

INCOME GENERATING ENTERPRISES ASSESSMENT OF ISABELA STATE UNIVERSITY, CABAGAN CAMPUS: A BASIS FOR A PROPOSED MANAGEMENT PROCESSES AND POLICY REFORMS

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ABSTRACT

The descriptive method of research and documentary analysis were utilized to assess the Income Generating Enterprises of Isabela State University, Cabagan Campus: A Basis for Proposed Management Processes and Policy Reforms. A structured questionnaire and interview guide were utilized as principal instruments to the 30 participants involving (10) faculty members, two (2) students, eight (8) support staff and ten (10) blue-collar workers from the non-teaching personnel. Frequency counts, percentage, weighted mean, and t-test or One-Way Analysis of variance were used for data analysis. Results unveiled that the profile of the participants suggested that qualifications of the personnel/staff of each of the projects must be taken into consideration. Improvement in knowledge, skills and training must likewise be considered. Income Generating Enterprises of the Isabela State University, Cabagan Campus is currently in a very challenging situation. Remarkably, the enterprise is facing a significant challenge in almost all aspects of management-administrative, financial, among others. Project processes, specifically, planning, implementation, monitoring, and evaluation are major areas of concern that need immediate attention and action to save the entire enterprise. If these problems continue to exist, then the organization as a whole will perpetually suffer. Thus, with the current state of the enterprise, major revision and change are required to completely eradicate all of the enumerated problems. Reconstruction of the enterprise is a possible alternative solution that must be taken into consideration.

Keywords: *Income generating enterprise, proposed management processes, policy reforms*

INTRODUCTION

Over the years, public universities in the country have had to innovate to cope with increased competition and diminishing capitation, particularly from the government. The Isabela State University is no exception. As a state university, it struggles to respond to the standards set by the Commission on Higher Education (CHED) in attaining academic excellence as well as in catering the needs of the students, as it starts a public university, it is receiving subsidy from the national government through the General Appropriations Act (GAA). It is also deriving income from tuition fees, donations from various sponsors, research funds from other national government agencies and non-government organizations within or outside the country, and from the Income Generating Enterprises as well. State Universities and Colleges operate in line with its four-fold functions – instruction, research, extension, and production. Republic Act 8292 otherwise known as “The Higher Education Modernization Act of 1997” authorizes SUCs “...to enter into joint ventures with business and industry for the profitable development and management of the economic assets of the college or institution,...” and that “...the proceeds from which will be used for the development and strengthening of the college or university...” Public expenditure on education is a matter of great concern, hence, the need for institutions to generate their income has been motivated to fund other school needs.

Corporatization, as it is being called, is taken as an option to generate much-needed revenues to fill in financial gaps in public universities. Despite government subsidies and other funding coming from the different government, non-government and private institutions; it is still evident that there are financial gaps that need additional funding. To find a way out of this fiscal distress, it is advisable for State Universities and Colleges to mobilize available institutional resources such as land, physical facilities and equipment to generate income to provide the necessary learning resources to enable SUC's to run efficiently. In this note, the researcher finds the following as factors that hinder the further development of Income Generating Enterprises of ISU Cabagan.

Conceptual Framework

The paradigm illustrates the conceptual framework of the study using the Input-Process-Output model. The input composed of the participants' profile, processes involved in the operation, problems encountered by IGE and Recommendations. In-depth analysis of the data gathered/collected/collated were the processes involved in this study. Accounting that this research is peculiar, the expected output of the study served as basis for the Proposed Management Processes and Policy Reforms.

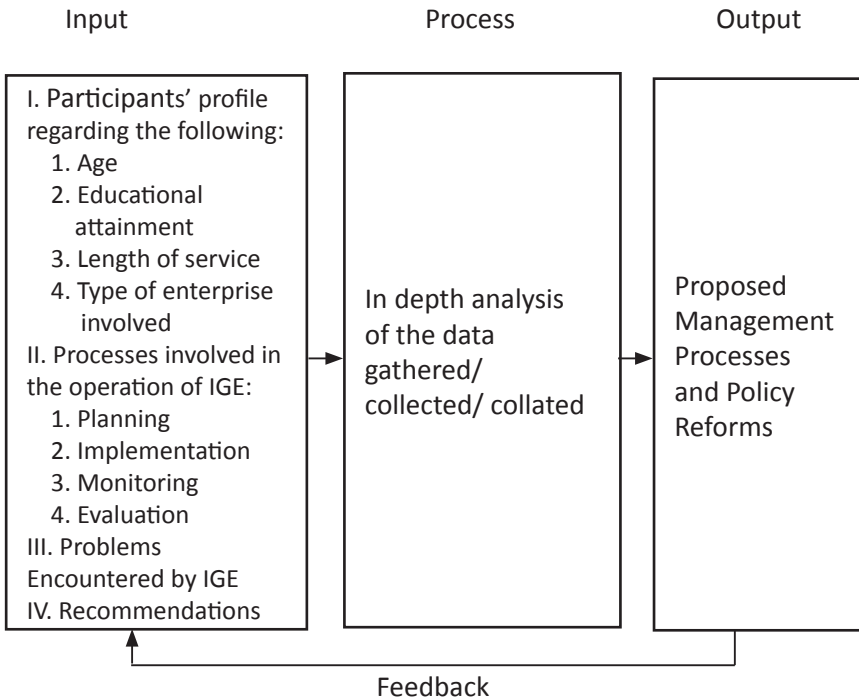


Figure 1. Conceptual Framework of the Study

Statement of the Problem

This study examined the Income Generating Enterprises of Isabela State University, Cabagan Campus the result of which shall form as bases for the Proposed Management Processes and Policy Reforms.

This study aimed at answering the following:

1. What is the profile of the participants regarding the following:
 - 1.1 Age;
 - 1.2 Educational attainment;
 - 1.3 Length of service; and
 - 1.4 Type of enterprise involved with:
 - 1.4.1 Agriculture;
 - 1.4.2 Merchandising; and
 - 1.4.3 Miscellaneous?
2. What are the participants' assessments on the extent of implementation of the Income Generating Enterprises processes regarding Implementation, Planning, Monitoring and Evaluation?
3. What is the extent of implementation of the income generating enterprises currently operating within the campus along Agriculture, Merchandising and Miscellaneous?
4. Is there a significant difference in the extent of implementation of Income Generating Enterprises processes when grouped according to profile variables?
5. What are the problems encountered by the participants in the operation of the enterprise?
6. What proposed management processes can be adopted by ISU Cabagan to sustain operation and to intensify further the productivity of the income generating enterprises of ISU Cabagan?
7. What are the participants' recommendations to intensify the operation of the Income Generating Enterprises of ISU Cabagan?

METHODOLOGY

Research Design

The researcher used the descriptive method of research and documentary analysis in gathering the needed information. The descriptive survey method of research is a process of gathering, analyzing, classifying

and tabulating about prevailing conditions, practice, beliefs, trends and cause and effect relationship. The organized data were subjected to interpretation. Correspondingly, documentary method refers to the analysis of documents that contain information about the phenomenon one wishes to study (Bailey 1994). Payne and Payne (2004) describe the documentary method as the techniques used to categorize, investigate, interpret and identify the limitations of physical sources, most commonly written documents whether in the private or public domain.

Participants of the Study

A total of 30 participants were involved in this study. It consists of ten (10) faculty members who are previously and currently designated as project in-charge/leaders/managers, two (2) students who conducted an experiment in the campus laboratory unit, eight (8) support staff and ten (10) blue-collar workers from the non-teaching personnel.

Research Instruments

A structured questionnaire and interview guide were utilized as principal instruments to gather needed data/information for the study. The instrument consisted of four (4) parts.

Part I gathered information on the profile of the participants specifically; Age, Educational Background, Length of Service and Type of enterprise involved.

Part II dealt on the participants' assessment of the extent of implementation of the IGE processes, namely: planning, implementation, monitoring and evaluation. The questionnaire was adopted from the questionnaire used by De Yro (2010) with slight modifications.

Part III elicited problems encountered by the participants in the operation of the enterprise and

Part IV obtained recommendations from the participants aimed at intensifying the performance of the Income Generating Enterprises of ISU Cabagan.

Data Gathering Procedure

The researcher sought permission from the Office of the Cluster Executive Officer to conduct the study. Then a copy of the approved request was given to the directors, administrative staff, employees, and students. Furthermore, informal interviews through an interview guide were done to get more in-depth insights from the participants. Documents were obtained regarding the contributions of IGEs, organizational structures, and a number of viable projects, income derived, expenses and revenues required in the operation of IGEs. Relevant documents were collected such as manuals presenting their operational guidelines, policies, review and evaluation purposes. These were done to gain insights on the activities and accomplishments of IGEs.

Analysis of Data

Both descriptive and inferential statistical methods were used to analyze the data. Frequency counts, percentage, weighted mean and T-test or One-Way Analysis (ANOVA) were used to statistically treat the data with SPSS version 17 as data analyzer.

RESULTS AND DISCUSSION

Profile of the Participants

On Age, most or 40% of the participants are at the age range of 41-50. This is an indication that the workforce of the enterprise is aging.

Along Educational Background, most or 33.34% of the participants hold a master's degree. This strongly indicates that many among the participants are knowledgeable and well-educated.

In terms of Length of Service (In Years), the highest percentage or 36.67% of the participants have been in the university for 0-10 years. This is a manifestation that many of the participants are still in the process of mastering the processes and techniques involved in the operation of the income generating enterprises of the campus.

With respect to Type of Enterprise, majority or 53.34% of the

participants are involved in the agricultural projects of the enterprise. This serves as a strong implication that the university is striving to develop its agricultural enterprise by focusing on the improvement of its agricultural projects. Baccalaureate degrees in Agriculture, Agribusiness, Agricultural Technology, among others, are the campus' flagship courses, thus, explaining why the university is focusing towards the improvement of its agricultural programs. This is backed by the campus' effort in allotting experimental/laboratory area that serves as the Students Instructional Unit (SIU).

Extent of Implementation of the Processes Involved in the Operation of the Income Generating Enterprises of the Isabela State University, Cabagan Campus on Planning, Implementation, Evaluation and Monitoring

On Planning, results revealed that planning process implementation is generally at "moderate extent" with a total mean of 2.72, which shows that this specific process is moderately performed. Planning process is very crucial since it is where problems should be properly determined and identified. Therefore, if planning process is not fully performed, it may lead to poor project formulation, as a result. However, it is noteworthy that the extent of implementation with respect to the statements "Plans the recruitment of adequate force or staff in terms of quantity and quality" and "Plans and establishes organizational arrangement that gives the staff a voice in decision making" is little. This implies that the participants play little role in planning the recruitment of adequate workforce or staff and in giving the personnel a voice in making decisions. With this scenario, it shows that there is a poor consideration in recruiting additional staff to work in the enterprise for some reasons, as such, additional budget is another consideration.

On Implementation, results unveiled that the implementation process is largely at "moderate extent" with a mean of 3.23, which means that this particular process is moderately executed. Accordingly, it implies that mostly, projects are not fully implemented. When projects are not fully implemented, it is a waste of money, time, effort and resources.

On Monitoring, results showed that the monitoring process is mostly

implemented at “moderate extent” with a mean of 3.35. Hence, it shows that this exact process is moderately implemented. When a project is moderately monitored, it will become more susceptible to factors that will hinder the success of the project.

On Evaluation, results revealed that the implementation of the evaluation process is at “moderate extent” with a corresponding mean of 2.92. It implies that generally, evaluation of projects is moderately conducted. Project evaluation plays a vital role in the whole cycle because it serves as the determining factor whether the project is successful or not.

Extent of Implementation of the Processes Involved in the Operation of the Income Generating Enterprises of the Isabela State University, Cabagan Campus on Evaluation, Planning, Evaluation, and Implementation.

Planning process implementation in the agriculture and merchandising enterprises are at “moderate extent” while planning processes implementation of miscellaneous enterprise is at a “little extent.” Thus, it basically implies that there is a “moderate” to “poor” project formulation and preparation in the entire enterprise. Evidently, planning process in both agricultural and merchandising enterprises is better implemented than in miscellaneous enterprise. It is because projects under the miscellaneous enterprise category are usually done in a shorter period of time while projects under agricultural and merchandising enterprises need more time to be planned wherein project leaders/managers/proponents have ample time to prepare it.

In totality, the extent of implementation of the Income Generating Projects in the agricultural, merchandising, and miscellaneous enterprises, respectively, are at “great,” “moderate” and “little” extent. Evidently, projects belonging to the agricultural enterprise category are given more importance (and are greatly implemented) since most of the projects of the campus are agricultural in nature. However, project implementation in merchandising enterprise is moderately executed, which means that there is more room for improvement during this phase. As for the miscellaneous enterprise where project implementation is at “little extent,” it shows that this particular enterprise is being neglected.

Entirely, monitoring process for both agricultural and miscellaneous enterprises is implemented at “moderate” extent. It is noteworthy that projects in this category are better monitored than projects in the agricultural and miscellaneous enterprises, respectively.

Evaluation process is better performed in both agricultural and merchandising enterprises than miscellaneous enterprise as evidenced by their individual assessment in terms of extent of implementation.

Extent of implementation of the processes involved in the operation of the Income Generating Enterprises of the Isabela State University, Cabagan Campus when grouped according to Profile

The extent of implementation of Income Generating Enterprise in the planning process generally showed a significant difference on the participants’ assessment when they are grouped according to age, length of service and type of enterprise. However, no significant difference exists when they are grouped according to educational attainment.

Data also revealed that there is a significant difference on the participants’ assessment on the level of implementation of Income Generating Enterprises when grouped according to type of enterprise they are involved. It entails that the participants’ assessment on the extent of implementation of IGP on the implementation process depends on the type of the enterprise they are working at. This is because every enterprise has varying methods of implementing their respective projects. Therefore, the age, educational attainment, and length of service of the participants do not make any difference on how they assess the extent of implementation of IGP on the implementation process. It is only when the participants are grouped according to the type of enterprise they are involved in that they incur varying assessments on the degree of implementation of IGP on the implementation process.

The levels of implementation of monitoring process according to the assessment of the participants significantly vary when they are grouped according to age, length of service and type of enterprise. For this reason, it can be elaborated that the participants who are more

mature and well-trained, and have been in the university for a longer period of time have more knowledge in the project monitoring process. Likewise, data showed that the extent of implementation of monitoring process in merchandising enterprise is higher compared to agricultural and miscellaneous enterprises.

Data revealed no significant differences exist on the assessment of the participants on the extent of implementation of evaluation process when grouped according to age and type of enterprise with corresponding probability values of 0.07 and 0.31, respectively. This indicates that the age and enterprise category of the participants do not necessarily affect the implementation of evaluation process. Based on the participants' assessment, the number of years they have rendered services to the university and the level of their education illustrate that the extent of implementation of the evaluation process incurred substantial difference. For that reason, it can be explained that varying methods of evaluation is employed in each and every project enterprise.

On problems encountered by the participants in the operation of the enterprise

Categorically, the enumerated problems can be further summarized into five (5) major clusters, namely:

Records Management. Data showed that there is “poor” record keeping within the three enterprises. Important documents such as project proposals, financial reports, and inventories, among others are outdated and incomplete. This is because of insufficient manpower services to serve as a custodian of these important documents. Consequently, if this problem continues to persist, the whole enterprise will be at a very detrimental situation.

Management Support. Another problem that hinders the growth of the entire enterprise is lack of management support. It shows that the Income Generating Enterprises of ISU Cabagan is not being prioritized by the administrators. As a result, the enterprise will continue to be at a very critical state since the management neglects its operation.

Financial Resources. In every kind of business, financial resources serve as its lifeblood in order for it to fully operate. Without having sufficient funds, feasible projects will not reach its full potential and projected income will not be realized. Hence, if the management is willing to revive the Income Generating Enterprises of the campus, preferential attention into this matter is of prime importance.

Infrastructure. Records show that infrastructure is one of the major problems that challenges the Income Generating Enterprise of ISU Cabagan. As a business enterprise with distinct nature of operation, it requires a separate office where its own employees can fully perform their duties and responsibilities. If the management will continue to take this problem for granted, the operation of the whole enterprise is at risk.

Monitoring Scheme. Data showed that there are poor monitoring schemes for projects of Income Generating Enterprises of ISU Cabagan. It can be explained that since every enterprise is composed of different projects, different monitoring schemes should be adapted and/or prepared by project leaders/managers depending on the nature and need of the specific project to be monitored. If this particular problem will not be properly addressed, then projects will most likely fail.

It can be noted, however, that problems 1, 2, 3, and 4 are considered “moderate” problems. Therefore, it indicates that these problems have better chance to be resolved.

On Proposed management processes can be adopted by ISU Cabagan to sustain operation and to intensify further the productivity of the income generating enterprises of ISU Cabagan

Results revealed that “Re-organization of the Income Generating Enterprises of the Isabela State University, Cabagan Campus” is the best alternative policy solution to address the issues and concerns raised in this study.

Based on the findings of the researcher, the Income Generating Enterprises of the Isabela State University, Cabagan Campus is currently

facing gigantic challenges not only in revenue generation but also in managerial, financial and administrative areas. To be able to completely address each and every problem, major revision must be considered and implemented. Major changes must start within the organization.

The researcher humbly proposes to establish separate department for the Income Generating Projects manned with skilled labourers and competent manpower services. It begins with proper records management to well-organized and up-to-date financial documents to closely monitor the development of each and every project and ends with over-all smooth flow of operations.

Accompanied by new rules and policies that will serve as its guidelines, new organizational structure will be formed to further understand and describe the duties and responsibilities of each and every stakeholder. Compared with the present organizational structure, the proposed structure clearly specifies additional section for keeping and filing of documents.

On Participants' recommendations to intensify the operation of the Income Generating Enterprises of ISU Cabagan

The head of the Campus must believe in the importance of a functional IGE because it is where the success of the programs relies upon. There should be an office with complete amenities for CBAO with additional manpower to monitor projects/programs. The IGE Manual should strictly and comprehensively implement policies. There must be a clear-cut definition of the members' functions. Income of the project/s must be properly utilized (such as buying of necessary equipment for the benefit of the program and people involved). There must be proper remuneration to uplift the morale of the workers involved. Review existing IGE projects and stop operation of losing projects. Designation of faculty members withan equivalent should be required before giving the proper equivalent of the workload at the end of the semester. The reports demanded must serve as their output. Before implementation, project proposals must be appropriately reviewed by the committee. Qualification of personnel involved should also be one of the priorities during recruitment, and

a more established program of work and activities should be made to address the IGE needs of the university properly. Personnel involved must have proper training on record keeping and other areas of concern.

CONCLUSION

Based from the findings of the study, the researcher, thereby, concludes that the Income Generating Enterprises of the Isabela State University, Cabagan Campus is currently in a very challenging situation.

Remarkably, the enterprise is facing a significant challenge in almost all aspects of management-administrative, financial, among others. Project processes, specifically planning, implementation, monitoring, and evaluation are major areas of concern that need immediate attention and action to save the entire enterprise. The profile of the participants also suggests that qualifications of the personnel/staff of each of the projects must be taken into consideration during recruitment. Improvement in knowledge, skills and training must likewise be considered. If these problems continue to exist, then the organization as a whole will perpetually suffer.

Thus, with the current state of the enterprise, major revision and change are required to eradicate all of the enumerated problems completely. Reconstruction of the enterprise is a possible alternative solution that must be taken into consideration.

RECOMMENDATIONS

Based on the findings and conclusion of the study, the following recommendations are offered:

“Re-organization of the Income Generating Enterprises of the Isabela State University, Cabagan Campus.” The above-mentioned policy may operate under the initiative and over-all supervision of the Cluster Executive Officer who also acts as the Head of the Campus and under the management of the Campus Business Affairs Office Director with the support and direct participation of division managers, enterprise

managers, records officer, accountant and other facilitative staff. By establishing a separate department for the enterprise, the management may practice self-reliance and independence.

As suggested, the administration may take concrete actions to fully address the issues and concerns raised in this study. However, as a higher learning institution looking forward for its integration in the ASEAN Region, the management may take a closer look at the current situation of the enterprise; analyze deeply its areas of improvement and accurately determine its core competencies to be able to come up with a strategic management process that can intensify the generation of much needed income.

May revisit the New IGE Manual of 2010 and incorporate necessary amendments to cater the present needs and demands of the Income Generating Enterprises of ISU Cabagan.

Strict implementation of policies may be given utmost priority for the organization to be truly functional.

Consultations and further studies may be conducted to validate the findings of this study and to establish the need for re-organization and re-construction.

Consider and pursue the implementation of the proposed management process and policy reforms may fully address the issues and concerns raised in this study.

If the proposed policy solution is implemented, monitoring of the same is highly recommended to look into its areas of development and be able to incorporate needed adjustments.

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GUIDELINES FOR STUDENT JOURNAL PUBLICATION

PREREQUISITES

- Journal Article must be checked thoroughly by the author's Thesis/Dissertation Adviser and duly endorsed by the Graduate School Dean prior to submission to RPO.
- A final hard copy and a MS Word soft copy (CD-R) are submitted to RPO.
- RPO will check the submitted copy using the **GRAMMARLY SOFTWARE**.
- Number of pages: 8 to 20 pages (from Title Page to References)
- Font Family: Calibri
- Font Size: 11

PAPER STRUCTURE AND CONTENT

TITLE

- Clearly stated and to the point.
- Catchy, interesting and relevant.
- Able to stand alone to convey the importance of data; communicates contents.
- Not more than 20 words.
- ALL CAPS
- Written in "inverted" pyramid style.

ABSTRACT

- Contains Summary of: (INTRODUCTION, METHOD, RESULTS and DISCUSSION (IMRaD))
- Summary of information of what the paper contains.
- Mini-version of the Thesis/Dissertation.
- Also called Executive Summary.
- One-paragraph of 100 to 250 words (300 words - for qualitative research, allowable).
- Indented, 1 tab - First line.
- Single-spaced (Body of **ABSTRACT**).

Format of ABSTRACT

- Title of Research (ALL CAPS), bold, in "inverted pyramid", single-spaced (20 words or less)
- 2 spaces below Title: Name of Researcher/s, bold, UPPER CASE.
- Below researcher's name: Degree/s obtained, lower case, italicized.
- Between name of author and degree obtained, no space.
- 2 spaces below degree obtained, then the name of Adviser (UPPER CASE) with Title: Dr., Engr., Mr., Ms., etc, before Adviser's name.
- 2 spaces below Adviser's name: **ABSTRACT** (UPPPER CASE, italicized, centered).

- 2 spaces below **ABSTRACT**: one-paragraph body, with first line indented.
- Below Abstract body, 1 space, then type bold line across the page.
- 2 spaces below the line, then write **Five (5) Keywords**, with no indentation.
- After the **5 Keywords**, no other writings should appear on the **ABSTRACT** page.

INTRODUCTION

- Gives the setting/scene/background.
- Describes the problem.
- Relates to other works done for the past 5 years.
- Summarizes the structure of the paper.

Figures and Tables (Only minimal number of tables will be included, only the important ones)

Tables

- Summarized data.
- Main points described in text.

Figures

- Snapshots.
- Conceptual diagrams.
- Instructive and adequately labelled/titled.

METHODOLOGY

- Research Design
- Participants
- Instruments/Tools
- Data Analysis
- Ethics Approval

RESULTS AND DISCUSSION

- Reports the findings objectively.
- Salient findings must follow discussions that would contain interpretations or implications, especially with respect to the original hypothesis.
- The researcher is free to examine, interpret and qualify the results, and draw inferences from them.

References

- Follow American Psychological Association (APA) Format.
- Make just one general listing for all references cited; no need to classify them.
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For publishable research, the researcher should follow the prescribed format shown below.

TITLE

ABSTRACT

INTRODUCTION

Conceptual Framework
Statement of the Problem

METHODOLOGY

Research Design
Participants of the Study
Instrumentation
Data Gathering Procedure
Data Analysis

RESULTS AND DISCUSSION

CONCLUSION

RECOMMENDATIONS

References

HOW TO STATE THE RECOMMENDATIONS

Introductory statement of the Recommendations:

Based on the findings and conclusion of the study, the following recommendations are derived:/are offered:/are drawn: (Use any one of the 3 endings).

Samples (with Target-Implementers). (Just made-up SAMPLES; no particular schools are alluded to).

- The school may consider conducting benchmarking activities with other institutions/agencies for its administrators, Faculty, and personnel to enhance their administrative, teaching, and technical skills.
- The administration may institute measures to solve the problem of faculty in-breeding.
- The faculty are strongly encouraged to speak in English in the campus, inside and outside the classroom to serve as models for Speak-English Policy of the school.
- The registrar's Office may conduct a study on the causes of drop-outs, incomplete grades/projects, failures (for the past three/five years) as basis for instituting appropriate intervention program to address such academic concerns.
- The HR Office may look into the periodic updating of the different School Manual/Handbooks to attune to the needs of the time.
- The Community Extension services Program may undertake an impact study on the effects of the extension services done for each adopted Barangay for better services towards uplifting the life of the poor.
- The Alumni Office may consider the profiling of Alumni.
- The Offices of the Registrar, Finance, Library and Book Store may adopt a "No-Noon-Break" Policy for availability and convenience.
- The Student Services unit may consider revisiting the Student Handbook, with focus on restorative justice, to better address the disciplinary concerns of the students.
- The Research Center may undertake a study focusing on the actual implementation aspect of the recommendations made by the different researches (for the past three or five years), as basis for instituting practical measures towards enforcing the utilization dimension of research.
- This study may be replicated or adopted by other schools on areas applicable to them.