



ACCREDITING AGENCY OF CHARTERED COLLEGES  
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## SUMMARY OF FINDINGS AND RECOMMENDATIONS

**SUC:** COTABATO STATE UNIVERSITY

**ADDRESS:**

Sinsuat Avenue, Cotabato City

**CAMPUS:**

Sinsuat Avenue, Cotabato City Campus

**PROGRAM:** Bachelor of Science in Information System

**TYPE OF SURVEY:** 1<sup>st</sup> Survey

**DATE OF SURVEY:** October 21 - 25, 2024

AREA OF ACCREDITATION	STRENGTHS	AREAS NEEDING IMPROVEMENT	RECOMMENDATIONS
<b>AREA I: VISION, MISSION, GOALS, AND OBJECTIVES</b>	<ul style="list-style-type: none"> <li>1. The VGMO clearly defines the university's vision and purpose.</li> <li>2. The VGMO is prominently displayed throughout the university.</li> <li>3. The university involves various stakeholders in the formulation, review, and revision of the VGMO.</li> </ul>	<ul style="list-style-type: none"> <li>1. The goals and objectives have not been translated into Filipino or other local languages.</li> <li>2. Although the institution's vision, mission, and program goals are well crafted, there is no formal system established for their identification and formulation.</li> <li>3. No impact study has been conducted to assess how the university's goals and program objectives influence the enrollment decisions of incoming first-year students at Cotabato State University.</li> </ul>	<ul style="list-style-type: none"> <li>1. It is recommended that the program's goals and objectives be translated into Filipino for better understanding, and potentially into foreign languages to accommodate future international students.</li> <li>2. The university is encouraged to establish a formal system for the identification, formulation, review, and revision of its Vision, Mission, Goals, and Objectives (VMGO).</li> <li>3. An impact study on how the university's goals and program objectives influence the enrollment decisions of incoming first-year students may be considered to evaluate their effectiveness.</li> </ul>

AREA OF ACCREDITATION	STRENGTHS	AREAS NEEDING IMPROVEMENT	RECOMMENDATIONS
<b>AREA II: FACULTY</b>	<p>1. The faculty are highly competent and well-trained, as demonstrated by their advanced educational qualifications and active participation in training, seminars, and capacity-building activities. This dedication to professional development significantly enhances the quality of instruction delivered to students.</p> <p>2. The faculty show a deep commitment to professional development by consistently enhancing their educational qualifications through enrollment in various institutions for their Doctorate degrees. This pursuit of higher education not only enriches their expertise but also fosters a more knowledgeable and effective teaching environment.</p>	<p>1. The current qualification standards for academic staff and faculty are still based on the guidelines established by NBC 461. However, it is important to note that the Department of Budget and Management (DBM) and the Commission on Higher Education (CHED) have issued Joint Circular No. 3, series of 2022, which introduces a new set of requirements.</p> <p>2. At present, only one faculty member has published a research article in an international journal. Although this is a noteworthy accomplishment, it underscores the necessity of encouraging and supporting other faculty members in seeking opportunities for international research publication.</p> <p>3. No faculty member has received a scholarship or grant to support their pursuit of advanced studies.</p>	<p>1. The institution should adjust its qualification standards in accordance with the updated guidelines outlined in JC No. 3, s. 2022. This alignment will help ensure compliance with the latest regulatory standards and improve the quality of faculty qualifications in accordance with national policies.</p> <p>2. It is suggested that the institution enhance its research initiatives by allocating additional resources and offering training for faculty members to participate in high-quality research and international publications. This will help cultivate a more research-oriented academic culture.</p> <p>3. The institution should create mechanisms to raise awareness of available scholarship opportunities, provide mentorship during the application process, and offer incentives for faculty members to</p>

		pursue higher qualifications and advanced studies through scholarship programs.
3. The faculty are actively engaged in a variety of research projects and activities, showcasing their dedication to contributing to knowledge advancement in their fields. This engagement not only enhances their professional development but also informs their teaching practices.	<p>4. While the faculty demonstrate a high level of engagement in attending trainings and seminars, the majority of these are not specifically focused on strengthening their skills and advancements in higher information system subjects.</p> <p>4. The faculty are assigned teaching loads that align with their areas of expertise, ensuring that they can deliver the highest level of instruction to their students. This strategic alignment maximizes the effectiveness of teaching and supports student learning outcomes.</p>	<p>4. It is recommended that the institution prioritize and encourage faculty participation in specialized training programs that focus on advanced topics in information systems.</p> <p>5. Only a limited number of BSIS faculty members are actively involved in professional organizations, and most are affiliated with just one organization, the Philippine Society of Information Technology Educators (PSITE).</p> <p>5. To foster professional growth and expand networks, it is recommended that the faculty be encouraged to join multiple relevant professional organizations, both locally and internationally, that align with their areas of expertise in information systems.</p> <p>6. There is currently no research conducted on employee satisfaction, which limits the understanding of staff perspectives regarding their work environment and overall job satisfaction.</p> <p>6. It is recommended that the institution or the program initiate regular employee satisfaction surveys to gather comprehensive feedback from staff regarding their experiences and perceptions of the work environment.</p>

	<p>7. There is currently no evidence that faculty members are actively engaged in consultancy and expert services. This lack of involvement may limit opportunities for faculty to apply their expertise in real-world contexts and reduce the potential for the institution to enhance its reputation and build connections with external organizations.</p> <p>8. Only two faculty members possess relevant experience in the IT/IS industry prior to their tenure at the institution. This limited industry experience may impact the faculty's ability to provide students with practical insights and real-world applications of their academic knowledge.</p> <p>9. Currently, only a few faculty members hold relevant IT certifications, which may limit their credibility and the program's ability to provide students with the most current industry standards and practices.</p>	<p>7. It is recommended that the institution encourage faculty members to participate in consultancy and expert services by providing support for professional engagements outside of the classroom.</p> <p>8. It is recommended that the institution prioritize hiring faculty members with substantial industry experience in the IT/IS field.</p> <p>9. It is recommended that the institution implement a supportive framework to encourage faculty members to pursue relevant IT certifications.</p>
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AREA OF ACCREDITATION	STRENGTHS	AREAS NEEDING IMPROVEMENT	RECOMMENDATIONS
<b>AREA III: CURRICULUM AND INSTRUCTION</b>	<p>1. The subjects within the program are logically sequenced, and the prerequisites are thoughtfully aligned, ensuring that students are well-prepared and equipped for each subsequent course, thereby enhancing learning experience.</p> <p>2. A variety of software tools are employed for online learning, effectively facilitating both teaching and assessing students. This diversity enriches the educational experience and accommodates different learning styles.</p>	<p>1. There is a narrative of the tracer study based on data collected through online forms, but it has not yet been developed into a formal research study. This limits the depth of analysis and potential for the findings to contribute to academic discourse and institutional improvement.</p> <p>2. There is currently no evidence of varied, multi-sensory materials being utilized for instruction. This limits the diversity of teaching methods and may hinder the engagement and learning experiences of students with different learning preferences.</p> <p>3. Only a few instructional materials developed by the faculty were presented, indicating limited participation in the creation of resources that enhance the instructional process.</p> <p>3. The program enforces a diverse set of course requirements, ensuring that student learning is assessed through multiple methods. This comprehensive approach allows for a more holistic evaluation of student understanding and performance.</p>	<p>1. It is recommended that the existing narrative of the tracer study be developed into a full-fledged research study that would involve conducting a more thorough analysis of the data, applying research methodologies, and presenting the findings in a structured format.</p> <p>2. It is recommended that the program incorporate a wider variety of multi-sensory instructional materials, such as audio-visual aids and interactive technologies.</p> <p>3. It is encouraged that all faculty members actively participate in the development of instructional materials for utilization within the program. Collaborative efforts can be initiated to ensure that diverse subjects are covered and that high-quality, relevant materials are available for students.</p>

	<p>4. Instruction is enriched through the application of various teaching techniques and strategies, promoting engagement and catering to the diverse needs of students. This multifaceted approach enhances the learning environment and encourages active participation.</p> <p>5. There is a robust policy on graduation requirements that is strictly enforced, ensuring that students can graduate without encountering significant issues. This clarity and consistency support students in their academic journey and contribute to their successful completion of the program.</p>	<p>4. There is currently no evidence that the instructional materials presented were reviewed or approved by the Instructional Materials Committee. This lack of oversight may lead to inconsistencies in quality and alignment with the program's educational objectives.</p> <p>5. From the instructional materials presented, there is no evidence that they are copyrighted. This lack of copyright protection leaves the materials vulnerable to unauthorized use and fails to formally recognize the intellectual contributions of the faculty.</p> <p>6. There is currently no structured system in place for regularly conducting studies on the academic performance of students. This lack of ongoing evaluation limits the ability to identify areas for instructional improvement and ensure that learning outcomes are being met.</p>	<p>4. It is recommended that the program establish a formal review process where all instructional materials are assessed and approved by the Instructional Materials Committee before being utilized in the classroom.</p> <p>5. It is encouraged that all instructional materials developed by the faculty be copyrighted to protect their intellectual property and ensure proper recognition of their work.</p> <p>6. It is recommended that the program regularly conduct studies on the academic performance of students to ensure the quality of instruction. These studies should analyze key metrics such as grades, completion rates, and student feedback to identify trends, strengths, and areas needing improvement.</p>
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	<p>7. Only one employer feedback was presented, limiting the scope of valuable insights that could guide the program in improving its alignment with industry needs and expectations.</p> <p>7. It is recommended that the program actively gather more feedback from a diverse range of employers who have hired graduates. Conducting studies on the results of this feedback will provide valuable data on the strengths and areas needing improvement within the program.</p>	
	<p>8. Based on the interview, it was found that diverse software is being used for the same subjects, such as programming. This inconsistency may lead to uneven learning experiences among students, as they may acquire varying levels of knowledge and skills depending on the software they are exposed to.</p>	<p>8. It is recommended that the program establish clear guidelines on which software should be used for specific subjects, particularly in areas like programming. Standardizing the software across sections will ensure that all students receive consistent instruction and gain the same foundational knowledge.</p>
	<p>9. Based on the review, it was found that some syllabi with designated laboratory hours do not include any indicated laboratory activities.</p>	<p>9. It is recommended that all syllabi with laboratory hours include clearly defined laboratory activities. These activities should be aligned with the course objectives and provide students with practical experiences that reinforce theoretical knowledge.</p>

	<p>10. Based on the virtual tour, it was observed that the laboratory relies solely on the internet provided by the DICT, with no backup connection in place. This reliance poses a risk of disruption to student activities and instructional continuity if the primary connection becomes unavailable.</p> <p>11. It has been noted that classrooms lack a strong Wi-Fi internet connection, necessitating students to go to other locations to conduct research for subjects that require internet access.</p>	<p>10. It is recommended that the program establish a backup internet connection to ensure continuous access for students and faculty in case the primary DICT-provided connection becomes unavailable.</p> <p>11. It is recommended that the institution enhance the Wi-Fi connectivity in classrooms to provide students with reliable internet access. This can be achieved by upgrading the existing network infrastructure or installing additional access points to ensure strong coverage throughout all learning spaces.</p>
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AREA OF ACCREDITATION	STRENGTHS	AREAS NEEDING IMPROVEMENT	RECOMMENDATIONS
<b>AREA IV: SUPPORT TO STUDENTS</b>	<ul style="list-style-type: none"> <li>1. The institution has a well-structured, fully supported Student Services Program with clearly defined objectives aligned with the campus goals and objectives.</li> <li>2. An existing research study offers potential benefits to Student Affairs and Services.</li> <li>3. Scholarships and financial assistance programs for students are highly visible and accessible.</li> </ul>	<ul style="list-style-type: none"> <li>1. The number of guidance counselors is inadequate to meet the needs of the university's 12,501 students, including those in the BSIS program.</li> <li>2. Student-led economic ventures, such as laboratory cooperatives, entrepreneurial projects, and related activities, require further development and support.</li> <li>3. The life and accident insurance coverage for all students is not current.</li> <li>4. Student organizations are active and regularly conduct socio-cultural activities; however, documentation of BSIS student participation in these activities is limited.</li> </ul>	<ul style="list-style-type: none"> <li>1. It is recommended to increase the number of guidance counselors to further strengthen the effectiveness of the university's Student Affairs and Services (SAS).</li> <li>2. BSIS students are encouraged to engage in student cooperatives and entrepreneurial activities, among other initiatives, to enhance their skills and apply the theories learned in real-world settings.</li> <li>3. The university may consider providing all students with annual Life and Accident Insurance for their security and well-being.</li> <li>4. Students in the surveyed program are encouraged to actively participate in all university activities.</li> </ul>

  
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Bachelor of Science in Information System-1<sup>st</sup> Survey  
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		5. There is a research study on student affairs and services; however, there is no proof of presentation and publication.	5. It is recommended that the research study conducted on Student Services be presented at international conferences and published in peer-reviewed journals to ensure broader dissemination of its findings.
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AREA OF ACCREDITATION	STRENGTHS	AREAS NEEDING IMPROVEMENT	RECOMMENDATIONS
<b>AREA V: RESEARCH</b>	<p>1. The institution has an approved and adequate budget for research, which demonstrates a strong commitment to fostering a research-driven environment.</p> <p>2. The institution actively supports faculty research by allocating adequate funds for the completion of proposed research projects. This financial backing ensures that faculty members have the resources needed to pursue their research initiatives.</p>	<p>1. While the University Research Manual provides a comprehensive guide for research activities, there is no separate research manual tailored specifically to the College. This limits the ability to address the unique needs and research priorities of the College, which could benefit from more focused and specialized guidelines.</p> <p>2. While a capstone project manual has been created, it lacks content regarding the policies or implementing rules for the turnover of completed capstone project outputs to the college or program. This omission creates ambiguity in the ownership, use, and management of project outputs once they are completed.</p> <p>3. The research unit of the university, from the Vice President down to the coordinators, is composed of highly competent individuals who are well-equipped to handle research tasks.</p> <p>4. The institution has established adequate policies for providing incentives in areas such as paper publications, presentations, and patented outputs,</p>	<p>1. It is recommended that the College develop its own research manual, aligned with the University Research Manual but tailored to its specific goals, priorities, and academic focus. A dedicated manual will help the College define more targeted research agendas, foster discipline-specific research endeavors, and provide clear guidance for faculty and students in their research activities.</p> <p>2. It is recommended that the capstone project manual be revised to include clear policies and implementing rules for the turnover of completed project outputs to the college or program. A joint undertaking between the students, faculty, and administration could be crafted to formalize the process, ensuring that the intellectual property, future use, and management of capstone outputs are properly governed.</p> <p>3. It is recommended that the institution establish mechanisms to systematically track and document how research outputs are applied in</p>

	<p>and outstanding research-related performances.</p> <p>5. The institution maintains its own publication and regularly publishes research outputs, providing a dedicated platform for showcasing the scholarly work of its faculty.</p> <p>6. Faculty members are actively engaged in research activities, as evidenced by the significant number of BSIS faculty members involved in developing and submitting research proposals.</p>	<p>improvement of instructional processes, or the transfer of generated technology and knowledge to the community.</p> <p>4. There is currently no evidence indicating that faculty members are involved in editorship roles in academic, scientific, and professional journals. This lack of participation in editorial activities limits their influence in the academic community and diminishes opportunities for professional development and networking.</p> <p>5. There is currently no evidence of patented or copyrighted research outputs from the program under survey, indicating a missed opportunity to protect and leverage innovative ideas and discoveries.</p>	<p>various areas, including institutional development and instructional processes. Additionally, creating partnerships with community organizations to facilitate the transfer of knowledge and technology can enhance the relevance and impact of research efforts.</p> <p>4. It is recommended that the institution encourage faculty members to seek editorial roles in relevant academic and professional journals.</p> <p>5. It is recommended that the institution or the program establish a framework to support faculty and researchers in pursuing patents and copyrights for their innovative research outputs.</p>
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	<p>6. While most researches have been published in the institution's journal, there is a lack of submissions to refereed journals for publication. This limited scope reduces the visibility and impact of their research within the broader academic community.</p> <p>7. There is currently no evidence that the program generates income from patents, licenses, copyrights, or other research outputs. This lack of financial return indicates an underutilization of the potential commercial value of the program's research efforts.</p>	<p>6. It is recommended that the institution actively encourage researchers to submit their work to refereed journals for publication. This could be achieved by providing workshops on the submission process and offering mentorship from faculty members who have experience with refereed publications.</p> <p>7. It is recommended that the program explore avenues for generating income through patents, licenses, and copyrights associated with its research outputs. This could involve establishing partnerships with industry stakeholders, creating a technology transfer office to facilitate commercialization efforts, and providing training for faculty on how to navigate the process of patenting and licensing.</p>
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<b>AREA VI: EXTENSION AND COMMUNITY INVOLVEMENT</b>	<p>1. The BSIS program benefits from strong administrative support for the conduct of extension activities, ensuring that the necessary resources, guidance, and logistical assistance are consistently provided. This support enhances the program's ability to plan, execute, and sustain meaningful extension initiatives.</p> <p>2. The documentation of each extension activity is thorough and well-organized, allowing for easy evaluation and review. This comprehensive approach to documentation ensures transparency, facilitates accurate reporting, and supports continuous improvement of extension efforts.</p>	<p>1. While there is an existing extension program manual that serves as a basis for all extension programs conducted, it has not been copyrighted. This limits the protection of intellectual property and may hinder the formal recognition of the institution's efforts in developing structured guidelines for its extension activities.</p> <p>2. The BSIS program currently offers extension activities related to their curriculum; however, these activities are primarily focused on the subject 'Introduction to Computing.' There is limited diversity in extension projects that address other core subjects within the program.</p>	<p>1. It is recommended that the institution pursue protection for the extension program manual. Securing copyright will not only safeguard intellectual property but also formalize the ownership and recognition of the manual as a unique contribution of the institution.</p> <p>2. It is recommended that the BSIS program expand its extension activities to include other key subjects such as 'Network Technologies' and 'Information Management.' By doing so, the program can broaden its impact on communities, offering more comprehensive support and practical applications of information systems in areas such as networking, data management, and digital transformation.</p>

	<p>3. The BSIS faculty demonstrates a high level of commitment to community involvement, with the majority actively participating in various extension activities. This strong engagement reflects their dedication to using their expertise to positively impact communities and reinforces the program's mission of service and outreach.</p>	<p>3. Extension activities within the program are currently limited to teaching or training, which restricts opportunities for broader community engagement and the application of knowledge in real-world contexts.</p> <p>4. There is currently no impact assessment or equivalent document that demonstrates the improvement in the quality of life of beneficiaries after participating in the BSIS program's extension activities.</p>	<p>3. It is recommended that the program expand its scope of extension activities to include initiatives related to technology transfer or application development.</p> <p>4. It is recommended that the BSIS program implement a systematic impact assessment process for its extension activities. This should include tracking and documenting changes in the quality of life of beneficiaries over time, through surveys, interviews, or other evaluative tools. Such assessments will provide valuable insights into the effectiveness of the programs, highlight areas for improvement, and demonstrate the tangible benefits of the extension projects to stakeholders.</p>
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<b>AREA VII: LIBRARY</b>	<p>1. The librarian is licensed, holds a permanent position (College Librarian III) and is a graduate of Master of Library and Information Science.</p> <p>2. All the librarians are licensed, qualified, and are graduates of Master of Library and Information Science.</p> <p>3. There is an adequacy of library holdings for the program being accredited.</p> <p>4. The library provides programs and activities in support of their mandate.</p>	<p>1. The librarian-student ratio is inadequate as provided by CMO no. 22, series of 2021.</p> <p>2. The library staff-student ratio is also inadequate.</p> <p>3. The library space cannot accommodate the required 10 percent of the student population.</p> <p>4. There is no evidence of programs and services developed or implemented vis-a-vis the goals/objectives of the program being accredited.</p>	<p>1. The Administration may consider hiring additional librarians and paraprofessional staff to address the librarian-student ratio and library staff-student ratio to comply with CMO no. 22, series of 2021.</p> <p>2. Should funds warrant, the Administration may consider expanding the library space.</p> <p>3. The Administration may also consider acquiring ergonomic furniture and investing in Learning Commons or Makers Spaces for a more conducive library atmosphere.</p> <p>4. The library management may carefully study the objectives of the program being accredited and craft a library action plan vis-à-vis the program being accredited to ensure that library activities and actions address the needs of the program.</p>

	5. Digital and electronic collections are only limited to the subscribed databases.	5. The library management may consider exploring Open-access resources under the Creative Commons License and integrate this into the library holdings.
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<b>AREA VIII: PHYSICAL PLANT AND FACILITIES</b>	<ol style="list-style-type: none"> <li>The university's student center is effectively utilized, providing a welcoming space that accommodates the needs of both Christian and Muslim students, fostering inclusivity and cultural respect.</li> <li>The university's offices and classrooms are notably spacious, offering a comfortable learning and working environment, while also being well-maintained to ensure cleanliness and functionality.</li> </ol>	<ol style="list-style-type: none"> <li>The university buildings must comply with building code requirements; however, the CETC building lacks a certificate of occupancy.</li> <li>Emergency exit markings are present in some rooms and offices but not consistently across all buildings. All rooms should have at least two outward-opening doors for safety.</li> <li>Regular pest control measures against termites, flies, and mosquitoes are limited.</li> <li>The university canteen consistently adheres to the institution's sanitary protocols, ensuring a hygienic and safe dining experience for students, staff, and visitors.</li> </ol>	<ol style="list-style-type: none"> <li>The university is encouraged to comply with building code requirements, including obtaining the certificate of occupancy for the CETC building.</li> <li>The university may consider installing two outward-opening doors in all classrooms and offices to enhance safety.</li> <li>It is suggested that pest control activities be included in the campus's annual operational plan and integrated into the General Services Office's annual procurement plan.</li> </ol>

	<p>4. The planned construction of a new administration building and dormitory signifies the university's commitment to expansion and continued growth, reflecting its dedication to enhancing facilities and accommodating a growing student population.</p>
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AREA OF ACCREDITATION	STRENGTHS	AREAS NEEDING IMPROVEMENT	RECOMMENDATIONS
<b>AREA IX: LABORATORY</b>	<ul style="list-style-type: none"> <li>1. The laboratory materials are well-maintained, sufficient in quantity, and efficiently utilized to support various academic and practical activities.</li> <li>2. Comprehensive precautionary measures, including safety protocols and guidelines, are implemented in all laboratories to ensure student and staff safety.</li> <li>3. Laboratories are designated for specific technologies, providing specialized spaces for the unique requirements of different fields or disciplines.</li> </ul>	<ul style="list-style-type: none"> <li>1. The software used in computer laboratories lacks proper licensing and does not meet regulatory requirements. This can lead to potential legal issues, interruptions in workflow, and security vulnerabilities, as unlicensed or outdated software may not receive critical updates or support.</li> <li>2. There is no clear evidence of laboratory manuals that outline standard operating procedures (SOPs), equipment handling, safety protocols, and best practices.</li> <li>3. The laboratory has not provided any documentation to demonstrate that hazardous and toxic chemicals are being disposed of in accordance with safety and environmental regulations.</li> </ul>	<ul style="list-style-type: none"> <li>1. The university may consider prioritizing the procurement of properly licensed software for all computer laboratories. This ensures compliance with legal standards and helps prevent software malfunctions, reduces the risk of cyber threats, and improves the functionality of laboratory computers, contributing to more efficient lab operations.</li> <li>2. Regular monitoring and evaluation of laboratory usage, including both equipment utilization and the application of laboratory manuals is recommended.</li> <li>3. A comprehensive policy may be developed to regulate the proper disposal of toxic and hazardous chemicals used in laboratories that are aligned with environmental regulations and safety standards.</li> </ul>

AREA OF ACCREDITATION	STRENGTHS	AREAS NEEDING IMPROVEMENT	RECOMMENDATIONS
<b>AREA X: ADMINISTRATION</b>	<p>1. The institution is equipped with a well-designed and highly functional organizational structure that effectively supports its strategic goals and operational needs.</p> <p>2. A clear and systematic flow of communication is consistently maintained, both across various units and departments and within them, promoting transparency, collaboration, and the timely exchange of information.</p> <p>3. The institution efficiently implements policies, especially in student administration, creating a smooth and supportive environment for learners.</p>	<p>1. The college offering the surveyed program is currently led by a dean holding a doctorate in a non-ITE field.</p> <p>2. Evidence of the dean's involvement in the faculty hiring and promotion process is limited.</p> <p>3. The Human Resource Management Office lacks specialized software to maintain organized, accurate, and up-to-date employee records, which could enhance administrative efficiency and reliability.</p>	<p>1. It is recommended that the dean of the College of Engineering, Technology, and Computing at Cotabato State University consider pursuing further graduate studies in a field closely related to Information Technology Education (ITE) to enhance leadership qualifications and expertise in the area.</p> <p>2. The university is encouraged to consider involving all deans across colleges in the selection and promotion processes of faculty members to strengthen academic governance.</p> <p>3. It may be beneficial for the university to provide the Human Resource Management Office with specialized software for automated and real-time record keeping, which would enhance administrative efficiency and accuracy.</p>

- Nothing Follows -