

CHAPTER 2. SCOPE

This Merit System shall cover all closed career positions of the LCU. These are the positions or ranks in the faculty such as the following:

FACULTY RANK	SUB-RANKS
Instructor	I - III
Assistant Professor	I - IV
Associate Professor	I - V
Professor	I - V
College Professor	
University Professor	

CHAPTER 3. DEFINITION OF TERMS

- a. **Appointing Authority** - the Local Chief Executive (LCE) as chairman of the Board of Trustees/Regent or the University President authorized by law to issue appointments.
- b. **Association of Local Colleges and Universities (ALCU)** - the recognized organization of all chartered local colleges and universities established by the different local government units.
- c. **Career Service** - positions in the civil service characterized by (1) entrance based on merit and fitness to be determined as far as practicable by competitive examination or based on highly technical qualifications; (2) opportunity for advancement to higher career positions; and (3) security of tenure.
- d. **Closed Career Position** - any position in the faculty staff of the LCU.
- e. **Community Extension Service** - any development-oriented program or service provided internally or externally by the University/College.
- f. **Eligibility** - refers to the result of passing a merit and fitness test which may be determined as far as practicable by competitive examination, or based on highly technical qualifications or other tests of merit and fitness conducted by the Civil Service Commission, or other examinations jointly designed and coordinated by the departments or agencies with the assistance of or in coordination with the CSC, or the Professional Regulation Commission (PRC) conducted board examinations, the Supreme Court conducted bar examinations, or TESDA conducted crafts and trades examinations.
- g. **Faculty** - regular plantilla-based set of people of the LCU appointed to a faculty rank who are directly engaged in teaching, research and extension services.
- h. **Faculty Rank** - the classification of faculty into Professor, Associate Professor, Assistant Professor, and Instructor positions, which is further classified into sub-ranks pursuant to applicable laws, rules and regulations.
- i. **FSB** - refers to the Faculty Selection Board. This body shall assist the University/College President in selecting applicants for recommendation to the

- governing board, which shall confirm appointments of faculty members to positions/ranks.
- j. **FTDC** - refers to the Faculty Training and Development Committee. This body shall be responsible for selecting and recommending faculty members who should attend specific training programs conducted by the LCU or by government agencies or duly accredited non-governmental organizations, local or foreign.
- k. **Full Timer** - regular faculty members occupying permanent plantilla positions and rendering an equivalent of forty (40) hours of work a week. The 40 hours may consist of academic full load plus quasi-teaching administrative duties (consultation, preparation of lesson, checking of papers, and research and extension services).
- l. **Full Load** - consists of a number of hours spent in teaching or academic units plus quasi-teaching/administrative duties (consultation, preparation of lesson, checking of test papers, and research and extension services), the total of which is forty (40) hours of work a week.
- m. **Governing Board** - refers to the highest policy-making body of a chartered LCU. For chartered local universities, it is called the Board of Regents (BOR). For chartered local colleges, it is called the Board of Trustees (BOT).
- n. **LCU** - refers to the Local College or University established through an ordinance by the local government unit in the province, city, municipality or barangay.
- o. **Merit System** - a personnel system in which comparative merit or achievement governs the selection, utilization, training, retention and discipline of the faculty members in the LCU.
- p. **Part Timer** - a teaching staff member who is either occupying a regular plantilla position or hired through a contract of service or a job order whose work is part-time (A contract of service or job order part timer is not a government employee as his/her service is not considered government service.)
- q. **Personnel Action** - any action denoting the movement or progress of personnel in the civil service.
- r. **PES** - refers to the performance evaluation system for faculty positions/ranks. It shall be an organized, methodical and standardized system of evaluating the individual performance of faculty members for organizational effectiveness.
- s. **Qualification Standards** - is a statement of the minimum qualifications for a position, which shall include education, experience, training, civil service eligibility, and physical characteristics and personality traits required for the performance of the job or set of duties.
- t. **Rank** - refers to academic rank or sub-rank assigned to a member of the faculty after evaluation in accordance with the common criteria and point allocation as may be

The civil service eligibility can be dispensed with for appointment to faculty ranks; however, RA 1080 shall be required if the subjects to be taught are covered by bar/board laws.

prescribed from time to time by a duly authorized agency.

- u. **Reclassification** – involves a change in the classification of a position either as a result of a change in its duties and responsibilities sufficient to warrant placing the position in a different class, or as a result of a reevaluation of a position without a significant change in its duties and responsibilities.
- v. **Recruitment** - the process of searching for and attracting potential applicants through announcements, assessments and related procedures to select the most qualified applicant for appointment to an appropriate position in the faculty.
- w. **Research Output** – relevant scientific, technical, educational studies made.
- x. **Selection** - the process of thoroughly screening qualified applicants for certain positions to determine the most qualified among them or to rank them based on their qualifications and professional potentials.
- y. **Teaching Experience** – refers to the acquired number of years of service and quality of teaching performance.
- z. **Upgrading** – involves the reallocation of the salary grade assignment of positions to a higher salary grade without change in its duties and responsibilities. The term upgrading refers to a class or positions and is not applied in individual cases. A class is upgraded in view of its perceived relative worth as compared to other classes of positions with similar salary grade assignments.

CHAPTER 4. PERSONNEL MANAGEMENT SYSTEMS AND STANDARDS

I. QUALIFICATION STANDARDS

GENERAL POLICY

The qualification standards for appointment and other personnel actions for faculty members shall be those provided under the ALCU United Merit System and such other issuances that may henceforth be issued.

POLICIES

- 1. Hereunder are the minimum qualification standards for appointment to faculty positions in the LCU's

POSITION TITLE	SG	EDUCATION	EXPERIENCE	TRAINING	RESEARCH OUTPUT	COMMUNITY EXTENSION SERVICE	ELIGIBILITY
Instructor I	12	B.S. Degree + 6 units MA	None	None			None required; RA 1080 (for courses requiring BAR or BOARD eligibility)

POSITION TITLE	SG	EDUCATION	EXPERIENCE	TRAINING	RESEARCH OUTPUT	COMMUNITY EXTENSION SERVICE	ELIGI- LITY
Instructor II	13	B.S. Degree + 12 units MA	1 year relevant experience	4 hrs of relevant training			None required; RA 1080 (for courses requiring BAR or BOARD eligibility)
Instructor III	14	B.S. Degree + 18 units MA	2 years of relevant experience + VS Performance Rating	8 hours of relevant training			None required; RA 1080 (for courses requiring BAR or BOARD eligibility)
Asst. Prof. I	15	B.S. Degree + 24 units MA	3 years of relevant experience + VS Performance Rating	15 hours of relevant training	- Local - Unpublished Research - Action/ Applied Research in Any Discip- Line	- Outreach Program - Participative	None required; RA 1080 (for courses requiring BAR or BOARD eligibility)
Asst. Prof. II	16	Master's Degree	4 years of relevant experience + VS Performance Rating	20 hours of relevant training	- Local - Unpublished Research - Action/ Applied Research in Any Discip- Line	- Outreach Program - Participative	None required; RA 1080 (for courses requiring BAR or BOARD eligibility)
Asst. Prof. III	17	Master's Degree	4 years of relevant experience + VS Performance Rating	25 hours of relevant training	- Local - Unpublished Research - Action/ Applied Research in Any Discip- Line	- Outreach Program - Participative	None required; RA 1080 (for courses requiring BAR or BOARD eligibility)
Asst. Prof. IV	18	Master's Degree	4 years of relevant experience + VS Performance Rating	28 hours of relevant training	- Local - Unpublished Research - Action/ Applied Research in Any Discip- line	- Outreach Program - Participative	None required; RA 1080 (for courses requiring BAR or BOARD eligibility)
Associate Professor I	19	MA	5 years of relevant experience + VS Performance Rating	30 hours of relevant training	Community- Based Action Research Published Research	Civic Welfare Service	None required; RA 1080 (for courses requiring BAR or BOARD eligibility)

POSITION TITLE	SG	EDUCATION	EXPERIENCE	TRAINING	RESEARCH OUTPUT	COMMUNITY EXTENSION SERVICE	ELIGI- BILITY
Associate Professor II	20	MA + 9 units Doctorate	5 years of relevant experience + Performance Rating	30 hours of relevant training	Community- Based Action Research	Civic Welfare Service	None required; RA 1080
					Published Research		requiring BAR or BOARD eligibility)
Associate Professor III	21	MA + 18 units Doctorate	6 years of relevant experience + VS Performance Rating	35 hours of relevant training	Community- Based Action Research	Civic Welfare Service	None required; RA 1080 (for courses requiring BAR or BOARD eligibility)
					Published Research		
Associate Professor IV	22	MA + 24 units Doctorate	6 years of relevant experience + VS Performance Rating	35 hours of relevant training	Community- Based Action Research	Civic Welfare Service	None required; RA 1080 (for courses requiring BAR or BOARD eligibility)
					Published Research		
Associate Professor V	23	MA + Doctoral Academic Units Completed	7 years of relevant experience + VS Performance Rating	40 hours of relevant training	Community- Based Action Research	Civic Welfare Service	None required; RA 1080 (for courses requiring BAR or BOARD eligibility)
					Published Research		
Professor I	24	Doctoral Degree	8 years of relevant experience + VS Performance Rating	40 hours of relevant training	Scientific, Educational, Technical, Technological Research	Significant Contribution to Community Development	None required; RA 1080 (for courses requiring BAR or BOARD eligibility)
Professor II	25	Doctoral Degree	8 years of relevant experience + VS Performance Rating	45 hours of relevant training	Scientific, Educational, Technical, Technological Research	Significant Contribution to Community Development	None required; RA 1080 (for courses requiring BAR or BOARD eligibility)
Professor III	26	Doctoral Degree	9 years of relevant experience + VS Performance Rating	48 hours of relevant training	Scientific, Educational, Technical, Technological Research	Significant Contribution to Community Development	None required; RA 1080 (for courses requiring BAR or BOARD eligibility)

POSITION TITLE	SG	EDUCATION	EXPERIENCE	TRAINING	RESEARCH OUTPUT	COMMUNITY EXTENSION SERVICE	ELIGIBILITY
Professor IV	27	Doctoral Degree	9 years of relevant experience + V5 Performance Rating	50 hours of relevant training	Scientific, Educational, Technical, Technological Research	Significant Contribution to Community Development	None required; RA 1080 (for courses requiring BAR or BOARD eligibility)
Professor V	28	Doctoral Degree	10 years of relevant experience + V5 Performance Rating	50 hours of relevant training	Scientific, Educational, Technical, Technological Research	Significant Contribution to Community Development	None required; RA 1080 (for courses requiring BAR or BOARD eligibility)
College Professor	29	Doctoral Degree	Holds Special Designation	Locally and Nationally Recognized for Academic Achievement	Funded Research (Local and National, International Level)	Significant Contribution for National Development	None required; RA 1080 (for courses requiring BAR or BOARD eligibility)
University Professor	30	Doctoral Degree	Holds Special Designation	Locally and Nationally Recognized for Academic Achievement	Funded Research (Local and National, International Level)	Significant Contribution for National Development	None required; RA 1080 (for courses requiring BAR or BOARD eligibility)

II. RECRUITMENT, SELECTION AND APPOINTMENT

A. RECRUITMENT AND APPOINTMENT

GENERAL POLICY

The LCU shall establish its own internal policies, procedures and guidelines for the recruitment and appointment of faculty members, which shall be submitted to the CSC for approval.

The established LCU policies and procedures on recruitment and appointment of faculty shall be in accordance with the following Civil Service policies and procedures:

POLICIES

1. Recruitment shall be limited to those who meet the minimum requirements prescribed for the position.
2. Transferees from other state or local universities and colleges may be

MC No. 10, s. 2012

MEMORANDUM CIRCULAR

TO : ALL HEADS OF CONSTITUTIONAL BODIES; DEPARTMENTS, BUREAUS AND AGENCIES OF THE NATIONAL GOVERNMENT; LOCAL GOVERNMENT UNITS; GOVERNMENT-OWNED OR CONTROLLED CORPORATIONS WITH ORIGINAL CHARTERS; AND STATE UNIVERSITIES AND COLLEGES

SUBJECT : Education Requirement for Faculty Positions in State Universities and Colleges (SUCs) and Local Colleges and Universities (LCUs)

Pursuant to CSC Resolution No. 1200638 dated April 17, 2012, the Commission amends CSC Memorandum Circular No. 19, s. 2005 dated November 3, 2005 (Model Merit Systems for Faculty Members of State Universities and Colleges and Local Colleges and Universities) and adopts the minimum education requirement for the following faculty positions in SUCs and LCUs:

Faculty Positions	Education Requirement
Instructor I to III (SUCs & LCUs) Assistant Professor I to IV (SUCs) Assistant Professor I (LCUs)	Master's degree in the area of specialization

The above qualification standards shall be the bases of the Civil Service Commission in attesting appointments for the above positions in the State Universities and Colleges and Local Colleges and Universities.

This Memorandum Circular shall take effect fifteen (15) days after the publication of CSC Resolution No. 1200638 dated April 17, 2012 in a newspaper of general circulation.


FRANCISCO T. DUQUE III, MD, MSc
Chairman

JUN 05 2012

CSC Resolution No. 1200638 dated April 17, 2012 was published on May 11, 2012 in Philippine Star

In a Race to Serve: Responsive, Accessible, Courteous and Effective Public Service

MC No. 22, s. 2016

MEMORANDUM CIRCULAR

TO : ALL HEADS OF CONSTITUTIONAL BODIES; DEPARTMENTS, BUREAUS AND AGENCIES OF THE NATIONAL GOVERNMENT; LOCAL GOVERNMENT UNITS; GOVERNMENT-OWNED OR CONTROLLED CORPORATIONS WITH ORIGINAL CHARTERS; AND STATE UNIVERSITIES AND COLLEGES

SUBJECT : Amendment of CSC MC No. 10, s. 2012 on the Education Requirement for Faculty Positions in State Universities and Colleges and Local Universities and Colleges

Pursuant to CSC Resolution No. 1600839 promulgated on 26 July 2016, the Commission amends CSC Memorandum Circular No. 10 series of 2012 on the education requirement for faculty positions in State Universities and Colleges (SUCs) and Local Universities and Colleges (LUCs), as follows:

1. The education requirement for the following faculty positions/ranks in SUCs and LUCs is a master's degree in the area of specialization or its allied courses based on the CHED Memorandum Orders (CMO) on the policies, standards and guidelines of the subject course:

Faculty Positions/Ranks	Education Requirement
<i>For SUCs:</i> Instructor I to III Assistant Professor I to IV	Master's degree in the area of specialization or its allied/related fields
<i>For LUCs:</i> Instructor I to III Assistant Professor I	

Note: Allied or related fields or programs to Master's degree shall be determined from the relevant CMOs on policies, standards and guidelines for undergraduate or graduate programs.

In a File: 1.1.16.10 Source: Responsive, Accessible, Empowered and Effective Public Service

The education requirement for the above faculty positions/ranks in SUCs and LUCs is primarily a master's degree in the program to which the item of the faculty position/rank belongs.

The allied or related fields or programs to the Master's degree which can be determined from the relevant CMOs on policies, standards and guidelines for undergraduate or graduate programs shall be considered appropriate education requirement for the faculty positions/ranks in that program.

In the recruitment and promotion of faculty members in the SUCs and LUCs, vertical articulation of the master's degree with the undergraduate degree should not be an issue as the point of consideration is the master's degree and not the undergraduate degree of the candidate.

Illustration:

<u>Faculty Position/Rank (Program where the faculty position/rank belongs)</u>	<u>Education Requirement</u>
<i>Instructor I (Business Administration)</i>	<i>Master's degree in Business Administration or in any of its allied programs as shown in CMO No. 39, s. 2006</i>
<i>Assistant Professor I (Information Technology)</i>	<i>Master's degree in Computer Science or in any of its allied programs as shown in CMO No. 53, s. 2006</i>
2. For faculty positions for professional courses/subjects of a particular board program, the education requirement shall be master's degree in the program or in allied or related fields ¹ .	
<i>Illustration:</i>	
<u>Faculty Position/Rank (Program where the faculty position/rank belongs)</u>	<u>Education Requirement</u>
<i>Instructor II (Accountancy)</i>	<i>Master's degree in Accountancy or in any of its allied programs as shown in CMO No. 3, s. 2007</i>

¹ The eligibility requirement is appropriate RA 1080 per Item 1, Section 35, Article VIII of CHED Memorandum Order No. 40, s. 2008 (Manual of Operations for Private Higher Education (MORPHE) of 2008.



QUALIFICATION STANDARDS

Amendment of CSC MC No. 10, s. 2012

Number:

1600839

re: Education Requirement for Faculty Positions
in State Universities and Colleges (SUCs) and Local
Universities and Colleges (LUCs)

Promulgated: 25 May 2016

X-----X

RESOLUTION

WHEREAS, Section 3, Article IX (B) of the 1987 Philippine Constitution provides that "The Civil Service Commission, as the central personnel agency of the Government, shall establish a career service and adopt measures to promote morale, efficiency, integrity, responsiveness, progressiveness, and courtesy in the civil service. It shall strengthen the merit and rewards system, integrate all human resources development programs for all levels and ranks, and institutionalize a management climate conducive to public accountability. x x x"

WHEREAS, Section 12(1), Chapter 3, Title I (A), Book V of Executive Order No. 292 (Administrative Code of 1987), provides that the Commission shall administer and enforce the constitutional and statutory provisions in the merit system for all levels and ranks in the Civil Service;

WHEREAS, under Section 22(1), Chapter 5 Title I, Book V of the Administrative Code of 1987, qualification standards shall be used, among others, as guides in appointments and other personnel actions to be administered in such manner as to continually provide incentives to officers and employees towards professional growth and foster the career system in the government;

WHEREAS, the Commission adopted the Model Merit System for faculty members of state universities and colleges (SUCs) and local universities and colleges (LUCs) by promulgating CSC Resolution No. 051404 dated October 6, 2005 which was circularized through CSC Memorandum Circular (MC) No. 19, s. 2005 dated November 3, 2005. Said Model Merit System for SUCs and LUCs included the qualification standards for appointment to faculty positions/ranks in the SUCs and LUCs;

WHEREAS, the Commission on Higher Education (CHED), in its Memorandum Order No. 40, s. 2008 dated July 31, 2008, adopted and promulgated the Manual of Regulations for Private Higher Education (MORPHE) of 2008 which shall be applicable to all private higher education institutions operating under authority of the CHED. In particular, Item 1, Section 35 (Minimum Faculty Qualifications), Article VIII (Internal Organization: Academic and Non-Academic Personnel) provides, as follows:

"Section 35. Minimum Faculty Qualifications. The minimum qualifications of a faculty in a higher education institution shall be as follows:

- 1) For undergraduate programs
 - a) Holder of a master's degree, to teach mainly in his/her major field and where applicable, a holder of appropriate professional license requiring at least a bachelor's degree for the professional courses. However, in specific fields where there is dearth of holders of Master's degree, a holder of a professional license requiring at least a bachelor's degree may be qualified to teach. Any deviation from this requirement will be subject to regulation by the Commission (CHED).

In a Resolution, to Series: Resolutions, Decisions, Comptroller and Officer Public Service

- b) *For Physical Education: A holder of a degree in Bachelor of Science in Physical Education, or Bachelor of Science in Education, with major or minor in physical education, or any other bachelor's degree with certificate in physical education.*

- c) *For Music Education: A holder of a degree in Bachelor of Music, or Bachelor of Science, with major or minor in music, or any other bachelor's degree with certificate in music."*

WHEREAS, the CHED issued Memorandum No. 30, s. 2009 dated September 9, 2009 which provides that the MORPHE of 2008 shall also be applicable to SUCs and LUCs as it is for private higher education institutions, further directing all SUCs and LUCs to comply with the provisions of the Manual;

WHEREAS, the Commission, through its Resolution No. 1200638 dated April 17, 2012 amended CSC MC No. 19, s. 2005 dated November 3, 2005 and set the minimum education requirement of *Master's degree in the area of specialization* to the faculty positions of Instructor I to III in SUCs and LUCs, Assistant Professor I to IV in SUCs and Assistant Professor I in LUCs;

WHEREAS, the CHED created the Technical Working Group on Vertical Articulation (TWG-VA) tasked to: (1) determine the allied fields per program as stated in CHED Memorandum Orders (CMOs) for the different disciplines and those to be proposed by the SUCs and LUCs to be submitted to the Technical Panel/Committee for consideration; (2) prepare the list of programs where there is dearth of holders of master's degree in the area of specialization; (3) conduct initial evaluation of the proposed amendments of Qualification Standards (QS) for faculty positions of SUCs/LUCs in relation to NBC 461 and submit recommendations to CSC; and (4) propose amendments to CSC MC No. 10, s. 2012 to include allied fields;

WHEREAS, upon the recommendation of the TWG-VA, in its Resolution No. 02-2015 dated December 7, 2015, the CHED Commission en banc proposed "to request the CSC to clarify the 'Area of Specialization' as provided in CSC Memorandum Circular No. 10, series of 2012 and to include the Relevant/Allied Courses based on the list provided by CHED for master's degree requirement for faculty position in SUCs and LUCs";

WHEREAS, the Legal Education Board (LEB), which is mandated by law to administer the legal education system and to supervise the law schools in the country, issued its Resolution No. 2014-02 dated 10 December 2014 prescribing, among others, that the "members of the law faculty are required to be holders of the degree of Master of Laws." The implementation of said rule shall be gradual such that law schools shall follow the required percentage¹ of holders of the master of laws degree in the law faculty, as follows:

1. School Year 2017 – 2018 – 20%
2. School Year 2018 – 2019 – 40%
3. School Year 2019 – 2020 – 60%
4. School Year 2020 – 2021 – 80%

WHEREAS, the CSC has been receiving various inquiries and requests for clarification on the policies regarding the education requirement for faculty members in SUCs and LUCs particularly on the vertical articulation of the master's degree to its undergraduate degree;

¹ Para. 2, Item 3 of LEB Resolution No. 2014-02 states that "In computing the percentage, those who are exempted from the rule shall be included."



WHEREFORE, the Commission **RESOLVES to AMEND** CSC Memorandum Circular No. 10, s. 2012 on the education requirement for certain faculty positions in SUCs and LUCs as follows:

1. The education requirement for the following faculty positions/ranks in State Universities and Colleges (SUCs) and Local Universities and Colleges (LUCs) is a master's degree in the area of specialization or its allied courses based on the CMO on the policies, standards and guidelines of the subject course:

Faculty Positions/Ranks	Education Requirement
For SUCs: Instructor I to III Assistant Professor I to IV	Master's degree in the area of specialization or its allied/related fields
For LUCs: Instructor I to III	
Assistant Professor I	

Note: Allied or related fields or programs to Master's degree shall be determined from the relevant CHED Memorandum Orders (CMOs) on policies, standards and guidelines for undergraduate or graduate programs.

The education requirement for the above faculty positions/ranks in SUCs and LUCs is primarily a master's degree in the program to which the item of the faculty position/rank belongs.

The allied or related fields or programs to the Master's degree which can be determined from the relevant CHED Memorandum Orders (CMOs) on policies, standards and guidelines for undergraduate or graduate programs shall be considered appropriate education requirement for the faculty positions/ranks in that program.

In the recruitment and promotion of faculty members in the SUCs and LUCs, vertical articulation of the master's degree with the undergraduate degree should not be an issue as the point of consideration is the master's degree and not the undergraduate degree of the candidate.

Illustration:

<u>Faculty Position/Rank (Program where the faculty position/rank belongs)</u>	<u>Education Requirement</u>
Instructor I (Business Administration)	Master's degree in Business Administration or in any of its allied programs as shown in CMO No. 39, s. 2006
Assistant Professor I (Information Technology)	Master's degree in Computer Science or in any of its allied programs as shown in CMO No. 53, s. 2006

2. For faculty positions for professional courses/subjects of a particular board program, the education requirement shall be master's degree in the program or in allied or related fields².

Illustration:

<u>Faculty Position/Rank (Program where the faculty position/rank belongs)</u>	<u>Education Requirement</u>
Instructor II (Accountancy)	Master's degree in Accountancy or in any of its allied programs as shown in CMO No. 3, s. 2007
Professor I (Law)	Master of Law (Percentage of Faculty of Law shall follow the LEB Resolution No. 2014-02 dated 10 December 2014)

The above qualification standards shall be the bases of the Civil Service Commission in attesting appointments for the above positions in SUCs and LCUs.

This Resolution shall take effect fifteen (15) days from its publication in a newspaper of general circulation.


Quezon City.


ALICIA dela ROSA-BALTA
Chairperson


ROBERT S. MARTINEZ
Commissioner

VACANT
Commissioner

Attested By:


DOLORES B. BONIFACIO
Director IV
Commission Secretariat and Liaison Office

² The eligibility requirement is appropriate RA 1080 per Item I, Section 35, Article VIII of CHED Memorandum Order No. 40, s. 2008
Manual of Operations for Private Higher Education (MORPHED) of 2008.