

Harmonizing policies in research and extension of Cebu Normal University: A governance archetype

Gary B. Lapidz*

Abstract: Anchoring the United Nations' *2030 Agenda for Sustainable Development*, this study harmonized the policies in research and extension of Cebu Normal University, a Higher Education Institution (HEI) in the Philippines, towards an archetype that will help align, aid and operationalize governance based on the existing laws, guidelines, rules, regulations and the like. As such, the research is a policy-excavation on the available issuances and/or instruments, for example, the constitution as a legal framework, legislative enactments, executive orders/*dicta* of statesmen, resolutions, memorandum circulars, special orders, and similar documents by authorities that are subject to the widest dissemination, information and proper guidance that are not contrary to law, setting the strategic directions in compliance with the goals set-forth by the university. Referencing policies, Cebu Normal University commits in the delivery of research and extension that advances public interest concerning the community and all stakeholders concerned. This all the more proves that Cebu Normal University adheres on the minimum-maximum requirement of the policies therein, thereby recommending an archetype in governance that will intensify the programs and/or initiatives undertaken by the university.

Keywords: policies, research and extension, Cebu Normal University, governance archetype

Introduction

The United Nations' *2030 Agenda for Sustainable Development* stipulates the seventeen as itemized goals per the following, "No poverty (SDG 1), Zero hunger (SDG 2), Good health and well-being (SDG 3), Quality education (SDG 4), Gender equality (SDG 5), Clean water and sanitation (SDG 6), Affordable and clean energy (SDG 7), Decent work and economic growth (SDG 8), Industry, innovation and

*Gary B. Lapidz (✉)

Department of Public Governance, College of Public Governance, Safety and Sustainability, Cebu Normal University, Cebu City, 6000, Philippines
e-mail: lapizg@cnu.edu.ph

infrastructure (SDG 9), Reduced inequalities (SDG 10), Sustainable cities and communities (SDG 11), Responsible consumption and production (SDG 12), Climate action (SDG 13), Life below water (SDG 14), Life on land (SDG 15), Peace, justice, and strong institutions (SDG 16), and Partnerships for the goals (SDG 17)”.

Internationalizing Cebu Normal University requires robust adherence to policies, programs and all other initiatives to comply with the standards set-forth to universities in the world. Such is the reason for the compliance of all mandates from the international, national, local and institutional to connect to the macro-micro and vice-versa levels of governance (Lavoie 2009) in order to cascade to the communities and all stakeholders on appropriate alignment, all directions for the sake of public interest and service.

With the current leadership and administration, the entire university and all stakeholders (Burris and Neem 2024), most especially the faculty doing research and extension, should contribute to the deliverables in affecting change to the public, especially the less-privileged, underserved and depressed sectors of the society. The challenge is how to cascade and trickle-down the policy to the community, the programs, initiatives and the like to reach to the top-bottom-grassroots of those who are supposed to be served accordingly. The impetus of this research is in order to answer the following queries: Firstly, what are the available and/or existing policies of Cebu Normal University in research and extension per the United Nations’ *2030 Agenda for Sustainable Development*? Secondly, how are these policies ordered, arranged and/or harmonized that shaped governance in Cebu Normal University? Lastly, based on the findings and conclusions, what archetype can be designed in order to align, aid and operationalize governance research and extension in Cebu Normal University? In line with the foregoing problem statements, this research is, thus, undertaken.

Literature review

Public policy can be generally defined as a system of laws, regulatory measures, courses of action, and funding priorities concerning a given topic promulgated by a governmental entity or its representatives (“Meaning of Public Policy” n.d.). Thomas Dye defined public policy as “whatever governments choose to do or not to do (Lazo 2011) (“Republic of the Philippines COLLEGE OF PUBLIC GOVERNANCE, AND SAFETY (CPGS) Course Syllabus in PS 113:

Public Policy” n.d.; “Republic of the Philippines COLLEGE OF LAW, PUBLIC GOVERNANCE, AND SAFETY (CLPGS) Course Syllabus in PA 4005: Public Policy Analysis” n.d.).

In the manner by which government takes action through policies and laws (Lowi 2003), it has to undertake the public policy cycle in harmonizing all its affairs and activities (Fathari and Efendy 2023) as guide in the ideation, agenda-setting, initiation and formulation, execution (Kalaba 2016), evaluation such is the case (Yuan et al. 2024) towards policy retention, amendment and/or revision, thus, policy development *per se*.

The science of policies should take-back to the intentionality of the actors setting plans and strategies in the case (Yuan et al., 2024); Acosta et al. 2012) for doing until an outcome is achieved to be translated to outputs that will serve as deliverables in order to reach to the served-sectors of the society. The challenge is how to capture the realities of policy implementation (Read et al. 2024) to find the gap and the difference between intention and the outcomes. The springboard emanates from the issuances, instruments and other policy documents that are available for study. Policy integrations (Azizi, Biermann, and Kim 2019) in all initiatives and undertakings are needed to harmonize (Fathari and Efendy 2023) all programs and activities in Research and Extension of Cebu Normal University; understanding whether piece-meal, laws and/or policy (Lowi 2003) stipulations ensure direction for all contributions towards strategic outcomes, outputs and deliverables. The organization through its people may see policies as a barrier and/or an opportunity to grow in between all affairs requiring the commitment per issuances so people can execute all programs to align to research and extension.

Theoretical and conceptual framework

According to functionalism, the government has four main purposes: planning and directing society, meeting social needs, maintaining law and order, and managing international relations. According to functionalism, all aspects of society serve a purpose. Functionalists view government and politics as a way to enforce norms and regulate conflict (“Functionalism” n.d.). Policies set the definition of the government in carrying-out its objectives of “what to do” and “what not to do”, such that processes are integrated into the system so outcomes towards the intended outputs (Frederickson et al. n.d.) are established accordingly.

Figure 1

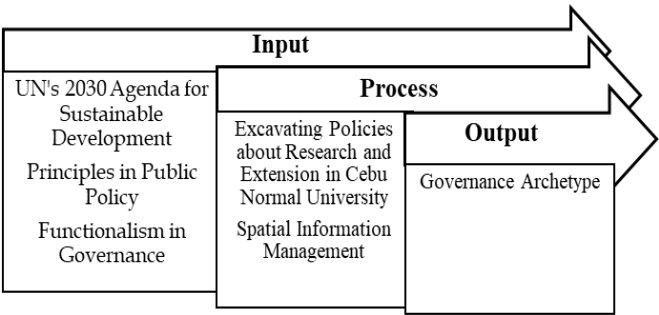


Figure 1 shows the theoretical and conceptual framework infusing functionalism as a perspective in governance serving the input of the study. The policies of Cebu Normal University in research and extension are then processed in understanding the operations and the deliverables to set forth its commitment to public interest towards a “governance archetype” that will help aid, align and disseminate information for public use and/or policy development.

Methodology

The study is a policy-excavation on releases via spatial information management (Lazo 2011) about Cebu Normal University’s research and extension per the available issuances and/or instruments, for example, the constitution as a legal framework, legislative enactments, executive orders/*dicta* of statesmen, resolutions, memorandum circulars, special/office/administrative orders, and similar documents per circulars and orders (“MC NO. 35” n.d.) by authorities that are subject to the widest dissemination, information and proper guidance that are not contrary to law (Lowi 2003), setting the strategic directions in compliance with the goals set-forth by the university. All available policy documents are gathered, consolidated, databased then arranged and/or sorted according to codes, naming, date of issuance and the source of which the policy emanate from a particular level of governance typologized from policy streams that are institutional, local, national (Mas’ud and Syamsurrijal 2022) and/or international. After the final tabulation and ordering, all data were presented then analyzed towards conclusions that served as basis in coming up with a governance-archetype that will help in agenda-setting (Burris and Neem 2024) and/or another cycle of policy formulation and planning,

execution, evaluation (Yuan et al. 2024) and/or policy amendment or revision to further improve the entire research and extension deliverables of the university.

The scope and delimitation of the study rely on the final interpretation of the policy-makers and the implementers and the entire government along all stakeholders that may be affected therein. It is presupposed that the intention of the study is to showcase and understand policy as it is in line with the best and purest intention of scholarly writing in the discipline. The current institutional policies of Cebu Normal University in research and extension are primed along relevant, pertinent and/or existing local, regional, national and international instrumentation.

Results and discussions

Anchoring the United Nations' *2030 Agenda for Sustainable Development*, this study harmonized the policies in research and extension of Cebu Normal University, a Higher Education Institution (HEI) in the Philippines, towards an archetype that will help align, aid and operationalize governance based on the existing guidelines, rules, regulations and the like.

The 1987 Constitution of the Republic of the Philippines as the basic and/or fundamental law of the land set forth all basis of policies both in principles and action in all levels and instrumentalities of the government that should be enshrined therein ("THE 1987 CONSTITUTION OF THE REPUBLIC OF THE PHILIPPINES" n.d.). Will all interconnectedness in all aspects of public interest, welfare, common good and the like per the law requires, Article XIV corresponding all its sections set forth the provisions of Education, Science and Technology, Arts, Culture and Sports. Republic Act 8688, An Act Converting the Cebu State College into a State University to be known as the Cebu Normal University ("IRR University RA 8688 Memorandum Order No. 10, Series of 2024_For Dissemination" n.d.) and Appropriating Funds Therefor of Section 2. The University shall primarily provide higher professional and special instructions for special purposes and promote research and extension services, advanced studies, and progressive leadership in education and other fields as may be relevant ("RA 8688" n.d.). Memorandum Circular No. 35 series of 2024 ("MC NO. 35" n.d.), Prescribing the 2024 Revised Classifications, Format, Scope, Purposes and Processing of Administrative Issuances of the University President of Cebu Normal

University Pursuant to Sub-Section 62.3, Rule 10 of the 2024 Internal Rules of Procedures (IRP) of the CNU Board of Regents in Relation to Sub-Sections 4.34 and 4.59, Rule II of the Implementing Rules and Regulations (IRR) of Republic Act 8688 Approved per Board Resolution No, 303, s, 2024 adopted by the CNU Board of Regents, Effective 21 October 2024, and for Other Purposes.

Policies about research and extension of Cebu Normal University (CNU)

Item No.	Policy Code	Name of the Policy/Law/Dicta and Other Instruments	Level of Governance
01	--	The United Nation's Sustainable Development Goals	International
02	--	1987 Constitution of the Republic of the Philippines	Municipal/Parochial/ National
03	Republic Act 8688	An Act Converting the Cebu State College into a State University to be known as the Cebu Normal University and Appropriating Funds Therefor	Institutional-National
04	Memorandum Order No. 10 series of 2024	Posting or Publication and Conduct of Public and Stakeholders' Consultations of the Draft 2024 Implementing Rules and Regulations (IRR) of Republic Act No. 8688 and for Other Purposes	Institutional
05	--	AMBISYON 2040	National
06	Memorandum Circular No. 35 series of 2024	Prescribing the 2024 Revised Classifications, Format, Scope, Purposes and Processing of Administrative Issuances of the University President of Cebu Normal University Pursuant to Sub-Section 62.3, Rule 10 of the 2024 Internal Rules of Procedures (IRP) of the CNU Board of Regents in Relation to Sub-Sections 4.34 and 4.59, Rule II of the Implementing Rules and Regulations (IRR) of Republic Act 8688 Approved per Board Resolution No, 303, s, 2024 adopted by the CNU Board of Regents, Effective 21 October 2024, and for Other Purposes	Institutional
07	--	Philippine Development Plan 2023-2028	National
08	Republic Act 7722	An Act Creating the Commission on Higher Education, Appropriating Funds Therefor and Other Purposes	National
09	--	Philippine Quality Framework	National

Harmonizing policies in research and extension

10	--	Central Visayas Regional Development Plan from 2023-2028	Local-Regional
11	--	Cebu Normal University Code	Institutional
12	--	CNU Research and Extension Manuals	Institutional
13	Joint Circular No. 1, series of 2022	Guidelines for the Implementation of the 8 th Evaluation Cycle of the National Budget Circular (NBC) No. 461, series of 1998	National
14	Joint Circular No. 03, series of 2022	Guidelines on the Reclassification of Faculty Positions in State Universities and Colleges (SUCs)	National
15	Memorandum Circular No. 26, series of 2023	Prescribing the Five-Year Vision, Mission, Development Thrusts and Roadmap of the “Golden Journey” of Cebu Normal University for Fiscal Years 2024-2029, and for Other Purposes	Institutional
16	Memorandum Circular No. 23 series of 2024	Prescribing the Implementing Guidelines Governing the Teaching and Workload, Performance Evaluation System, and Requirements on the Reclassification of Faculty Members and Template of the Individual Performance Commitment Review (IPCR) According to Academic Ranks, Effective First Semester, School Year 2024-2025 and Thereafter, Pursuant to Board Resolution on 06 September 2023, Subject to Applicable Laws, Rules and Regulations, and For Other Purposes	Institutional
17	Memorandum Circular No. 30 series of 2024	Strengthening, Clarifying and Supplementing Certain Provisions of Memorandum Circular No. 23, s. 2024	Institutional
18	--	2024 Revised CNU-PRAISE System	Institutional
19	Memorandum Circular No. 54 series of 2024	Mandating All Research Outputs to Undergo and Obtain a Passing Rating of at Least Eighty-Five Percent (85%) During the Research and Development (R&D) In-House Review a Pre-requisite, Among Others, on the Recognition and Acceptance as Supporting Documents Relative to the CHED Joint Circular No. 3, s 2022 and CHED CAO No. 01, s., 2023, and on the Grant of Authority to Travel for Presentation, and Payment for/Reimbursement of Publication Fee/s Thereof, Whether Within the Philippines or Abroad, and For This	Institutional

		Purpose, Directing the Campuses and Colleges and the Office of the Vice President for Research, Publication, Innovation, Commercialization and Extension and Office of the Director for Research and Development, and Publications to Conduct at Least Quarterly or Semestral R&D In-House Reviews, Respectively, Subject to the Approval by the University President and For Other Purposes	
20	--	Other Pertinent Updates and Issuances, Amendments, Revisions and/or Existing Laws, Rules and Regulations Within and from Other Agencies (e.g. Civil Service Commission (CSC), Department of Budget and Management (DBM), Commission on Audit (COA), Local Government Units (LGUs), National Economic Development Agency (NEDA) including MOA and MOUs signed in agreement with other agencies and/or instrumentalities of the government)	All Levels of the Government (International-National-Institutional-Local-and-vice-versa)

By 2040, the Philippines is a prosperous middle-class society where no one is poor. People live long and healthy lives and are smart and innovative. The country is a high-trust society where families thrive in vibrant, culturally diverse, and resilient communities (“Ambisyon 2040 Vision2040_final” n.d.). The Philippine Development Plan from 2023-2028 stipulates Subchapter 2.2. Improve Education and Lifelong Learning and Subchapter 2.3 Establish Livable Communities under Part II: Develop and Protect Capabilities of Individuals and Families; Chapter 8. Advance Research and Development, Technology and Innovation under Part III: Transform Production Sectors to Generate More Quality Jobs and Competitive Products (“PDP-2023-2028” n.d.). Also, Republic Act No. 7722. An Act Creating the Commission on Higher Education, Appropriating Funds Therefore and Other Purposes (“CHED” n.d.). The Philippine Quality Framework (“PHILIPPINE QUALIFICATIONS FRAMEWORK (PQF)” n.d.) is a national policy that describes the levels of educational qualifications and sets the standards for qualification outcomes (“Manila Bulletin on PQF” n.d.). The Central Visayas Regional Development Plan from 2023-2028, Subchapter 4.2 Improve Education and Subchapter 4.3 Establish

Liveable Communities under Part II: Develop and Protect Capabilities of Individuals and Families and Part III: Transform Production Sectors to Generate More Quality Jobs and Competitive Products, Chapter 10. Advance Research and Development, Technology and Innovation (“Central-Visayas-RDP-2023-2028” n.d.) The Cebu Normal University Code mentioned its Quality Policy as it “commits itself to deliver excellence in education, research and extension services towards global competitiveness, to meet the increasing levels of customer demand, statutory, regulatory and international standards through continuous quality improvement and governance (University Code, 2018).” The CNU Code, Title Nine and Ten with specific provisions cites all expressed and implied stipulations including the pertinent manuals for general and specific implementation of deliverables in research and extension (Boulevard and City n.d.).

Research and extension are incentivized through reclassification and the promotion of the faculty to produce quality research and extension under the Guidelines for the Implementation of the 8th Evaluation Cycle of the National Budget Circular (NBC) No. 461, series of 1998 (DBM-JC-No.-3-s.-2022-9th-Cycle-NBC-461-with-Annexes n.d.). Joint Circular No. 03, series of 2022, Guidelines on the Reclassification of Faculty Positions in State Universities and Colleges (SUCs) (FIRST EVALUATION CYCLE FOR FACULTY POSITION RECLASSIFICATION Based on DBM-CHED Joint Circular No. 3, Series of 2022 LIST OF DOCUMENTARY EVIDENCES CRITERIA REQUIRED EVIDENCE KRA I-INSTRUCTION Criterion A-Teaching Effectiveness n.d.). Towards the roadmap of policy development in research and extension a five-year development is designed in achieving the goals of the university, (“Five Year Development Plan MEMORANDUM CIRCULAR NO 26 SERIES OF 2023” n.d.), Prescribing the Five-Year Vision, Mission, Development Thrusts and Roadmap of the “Golden Journey” of Cebu Normal University for Fiscal Years 2024-2029, and for Other Purposes, CNU: A Globally Recognized Educational Institution as Agile and Technologically-Proofed (GREAT) SMART Campus. Memorandum Circular No. 26 of Section 3. Vision-Mission – For Fiscal Years 2024-2029, the Vision and Mission shall be as follows (“Five Year Development Plan MEMORANDUM CIRCULAR NO 26 SERIES OF 2023” n.d.):

Vision: By 2027, CNU a Globally Recognized Institution as Agile and Technologically-Proofed SMART Campus (GREAT SMART Campus).

Mission: Developing graduates equipped with world-class competencies and imbued with positive values for them to be future-proof ready and become great leaders, professionals and stewards in their chosen vocation and of the society amidst destructive, volatile, uncertain, complex, ambiguous and divergent (DVUCAD) conditions.

Subsequently, (“Five Year Development Plan MEMORANDUM CIRCULAR NO 26 SERIES OF 2023” n.d.) Section 4. Developmental Goal Philosophy. – For Fiscal Years 2024-2029, the development goal philosophy shall be as follows:

GREAT: A Developmental goal philosophy

G- good governance and administrative services agile to the ever-changing needs and the expectations of the academic community and service areas as well as the developmental trends in the corporate and regulatory sectors.

R- research and development programs, projects and studies attuned with and contributory to the international, national, regional and local R&D thrusts that would enhance ingenuity, innovation, creativity, intellectual property rights, and scientific capabilities of the faculty members and students and thereby meaningfully enrich the body of knowledge of various disciplines and strengthen the income generating projects and resource generation of the University.

E- extension services that shall serve as a catalyst for positive and meaningful transformation of the lives of the disadvantaged and vulnerable individuals for them to contribute productively in attaining progress in their respective communities.

A- academic programs and services capable of preparing students to be future-proof ready and resilient amidst rapid societal and technological changes.

T- technology inclusive through SMART Campus modality in the delivery of administrative services and the fourfold functions of the university namely, instruction, research, extension and production.

In capacitating and strengthening research and extension of Cebu Normal University, Memorandum Circular No. 23 series of 2024, “Prescribing the Implementing Guidelines Governing the Teaching and Workload, Performance Evaluation System, and Requirements on the Reclassification of Faculty Members and Template of the Individual Performance Commitment Review (IPCR) According to Academic

Ranks, Effective First Semester, School Year 2024-2025 and Thereafter, Pursuant to Board Resolution on 06 September 2023, Subject to Applicable Laws, Rules and Regulations, and For Other Purposes” (“MEMORANDUM CIRCULAR NO. 23” n.d.) and Memorandum Circular No. 30 series of 2024, “Strengthening, Clarifying and Supplementing Certain Provisions of Memorandum Circular No. 23, s. 2024.” (“MEMORANDUM CIRCULAR NO 30 SERIES OF 2023” n.d.) Memorandum Circular No. 54 series of 2024 Mandating All Research Outputs to Undergo and Obtain a Passing Rating of at Least Eighty-Five Percent (85%) During the Research and Development (R&D) In-House Review a Pre-requisite, Among Others, on the Recognition and Acceptance as Supporting Documents Relative to the CHED Joint Circular No. 3, s 2022 and CHED CAO No. 01, s., 2023, and on the Grant of Authority to Travel for Presentation, and Payment for/Reimbursement of Publication Fee/s Thereof, Whether Within the Philippines or Abroad, and For This Purpose, Directing the Campuses and Colleges and the Office of the Vice President for Research, Publication, Innovation, Commercialization and Extension and Office of the Director for Research and Development, and Publications to Conduct at Least Quarterly or Semestral R&D In-House Reviews, Respectively, Subject to the Approval by the University President and For Other Purposes (“Share ‘Memorandum Circular No. 54.Pdf’” n.d.). The 2024 Revised CNU-PRAISE System provides the officials, faculty members and administrative staff or personnel due recognition of their suggestions, inventions, superior accomplishment, and other personal efforts contributory to attain the efficiency, economy, or other improvement of University operations and such other extraordinary acts or services in the public interest in connection with, or in relation to, their official employment, along with the mandates, four-fold functions, vision, mission, objectives, goals and continuing improvement of the University (“2024 Revised CNU-PRAISE System Certificate of Copyright Registration and Deposit No” 2024). The issuances prescribe lesser workloads in teaching and more in research and extension deliverables and the workforce of the university especially professors of higher ranks to comply with the requirements therein. With the initial plan at hand, this will increase capabilities of the university without compromising quality instruction and its premier services for the stakeholders and all constituencies who are to avail of the services centered on research and extension.

Conclusion

Referencing policies, Cebu Normal University commits in the delivery of research and extension that advances public interest concerning the community and all stakeholders concerned. The policies as prescribed therein expect the university to exceed its targets to increase all its deliverables in research and extension to meet the demands and standards set-forth by the policies in the international, regional and local per institutional requirements to align therewith. Institutional policies drive the ideals of meeting the international, regional and local standards, such that the “internalities along externalities” of good leadership, support system and administration in creating mechanisms that should balance within the institution across agencies and all stakeholders, is important in carrying-out its plans towards the completion of the outcomes towards the expected deliverables that are aligned to CNU’s vision-mission, objectives and goals.

Figure 2. Cebu Normal University’s Research and Extension Governance Archetype

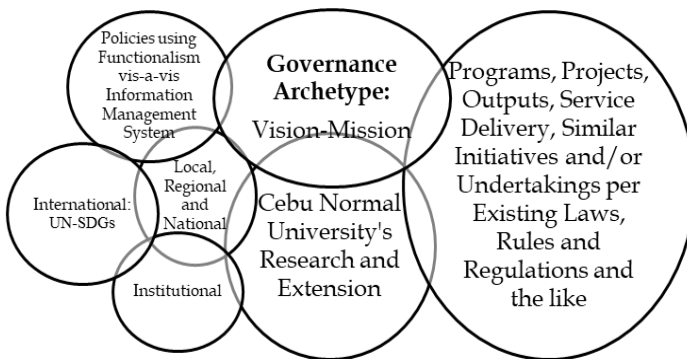


Figure 2 shows the governance archetype as basis for the initial planning, agenda-setting, policy formulation, execution, evaluation, amendment and/or evaluation for policy development infusing functionalism as a perspective in governance vis-à-vis programs, projects, outputs, service delivery, similar initiatives and/or undertakings per existing laws, rules and regulations and the like as basis for policy development to be undertaken per instruction, research, extension and production to improve the university outputs per the vision-mission. All policies should have been databased on a unified management information system for easy access among all those who need for the specification of all research and extension

undertakings for guidance, dissemination and appropriate action for all parties involved therein.

Conclusively, this all the more prove that Cebu Normal University adheres on the minimum-maximum requirement of the policies therein, thereby prescribing a policy framework that will intensify productivity per all the programs and/or initiatives undertaken by the university towards greater heights. Furthermore, this is to recommend an archetype-model, in order to aid, align and operationalize governance in Cebu Normal University that are interlinked and/or intertwine to the international, national, regional and local levels of all government instrumentalities to harmonize research and extension services in dovetailing with instruction and production as mandated by the institution per the corpus of policies as stipulated thereunto.

References:

- “2024 Revised CNU-PRAISE System Certificate of Copyright Registration and Deposit No.” 2024.
- Acosta, Voltaire, Paul Johannes, Lao Crispian, Aguinaldo Emelita, and Maria Delia Cristina Valdez. 2012. Development of the Philippines National Solid Waste Management Strategy 2012-2016. *Procedia Environmental Sciences* 16. <https://doi.org/10.1016/j.proenv.2012.10.003>
- “Ambisyon 2040 Vision2040_final.” n.d.
- Azizi, Dona, Frank Biermann, and Kim E. Rakhyun. 2019. Policy Integration for Sustainable Development through Multilateral Environmental Agreements. *Global Governance*. <https://doi.org/10.1163/19426720-02503005>
- Boulevard, Osmeña, and Cebu City. n.d. “Cebu Normal University Office for Research Development and Publication.”
- Burris, Carol, and Johann Neem. 2024. Policy Dialogue: The Meaning and Purpose of Public Education. *History of Education Quarterly*. <https://doi.org/10.1017/heq.2023.43>
- “Central-Visayas-RDP-2023-2028.” n.d.
- “CHED.” n.d.
- “DBM-JC-No.-3-s.-2022-9th-Cycle-NBC-461-with-Annexes.” n.d.
- Fathari, Muhammad Reza, and Andi Rifky Maulana Efendy. 2023. Harmonizing Regional Competition Laws and Policies: A Way Forward for ASEAN Economic Growth. *Indonesian Comparative Law Review* 5 (2). <https://doi.org/10.18196/iclr.v5i2.17910>
- “Five Year Development Plan MEMORANDUM CIRCULAR NO 26 SERIES OF 2023.” n.d.
- Frederickson, H George, Kevin B Smith, Christopher W Larimer, and Michael J Licari. n.d. “The Public Administration Theory Primer.” www.perseusacademic.com
- “Functionalism.” n.d.

- “IRR University RA 8688 Memorandum Order No. 10, Series of 2024_For Dissemination.” n.d.
- Kalaba, Felix Kanungwe. 2016. Barriers to Policy Implementation and Implications for Zambia’s Forest Ecosystems. *Forest Policy and Economics* 69. <https://doi.org/10.1016/j.forpol.2016.04.004>
- Lavoie, Marie. 2009. Harmonising Higher Education and Innovation Policies: Canada from an International Perspective. *Higher Education Quarterly* 63 (1). <https://doi.org/10.1111/j.1468-2273.2008.00406.x>
- Lazo, Ricardo S. 2011. *Principles and Practices of Public Administration in the Philippines*. First. Sampaloc, Manila: Rex Book Store.
- Lowi, Theodore J. 2003. Law vs. Public Policy: A Critical Exploration. *Cornell Journal of Law and Public Policy* 12 (3).
- “Manila Bulletin on PQF.” n.d.
- Mas’ud, Riduan, and M. Syamsurrijal. 2022. Complexity of Policy Making in Pandemic Crisis: Harmonizing National Policy with Global Prevention Pandemic Policy. *International Journal of Health Sciences*. <https://doi.org/10.53730/ijhs.v6ns6.10478>
- “MC NO. 35.” n.d.
- “Meaning of Public Policy.” n.d.
- “MEMORANDUM CIRCULAR NO. 23.” n.d.
- “MEMORANDUM CIRCULAR NO 30 SERIES OF 2023.” n.d.
- “PDP-2023-2028.” n.d.
- “PHILIPPINE QUALIFICATIONS FRAMEWORK (PQF).” n.d.
- “RA 8688.” n.d.
- Read, Daniel, James Skinner, Aaron C.T. Smith, Daniel Lock, and Maylin Stanic. 2024. The Challenges of Harmonising Anti-Doping Policy Implementation. *Sport Management Review* 27 (3). <https://doi.org/10.1080/14413523.2023.2288713>
- “Republic of the Philippines COLLEGE OF LAW, PUBLIC GOVERNANCE, AND SAFETY (CLPGS) Course Syllabus in PA 4005: Public Policy Analysis.” n.d. www.cnu.edu.ph
- “Republic of the Philippines COLLEGE OF PUBLIC GOVERNANCE, AND SAFETY (CPGS) Course Syllabus in PS 113: Public Policy.” n.d. www.cnu.edu.ph
- “Share ‘Memorandum Circular No. 54.Pdf.’” n.d.
- “St EVALUATION CYCLE FOR FACULTY POSITION RECLASSIFICATION Based on DBM-CHED Joint Circular No. 3, Series of 2022 LIST OF DOCUMENTARY EVIDENCES CRITERIA REQUIRED EVIDENCE KRA I- INSTRUCTION Criterion A-Teaching Effectiveness.” n.d.
- “THE 1987 CONSTITUTION OF THE REPUBLIC OF THE PHILIPPINES.” n.d.
- United Nations. 2015. The 2030 Agenda for Sustainable Development. <https://www.un.org/sustainabledevelopment/development-goals/>
- “University Code.” 2018.
- Yuan, Lulu, Xue Wang, Meizhen Zhao, Chaowei Guo, and Shuang Zang. 2024. Unveiling a Positive Association Between Subjective Socioeconomic Status and Government Work Evaluation. *Social Indicators Research* 171 (3). <https://doi.org/10.1007/s11205-023-03301-8>