMUNICATION AND ENGAGEMENT

COMMUNICATION PLAN

This section lays out the communication plan that will enable Davao de Oro State College to ensure all stakeholders are informed, engaged, and empowered in the cohesive and well-aligned implementation of its Strategic Development Plan 2026–2032.

Objectives

1. To inform stakeholders about the College’s strategic direction by making details on its programs, policies, and activities available through the official website, Transparency Seal, KASIKAS newsletter, and social media platforms.
2. To promote meaningful stakeholder involvement by inviting students, faculty, staff, community and industry partners, and government agencies to participate in annual planning and budgeting, the midterm strategy review, and other College initiatives.

Communication Channels

1. **Social Media and Official Website** – With the majority of stakeholders engaging with the College through its social media and official website, activities related to the College’s SDP will be conveyed through strategic, timely, and well-curated content released on all official DdOSC social media channels and website to ensure transparency, reinforce institutional visibility, and foster active community engagement.
2. **Internal Stakeholder Awareness and Engagement** – Through institutional activities, the College will convey essential and updated information to faculty, staff, and students to build awareness, promote institutional alignment, and encourage active participation in College programs and initiatives.
3. **Traditional Media** – Work collaboratively with traditional media networks and online platforms to amplify the visibility of DdOSC’s initiatives, accomplishments, and ongoing institutional activities.

COMMUNICATION ACTIONS

1. **SDP Dissemination** – The Strategic Plan Technical Working Group, led by the Planning Unit (PU), shall cascade the approved institutional strategic plan of the College to all campuses and units, through onsite and virtual sessions, with participation from students, faculty members, non-teaching personnel, administrators, and external partners and stakeholders.

The dissemination and information shall be strategically integrated into institutional activities, including, but not limited to, student orientation programs, teaching and non-teaching personnel meetings, and official engagements or activities involving the College’s partners and stakeholders.

These cascading activities aim to ensure the active participation and engagement of all stakeholders, with the objective of fostering shared understanding and institutional alignment committed to quality and responsive instruction, research, extension, production, and good governance.

2. **Publication of Strategic Documents** – The Records Unit and Public Information Unit will publish the full strategic plan document on the official DdOSC website under the Transparency Seal section, ensuring that all stakeholders can easily access the electronic copy of the document.
3. **Dissemination of Vision, Mission, Goals, and Core Values** – The Planning Unit, in coordination with branch directors and academic/administrative units, will post the College’s Vision, Mission, Goals, and Core Values in strategic and conspicuous locations across all campuses.

The Public Information Unit will publish the same content across official DdOSC social media pages to ensure wide visibility. To ensure that students are fully aligned with the College’s strategic direction, all faculty members must integrate the VMG and core values into their syllabi and course materials. Finally, budget shall be allocated for the printing of posters, tarpaulins, and other communication and logistical requirements.

RISK MANAGEMENT

DDOSC recognizes that achieving its institutional mission, vision, and strategic goals is subject to a range of potential risks. To proactively address these challenges, risk management is embedded as a core component of plan implementation. Risk management is fully integrated into the ISO 9001:2015 Quality Management System (QMS) through the Systems Control Procedure for Risk and Opportunity Management (SCP-DDOSC-ROM 001-006).

The **Risk and Opportunity Management Committee** oversees the systematic identification, assessment, and management of risks and opportunities, ensuring that strategic risks are mitigated and opportunities are leveraged effectively.

Strategic Risks and Mitigation Measures

Risk Category	Specific Risks	Mitigation Strategies	Contingency Plan	Responsible Office/Unit
Enrollment Fluctuations	Decline or uneven growth in student enrollment	Targeted recruitment campaigns; program diversification; flexible online/blended learning	Adjust program offerings; implement scholarship or retention programs	VP for Academic Affairs; Planning Unit; Marketing & Outreach Office

Regulatory Changes	Policy shifts from CHED, DepEd, or other agencies	Continuous policy monitoring; periodic review of programs for compliance; staff capacity building	Rapid curriculum and policy adjustments; stakeholder consultation	Planning Unit; Academic Affairs; Legal/Compliance Office
Limited Fiscal Space	Budget constraints; reduced internal or external funding	Financial sustainability planning; alternative funding sources; prioritization of strategic initiatives	Temporary scaling down of non-critical projects; grant applications	Finance Unit; Budget Office; Planning Unit
Operational Risks	Staff turnover, resource misallocation, delays in project implementation	Succession planning; capacity building; SOP development; project monitoring	Reallocation of staff/resources; hiring temporary or contract personnel	Human Resources; Project Leads; QMS Risk Committee

Table 22. Strategy Risk and Mitigation Measures

DDOSC RISK MANAGEMENT PROCESS FLOW

1. **Identify and Plan**
Potential risks and opportunities are systematically identified and analyzed, with detailed mitigation or pursuit plans developed.
2. **Implement and Act**
Mitigation measures and opportunity pursuit plans are executed to proactively manage strategic risks and leverage opportunities.
3. **Monitor and Reassess**
Continuous monitoring evaluates the effectiveness of actions taken, with findings reported to top management. Plans are updated to reflect evolving internal and external conditions.



Figure 8. Risk Management Process Flow

PLAN IMPLEMENTATION AND IMPROVEMENT TEAM

HEAD	SUC President
Cluster 1 – Administration and Resource Management	Chief for Administration and Finance Administrative Services Division Director Finance Services Division Director Branch Directors Planning Unit Head Quality Assurance Unit Head Human Resource Management Unit Head Project Management Unit Head Public Information Unit Head Internal Audit Unit Head Internationalization Unit Head Information and Communications Technology Unit Head Units under Administrative Services Division Units under Finance Services Division College Nurse
Cluster 2 – Curriculum and Instruction	Vice President for Academic Affairs Academic Services Division Director Program Heads College Librarian College Registrar Student Affairs and Services Division Director Laboratory In-charge
Cluster 3 – Research, Development and Innovation	Research and Development Division Director Research and Development Unit Head Research and Development Section Heads Innovation Unit Head Intellectual Property Management Unit Head Research Publication Unit Head
Cluster 4 – Extension Services	Extension Services Division Director Extension Services Unit Head Extension Services Section Heads Techno-Demo Services Unit Capacity Building and Employment Generating Unit Project Monitoring and Evaluation Unit
Cluster 5 – Production Services	Production Services Division Director Production Services Unit Head Production Services Section Heads Business Affairs and Auxiliary Services Unit
Other / Cross-Cutting	Communication and Engagement Public Information Unit Records Unit ISO Risk Management Delivery Unit Heads/All proponents ISO Risk Management Committee

Table 23. Plan Implementation Team

Governance Structure and Responsibilities To ensure a seamless flow of authority, the implementation team is organized into three functional levels:

1. Oversight and Policy Level: The Board of Trustees (BOT) As the ultimate policy-making body, the BOT provides the legislative support required to legitimize the plan.

- **Policy & Resource Approval:** Approves the SDP 2026–2032 and authorizes Annual Work and Financial Plans to ensure they reflect the investment requirements of the Roadmap.

- **Institutional Review:** Evaluates the overall performance of the College leadership based on the achievement of strategic milestones.

2. Strategic Direction Level: The Executive Committee (ExeCom) Led by the SUC President and composed of the Vice Presidents, the ExeCom acts as the steering committee responsible for the plan's success.

- **Strategic Alignment:** Ensures that all Office Performance Commitments (OPCR) are directly derived from the SDP goals.
- **Partnership Building:** Spearheads the "Solidarity" value by securing external partnerships and grants needed to supplement the institutional budget.
- **Recalibration:** Decides on corrective strategies when targets are missed or when external disruptions occur.

3. Operational Execution Level: The Technical Working Group (TWG) The TWG acts as the operational engine, composed of the Planning Unit and Sectoral Heads.

- **Planning and Quality Assurance Unit (Secretariat):** Serves as the central repository of data, conducting quarterly monitoring of the Results Matrix and validating Means of Verification (MOVs).
- **Sectoral Committees (Pillar Heads):**
 - *Administration Head:* Monitors Human Resource and Infrastructure plan execution.
 - *Academic Head:* Tracks COPC compliance, licensure performance, and faculty development.
 - *RDI Head:* Oversees the trajectory of research outputs from publication to utilization.
 - *Extension Head:* Ensures community programs achieve "Empowerment Phase" status.
 - *Production Head:* Monitors the ROI and sustainability of income-generating enterprises.

Sustainability and Succession To ensure continuity across leadership changes, the responsibilities outlined herein are attached to the positions rather than specific persons. The Planning Unit is mandated to conduct orientation on the SDP 2026–2032 for all incoming officials, ensuring that the strategic direction of Davao de Oro State College remains consistent regardless of administrative transitions.

PART IX - MONITORING & EVALUATION

INTRODUCTION

The successful realization of the Davao de Oro State College (DDOSC) Strategic Development Plan (SDP) 2026–2032 requires a robust, transparent, and results-based Monitoring and Evaluation (M&E) mechanism. This section outlines the system for tracking progress, measuring performance against targets, and facilitating evidence-based decision-making. The M&E framework ensures that the College remains accountable to its stakeholders—students, faculty, oversight agencies (CHED, DBM, NEDA), and the community—while maintaining the agility to adapt to emerging challenges.

M&E FRAMEWORK AND OBJECTIVES

The M&E system is anchored on the **Results-Based Management (RBM)** approach, focusing not just on activities and outputs, but on the tangible outcomes and impacts of the College’s programs.

The specific objectives of this framework are:

1. **Accountability:** To ensure resources are utilized efficiently and targets committed in the Results Matrix are met.
2. **Learning and Adaptation:** To identify implementation gaps early and facilitate corrective actions.
3. **Strategic Alignment:** To guarantee that all Office Performance Commitments (OPCR) are directly linked to the institutional vision and the CRADLE framework.

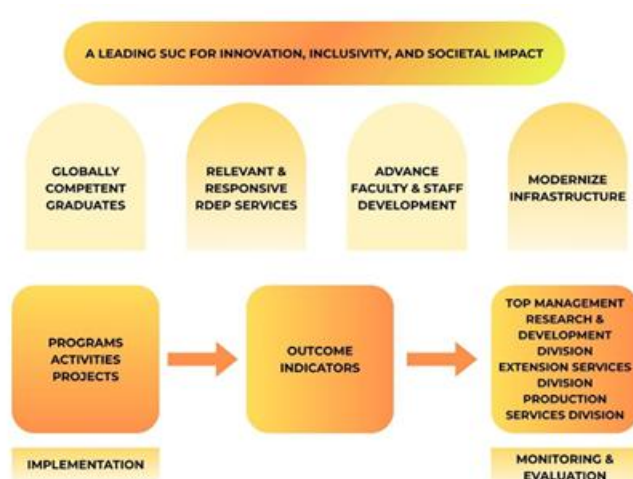


Figure 9. Monitoring and Evaluation Process Flow

To ensure that these goals are attained, Monitoring and Evaluation (M&E) shall be conducted annually, complemented by quarterly monitoring of the Annual Operational Plan (AOP) components. Quarterly monitoring enables timely tracking of programs, projects, and activities, ensuring progress toward the annual targets linked to each strategic goal.

M&E FRAMEWORK AND APPROACH

- **Quarterly Monitoring (AOP Components):**
 - Focuses on ongoing programs, projects, and activities linked to the SDP goals.
 - Enables early identification of gaps, resource needs, and corrective actions.
 - Ensures that operational activities directly contribute to strategic outcomes.
- **Mid-Year Evaluation:**

- Assesses cumulative progress toward annual targets for all five strategic goals.
- Reviews effectiveness of interventions, updates operational plans, and recommends adjustments.
- **Year-End Evaluation:**
 - Conducts a comprehensive assessment of outputs, outcomes, and overall achievement of strategic goals.
 - Provides evidence for annual reporting, policy decisions, and the preparation of the next year’s operational plans.

ACCOUNTABILITY AND REPORTING

- Each performance target is assigned to the **responsible office, division, unit, or section**.
- Offices submit quarterly Results Matrices to the **Planning Unit**, which consolidates and analyzes data for evaluation.
- Reports and findings are presented during **Joint Administrative and Academic Council meetings**, with special attention to areas needing intervention.

Annual M&E Calendar

Activity	Period	Responsible Office/Unit	Strategic Goal Alignment
Submission of 1st Quarter Results Matrix (AOP components)	10th day of April	All Offices/Units	Goals 1–5
Preparation and submission of Action Plan for 2nd Semester	May	All Offices/Units	Goals 1–5
Submission of 2nd Quarter Results Matrix (AOP components)	10th day of July	All Offices/Units	Goals 1–5
Mid-Year Evaluation and Submission of Proposed PAPs for Next Year	July	Planning Unit, All Offices/Units	Goals 1–5
Submission of 3rd Quarter Results Matrix (AOP components)	10th day of October	All Offices/Units	Goals 1–5
Preparation and submission of Action Plan for 1st Semester of Succeeding Year	November	All Offices/Units	Goals 1–5
Year-End Evaluation	2nd week of December	Planning Unit, All Offices/Units	Goals 1–5
Submission of 4th Quarter Results Matrix (AOP components)	10th day of January (following year)	All Offices/Units	Goals 1–5

Table 24. M&E Calendar

This approach **ensures that all M&E activities are goal-oriented**, that quarterly monitoring focuses on actionable operational components, and that annual evaluation measures progressive improvement across all five SDP strategic goals. It guarantees alignment with national and regional development priorities while supporting evidence-based decision-making and continuous institutional improvement

ANNEXES

ANNEX A – RESULT MATRIX (DEVELOPMENT TARGETS)

PART III – ADMINISTRATION AND RESOURCE MANAGEMENT

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets							Reporting Office	Implementing Office	Means of Verification	
		Year	Value		2026	2027	2028	2029	2030	2031	2032				
Strategic Goal: Achieve institutional excellence and sustainability through optimized administration, resource management, and quality systems.															
Outcome 1: Sustained Excellence in Quality and Accreditation: Maintain and advance quality standards, AACCU accreditation, ISO certification, and PQA readiness															
I.1.1	Percentage of undergraduate programs with accreditation	2025	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Quality Assurance Unit	Quality Assurance Units Office of the Branch Directors Academic Services Division Office of the Vice President for Academic Affairs Academic Programs Research & Development Division Extension Services Division Production Services Division Project Management unit General Services Unit Library Services Unit Human Resource Management Unit Student Affairs & Services Division Laboratory Unit Office of the Chief for Administration & Finance Administrative Services Division Finance Services Division	Accreditation Result from the Accreditation Body (AACCU)
I.1.2	Number of Qualified Faculty/Staff Sent to Accreditors' Training	2025	6	14	2	2	2	2	2	2	2	2	Quality Assurance Unit	Quality Assurance Units Office of the Branch Directors	Certificate of Appearance/

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets							Reporting Office	Implementing Office	Means of Verification	
		Year	Value		2026	2027	2028	2029	2030	2031	2032				
													Academic Services Division Office of the Vice President for Academic Affairs	Participation/ Completion	
I.1.3	Level I Institutional Accreditation Achieved	2025	0	1	0	0	0	0	0	0	0	1	Quality Assurance Unit	OBD Acad SD and OVPAA Academic Programs ESD, RDD, PSD PMU and GSU, Library, Laboratory, HRMU, SAS, OCAF, Admin SD, FSD	Accreditation Result from the Accreditation Body (AACCU)
I.1.4	Number of QMS Manual review conducted	2025	1	7	1	1	1	1	1	1	1	1	Quality Assurance Unit	Quality Assurance Units All ISO 9001:2015 Process Owners	Published QMS Manual on the website
I.1.5	ISO Certification with Continued Validity	2025	1	7	1	1	1	1	1	1	1	1	Quality Assurance Unit	Quality Assurance Units All ISO 9001:2015 Process Owners Top Management	External Audit Findings/ Recommendat ion from Auditor/ Certification
I.1.6	Number of ISO QMS internal audit conducted	2025	2	14	2	2	2	2	2	2	2	2	Quality Assurance Unit	Quality Assurance Units Internal Auditors All ISO 9001:2015 Process Owners	IQA Summary Report
I.1.7	Level of PQA Recognition Received	2025	0	Level 4		Level 1				Level 3		Level 4	Quality Assurance Unit	All Academic and Admin Heads	Conferment of Level Achieved (Invitation letter, plaque, any related proof)
I.1.8	Number of Innovative Cases submitted for WURI Ranking	2025	18	180	20	20	25	25	30	30	30	30	Quality Assurance Unit	Quality Assurance Units All Divisions and Office Heads	Proof of submission to WURI (screenshot of WURI Portal, Email to WURI)

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets							Reporting Office	Implementing Office	Means of Verification
		Year	Value		2026	2027	2028	2029	2030	2031	2032			
Outcome 2: Improved Disaster-Resilient and Green Smart Campus: Enhanced infrastructure, land utilization, and utilities supporting safe and sustainable operations														
I.2.1	Number of projects completed within the approved timeline, budget, and meeting quality standards in the Main Campus.	2025	7	35	0	10	8	6	7	4	0	Office of the Chief for Administration & Finance Administrative Services Division General Services Unit	Project Management Unit	Project Time Elapse, Certificate of Completion, and Inspection Certificate/Pun chlist of Defects and Incomplete Items
I.2.2	Number of projects completed within the approved timeline, budget, and meeting quality standards in Maragusan Branch	2025	5	52	0	5	16	8	6	8	9	Branch Director - Maragusan	Project Management Unit	Project Time Elapse, Certificate of Completion, and Inspection Certificate/Pun chlist of Defects and Incomplete Items
I.2.3	Number of projects completed within the approved timeline, budget, and meeting quality standards in Montevista Branch	2025	1	16	0	3	5	5	3	0	0	Branch Director - Montevista	Project Management Unit	Project Time Elapse, Certificate of Completion, and Inspection Certificate/Pun chlist of Defects and Incomplete Items
I.2.4	Number of projects completed within the approved timeline, budget, and meeting quality standards in the New Bataan Branch	2025	0	18	0	1	7	6	3	1	0	Branch Director - New Bataan	Project Management Unit	Project Time Elapse, Certificate of Completion, and Inspection Certificate/Pun

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets							Reporting Office	Implementing Office	Means of Verification
		Year	Value		2026	2027	2028	2029	2030	2031	2032			
														chlist of Defects and Incomplete Items
I.2.5	Number of projects completed within the approved timeline, budget, and meeting quality standards in Laak Extension Campus	2025	18	10	0	0	3	1	1	2	3	General Services Section Laak In-Charge	Project Management Unit	Project Time Elapse, Certificate of Completion, and Inspection Certificate/Punchlist of Defects and Incomplete Items
I.2.6	Number of hectares of land acquired with the timeframe	2025	0.00	15.00	0	5.00	0.00	5.00	0.00	0.00	5.00	General Services Unit	General Services Unit Administrative Services Division	Deed of Sale/ Land Title
I.2.7	% Completion of the Records Management & Archiving Facilities (filing system, storage room, archives center)	2025	0%	100%	0	0	100%	0	0	0	0	Records Unit	Records Unit	Established Archives Center
Outcome3: Digital Transformation and IT Enhancement: Integrated, secure, and updated IT systems enabling productivity and innovation														
I.3.1	Percentage of critical ICT infrastructure (Server, Network, Security) operational and secure	2025	0%	100%	0	100%	0	0	0	0	0	Information & Communication Technology Unit	Information & Communication Technology Unit	Network Uptime Logs and Threat Intelligence Reports
I.3.2	Percentage campus area with high-speed Wi-Fi 6 and Fiber Optic connectivity	2025	0%	100%	0	33%	66%	100%	0	0	0	Information & Communication Technology Unit	Information & Communication Technology Unit (All Branches)	Heatmap Certification

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets							Reporting Office	Implementing Office	Means of Verification
		Year	Value		2026	2027	2028	2029	2030	2031	2032			
I.3.3	Number' of administrative processes integrated into the IMIS	2025	2	9	0	3	0	3	0	2	0	Information & Communication Technology Unit	Information & Communication Technology Unit Budgeting Unit Accounting Unit Supply & Property Management Unit Human Resource Management Unit Records Unit Health Services Unit Appraisal & Testing Section Procurement Unit Bids & Awards Committee	Audit Reports Certification End-user Acceptance
I.3.4	Number of core offices and security posts with functional IP-based communication systems	2025	0	50	0	35	0	15	0	0	0	Information & Communication Technology Unit	Information & Communication Technology Unit (All Braches) Administrative and Academic Offices	Audit Reports Certification End-user Acceptance
I.3.5	Percentage campus entry points and high-risk areas with active automated access and CCTV surveillance	2025	0	100%	0	60%	90%	100%	0	0	0	Information & Communication Technology Unit	Human Resource Management Unit (All Branches) Campus Safety Management Unit Information & Communication Technology Unit	End-User Acceptance NVR/DVR Logs
I.3.6	Percentage classrooms and laboratories equipped with Smart Technology and Interactive Display	2025	0%	100%	0	30%	60%	100%	0	0	0	Information & Communication Technology Unit	Information & Communication Technology Unit(All Branches) Academics Supply & Property Management Unit	Inventory Audit Usage Statistics End-user Acceptance
I.3.7	Percentage IT Enabled faculty and staff provided with modernized computing devices and licensed software	2025	50%	100%	60%	60%	100%	100%	100%	100%	100%	Information & Communication Technology Unit	Information & Communication Technology Unit (All Branches)	Inventory Audit Usage

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets							Reporting Office	Implementing Office	Means of Verification	
		Year	Value		2026	2027	2028	2029	2030	2031	2032				
													Supply & Property Management Unit	Statistics Certification	
Outcome 4: Institutional Strengthening and Policy Development: Standardized policies, manuals, and capacity-building frameworks across all offices															
I.4.1	Percentage of increased awareness on procurement laws of concerned employees	2025	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Procurement Unit	Procurement Unit Human Resource Management Unit	Activity Design Documentation REAP
I.4.2	Percentage of personnel participated in seminars and trainings	2025	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Human Resource Management Unit	Human Resource Management Unit	Activity Design L&D Documentation REAP Attendance
I.4.3	Percentage of CSMU personnel participated in seminars and trainings on campus safety and management	2025	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Campus Safety Management Unit	Campus Safety Management Unit Campus Safety Management Section Human Resource Management Unit	Activity Design L&D Documentation REAP Attendance
I.4.4	Financial Management Manual published in print & online	2025	0%	1	0	1	0	0	0	0	0	0	Finance Services Division	Finance Services Division	Published Financial Management Manual
I.4.5	Percentage of faculty and non-teaching personnel trained/capacitated on Gender and Development	2025	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Gender and Development Unit	Gender & Development Unit Gender & Deveopment Sections (All Branches) Human Resource Management Unit	Activity Design Learning and Development (L&D) Documentation REAP
I.4.6	Number of GAD-related research studies completed	2025	0	7	1	1	1	1	1	1	1	1	Gender and Development Unit	Gender and Development Unit	Copy of Completed Researches

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets							Reporting Office	Implementing Office	Means of Verification
		Year	Value		2026	2027	2028	2029	2030	2031	2032			
I.4.7	Number of collaborated extension programs/projects on GAD implemented	2025	2	14	2	2	2	2	2	2	2	Gender and Development Unit	Gender & Development Unit Gender & Development Sections	Activity Design/Narrative Reports/Documentation
I.4.8	Number of Medical Outreach and Blood letting Programs conducted	2025	0	63	9	9	9	9	9	9	9	Health Services Unit	Health Services Unit Health Services Section	Activity Design/Documentation
I.4.9	Number of training/symposium on health awareness conducted	2025	0	28	4	4	4	4	4	4	4	Health Services Unit	Health Services Unit Health Services Section Human Resource Management Unit	Activity Design Documentation
I.4.10	Percentage of ESWM Compliance of students, faculty, and staff	2025	83%	100%	100%	100%	100%	100%	100%	100%	100%	Ecological Solid Waste Management Section	Ecological Solid Waste Management Sections Information Unit	Polcies Manual Documentation
I.4.11	Percentage of personnel participated in seminars and trainings on ecological waste management	2025	100%	100%	100%	100%	100%	100%	100%	100%	100%	Ecological Solid Waste Management Section	Ecological Solid Waste Management Sections Human Resource Management Unit	Activity Design Documentation REAP
I.4.12	Number of Environmental Management System SOP Completed	2025	0	1	0	0	1	0	0	0	0	Ecological Solid Waste Management Section	Ecological Solid Waste Management Section	Manual
I.4.13	Revised Administrative Manual	2025	1	1	0	1	0	0	0	0	0	Administrative Services Division	Administrative Services Division	Approved Administrative Manual
Outcome 5: Optimized Human Resource Management: Agile, competent, and adequately staffed workforce meeting operational demands														
I.5.1	% of faculty and non-teaching staff hired	2025	100%	100%	100%	100%	100%	100%	100%	100%	100%	Human Resource Management Unit	Human Resource Management Unit	Appointment
I.5.2	Number of Completed and functional HRIS Modules	2025	0	4	0	1	1	1	1	0	0	Human Resource Management Unit	Human Resource Management Unit	4 HR Systems
I.5.3	PRIME-HRM Level III Accreditation	2025	1 (Level II)	1	0	0	0	0	0	0	1	Human Resource Management Unit	Human Resource Management Unit	Certificate of Level III Accreditation
Outcome 6: Proactive Equipment and Asset Management: Efficient, well-maintained, and reliable equipment supporting institutional operations														

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets							Reporting Office	Implementing Office	Means of Verification
		Year	Value		2026	2027	2028	2029	2030	2031	2032			
I.6.1	No. of the clinics expanded	2025	4	4	0	0	4	0	0	0	0	Health and Services Unit	Health and Services Unit Project Management Unit	Certificate of Completion Inspection and Acceptance Report before-and-after photo documentation
I.6.2	Number of vehicles acquired	2025	7	7	0	1	2	2	2	0	0	General Services Unit	General Services Unit \Administrative Services Division	Inspection and Acceptance Report/Documentation
I.6.3	Number of Miniature/Model Design	2025	0	4	0	0	1	1	1	1	0	Project Management Unit	Project Management Unit	Model/Design /Documentation
I.6.4	Percentage of buildings and facilities maintained	2025	100%	100%	100%	100%	100%	100%	100%	100%	100%	General Services Unit	General Services Unit Branch Directors Adminstrative Services Division	Monitoring Report
I.6.5	Percentage of motor vehicles maintained	2025	100%	100%	100%	100%	100%	100%	100%	100%	100%	General Services Unit	General Services Unit Branch Directors Adminstrative Services Division	Monitoring Report
I.6.6	Percentage of machineries and other equipment maintained	2025	100%	100%	100%	100%	100%	100%	100%	100%	100%	General Services Unit	General Services Unit Branch Directors Adminstrative Services Division	Monitoring Report

PART IV – CURRICULUM AND INSTRUCTION

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets						Reporting Office	Implementing Office	Means of Verification	
		Year	Value		2026	2027	2028	2029	2030	2031				2032
Strategic Goal: Provide regionally relevant, industry-aligned programs with immediate expansion and long-term transformation, modern learning environments, and faculty development.														
Outcome 1: Academics - Diversified, future-ready academic programs aligned with regional needs, industry demands, and institutional capacity														
II.1.1	Number of new programs offered	2025	15	6	0	1	1	1	1	1	1	Academic Services Division	Academic Departments (All Branches)	BOT-Approved New Program Offering
II.1.2	Percentage of programs with COPC	2025	100%	100%	0	100%	100%	100%	100%	100%	100%	Academic Services Division	Academic Departments (All Branches)	Certificate of Program Compliance from CHED
II.1.3	Number of programs with international linkages	2025	0	7	1	1	1	1	1	1	1	Academic Services Division	Academic Departments (All Branches), Internationalization Unit, Extension Services Division/Section (All Branches)	MOA/MOU
II.1.4	Number of trainings conducted related to micro credentials	2025	0	7	1	1	1	1	1	1	1	Academic Services Division	Academic Departments (All Branches)	Approved Training Design Attendance
II.1.5	Number of micro credentials offered	2025	0	6	0	1	1	1	1	1	1	Academic Services Division	Academic Departments (All Branches)	BOT-Approved Microcredential Offerings
II.1.6	Percentage of first-time licensure exam takers who pass the licensure exams	2025	90%	77%	70%	72%	73%	74%	75%	76%	77%	Academic Services Division	Academic Departments (All Branches)	Verified Result from PRC
II.1.7	Percentage of undergraduate student population enrolled in CHED-identified and RDC-identified priority programs	2025	100%	100%	100%	100%	100%	100%	100%	100%	100%	Academic Services Division	Registrar Services Unit/Section (All Branches) Academic Departments (All Branches)	Enrollment Report

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets						Reporting Office	Implementing Office	Means of Verification	
		Year	Value		2026	2027	2028	2029	2030	2031				2032
II.1.8	Percentage of programs with acquired AACUP accredited level	2025	100%	100%	0	100%	100%	0	0	100%	100%	Academic Services Division	Offices under Academic Research & Development Division Extension Services Division Production Services Division Finance Services Division Administration Divisions (All Branches) Quality Assurance Unit (All Branches)	AACUP Certificate
II.1.9	Percentage of graduates (2 years prior) that are employed	2025	69%	75%	70%	70%	70%	71%	73%	74%	75%	Alumni Affairs and Services Section	1. All Programs of all campuses 2. Student Affairs and Services Division	Results of the Survey (Summary) PREXC Form
II.1.10	Number of non-teaching personnel hired for academic support	2025	35	30	0	15	0	0	15	0	0	Academic Services Division	Human Resource Management Unit	Appointments
II.2.1	Number of international trainings to be attended by the faculty	2025	3	28	4	4	4	4	4	4	4	Academic Services Division	Academic Departments (All Branches) Human Resource Management Unit/Section (All Branches)	Data on the attendance of Faculty Certificate of Completion
Outcome 2: Faculty Development - Empowered faculty with enhanced professional competencies and global exposure														
II.2.2	Number of national trainings to be attended by the faculty	2025	18	28	4	4	4	4	4	4	4	Academic Services Division	Academic Departments (All Branches) Human Resource Management Unit/Section (All Branches)	Data on the attendance of Faculty

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets						Reporting Office	Implementing Office	Means of Verification	
		Year	Value		2026	2027	2028	2029	2030	2031				2032
II.3.3	Number of local trainings to be attended by the faculty	2025	20	28	4	4	4	4	4	4	4	Academic Services Division	Academic Departments (All Branches) Human Resource Management Unit/Section (All Branches)	Data on the attendance of Faculty Certificate of Completion
Outcome 3: Library (Digital Learning Integrated) Modern, fully automated, and industry-responsive library system supporting digital learning and research excellence														
II.3.1	Number of books purchased/acquired .	2025	22,750	22,750	3,250	3,250	3,250	3,250	3,250	3,250	3,250	Academic Services Division	Academic Departments (All Branches) Library Services Unit/Section (All Branches)	Library Acquisition Records
II.3.2	Number of journals purchased/acquired/subscribed	2025	944	546	78	78	78	78	78	78	78	Academic Services Division	Academic Departments (All Branches) Library Services Unit/Section (All Branches)	Library Acquisition Records
II.3.3	Number. of subscribed or renewed library database/library system	2025	3	21	3	3	3	3	3	3	3	Academic Services Division	Academic Departments (All Branches) Library Services Unit/Section (All Branches)	Library Acquisition Records
II.3.4	Percentage of furnishing and equipping of collaborative learning common/collaborative group study space	2025	0	100%	0	0	0	0	0	100%	0	Academic Services Division	Library Services Unit/Section (All Branches) Project Management Unit, Budgeting Unit	Approved building or space utilization report
II.3.5	Number of Librarian hired with regular plantilla position.	2025	2	9	0	5	0	4	0	0	0	Academic Services Division	Human Resource Management Unit	Report on Hiring Appointments
II.3.6	Number of Staff hired with regular plantilla position.	2025	0	9	0	5	0	4	0	0	0	Academic Services Division	Human Resource Management Unit	Report on Hiring Appointments
Outcome 4: Laboratory - Modernized laboratory facilities and advanced equipment supporting experiential learning and research														

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets						Reporting Office	Implementing Office	Means of Verification	
		Year	Value		2026	2027	2028	2029	2030	2031				2032
II.4.1	Percentage of equipped modern laboratory	2025	10%	100%	0	0	0	0	0	0	100%	Academic Services Division	Laboratory Unit/Section (All Branches) Project Management Unit Budget Unit	Approved building or space utilization report CIMD Report on equipping
II.4.2	Percentage of modernized facilities and advanced equipment provided	2025	10%	100%	0	0	0	0	0	0	100%	Academic Services Division	Laboratory Unit/Section (All Branches) Project Management Unit Budget Unit	Laboratory Equipment Acquisition Reports CIMD Report on equipping
II.4.3	Number of personnel hired for laboratory units	2025	5	14	2	2	2	2	2	2	2	Academic Services Division	Human Resource Management Unit	Report on Hiring Appointments
II.4.4	Percentage of acquisition of the 25 hectares land area for each in Compostela, Maragusan, and Laak for instructional and laboratory purposes.	2025	0%	100%	0	0	0	0	0	0	100%	Academic Services Division	Laboratory Unit/Section (All Branches) Project Management Unit Budget Unit	Deeds of Sale Deeds of Donation Memoranda of Agreement (MOA)
II.4.5	Percentage of acquisition of the 25 hectares land area for Compostela for target range and swimming pool for criminology instructional purposes.	2025	0%	100%	0	0	0	0	0	0	100%	Academic Services Division	Laboratory Unit/Section (All Branches) Project Management Unit Budget Unit	Deeds of Sale Deeds of Donation Memoranda of Agreement (MOA)
II.4.6	Percentage of construction of swimming pool and equipping of target range	2025	0%	100%	0	0	0	0	0	0	100%	Academic Services Division	Laboratory Unit/Section (All Branches) Project Management Unit Budget Unit	Certificate of Completion CIMD Report on equipping
II.4.7	Percentage of equipping of EdTech and Speech Laboratories across branches	2025	10%	100%	0	0	0	0	0	0	100%	Academic Services Division	Laboratory Unit/Section (All Branches) Project Management Unit Budget Unit	Certificate of Completion CIMD Report on equipping

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets						Reporting Office	Implementing Office	Means of Verification	
		Year	Value		2026	2027	2028	2029	2030	2031				2032
II.4.8	Percentage of purchased licenses, permits, subscription for laboratories	2025	0%	100%	0	0	0	0	0	0	100%	Academic Services Division	Laboratory Unit/Section (All Branches) ICT Unit/Section (All Branches) Project Management Unit Budget Unit	Laboratory Acquisition Reports
Outcome5: Student-Centered Services Optimized student services ensuring holistic development, welfare, and engagement														
II.5.1	Percentage of completion of the construction of the Cultural Center	2025	0	100%	0	0	100%	0%	0	0	0	Student Affairs and Services Division	Sports, Cultural, and Arts Development Section Project Management Unit	Certificate of Completion Inspection and Acceptance Report Photo documentation CIMD Report on equipping
II.5.2	Percentage of purchase of the identified cultural center equipment including stage lighting, sound system, multimedia projector, and seating.	2025	0	100%	0	0	0	100%	0%	0	0	Student Affairs and Services Division	Sports, Cultural, and Arts Development Section	Inspection and Acceptance Reports Purchase Orders Delivery Receipts Photo documentation of procured cultural center equipment
II.5.3	Number of canteens renovated	2025	4	4	0	4	0	0	0	0	0	Student Affairs and Services Division	Student Affairs and Services Division (Main Campus) and Units (Branches) Production Services Division Project Management Unit	Certificate of Completion Inspection and Acceptance Report Photo documentation
II.5.4	Number of additional functional office spaces for the Student Affairs and Services (SAS) Unit.	2025	7	3	0	3	0	0	0	0	0	Office of the Branch Director	Student Affairs & Services Unit (Branches) Student Affairs & Services Division	Approved Request for Office Space Photo Documentation of the additional office space

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets						Reporting Office	Implementing Office	Means of Verification		
		Year	Value		2026	2027	2028	2029	2030	2031				2032	
II.5.5	Number of functional office spaces for the Student Council and Organizations Section	2025	1	3	0	3	0	0	0	0	0	0	Office of the Branch Director	Student Council & Organizations Section (Branches) Student Affairs & Services Division	Approved Request for Office Space Photo Documentation of the additional office space
II.5.6	Number of a fully operational testing room	2025	2	2	2	0	0	0	0	0	0	0	Office of the Branch Director	Appraisal and Testing Sections (Branches) Student Affairs & Services Division	Certificate of Completion Inspection and Acceptance Report Photo documentation
II.5.7	Number of Biometric Machine Purchased	2025	5	5	0	5	0	0	0	0	0	0	Student Affairs and Services Division	Student Affairs and Services Division Student Affairs and Services Units (Branches) Student Council and Organizations Sections (All Campuses)	Inspection and Acceptance Reports Purchase Orders Delivery Receipts Photo documentation of procured Biometric Machines
II.5.8	Percentage of completion of the construction of the Students' Dormitory	2025	0	100%	0	0	100%	0	0	0	0	100%	Student Affairs and Services Division	Student Affairs and Services Division (Main Campus and Laak) and Units (Maragusan and New Bataan Branches) Student Housing and Residential Services Coordinators (Main, Maragusan and New Bataan) Production Services Division Project Management Unit	Certificate of Completion Inspection and Acceptance Report Photo documentation

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets						Reporting Office	Implementing Office	Means of Verification		
		Year	Value		2026	2027	2028	2029	2030	2031				2032	
II.5.9	Percentage of completion of the construction of Ecumenical Chapel	2025	0	100%	0	100%	0	0	0	0	0	100%	Student Affairs and Services Division	Student Affairs and Services Division (Main Campus and Laak) and Units (Maragusan and Montevista Branches) Multi-Faith Services Coordinators (Main, Maragusan and Montevista) Production Services Division Project Management Unit	Certificate of Completion Inspection and Acceptance Report Photo documentation
II.5.10	Number of School Bus purchased	2025	0	1	0	1	0	0	0	0	0	0	Administrative Services Division	Administrative Services Division Student Affairs & Services Division	Inspection and Acceptance Reports Purchase Orders Delivery Receipts Photo documentation of procured School Bus
II.5.11	Number of non-teaching personnel positions for the Student Affairs and Services Division and Units hired	2025	5	8	2	2	2	2	0	0	0	0	Human Resource Management Unit	Human Resource Management Unit HRM PSB Student Affairs and Services Division & Units	Approved appointment papers/contracts/Job Orders Assumption of Duty
II.5.12	Number of Guidance Counselors hired	2025	0	7	2	2	2	1	0	0	0	0	Human Resource Management Unit	Human Resource Management Unit HRM PSB Student Affairs and Services Division & Units	Approved appointment papers/contracts/Job Orders Assumption of Duty
II.5.13	Number of student activities conducted annually	2025	96	672	96	96	96	96	96	96	96	96	Student Affairs and Services Division	Student Affairs and Services Division Student Affairs and Services Units (Branches) All Units and	1. Narrative Reports

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets						Reporting Office	Implementing Office	Means of Verification		
		Year	Value		2026	2027	2028	2029	2030	2031				2032	
													Sections under SAS Division/Units		
II.5.14	Number of SAS-related researches completed annually	2025	4	7	1	1	1	1	1	1	1	1	Student Affairs and Services Division	Student Affairs and Services Division Student Affairs and Services Units (Branches) All Units and Sections under SAS Division/Units	Research Abstract
II.5.15	Number of Graduate Tracer Study approved annually	2025	1	7	1	1	1	1	1	1	1	1	Student Affairs and Services Division	Student Affairs and Services Division Student Affairs and Services Units (Branches) Alumni Affairs and Services Sections (All Campuses)	RDD Certificate of approved Research
II.5.16	Number of S&T Scholars	2025	1,546	10,822	1,546	1,546	1,546	1,546	1,546	1,546	1,546	1,546	Student Affairs and Services Division	Student Affairs and Services Division Student Affairs and Services Units (Branches) Student Accounts and Scholarship Sections (All Campuses)	List of S&T Scholars
II.5.17	Number of student-led income-generating project (IGP)	2025	1	3	1	0	1	0	1	0	0	0	Student Affairs and Services Units (Branches)	Student Affairs and Services Units (Branches) Student Affairs and Services Division	Income Statements Certified by the Production Services Division

PART V – RESEARCH, DEVELOPMENT, AND INNOVATION

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets							Reporting Office	Implementing Office	Means of Verification
		Year	Value		2026	2027	2028	2029	2030	2031	2032			
Strategic Goal: Strengthen the Research, Development, and Innovation (RDI) Capacity of the Institution to Produce High Impact, Timely, and Utilizable Research Outcomes that Contribute to National and Global Development Priorities														
Outcome 1: Increase Utilization & Impact of Research Outputs- Translate research into policies, products, technologies, and services adopted by industry and communities.														
III.1.1	Number of research outputs utilized by beneficiaries	2025	7	64	8	8	8	10	10	10	10	Research & Development Division	Research and Development Unit Research and Development Section	Certificate of Utilization
III.1.2	Number of policy briefs adopted by LGUs/national agencies	2025	0	54	3	5	7	9	10	10	10	Research & Development Division	Research and Development Unit Research and Development Section	Certificate of Policy Adoption
Outcome 2: Improve Research Productivity & Quality- Increase research outputs, enhanced faculty and student research skills, ethics, and global competitiveness.														
III.2.1	Number of completed research outputs/year	2025	18	138	14	18	18	20	20	24	24	Research & Development Division	Research and Development Unit Research and Development Section	Research Abstract
III.2.2	Number of approved Instructional Materials (IMs) or syllabi integrating institutional research results	2025	0	31	1	2	4	4	4	8	8	Research & Development Division	Research and Development Unit Academic Programs	Approved Syllabi / IMs
III.2.3	Number of research outputs repackaged into extension modalities (Techno-guides, IEC materials, Training Modules/ guide/ project) or adopted by Extension Services	2025	0	55	5	6	8	8	9	9	10	Research & Development Division	Research and Development Unit Extension Services Division	Copy of IEC Materials / Extension Reports

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets							Reporting Office	Implementing Office	Means of Verification
		Year	Value		2026	2027	2028	2029	2030	2031	2032			
III.2.4	Number of research-derived technologies piloted or adopted by Institutional Production Projects (IGPs)	2025	0	10	1	1	1	1	2	2	2	Research & Development Division	Research and Development Unit Production Services Division	IGP Performance Report / Board Resolution
III.2.5	Number of publication incentive grants	2025	2	79	4	8	11	13	13	15	15	Research & Development Division	Research Publication Unit	Approved grant
III.2.6	Percentage of teaching and Non-teaching mentored with ≥ 1 outputs	2025	<3%	7%	2%	3%	4%	5%	6%	6%	7%	Research & Development Division	Research & Development Unit Research & Development Section Research Publication Unit Innovation Unit Intellectual Property Management Unit Academic Services Division	Certificate of research involvement
III.2.7	Number of crafted/ revised policies/guidelines approved	2025	3	8	2	0	2	0	2	0	2	Research & Development Division	Research & Development Unit Research & Development Section Research Publication Unit Innovation Unit Intellectual Property Management Unit	Approved policies/ guidelines
III.2.8	Number of publications in refereed/indexed journals	2025	5	78	5	7	10	13	13	15	15	Research & Development Division	Research Publication Unit	Certificate of Publication

Outcome 3: Expand Research Collaborations & Visibility- Broadened national and international collaborations, visibility, and mobility.

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets							Reporting Office	Implementing Office	Means of Verification
		Year	Value		2026	2027	2028	2029	2030	2031	2032			
III.3.1	Number of MOAs/MOUs signed (Local/ International)	2025	5	47	5	5	5	8	8	8	8	Research & Development Division	Research & Development Unit Research & Development Section Research Publication Unit Innovation Unit Intellectual Property Management Unit	Signed MOA/MOU
III.3.2	Percentage of research outputs presented in fora	2025	58%	70%	60%	65%	65%	65%	70%	70%	70%	Research & Development Division	Research and Development Unit Research and Development Section	Certificate of Research Presentation
III.3.3	Number of Annual International Research Conferences Hosted	2025	1	7	1	1	1	1	1	1	1	Research & Development Division	Research and Development Unit Research and Development Section Futures Thinking	Narrative Report
III.3.4	Number of international joint projects	2025	0	6	0	1	1	1	1	1	1	Research & Development Division	Research & Development Unit Research & Development Section Research Publication Unit Innovation Unit Intellectual Property Management Unit Internationalization Unit	Certificate of Project Engagement
Outcome 4: Strengthen Technology Transfer and Innovation- Expanded IP protection, commercialization, and partnerships with industry/startups.														
III.4.1	Number of commercialized products/technologies adopted by the industry/community	2025	0	14	2	2	2	2	2	2	2	Research & Development Division	Research & Development Unit Research & Development Section Research Publication Unit Innovation Unit Intellectual Property Management Unit	Certificate of Technology Adoption

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets							Reporting Office	Implementing Office	Means of Verification	
		Year	Value		2026	2027	2028	2029	2030	2031	2032				
III.4.2	Number of IPs/ copyrights filed/ granted	2025	3	44	13	15	15	15	15	15	15	15	Research & Development Division	Research & Development Unit Research & Development Section Research Publication Unit Innovation Unit Intellectual Property Management Unit	IP Application/ IP Certification
III.4.3	Number of industry/startup partnerships/ joint R&D projects.	2025	0	10	0	1	1	2	2	2	2	2	Research & Development Division	Research & Development Unit Research & Development Section Research Publication Unit Innovation Unit Intellectual Property Management Unit	Copy of MOAs/MOUs with industries
Outcome 5: Build Institutional RDI Infrastructure- Establishment of specialized centers, innovation hubs, and digital repositories.															
III.5.1	Number of research centers established/ institutionalized/ operationalized/ maintained.	2025	0	8	8	8	8	8	8	8	8	8	Research & Development Division	Research & Development Unit Research & Development Section Research Publication Unit Innovation Unit Intellectual Property Management Unit	BOT Approved RDI Centers
III.5.2	Conduct Research Niches Mapping	2025	0	4	4	0	0	0	0	0	0	0	Research & Development Division	Research & Development Unit Research & Development Section Research Publication Unit Innovation Unit Intellectual Property Management Unit Office of the Branch Director	Niche Map per branch

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets							Reporting Office	Implementing Office	Means of Verification	
		Year	Value		2026	2027	2028	2029	2030	2031	2032				
III.5.3	Number of Research Niches Established/Institutionalized	2025	0	4	4	0	0	0	0	0	0	0	Research & Development Division	Research & Development Unit Research & Development Section Research Publication Unit Innovation Unit Intellectual Property Management Unit Office of the Branch Director	BOT Approval/ College Approved
Outcome 6: Secure Sustainable Research Funding- Diversified and increased external funding, reduced reliance on local sources.															
III.6.1	Number of external funding secured	2025	1	32	1	1	2	4	8	8	8	8	Research & Development Division	Research & Development Unit Research & Development Section Innovation Unit Intellectual Property Management Unit	Certificate of Funding/ MOA
Outcome 7: Foster Research Culture & Recognition- A vibrant research environment, strong mentorship, and recognition of excellence.															
III.7.1	Conduct Annual Research and Innovation Week & Awards	2025	1	7	1	1	1	1	1	1	1	1	Research & Development Division	Research & Development Unit Research & Development Section Research Publication Unit Innovation Unit Intellectual Property Management Unit	Approved activity Design/ Narrative Report
III.7.2	Number of trainings attended/ conducted/ seminars/workshops/conferences	2025	12	145	15	15	20	20	25	25	25	25	Research & Development Division	Research & Development Unit Research & Development Section Research Publication Unit Innovation Unit Intellectual Property Management Unit Academic Services Division	Approved activity Design/ Narrative Report

PART VI – EXTENSION SERVICES

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets							Reporting Office	Implementing Office	Means of Verification
		Year	Value		2026	2027	2028	2029	2030	2031	2032			
Strategic Goal: Institutionalize sustainable and community-driven extension programs that leverage co-creation, futures thinking, and strategic partnerships.														
Outcome 1: Community-Embedded Futures & Co-Creation: To proactively partner with communities to build resilience and adapt to future challenges, using a co-creation model.														
IV.1.1	Percentage of new extension programs with a documented "futures component" (e.g., climate adaptation, digital literacy).	2025	0	100%	0%	50%	60%	70%	80%	90%	100%	Extension Services Division	Extension Services Division Extension Services Unit Extension Services Section Futures Thinking	Extension Proposal
IV.1.2	Number of multi-year projects implemented	2025	4	12	4	0	0	4	0	0	4	Extension Services Division	Extension Services Division Extension Services Unit Extension Services Section	Progress Report
IV.1.3	Number of extension programs organized and supported consistent with the SUC mandate and priority programs	2025	12	84	15	18	19	20	21	22	23	Extension Services Division	Extension Services Division Extension Services Unit Extension Services Section	Activity Design, Narrative Report, Attendance
IV.1.4	Number of extension projects conducted with post-assessment	2025	4	28	4	4	4	4	4	4	4	Extension Services Division	Extension Services Division Extension Services Unit Extension Services Section	Progress Report
IV.1.5	Number of research-based extension implemented	2025	5	48	12	12	0	0	12	12	0	Extension Services Division	Extension Services Division Extension Services Unit Extension Services Section Research &	Research Abstract, Notice to Proceed

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets							Reporting Office	Implementing Office	Means of Verification
		Year	Value		2026	2027	2028	2029	2030	2031	2032			
													Development Division	
Outcome 2: Strategic Partnerships & Resource Optimization: leverage partnerships and secure alternative funding to augment limited SUC resources, ensuring program sustainability.														
IV.2.1	Number of extension active partnerships with LGUs, industries, NGAs, SMEs, and other stakeholders as a result of extension activities	2025	22	207	24	28	29	30	31	32	33	Extension Services Division	Extension Services Division Extension Services Unit Extension Services Section	Notarized MOA/MOU
IV.2.2	Number of external grants acquired.	2025	1	7	1	1	1	1	1	1	1	Extension Services Division	Extension Services Division Extension Services Unit Extension Services Section	Notarized MOA/MOU/ Documentation/ Letter
IV.2.3	Percentage of completed Needs Assessment Report within the target timeframe.	2025	2	100%	100%	100%	0	0	100%	100%	0	Extension Services Division	Extension Services Division Extension Services Unit Extension Services Section	Needs Assessment Report
IV.2.4	Number of extension programs with an international partner (even if local implementation).	2025	0	7	1	1	1	1	1	1	1	Extension Services Division	Extension Services Division Extension Services Unit Extension Services Section Internationalization Unit	Narrative Report
IV.2.5	Number of extension projects with a completed impact assessment report.	2025	3	7	0	6	5	0	2	1	0	Extension Services Division	Extension Services Division Extension Services Unit Extension Services Section	Impact Assessment Results
Outcome 2: Strategic Partnerships & Resource Optimization Objective: To leverage partnerships and secure alternative funding to augment limited SUC resources, ensuring program sustainability.														

Code	Indicators	Baseline		End-of-Plan targets 2032	Annual Targets							Reporting Office	Implementing Office	Means of Verification
		Year	Value		2026	2027	2028	2029	2030	2031	2032			
IV.3.1	Percentage of personnel trained for extension services	2025	100	100%	100%	100%	100%	100%	100%	100%	100%	Extension Services Division	Extension Services Division Extension Services Unit Extension Services Section	Activity Design /Training Design, Narrative Report
IV.3.2	Number of trainees weighted by the length of training	2025	1072.5	5775	750	800	825	850	875	900	925	Extension Services Division	Extension Services Division Extension Services Unit Extension Services Section	Narrative Report, Activity Design, Event Evaluation and Rating
IV.3.3	Percentage of beneficiaries who rate the training course/s as satisfactory or higher in terms of quality and relevance	2025	100%	100%	100%	100%	100%	100%	100%	100%	100%	Extension Services Division	Extension Services Division Extension Services Unit Extension Services Section	Event Evaluation Results
IV.3.4	Number of faculty/ researchers engaged in R&D extension/ outreach programs	2025	272	2324	287	302	317	332	347	362	377	Extension Services Division	Extension Services Division Extension Services Unit Extension Services Section	Attendance Sheet
IV.3.5	Number of extension activities featured in media (print, radio, online, etc.)	2025	16	84	12	12	12	12	12	12	12	Extension Services Division	Extension Services Division Extension Services Unit Extension Services Section	News Article or Any Proof of Publication

PART VII – PRODUCTION SERVICES

Code	Indicators	Baseline		End-of-Plan targets	Annual Targets						Reporting Office	Implementing Office	Means of Verification	
		Year	Value		2026	2027	2028	2029	2030	2031				2032
Strategic Goal: Transform the Production Services Division into a dynamic and sustainable hub of DDOSC														
Outcome 1: Sustainable and Self-Reliance of Production Initiatives														
VII.1.1	Number of financial audits of IGPs facilitated.	2025	0	28	4	4	4	4	4	4	4	Production Services Division	Production Services Division Internal Audit Unit	Interim Financial Statement
VII.1.2	Percentage increase in income (vs MOOE of GAA).	2025	144.07% (versus Last Year)	10%	3%	5%	6%	7%	8%	9%	10%	Production Services Division	Production Services Division Production Services Unit Production Services Section	Income Statement
Outcome 2: Resource Mobilization through Public-Private Partnerships (PPP) and External Grant Acquisition														
VII.2.1	Number of PPP proposals submitted.	2025	0	4	1	0	1	0	1	0	1	Production Services Division	Production Services Division Production Services Unit Production Services Section Project Management Unit	PPP Proposal
VII.2.2	Number of PPPs established per year.	2025	0	3	0	1	0	1	0	1	0	Production Services Division	Production Services Division Production Services Unit Production Services Section Project Management Unit	MOA or any related document
VII.2.3	Number of external grants aquired.	2025	2	3	0	1	0	1	0	1	0	Production Services Division	Production Services Division Production Services Unit Production Services Section	MOA/ Grant Certification / or any related document

Code	Indicators	Baseline		End-of-Plan targets	Annual Targets						Reporting Office	Implementing Office	Means of Verification	
		Year	Value		2026	2027	2028	2029	2030	2031				2032
Outcome 3: Innovation and Value-Adding in Existing Production Ventures.														
VII.3.1	Number of trainings conducted.	2025	9	28	4	4	4	4	4	4	4	Production Services Division	Production Services Division Production Services Unit Production Services Section	Accomplishment Report; Approved Training Design

ANNEX B – INVESTMENT PLAN (PROGRAMS, PROJECTS, & ACTIVITIES)

PART III - ADMINISTRATION AND RESOURCE MANAGEMENT

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Strategic Goal: Achieve institutional excellence and sustainability through optimized administration, resource management, and quality systems.									
Outcome 1: Sustained Excellence in Quality and Accreditation: Maintain and advance quality standards, AACCU accreditation, ISO certification, and PQA readiness									
Program and Institutional Accreditation	₱1,000,000.00	₱1,500,000.00	₱1,500,000.00	₱1,000,000.00	₱1,500,000.00	₱1,500,000.00	₱2,000,000.00	₱10,000,000.00	Quality Assurance Units
ISO QMS/EOMS Certification	1,000,000.00	1,000,000.00	₱2,000,000.00	₱1,000,000.00	₱1,000,000.00	₱1,000,000.00	₱2,000,000.00	₱7,000,000.00	Quality Assurance Units
PQA Recognition	₱1,500,000.00	₱2,000,000.00	₱500,000.00	₱500,000.00	₱500,000.00	₱500,000.00	₱500,000.00	₱6,000,000.00	All Academic and Admin Heads
Outcome 2: Improved Disaster-Resilient and Green Smart Campus: Enhanced infrastructure, land utilization, and utilities supporting safe and sustainable operations									
Construction of the Proposed 4 Storey Dorm - Student - Main				₱58,982,400.00				₱58,982,400.00	Project Management Unit
Construction of the Proposed 3 Storey Dorm - Faculty and Staff				₱34,870,500.00				₱34,870,500.00	Project Management Unit
Installation of Potable and Fire Water Distribution System		₱688,500.00						₱688,500.00	Project Management Unit
Establishment of Road Networks					₱19,616,823.80			₱19,616,823.80	Project Management Unit
Establishment of Water Drainage System			₱2,116,557.30					₱2,116,557.30	Project Management Unit
Construction of the Proposed 4-storey Academic Building (Phase 1)			₱37,195,200.00					₱37,195,200.00	Project Management Unit
Construction of the Proposed Ecumenical Chapel			₱3,005,505.00					₱3,005,505.00	Project Management Unit

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Construction of the 1 storey Acad bldg. (old Usep bldg to be replaced w/ 4 storey acad bldg)			₱369,644.88					₱369,644.88	Project Management Unit
Construction of the 2 storey Admin bldg.(old Usep bldg to be replaced w/ multi-purpose rde)				₱478,026.84				₱478,026.84	Project Management Unit
Construction of the Proposed 4-storey Academic Building (Phase 2)- Bldg No. 20					₱37,195,200.00			₱37,195,200.00	Project Management Unit
Landscaping at the Main Campus Grounds					₱823,064.76			₱823,064.76	General Services Unit
Construction of the Proposed 3 Storey Cultural Development Bldg (Bldg No. 24)					₱34,095,600.00			₱34,095,600.00	Project Management Unit
Construction of the Proposed Multi-storey RDE building						₱31,426,500.00		₱31,426,500.00	Project Management Unit
Installation of Telecommunication System				₱7,047,180.00				₱7,047,180.00	Information and Communication Technology Unit
Construction of the 1 storey Admin bldg. (old Usep bldg to be replaced w/ 3 storey multi purpose bldg.)					₱184,842.00			₱184,842.00	Project Management Unit
Construction of the Proposed 3 Storey Multi-Purpose Building (Bldg No. 19)						₱24,409,350.00		₱24,409,350.00	Project Management Unit
Construction of the Proposed Guard House (Bldg No. 9)			₱313,650.00					₱313,650.00	Project Management Unit, Agriculture Department

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Construction of the Proposed Guard Post (Bldg No. 14)			₱313,650.00					₱313,650.00	Project Management Unit, Agriculture Department
Construction of the Proposed Swine Production (Bldg No. 18)		₱5,535,000.00						₱5,535,000.00	Project Management Unit, Agriculture Department
Establishment of Proposed Small Farm Reservoir Water Impounding (No. 10)					₱1,119,352.50			₱1,119,352.50	Project Management Unit, Agriculture Department
Installation of Electrical Power Distribution System		₱8,654,059.44						₱8,654,059.44	Project Management Unit, Agriculture Department
Upgrading of Perimeter Fence		₱11,728,923.12						₱11,728,923.12	Project Management Unit, Agriculture Department
Construction of the Proposed Screen House (Bldg No. 11)		₱5,904,000.00						₱5,904,000.00	Project Management Unit, Agriculture Department
Construction of the Proposed Fruit and Tissue Culture Nursery (Bldg No. 13)		₱5,904,000.00						₱5,904,000.00	Project Management Unit, Agriculture Department
Construction of the Proposed Power House (Bldg No. 22)		₱516,600.00						₱516,600.00	Project Management Unit, Agriculture Department
Construction of the Proposed Vermibed (Bldg No. 8)			₱1,937,619.00					₱1,937,619.00	Project Management Unit, Agriculture Department
Construction of the Proposed Poultry Production (Bldg No. 16)		₱5,535,000.00						₱5,535,000.00	Project Management Unit, Agriculture Department
Construction of the Proposed Goat Production (Bldg No. 17)				₱5,535,000.00				₱5,535,000.00	Project Management Unit, Agriculture Department
Establishment of Potable and Fire Water Distribution System		₱1,836,000.00						₱1,836,000.00	Project Management Unit, Agriculture Department

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Construction of the Proposed Green House (Bldg No. 12)		₱5,904,000.00						₱5,904,000.00	Project Management Unit, Agriculture Department
Construction of the Proposed Itik (Duck) Production (Bldg. No. 15)			₱5,535,000.00					₱5,535,000.00	Project Management Unit, Agriculture Department
Installation of Telecommunication System				₱3,973,410.00				₱3,973,410.00	Project Management Unit, Agriculture Department
Establishment of Road Networks						₱17,118,054.10		₱17,118,054.10	Project Management Unit, Agriculture Department
Installation of Water Drainage System					₱979,832.82			₱979,832.82	Project Management Unit, Agriculture Department
Installation of Sanitary Wastewater Collection System						₱592,044.00		₱592,044.00	Project Management Unit, Agriculture Department
Construction of the Proposed Nursery (Bldg No. 23)			₱4,957,200.00					₱4,957,200.00	Project Management Unit, Laak Extension Class Coordinator
Construction of the Proposed Green House (Bldg No. 24)			₱4,957,200.00					₱4,957,200.00	Project Management Unit, Laak Extension Class Coordinator
Construction of the Proposed Flag Pole (No. 25)			₱111,034.00					₱111,034.00	Project Management Unit, Laak Extension Class Coordinator
Construction of the Proposed Farming Training Center (Bldg No. 21)				₱7,559,271.00				₱7,559,271.00	Project Management Unit, Laak Extension Class Coordinator
Establishment of Road Networks						₱22,710,463.92		₱22,710,463.92	Project Management Unit, Laak Extension Class Coordinator
Installation of Telecommunication System					₱10,720,710.00			₱10,720,710.00	Project Management Unit, Laak Extension Class Coordinator

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Construction of the Proposed General Services Building (Bldg No. 20)						₱4,262,319.00		₱4,262,319.00	Project Management Unit, Laak Extension Class Coordinator
Construction of the Proposed Student Lounge (Bldg No. 7)							₱2,675,250.00	₱2,675,250.00	Project Management Unit, Laak Extension Class Coordinator
Construction of the Proposed 5 Storey 25CL Academic Building (Phase 1)-Bldg No. 24		₱79,321,000							Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Proposed Multi-Storey RDE Building (Bldg No. 18)							₱31,426,500.00	₱31,426,500.00	Project Management Unit, Laak Extension Class Coordinator
Construction of the Proposed 4 Storey Dorm - Student (Bldg No. 19)							₱58,982,400.00	₱58,982,400.00	Project Management Unit, Laak Extension Class Coordinator
Construction of the Proposed Guard House (Bldg No. 19)			₱313,650.00					₱313,650.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Proposed 5 Storey 30CL Academic Building (Phase 2)-Bldg No. 24			₱82,804,707.00					₱82,804,707.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Proposed Multi-Storey Building (Bldg No. 21)					₱18,597,600.00			₱18,597,600.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Installation of Electrical Power Distribution System			₱8,075,340.00					₱8,075,340.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Proposed 5 Storey 30CL Academic Building (Phase 3)-Bldg No. 24				₱82,804,707.00				₱82,804,707.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Proposed Multi-Storey Building (Bldg No. 23)					₱18,597,600.00			₱18,597,600.00	Project Management Unit, Office of the Branch Director, Maragusan Branch

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Construction of the Proposed Dormitory (Bldg No. 20)					₱55,705,600.00			₱55,705,600.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Establishment of Road Networks						₱24,773,487.90		₱24,773,487.90	Project Management Unit, Office of the Branch Director, Maragusan Branch
Installation of Water Drainage System				₱1,047,917.88				₱1,047,917.88	Project Management Unit, Office of the Branch Director, Maragusan Branch
Establishment of Sanitary Wastewater Collection System					₱600,924.66			₱600,924.66	Project Management Unit, Office of the Branch Director, Maragusan Branch
Installation of Telecommunication System				₱10,420,830.00				₱10,420,830.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Proposed Chapel (Bldg No. 22)							₱2,324,700.00	₱2,324,700.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Guard House (Bldg No. 5)			₱313,650.00					₱313,650.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Comfort Room (Bldg No. 15)			₱540,585.00					₱540,585.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Installation of Electrical Power Distribution System		₱9,388,080.00						₱9,388,080.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Upgrading of Perimeter Fence		₱4,505,220.00						₱4,505,220.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Fruit Trees Nursery (Bldg No. 14)			₱9,180,000.00					₱9,180,000.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Vegetables Nursery (Bldg No. 13)			₱9,180,000.00					₱9,180,000.00	Project Management Unit, Office of the Branch Director, Maragusan Branch

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Construction of the Powerhouse (Bldg No. 6)		₱442,800.00						₱442,800.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Ornamental Nursery (Bldg No. 12)			₱9,180,000.00					₱9,180,000.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Two-Storey Function Hall (Blg No. 7)				₱17,712,000.00				₱17,712,000.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Function Hall			₱211,248.00					₱211,248.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Installation of Telecommunication System					₱3,148,740.00			₱3,148,740.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Trading Center (Bldg No. 8)						₱9,963,000.00		₱9,963,000.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Two-Storey Staff House (Bldg No. 11)						₱7,970,400.00		₱7,970,400.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Two-Storey Research Center (Bldg No. 9)						₱16,532,676.00		₱16,532,676.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Establishment of Potable and Fire Water Distribution System					₱459,000.00			₱459,000.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the 2 storey staff house						₱234,720.00		₱234,720.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Soil/Plant Soil Analytical Laboratory (Bldg No. 10)						₱2,977,533.00		₱2,977,533.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Establishment of Road Networks							₱11,982,515.30	₱11,982,515.30	Project Management Unit, Office of the Branch Director, Maragusan Branch

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Installation of Water Drainage System							₱325,624.20	₱325,624.20	Project Management Unit, Office of the Branch Director, Maragusan Branch
Installation of Sanitary Wastewater Collection System							₱343,385.52	₱343,385.52	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Guard House (Bldg No. 3)			₱540,585.00					540585.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Comfort Room (Bldg No. 15)			₱540,585.00					₱540,585.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Poultry Bldg.		₱11,040,849.00						₱11,040,849.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the 2 Storey Training Center (Bldg No. 9)				₱20,565,036.00				₱20,565,036.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Power House (Bldg No. 4)			₱313,650.00					₱313,650.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Small Ruminants Shed			₱12,546,369.00					₱12,546,369.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Large Ruminants Shed				₱17,830,818.00				₱17,830,818.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Installation of Electrical Power Distribution System			₱8,353,800.00					₱8,353,800.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of Perimeter Fence		₱11,402,100.00						₱11,402,100.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Proposed Slaughter House (Bldg No. 10)			₱7,380,000.00					₱7,380,000.00	Project Management Unit, Office of the Branch Director, Maragusan Branch

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Construction of the Farm House (Bldg No. 5)			₱5,625,405.00					₱5,625,405.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Processing Area (Bldg No. 6)				₱5,625,405.00				₱5,625,405.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Piggery				₱11,222,397.00				₱11,222,397.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Solar Dryer (No. 8)						₱4,819,500.00		₱4,819,500.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Storage Facility (Bldg No. 7)						₱2,891,700.00		₱2,891,700.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Installation of Potable and Fire Water Distribution System							₱918,000.00	₱918,000.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Establishment of Road Networks							₱40,547,525.90	₱40,547,525.90	Project Management Unit, Office of the Branch Director, Maragusan Branch
Establishment of Water Drainage System							₱236,817.60	₱236,817.60	Project Management Unit, Office of the Branch Director, Maragusan Branch
Establishment of Sanitary Wastewater Collection System							₱606,845.10	₱606,845.10	Project Management Unit, Office of the Branch Director, Maragusan Branch
Installation of Telecommunication System							₱12,220,110.00	₱12,220,110.00	Project Management Unit, Office of the Branch Director, Maragusan Branch
Construction of the Proposed 5 Storey 30CL Academic Building (Phase 1)-Bldg No. 17		₱82,804,707.00						₱82,804,707.00	Project Management Unit, Office of the Branch Director, Montevista
Reinforced Concrete (Slope Protection)		₱3,320,000.00						₱3,320,000.00	Project Management Unit, Office of the Branch Director, Montevista

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Construction of the Proposed MRF (Bldg No. 21)			₱367,200.00					₱0.00	Project Management Unit, Office of the Branch Director, Montevista
Construction of the Proposed 5 Storey 30CL Academic Building (Phase 2)-Bldg No. 17			₱82,804,707.00					₱82,804,707.00	Project Management Unit, Office of the Branch Director, Montevista
Installation of Electrical Power Distribution System			₱3,978,000.00					₱3,978,000.00	Project Management Unit, Office of the Branch Director, Montevista
Construction of the Proposed 5 Storey 30CL Academic Building (Phase 3)-Bldg No. 17				₱82,804,707.00				₱82,804,707.00	Project Management Unit, Office of the Branch Director, Montevista
Construction of the Proposed Multi - Storey Building for DRR, PSM, GSS, and NSTP/ROTC offices - Bldg. No. 19			₱23,133,600.00					₱23,133,600.00	Project Management Unit, Office of the Branch Director, Montevista
Construction of the Proposed Chapel (Bldg No. 18)			₱2,324,700.00					₱2,324,700.00	Project Management Unit, Office of the Branch Director, Montevista
Construction of the Proposed Multi-Storey Building (DRR, PSM,GSS AND NSTP/ROTC, QA) - Bldg No. 20)					₱18,597,600.00			₱18,597,600.00	Project Management Unit, Office of the Branch Director, Montevista
Establishment of Potable and Fire Water Distribution System				₱918,000.00				₱918,000.00	Project Management Unit, Office of the Branch Director, Montevista
Establishment of Road Networks					₱19,821,011.00			₱19,821,011.00	Project Management Unit, Office of the Branch Director, Montevista
Establishment of Water Drainage System					₱370,027.50			₱370,027.50	Project Management Unit, Office of the Branch Director, Montevista

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Establishment of Sanitary Wastewater Collection System				₱334,504.86				₱334,504.86	Project Management Unit, Office of the Branch Director, Montevista
Installation of Telecommunication System				₱3,223,710.00				₱3,223,710.00	Project Management Unit, Office of the Branch Director, Montevista
Upgrading of Perimeter Fence				₱6,107,076.00				₱6,107,076.00	Project Management Unit, Office of the Branch Director, Montevista
Construction of the Proposed 5 Storey 30CL Academic Building (Phase 1)-Bldg No. 17		₱82,804,707.00						₱82,804,707.00	Project Management Unit, Office of the Branch Director, New Bataan
Construction of the Proposed MRF (Bldg No. 24)			₱738,000.00					₱738,000.00	Project Management Unit, Office of the Branch Director, New Bataan
Construction of the Proposed Power House (Bldg No. 19)			₱442,800.00					₱442,800.00	Project Management Unit, Office of the Branch Director, New Bataan
Construction of the Proposed 5 Storey 30CL Academic Building (Phase 2)-Bldg No. 17			₱82,804,707.00					₱82,804,707.00	Project Management Unit, Office of the Branch Director, New Bataan
Construction of the Proposed Defense and Tactics Room Faculty and Staff Fitness Room (Bldg No. 18)					₱16,532,676.00			₱16,532,676.00	Project Management Unit, Office of the Branch Director, New Bataan
Construction of the Proposed Multi- Storey Admin Building (ASRU, Cashier Unit, HRMU, SDRRU, QAU, ISO, AACUP) - Bldg No. 14			₱18,597,600.00					₱18,597,600.00	Project Management Unit, Office of the Branch Director, New Bataan
Construction of the Proposed Multi- Storey Building (CSC, Chapel,SAS,				₱18,597,600.00				₱18,597,600.00	Project Management Unit, Office of the Branch Director, New Bataan

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Yearbook Office) - Bldg No. 15									
Establishment of Electrical Power Distribution System			₱7,558,200.00					₱7,558,200.00	Project Management Unit, Office of the Branch Director, New Bataan
Upgrading of Perimeter Fence			₱2,336,040.00					₱2,336,040.00	Project Management Unit, Office of the Branch Director, New Bataan
Proposed Landscaping - No. 25				₱295,610.00				₱295,610.00	Project Management Unit, Office of the Branch Director, New Bataan
Construction of the Proposed 5 Storey 30CL Academic Building (Phase 3)-Bldg No. 17				₱82,804,707.00				₱82,804,707.00	Project Management Unit, Office of the Branch Director, New Bataan
Construction of the Proposed CR(GAD) - Bldg No. 20			₱738,000.00					₱738,000.00	Project Management Unit, Office of the Branch Director, New Bataan
Construction of the Proposed Dormitory (Bldg No. 16)					₱58,982,400.00			₱58,982,400.00	Project Management Unit, Office of the Branch Director, New Bataan
Establishment of Road Networks						₱17,845,543.10		₱17,845,543.10	Project Management Unit, Office of the Branch Director, New Bataan
Establishment of Water Drainage System				₱313,783.32				₱313,783.32	Project Management Unit, Office of the Branch Director, New Bataan
Establishment of Sanitary Wastewater Collection System				₱340,425.30				₱340,425.30	Project Management Unit, Office of the Branch Director, New Bataan
Installation of Telecommunication System				₱4,888,044.00				₱4,888,044.00	Project Management Unit, Office of the Branch Director, New Bataan

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Establishment of Proposed Water Supply Pump (Bldg No. 23)					₱688,500.00			₱688,500.00	Project Management Unit, Office of the Branch Director, New Bataan
Establishment of GAD Resource Center/Childminding Center in All Four (4) Campuses	₱500,000.00	₱500,000.00	₱500,000.00	₱500,000.00	₱500,000.00	₱500,000.00	₱500,000.00	₱3,500,000.00	Project Management Unit, Office of the Branch Director, New Bataan
Renovation and Extension of Clinic Facilities - Main	₱1,000,000.00							₱1,000,000.00	Project Management Unit, Office of the Branch Director, New Bataan
Construction of Emergency Exit at the back with ramp	₱100,000.00							₱100,000.00	Project Management Unit, Office of the Branch Director, New Bataan
Land Titling	₱500,000.00							₱500,000.00	Administrative Services Division, General Services Unit
Acquisition of Additional Land Area	₱6,000,000.00		₱6,000,000.00					₱12,000,000.00	Administrative Services Division, General Services Unit
Installation of Built-In Wooden Cabinet	₱60,000.00							₱60,000.00	General Services Unit
Construction of Storage Room	₱150,000.00							₱150,000.00	Project Management Unit
Establishment of Records & Archives Center			₱3,000,000.00					₱3,000,000.00	Records Management Unit
Outcome 3: Digital Transformation and IT Enhancement: Integrated, secure, and updated IT systems enabling productivity and innovation									
Provision of data center in each campus.	₱22,000,000.00							₱22,000,000.00	Information and Communication Technology Unit
Upgrade/Replacement /Augment network devices in all campuses	₱3,000,000.00			₱3,000,000.00			₱3,000,000.00	₱9,000,000.00	Information and Communication Technology Unit
Upgrade/Replacement /Augment CCTV Devices	₱2,500,000.00		₱2,500,000.00		₱2,500,000.00			₱7,500,000.00	Information and Communication Technology Unit

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Smart Classroom per Campus	₱7,200,000.00		₱7,200,000.00		₱7,200,000.00			₱21,600,000.00	Information and Communication Technology Unit
Provision of Computer Units to newly hired employees of DDOSC	₱4,900,000.00		₱4,900,000.00		₱4,900,000.00		₱4,900,000.00	₱19,600,000.00	Information and Communication Technology Unit
Replacement of Unserviceable/Obsolete Computer Units of DDOSC	₱10,000,000.00			₱10,000,000.00			₱10,000,000.00	₱30,000,000.00	Information and Communication Technology Unit
Provision of LED Wall and sound system to all campuses for events	₱12,500,000.00		₱100,000.00		₱100,000.00		₱100,000.00	₱12,800,000.00	Information and Communication Technology Unit
Provision of Enterprise Printers for Identified Core Offices (Entry enterprise and High end enterprise based on volume of prints)	₱23,100,000.00	₱1,000,000.00	₱1,000,000.00	₱1,000,000.00	₱1,000,000.00	₱1,000,000.00	₱1,000,000.00	₱29,100,000.00	Information and Communication Technology Unit
Paging System per campus		₱10,000,000.00						₱10,000,000.00	Information and Communication Technology Unit
Unified Public Telephony System	₱5,000,000.00	₱1,200,000.00	₱1,200,000.00	₱1,200,000.00	₱1,200,000.00	₱1,200,000.00	₱1,200,000.00	₱12,200,000.00	Information and Communication Technology Unit
Intercomm system per campus	₱2,500,000.00			₱500,000.00			₱500,000.00	₱3,500,000.00	Information and Communication Technology Unit
Unified Systems for Budget, Human Resource, Accounting, Registrars, Scholarship, Cashier, Asset Management, Students, Attendance	₱20,000,000.00	₱1,000,000.00	₱1,000,000.00	₱1,000,000.00	₱1,000,000.00	₱1,000,000.00	₱1,000,000.00	₱26,000,000.00	Information and Communication Technology Unit
Human Resource Information System (HRIS) covers 4 pillars of HR Mechanisms	₱1,500,000.00	₱1,500,000.00	₱1,500,000.00	₱1,500,000.00	₱1,500,000.00	₱1,500,000.00	₱1,500,000.00	₱10,500,000.00	Human Resource Management Unit

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS							TOTAL	IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032		
Acquisition of Television Set 65 inches (1 unit)	₱60,000.00							₱60,000.00	General Services Unit
Acquisition of Camera DSLR with Lens (1 unit)	₱77,000.00							₱77,000.00	General Services Unit
Laptop (2 units)	₱143,000.00							₱143,000.00	General Services Unit
Photocopier with scanner (2 units)	₱180,000.00							₱180,000.00	General Services Unit
Desktop Computer (12 units) and printers	₱960,000.00							₱960,000.00	General Services Unit
Records Management System		₱5,000,000.00						₱5,000,000.00	Records Unit
Electric Paper Shredder (Heavy duty)		₱800,000.00						₱800,000.00	Records Unit
Integrated Management Info. System	₱20,000,000.00	₱1,000,000.00	₱1,000,000.00					₱22,000,000.00	Information and Communication Technology Unit
Data Center & ICT Utilities Upgrade	₱40,000,000.00	₱7,000,000.00	₱7,000,000.00					₱54,000,000.00	Information and Communication Technology Unit
HyperConverge Servers	₱10,000,000.00	₱3,500,000.00	₱3,500,000.00					₱17,000,000.00	Information and Communication Technology Unit
Virtual Desktop Infrastructure	₱10,000,000.00	₱3,500,000.00	₱3,500,000.00					₱17,000,000.00	Information and Communication Technology Unit
Perpetual Licenses	₱3,200,000.00	₱3,200,000.00	₱3,200,000.00					₱9,600,000.00	Information and Communication Technology Unit
Google Workspace: Plus	₱2,000,000.00	₱2,000,000.00	₱2,000,000.00					₱6,000,000.00	Information and Communication Technology Unit
Domain and Web Hosting	₱100,000.00	₱100,000.00	₱100,000.00					₱3,000,000.00	Information and Communication Technology Unit
Main Internet Sub. Increment	₱3,500,000.00	₱3,500,000.00	₱3,500,000.00					₱10,500,000.00	Information and Communication Technology Unit

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Broadband Internet Increment	₱2,500,000.00	₱2,500,000.00	₱2,500,000.00					₱7,500,000.00	Information and Communication Technology Unit
Satellite Internet Service	₱550,000.00	₱550,000.00	₱550,000.00					₱1,650,000.00	Information and Communication Technology Unit
Network Devices Upgrade	₱3,000,000.00							₱3,000,000.00	Information and Communication Technology Unit
Network Firewall Sub.	₱3,545,300.00	₱3,545,300.00	₱3,545,300.00					₱10,635,900.00	Information and Communication Technology Unit
Inter-Campus Comm. System	₱5,000,000.00	₱1,200,000.00	₱1,200,000.00					₱7,400,000.00	Information and Communication Technology Unit
Paging System	₱10,000,000.00		₱1,000,000.00					₱11,000,000.00	Information and Communication Technology Unit
Intercom System	₱2,500,000.00		₱500,000.00					₱3,000,000.00	Information and Communication Technology Unit
DART Comm. System	₱4,000,000.00	₱250,000.00	₱250,000.00					₱4,500,000.00	Disaster Risk Reduction and Management
CCTV Devices Upgrade	₱2,500,000.00	₱100,000.00	₱100,000.00					₱2,700,000.00	Information and Communication Technology Unit
Smart Classrooms	₱7,200,000.00	₱1,000,000.00	₱1,000,000.00					₱9,200,000.00	Academic Services Division
Smart TVs for Classrooms	₱4,000,000.00	₱4,000,000.00	₱4,000,000.00					₱12,000,000.00	Academic Services Division
Speech Lab Rehab	₱25,000,000.00							₱25,000,000.00	Academic Services Division
Lab. for Innovation (LITE)	₱15,000,000.00							₱15,000,000.00	Academic Services Division
Multimedia Facilities	₱5,280,000.00	₱150,000.00	₱150,000.00					₱5,580,000.00	Information Unit and General Services Unit
Automated Attendance	₱5,026,900.00	₱500,000.00	₱500,000.00					₱6,026,900.00	Information and Communication Technology Unit
Computer Lab Cubicles	₱2,500,000.00							₱2,500,000.00	Academic Services Division
LED Wall, Lights/Sounds	₱12,500,000.00	₱500,000.00	₱500,000.00					₱13,500,000.00	General Services Unit

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Computers for New Hires	₱6,500,000.00	₱6,500,000.00	₱6,500,000.00					₱19,500,000.00	Information and Communication Technology Unit
Replacement (Obsolete PCs)	₱6,500,000.00							₱6,500,000.00	Information and Communication Technology Unit
Enterprise Printers	₱3,100,000.00	₱1,000,000.00	₱1,000,000.00					₱5,100,000.00	Information and Communication Technology Unit
Critical IT Infra Refresh	₱2,000,000.00	₱200,000.00	₱200,000.00					₱2,400,000.00	Information and Communication Technology Unit
Backup Power (Core ICT)	₱3,400,000.00	₱200,000.00	₱200,000.00					₱3,800,000.00	General Services Unit
Document Scanner		₱100,000.00						100000.00	Records Unit
Outcome 4: Institutional Strengthening and Policy Development: Standardized policies, manuals, and capacity-building frameworks across all offices									
Training regarding procurement law	₱80,000.00	₱80,000.00	₱80,000.00	₱60,000.00	₱60,000.00	₱80,000.00	₱80,000.00	₱520,000.00	General Services Unit
Crime Prevention Symposium	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱350,000.00	Campus Safety and Management Unit
Bomb Threat Awareness and Response Symposium	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱350,000.00	Campus Safety and Management Unit
Awareness/Information Drive In support of E.O. NO. 70 (NTF-ELCAC)	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱350,000.00	Campus Safety and Management Unit
Enhancement of Administrative Manual	₱50,000.00							₱50,000.00	Administrative Services Division
Coordination of offices involve in the process/transaction	₱200,000.00						₱200,000.00	₱400,000.00	Administrative Services Division
Production of ESWM Promotional Video	₱80,000.00							₱80,000.00	Ecological Solid Waste Management Sections
First Aid and Basic Life Support training	₱56,000.00	₱56,000.00	₱56,000.00	₱56,000.00	₱56,000.00	₱56,000.00	₱56,000.00	₱392,000.00	Disaster Risk Reduction and Management
Conduct policy review workshops to identify gaps in existing finance procedures.	₱200,000.00							₱200,000.00	Finance Services Division

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Drafting and editing sessions for the Financial Development Manual.	₱100,000.00							₱100,000.00	Finance Services Division
Publication of the Financial Development Manual (printed & digital)		₱50,000.00						₱50,000.00	Finance Services Division
Gender-Inclusive Pedagogy Initiative: Training-Workshop on Gender-Responsive Curriculum Development	₱100,000.00	₱100,000.00	₱100,000.00	₱100,000.00	₱100,000.00	₱100,000.00	₱100,000.00	₱700,000.00	Academic Services Division
Conduct of Research Studies on Gender and Development	₱150,000.00	₱150,000.00	₱200,000.00	₱200,000.00	₱200,000.00	₱250,000.00	₱250,000.00	₱1,400,000.00	Gender and Development Unit
Implementation of Extension Projects on Gender and Development	₱150,000.00	₱150,000.00	₱200,000.00	₱200,000.00	₱200,000.00	₱250,000.00	₱250,000.00	₱1,400,000.00	Gender and Development Unit
Medical and dental Outreach Program	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱350,000.00	Health Services Unit
Blood Letting Program	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱350,000.00	Health Services Unit
HIV/AIDS Awareness Month Symposium / World Aids Day	₱5,000.00	₱5,000.00	₱5,000.00	₱5,000.00	₱5,000.00	₱5,000.00	₱5,000.00	₱35,000.00	Health Services Unit
Orientation & Awareness on ISO 14001	₱100,000.00							₱100,000.00	Ecological Solid Waste Management Sections
EMS Gap Analysis & Baseline Review	₱100,000.00							₱100,000.00	Ecological Solid Waste Management Sections
EMS Documentation & Standard Operation Procedure (SOP) Development	₱80,000.00							₱80,000.00	Ecological Solid Waste Management Sections
Internal EMS Audit Trainings		₱200,000.00						₱200,000.00	Ecological Solid Waste Management Sections
ISO 14001 Certification Audit		₱200,000.00	₱220,000.00					₱420,000.00	Ecological Solid Waste Management Sections
Surveillance & Recertification Audits				₱100,000.00	₱110,000.00	₱121,000.00	₱133,100.00	₱464,100.00	Ecological Solid Waste Management Sections

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Outcome 5: Optimized Human Resource Management: Agile, competent, and adequately staffed workforce meeting operational demands									
Number of non-teaching staff increased	₱9,327,549.78	₱10,750,272.86	₱9,583,952.52	₱11,482,879.76	₱8,438,287.78	₱2,420,002.82	₱3,106,260.92	₱55,109,206.44	Human Resource Management Unit
Human Resource Information System (HRIS) that covers the four PRIME-HRM areas: Recruitment, Performance Management, Learning and Development, and Rewards and Recognition.	₱1,500,000.00	₱1,000,000.00	₱1,000,000.00	₱1,000,000.00	₱1,000,000.00	₱1,000,000.00	₱1,000,000.00	₱7,500,000.00	Human Resource Management Unit
Outcome 6: Proactive Equipment and Asset Management: Efficient, well-maintained, and reliable equipment supporting institutional operations									
Purchase of additional 2 Medical Beds		₱50,000.00						₱50,000.00	General Services Unit
Purchase of additional 2 Oxygen tanks with gauges		₱24,000.00						₱24,000.00	General Services Unit
Purchase of Standby Ambulance			₱1,000,000.00					₱1,000,000.00	General Services Unit
Purchase of New Dental chair				₱200,000.00				₱200,000.00	General Services Unit
Purchase of New Medical Equipments (1 ECG, 2 High end Stretcher)					₱250,000.00			₱250,000.00	General Services Unit
Purchase of Movable Steel Shelves or Rack and CART	₱500,000.00							₱500,000.00	General Services Unit
Procurement of School Bus	₱13,000,000.00		₱13,000,000.00		₱13,000,000.00			₱39,000,000.00	General Services Unit
Procurement of additional vehicles			₱5,500,000.00	₱7,000,000.00	₱2,000,000.00			₱14,500,000.00	General Services Unit
Landscaping/Beautification of school grounds		₱500,000.00	₱500,000.00	₱500,000.00	₱500,000.00			₱2,000,000.00	General Services Unit
Miniature/Model Design			₱300,000.00					₱300,000.00	Project Management Unit
Repair and Maintenance of Buildings	₱3,000,000.00	₱3,300,000.00	₱3,630,000.00	₱3,993,000.00	₱4,392,300.00	₱4,831,530.00	₱5,314,683.00	₱28,461,513.00	General Services Unit
Repair and Maintenance of ICT equipment	₱1,500,000.00	₱1,650,000.00	₱1,815,000.00	₱1,996,500.00	₱2,196,150.00	₱2,415,765.00	₱2,657,341.50	₱14,230,756.50	Information & Communication Technology Unit

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Repair and Maintenance of Motor Vehicles	₱2,000,000.00	₱2,200,000.00	₱2,420,000.00	₱2,662,000.00	₱2,928,200.00	₱3,221,020.00	₱3,543,122.00	₱18,974,342.00	General Services Unit
Repair and Maintenance of Elevator	₱500,000.00	₱550,000.00	₱605,000.00	₱665,500.00	₱732,050.00	₱805,255.00	₱885,780.50	₱4,743,585.50	General Services Unit
Repair and Maintenance of Aircon	₱2,000,000.00	₱2,200,000.00	₱2,420,000.00	₱2,662,000.00	₱2,928,200.00	₱3,221,020.00	₱3,543,122.00	₱18,974,342.00	General Services Unit
Repair and Maintenance of Genset	₱1,500,000.00	₱1,650,000.00	₱1,815,000.00	₱1,996,500.00	₱2,196,150.00	₱2,415,765.00	₱2,657,341.50	₱14,230,756.50	General Services Unit
Repair and Maintenance of office equipment	₱2,000,000.00	₱2,200,000.00	₱2,420,000.00	₱2,662,000.00	₱2,928,200.00	₱3,221,020.00	₱3,543,122.00	₱18,974,342.00	General Services Unit
Repair and Maintenance of Machinery and Other Equipment	₱2,000,000.00	₱2,200,000.00	₱2,420,000.00	₱2,662,000.00	₱2,928,200.00	₱3,221,020.00	₱3,543,122.00	₱18,974,342.00	General Services Unit
Repair of Restrooms - Main	₱1,000,000.00							₱1,000,000.00	General Services Unit

PART IV – CURRICULUM AND INSTRUCTION

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Strategic Goal: Provide regionally relevant, industry-aligned programs with immediate expansion and long-term transformation, modern learning environments, and faculty development.									
Outcome 1: Academics - Diversified, future-ready academic programs aligned with regional needs, industry demands, and institutional capacity									
Conduct of feasibility study for additional program offerings	200,000.00	200,000.00	200,000.00	200,000.00	₱200,000.00	₱200,000.00		₱1,200,000.00	Academic Services Division; Academic Departments (All Branches)
Crafting and presentation of additional curricular programs	₱200,000.00	₱200,000.00	₱200,000.00	₱200,000.00	₱200,000.00	₱200,000.00		₱1,200,000.00	Academic Services Division; Academic Departments (All Branches)
Application for COPC	₱200,000.00	₱200,000.00	₱200,000.00	₱200,000.00	₱200,000.00	₱200,000.00		₱1,200,000.00	Academic Services Division; Academic Departments (All Branches)
Forge linkages with other HEIs and agencies.	₱500,000.00	₱500,000.00	₱500,000.00	₱500,000.00	₱500,000.00	₱500,000.00	₱500,000.00	₱3,500,000.00	Academic Services Division; Internationalization Unit
Conduct of enterprise-based training for the offering of micro-credentials	₱200,000.00	₱200,000.00	₱200,000.00	₱200,000.00	₱200,000.00	₱200,000.00	₱200,000.00	₱1,400,000.00	Academic Services Division; Academic Departments (All Branches)

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Crafting and presentation of micro credential courses	₱500,000.00	₱500,000.00	₱500,000.00	₱500,000.00	₱500,000.00	₱500,000.00	₱500,000.00	₱3,500,000.00	Academic Services Division; Academic Departments (All Branches)
Application for higher level AACCUP accreditation		₱200,000.00	₱200,000.00	₱200,000.00	-	-		₱600,000.00	Quality Assurance Units; Academic Services Division
Preparation for higher level of accreditation	₱200,000.00	₱300,000.00	₱300,000.00	₱300,000.00	-	-		₱1,100,000.00	Quality Assurance Units; Academic Services Division
Outcome 2: Faculty Development - Empowered faculty with enhanced professional competencies and global exposure									
Hiring of non-teaching personnel		₱400,000.00			₱400,000.00			₱800,000.00	Human Resource Management Unit
Provision for additional office space for offices under Academic Services Division in all branches (ASD, Deans, faculty room, NSTP, ASRU)		₱3,000,000.00			₱1,500,000.00			₱4,500,000.00	Project Management Unit
Send-off trainings and seminars	₱2,000,000.00	₱2,000,000.00	₱2,000,000.00	₱2,000,000.00	₱2,000,000.00	₱2,000,000.00	₱2,000,000.00	₱14,000,000.00	Human Resource Management Unit; Academic Services Division
Outcome 3: Library (Digital Learning Integrated) Modern, fully automated, and industry-responsive library system supporting digital learning and research excellence									
Purchase of books based on minimum CHED requirements in all campuses	₱25,130,697.57	₱25,130,697.57	₱25,130,697.57	₱25,130,697.57	₱25,130,697.57	₱25,130,697.57	₱25,130,697.57	₱175,914,882.99	Library Services Unit
Purchase/Subscription to journals based on minimum CHED requirements in all campuses	₱1,305,000.00	₱1,305,000.00	₱1,305,000.00	₱1,305,000.00	₱1,305,000.00	₱1,305,000.00	₱1,305,000.00	₱9,135,000.00	Library Services Unit
Update the subscription of library databases, library system (e.g., eBook and library security gate).	₱6,000,000.00	₱6,000,000.00	₱6,000,000.00	₱6,000,000.00	₱6,000,000.00	₱6,000,000.00	₱6,000,000.00	₱42,000,000.00	Library Services Unit
Provision of group study space or collaborative learning common for conduciveness of learning environment.	₱2,000,000.00	₱2,000,000.00	₱2,000,000.00	₱2,000,000.00	₱2,000,000.00	₱2,000,000.00	₱2,000,000.00	₱14,000,000.00	Library Services Unit; Project Management Unit
Submission of plantilla item proposal for librarian positions to the Human Resource Management Office.	₱517,880.00	₱517,880.00	₱517,880.00	₱517,880.00	₱517,880.00	₱517,880.00	₱517,880.00	₱3,625,160.00	Human Resource Management Unit

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Outcome 4: Laboratory - Modernized laboratory facilities and advanced equipment									
Renovation of outdated laboratories	₱8,000,000.00	₱4,000,000.00						₱12,000,000.00	Laboratory Unit; Project Management Unit
Acquisition of modern and relevant laboratory equipment, apparatus and supplies	₱20,000,000.00	₱10,000,000.00	₱10,000,000.00	₱10,000,000.00	₱10,000,000.00	₱10,000,000.00	₱10,000,000.00	₱80,000,000.00	Laboratory Unit
Proposal for hiring of laboratory personnel	₱2,000,000.00	₱2,000,000.00	₱5,000,000.00	₱5,000,000.00	₱5,000,000.00	₱5,000,000.00	₱5,000,000.00	₱29,000,000.00	Human Resource Management Unit
Acquisition of twenty-five (25) hectares land area for each in Compostela, Maragusan and Laak for instructional and laboratory purposes.	₱10,000,000.00	₱10,000,000.00	₱10,000,000.00					₱30,000,000.00	Project Management Unit; Admin Services
Acquisition of two (2) hectares land area in Compostela for target range and swimming pool for criminology instructional purposes.			₱2,000,000.00					₱2,000,000.00	Project Management Unit; Admin Services
Construction of swimming pool and equipping of target range.				₱2,000,000.00				₱2,000,000.00	Project Management Unit
Equipping of EdTech and Speech laboratories across branches	₱44,000,000.00							₱44,000,000.00	Laboratory Unit; ICT Unit
Purchasing of licenses, permits, and subscriptions for laboratories	₱3,000,000.00	₱3,000,000.00	₱3,000,000.00	₱3,000,000.00	₱3,000,000.00	₱3,000,000.00	₱3,000,000.00	₱21,000,000.00	Laboratory Unit; ICT Unit
Outcome 5: Student-Centered Services Optimized student services ensuring holistic development									
Construction of the cultural center	0	0	₱3,4095,600.00	0	0	0	0	₱3,4095,600.00	Sports, Cultural, and Arts Development Section
Purchase of Sports, Cultural, and Arts Equipment	0	0	0	0	₱2,600,000.00	0	0	₱2,600,000.00	Sports, Cultural, and Arts Development Section
Renovation of the Canteen	0	₱4,000,000.00	0	0	0	0	0	₱4,000,000.00	Student Affairs and Services Division
Expansion of the Clinic	0	0	1,000,000	0	0	0	0	₱1,000,000.00	Student Affairs and Services Division

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Provision for additional Office for Student Affairs and Services Unit (3 Branches)	0	₱600,000.00	0	0	0	0	0	₱600,000.00	Student Affairs and Services Division
Provision of separate functional office for Student Council and Organizations Secion (3 branches)	0	₱600,000.00	0	0	0	0	0	₱600,000.00	Student Affairs and Services Division
Provision of Testing Room (New Bataan, Montevista)	0	₱400,000.00	0	0	0	0	0	₱400,000.00	Student Affairs and Services Division
Purchase of Additional Automated Attendance Monitoring System (Biometric Machine)	0	₱100,000.00	0	0	0	0	0	₱100,000.00	ICT Unit; Student Affairs
Construction of Students' Dormitory		0	₱58,982,400.00		0	0	₱58,982,400.00	₱232,652,800.00	Project Management Unit
Construction on Ecumenical Chapel	0		₱5,330,205.00	0	0	0	₱4,649,400.00	₱9,979,605.00	Project Management Unit
Purchase of bus (vehicle for students' off-campus activities)	0	₱13,000,000.00.00	0	0	0	0	0	₱13,000,000.00.00	General Services Unit
Hiring of non-teaching personnel for Student Development Unit and Institutional Student Programs and Services Unit (all branches)	₱320,000.00	₱320,000.00	₱320,000.00	₱320,000.00	0	0	0	₱1,280,000.00	Human Resource Management Unit
Hiring of registered Guidance Counselors	₱1,000,000.00	₱1,000,000.00	₱1,000,000.00	₱500,000.00	0	0	0	₱3,500,000.00	Human Resource Management Unit
Conduct of Student Activities	₱5,000,000.00	₱5,000,000.00	₱5,000,000.00	₱5,000,000.00	₱5,000,000.00	₱5,000,000.00	₱5,000,000.00	₱35,000,000.00	Student Affairs and Services Division
Conduct of SAS-related Researches	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱50,000.00	₱350,000.00	Student Affairs and Services Division
Conduct of Graduate Tracer Study	₱20,000.00	₱20,000.00	₱20,000.00	₱20,000.00	₱20,000.00	₱20,000.00	₱20,000.00	₱140,000.00	Alumni Relations / SAS

PART V – RESEARCH, DEVELOPMENT, AND INNOVATION

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Strategic Goal: Strengthen the Research, Development, and Innovation (RDI) Capacity of the Institution to Produce High Impact, Timely, and Utilizable Research Outcomes that Contribute to National and Global Development Priorities.									
Outcome 1: Increase Utilization & Impact of Research Outputs- Translate research into policies, products, technologies, and services adopted by industry and communities.									
Conduct Research Utilization Fora with industry & LGUs	200,000.00	200,000.00	200,000.00	250,000.00	250,000.00	300,000.00	300,000.00	1,700,000.00	Research and Development Unit; Research and Development Section
Develop policy briefs from completed research	150,000.00	150,000.00	150,000.00	200,000.00	200,000.00	200,000.00	200,000.00	1,250,000.00	Research and Development Unit; Research and Development Section
Facilitate commercialization & licensing agreements	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	700,000.00	Research and Development Unit; Research and Development Section
Approval of Research Proposals	2,100,000.00	2,700,000.00	2,700,000.00	3,000,000.00	3,000,000.00	3,600,000.00	3,600,000.00	20,700,000.00	Research and Development Unit; Research and Development Section
Publication Incentive Program (Scopus/WoS)	300,000.00	300,000.00	300,000.00	450,000.00	450,000.00	450,000.00	450,000.00	2,700,000.00	Research and Development Unit; Research and Development Section
Writing Clinics & Research Cliniquing Mentorship	150,000.00	150,000.00	150,000.00	200,000.00	200,000.00	200,000.00	200,000.00	1,250,000.00	Research and Development Unit; Research and Development Section
Crafting of enabling policies and guidelines	150,000.00	150,000.00	150,000.00	200,000.00	200,000.00	200,000.00	200,000.00	1,250,000.00	Research and Development Unit; Research and Development Section
Research Publication Supported (Peer reviewed/ Indexed)	700,000.00	900,000.00	1,100,000.00	1,300,000.00	1,300,000.00	1,500,000.00	1,500,000.00	8,300,000.00	Research and Development Unit; Research and Development Section
Forge MOAs/MOUs with SUCs, industries, LGUs	250,000.00	250,000.00	250,000.00	400,000.00	400,000.00	400,000.00	400,000.00	2,350,000.00	Research and Development Unit; Research and Development Section
Outcome 2: Improve Research Productivity & Quality- Increase research outputs, enhanced faculty and student research skills, ethics, and global competitiveness.									
Support faculty to present in national/international conferences	675,000.00	810,000.00	810,000.00	900,000.00	900,000.00	1,080,000.00	1,080,000.00	6,255,000.00	Research Publication Unit

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Host Annual International Research Conference	300,000.00	300,000.00	300,000.00	400,000.00	400,000.00	400,000.00	400,000.00	2,500,000.00	Research & Development Unit; Research & Development Section; Research Publication Unit; Innovation Unit; Intellectual Property Management Unit; Academic Services Division
Faculty/Student Research Exchange Programs	350,000.00	350,000.00	350,000.00	350,000.00	350,000.00	350,000.00	350,000.00	2,450,000.00	Research and Development Unit; Research and Development Section
Develop commercialization pathways (licensing, joint ventures, startups).	75,000.00	75,000.00	75,000.00	150,000.00	150,000.00	150,000.00	150,000.00	825,000.00	Research and Development Unit; Academic Programs
Organize innovation pitching events and industry-academe dialogues	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	1,050,000.00	Research and Development Unit; Research and Development Section
Provide incentives for IP filings (patent/copyright/utility model).	375,000.00	375,000.00	375,000.00	375,000.00	600,000.00	600,000.00	600,000.00	3,300,000.00	Research Publication Unit
IP filings (patent/copyright/utility model).	100,000.00	100,000.00	100,000.00	100,000.00	160,000.00	160,000.00	160,000.00	880,000.00	Research Publication Unit
Forge MOAs/MOUs with industries for joint product development and pilot adoption	250,000.00	250,000.00	250,000.00	400,000.00	400,000.00	400,000.00	400,000.00	2,350,000.00	Research Publication Unit
Outcome 3: Expand Research Collaborations & Visibility- Broadened national and international collaborations, visibility, and mobility.									
Establish Research Center and innovation Hub	2,500,000.00	2,500,000.00	2,500,000.00	2,500,000.00	2,500,000.00	2,500,000.00	2,500,000.00	17,500,000.00	Research and Development Unit; Research and Development Section; Futures Thinking
Acquire research facilities/equipment (High-Performance Computing (HPC) or Cloud Computing Access)	2,500,000.00	2,500,000.00	2,500,000.00	2,500,000.00	2,500,000.00	2,500,000.00	2,500,000.00	17,500,000.00	Research and Development Unit; Research and Development Section; Futures Thinking

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Outcome 4: Strengthen Technology Transfer and Innovation- Expanded IP protection, commercialization, and partnerships with industry/startups.									
Develop Digital Research Repository	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00	3,500,000.00	Research & Development Unit; Research & Development Section; Research Publication Unit; Innovation Unit; Intellectual Property Management Unit
Conduct Grant Writing Workshops	300,000.00	300,000.00	300,000.00	300,000.00	300,000.00	300,000.00	300,000.00	2,100,000.00	Research & Development Unit; Research & Development Section; Research Publication Unit; Innovation Unit; Intellectual Property Management Unit
Externally Funded Research (national/international (DOST, CHED, Horizon EU, JICA, ADB, etc))	300,000.00	300,000.00	300,000.00	300,000.00	300,000.00	300,000.00	300,000.00	2,100,000.00	Research & Development Unit; Research & Development Section; Research Publication Unit; Innovation Unit; Intellectual Property Management Unit
Industry-Sponsored Contract Research Program	300,000.00	300,000.00	300,000.00	300,000.00	300,000.00	300,000.00	300,000.00	2,100,000.00	Research & Development Unit; Research & Development Section; Research Publication Unit; Innovation Unit; Intellectual Property Management Unit
Annual Research and Innovation Week & Awards	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00	1,750,000.00	Research & Development Unit; Research & Development Section; Research Publication Unit; Innovation Unit; Intellectual Property Management Unit

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Faculty Training (IP, Methods, Ethics, Writing, Publication)	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,500,000.00	2,500,000.00	2,500,000.00	15,500,000.00	Research & Development Unit; Research & Development Section; Research Publication Unit; Innovation Unit; Intellectual Property Management Unit
Outcome 5: Build Institutional RDI Infrastructure- Establishment of specialized centers, innovation hubs, and digital repositories.									
Mentorship Program for young faculty & students	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	1,050,000.00	Research & Development Unit; Research & Development Section; Research Publication Unit; Innovation Unit; Intellectual Property Management Unit; Office of the Branch Director
Outcome 6: Secure Sustainable Research Funding- Diversified and increased external funding, reduced reliance on local sources.									
Institutionalize Incentives for research performance	150,000.00	150,000.00	150,000.00	200,000.00	200,000.00	200,000.00	200,000.00	1,250,000.00	Research & Development Unit; Research & Development Section; Research Publication Unit; Innovation Unit; Intellectual Property Management Unit
Publication and Printing	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	2,800,000.00	Research & Development Unit; Research & Development Section; Research Publication Unit; Innovation Unit; Intellectual Property Management Unit
Institutional Membership	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	1,400,000.00	Research & Development Unit; Research & Development Section; Research Publication Unit; Innovation Unit; Intellectual Property Management Unit
Outcome 7: Foster Research Culture & Recognition- A vibrant research environment, strong mentorship, and recognition of excellence.									

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								IMPLEMENTING OFFICE
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Conduct "Research Assets and Opportunities Mapping" per Campus	200,000.00	150,000.00	-	-	-	-	-	350,000.00	Research & Development Unit; Research & Development Section; Research Publication Unit; Innovation Unit; Intellectual Property Management Unit
Product Prototyping and Market Validation Fund /	150,000.00	150,000.00	300,000.00	400,000.00	400,000.00	400,000.00	400,000.00	2,200,000.00	Research & Development Unit; Research & Development Section; Research Publication Unit; Innovation Unit; Intellectual Property Management Unit
Regulatory Compliance and Certification Fees		200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	1,200,000.00	Research & Development Unit; Research & Development Section; Research Publication Unit; Innovation Unit; Intellectual Property Management Unit
<i>Inbound</i> visiting professors to mentor DDOSC faculty on-site	100,000.00	100,000.00	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	2,200,000.00	Research & Development Unit; Research & Development Section; Research Publication Unit; Innovation Unit; Intellectual Property Management Unit
<i>Equipment Maintenance, Calibration, and Insurance.</i>	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00	1,050,000.00	Research & Development Unit; Research & Development Section; Research Publication Unit; Innovation Unit; Intellectual Property Management Unit

PART VI – EXTENSION SERVICES

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								Implementing Office
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Strategic Goal: Institutionalize sustainable and community-driven extension programs that leverage co-creation, futures thinking, and strategic partnerships									
Outcome 1: Community-Embedded Futures & Co-Creation: To proactively partner with communities to build resilience and adapt to future challenges, using a co-creation model.									
Conduct of Community Foresight Workshops and Participatory Rural Appraisal (PRA)	100,000.00	150,000.00	200,000.00	250,000.00	300,000.00	350,000.00	400,000.00	1,750,000.00	Extension Services Division; Futures Thinking Unit
Integration of Foresight Findings into Extension Program Designs		100,000.00	150,000.00	200,000.00	250,000.00	300,000.00	350,000.00	1,350,000.00	Extension Services Division
Establishment of "Living Laboratories" in Adopted Barangays	400,000.00	450,000.00	500,000.00	550,000.00	600,000.00	650,000.00	700,000.00	3,850,000.00	Extension Services Division; All Campuses
Implementation of Research-Extension Interface (REI) Projects	600,000.00	650,000.00	700,000.00	750,000.00	800,000.00	850,000.00	900,000.00	5,250,000.00	Extension Services Division; R&D Unit
Outcome 2: Strategic Partnerships & Resource Optimization: To leverage partnerships and secure alternative funding to augment limited SUC resources, ensuring program sustainability.									
Formalization of Local Resource-Sharing Consortiums (MOA/MOU Signing)	160,000.00	180,000.00	200,000.00	220,000.00	240,000.00	260,000.00	280,000.00	1,540,000.00	Extension Services Division; External Affairs
Conduct of Needs Assessment for International Extension Priorities	240,000.00	260,000.00	280,000.00	300,000.00	320,000.00	340,000.00	360,000.00	2,100,000.00	Extension Services Division; International Linkages
Establishment of Partnerships with International NGOs	100,000.00	200,000.00	300,000.00	400,000.00	500,000.00	600,000.00	700,000.00	2,800,000.00	Extension Services Division; International Linkages
Acquisition of International Extension Grants (ASEAN, JICA, etc.)	50,000.00	100,000.00	150,000.00	200,000.00	250,000.00	300,000.00	350,000.00	1,400,000.00	Extension Services Division; International Linkages
Implementation of Extension Sustainability & Impact Assessment System	-	300,000.00	400,000.00	500,000.00	600,000.00	700,000.00	800,000.00	3,300,000.00	Extension Services Division; Planning Unit
Outcome 3: Capacity Building & Institutionalization: To enhance the skills of extension implementers and embed effective practices into the college's systems.									

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								Implementing Office
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Conduct of Extension Staff Capacity Building and Training	100,000.00	200,000.00	300,000.00	400,000.00	500,000.00	600,000.00	700,000.00	2,800,000.00	Extension Services Division; HRMO
Production and Dissemination of Extension Bulletins	240,000.00	250,000.00	260,000.00	270,000.00	280,000.00	290,000.00	300,000.00	1,890,000.00	Extension Services Division; Public Affairs
Institutionalization of the SEED/Inno-Vision Extension Model	250,000.00	500,000.00	750,000.00	1,000,000.00	1,250,000.00	1,500,000.00	1,750,000.00	7,000,000.00	Extension Services Division; Academic Affairs

PART VII. – PRODUCTION SERVICES

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								Implementing Office
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Strategic Goal: Transform the Production Services Division into a dynamic and sustainable hub of DDOSC									
Outcome 1: Sustainable and Self-Reliance of Production Initiatives									
Facilitated financial audits of IGPs (of the monitoring system).	20,000	20,000	20,000	20,000	20,000	20,000	20,000	140,000	Production Services Division; Internal Audit Unit
Conduct monitoring and evaluation of all IGPs as to their project implementation.	20,000	20,000	20,000	20,000	20,000	20,000	20,000	140,000	Production Services Division; Internal Audit Unit
Subscription of Quickbooks Software (Accounting Software) for Bookkeeping	10000	10000	10000	10000	10000	10000	10000	70000	Production Services Division
Outcome 2: Resource Mobilization through Public-Private Partnerships (PPP) and External Grant Acquisition									
Identify and establish partnerships with LGUs, NGOs, industry partners, and donor agencies.	30,000	30,000	30,000	30,000	30,000	30,000	30,000	210,000	Production Services Division; External Affairs
Form teams to Craft comprehensive, highly feasible, and profitable IGP proposals for possible grant or external funding support	5,000	5,000	5,000	5,000	5,000	5,000	5,000	35,000	Production Services Division; External Affairs

PROGRAMS/ACTIVITIES/ PROJECTS	INVESTMENT TARGETS								Implementing Office
	2026	2027	2028	2029	2030	2031	2032	TOTAL	
Conduct a coordination meeting with community sectors.	20,000	20,000	20,000	20,000	20,000	20,000	20,000	140,000	Production Services Division
Outcome 3: Innovation and Value-Adding in Existing Production Ventures									
Facilitate or send production services personnel to attend training on basic accounting and bookkeeping training, and other production-related training.	50,000	50,000	50,000	50,000	50,000	50,000	50,000	350,000	Production Services Division; HRMO
Conduct training on packaging, product development, quality standards, digital marketing, process improvement, and any other innovation-related training.	50,000	50,000	50,000	50,000	50,000	50,000	50,000	350,000	Production Services Division

TECHNICAL WORKING GROUP (TWG)/EDITORIAL TEAM

PART I. PLANNING ENVIRONMENT

- LEADER - LILYBETH M. MATUNHAY, PH.D.
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