



DAVAO ORIENTAL UNIVERSITY

STRATEGIC PERFORMANCE MANAGEMENT SYSTEM (SPMS)

Revision No. 2, November 8, 2021

In line with the establishment of Davao Oriental State University (DOrSU) Strategic Performance Management System (SPMS) enunciated under Memorandum Circular No. 6, s. 2012, the DOrSU adopts the Strategic Performance Management System to be referred to **Davao Oriental State University, Mati, Davao Oriental SPMS.**

1. The Basic Elements:

The DOrSU shall include the following elements:

1. **Goal aligned to DOrSU and the Organizational Priorities.** Performance goals and measurement are aligned to the national development plans. The DOrSU mandates/vision/mission, strategic priorities and organizational performance indicator framework. Standards are pre-determined to ensure efficient use and management of inputs and work processes. These standards are integrated with the success indicators as organizational objectives are cascaded down to operational level.
2. **Outputs/Outcomes-based.** The system puts premium on major final outputs that contributes to the realization of organizational mandate, mission/vision/strategic priorities, outputs and outcomes.
3. **Team-approach to performance management.** Accountabilities and individual roles in the achievement of organizational goals are clearly defined to give way to collective goal setting and performance rating. Individual's work plan of commitment and rating form is linked to the division/office/department work plan or commitment and rating form to establish clear linkage between organizational performance and human resource performance.
4. **User-friendly.** The forms used for both the organizational and individual performance are similar and easy to accomplish. The organizational and individual major final outputs and success indicators are aligned to facilitate cascading of organizational goals to the individual staff members and the harmonization of organizational and individual performance ratings.
5. **Information System that supports Monitoring and Evaluation.** Monitoring and evaluation mechanisms and information System are vital component of the SPMS in order to facilitate linkage between organizational and employee performance. The M & E and Information System will ensure generation of timely accurate, ad reliable information for both performance monitoring/tracking accomplishment reporting, program improvement and policy decision making.



- 6. Communication Plan.** A program to orient **DORSU Officials** and **Employees** on the new and revised policies on SPMS shall be implemented. This is to promote awareness and interest on the system, generate employees' appreciation for the DORSU as a management tool for performance planning control and improvement and guarantee employees' internalization of their role as partners of management and co-employees in meeting organizational performance goals.

II. Objectives:

The DORSU SPMS shall be prepared and administered to:

1. Concretize the linkage of organizational performance with the Philippine Development Plan, the DORSU Strategic Plan, and the Organizational Performance Indicator Framework.
2. Ensure organizational effectiveness and improvement of individual employee efficiency by cascading institutional accountabilities to the various level of the organizational anchored on the establishment of national and factual basis for performance targets and measures; and
3. Link performance management with their HR systems and ensure adherence to the principle of performance-based tenure and incentive system.

III. Scope and Coverage:

The **DORSU SPMS** applies to all first and second level employees in the career service. It may also apply to employees in the non-career service whenever appropriate.

This system does not discriminate against any official or employee, regardless of gender, religion, ethnicity and circumstances of disability.

IV. KEY PLAYERS AND RESPONSIBILITIES

The following are the identified key players together with their responsibilities in the implementation of the AGENCY SPMS.

Key Players:

1. SPMS CHAMPION – Dr. Roy G. Ponce

- Primary responsible and accountable for the establishment and implementation of the SPMS.
- Sets agency performance goals/objectives and performance members.
- Determine agency target setting.



- Approves office performance commitment and rating.
- Assesses performance of offices.

2. **Performance Management Team (PMT)** is composed of the following:

Chairperson - executive official designated by the Head of Agency

Members:

- Highest HRMO or the career service employee directly responsible for:
 1. (Name) human resource management; and
 2. (Name) personnel training and development
- (Name) Highest Planning Officer or career service employees directly responsible for organizational planning
- (Name) Highest Finance Officer or the career service employee directly responsible for financial management; and
- (Name) President of the accredited employee association in the agency or the authorized alternate representative. If the offices where there are no accredited or recognized employee association/unions, the rank-and-file representative shall be chosen through a general election or assembly.

The PMT shall have the following functions and responsibilities:

- Sets consultation meeting of all Heads of Offices for the purpose of directing the targets set in the office performance commitment and rating form.
- Ensures that Office performance targets and measures, as well as the budget are aligned with those of the agency and that work distribution of Office/units is rationalized.
- Recommends approval of the office performance commitment and rating to the Head of Agency.
- Act as appeals body and that arbiter for performance management issues of the agency.
- Identifies potential top performers and provide inputs to the PRAISE Committee for grant of awards and incentives.
- Adopts its own internal rules, procedures and strategies in carrying out the above responsibilities including schedules of meetings and deliberations, and delegation of authority to representatives in case of absence of its members.

The Planning Office shall serve as the PMT Secretariat.

3. **Planning Office**

- Monitors submission of Office Performance Commitment and Review (OPCR) Form and schedule the review/evaluation of Office Commitments by the PMT before the start of a performance period.



- Consolidates, reviews, validates and evaluates the initial performance assessment of the Heads of Offices based on reported Office accomplishments against the success indicators and the allotted budget against the actual expenses. The result of the assessment shall be the basis of PMT's recommendation to the head of agency who shall determine the final Office rating.
- Conducts and agency performance planning and review conference annually for the purpose of discussing the Office assessment for the preceding performance period and plans for the succeeding rating period with concerned heads of offices. This shall include participation if the Financial Office as regards budget utilization.
- Provides each Office with the final Office assessment to serve as basis of offices in the assessment of individual staff members.

4. **Human Resource Management Office**

- Monitors submission of Individual Performance Commitment and review (IPCR) Form by heads of offices.
- Reviews the Summary List of Individual Performance Rating to ensure that the average performance rating of employees is equivalent to or not higher than the Office Performance Rating as recommended by the PMT and approved by the Head of Agency.
- Provides analytical data on retention, skill/competency gaps, and talent development plans that align with strategic plans.
- Coordinates developments interventions that will form part of the HR Plan.

5. **Department Head**

- Assumes primarily responsibility for performance management in his/her Office.
- Conducts strategic planning session with the supervisors and staff and agree on the outputs that should be accomplished based on the goals/objectives of the reorganization and submits the OPCR Form to the Planning Office.
- Reviews and approves employees IPCR form for submission to the HRM Office/Personnel Office before the start of the performance period.
- Submits a quarterly accomplishment report to the Planning office based on the PMS calendar.



- Does initial assessment of office's performance using the approved OPCR form.
- Determines final assessment of performance level of the individual employees in his/her office based on proof or performance.
- Informs employees of the final rating and identifies necessary interventions to employees based on the assessment of developmental needs.
- Recommends and discuss a development plan with the subordinates who obtain **Unsatisfactory** performance during the rating period not later than one (1) month after the end of the said period and prepared written notice/advice to subordinates that a necessary Unsatisfactory performance shall warrant their separation from the service.
- Provides preliminary rating to subordinates showing poor performance not earlier that the third (3rd) month of the rating period. A development plan shall be discussed with the concerned subordinate and issue a written notice that failure to improve their performance shall warrant their separation form the service.

6. Section Chief or Equivalent

- Assumes joint responsibility with the Head of office in ensuring attainment of performance objectives and targets.
- Rationalize distribution of targets/tasks.
- Monitors closely the status of the performance of their subordinates and provide support and assistance through the conduct of coaching for the attainment of targets set by the Department/Unit and individual employee.
- Assesses individual employees' performance.
- Recommends developmental intervention.

7. Individual Employees

- Act as partners of management and their co-employees in meeting organizational performance goals.



V. The SPMS Process

I. The SPMS Cycle

Stage 1: Performance Planning and Commitment.

This is done at the start of the performance period where Heads of Offices meet with the supervisors and staff and agree on the outputs that should be accomplished based on the goals/objectives of the organization.

During this stage, success indicators are determined. Success indicators are performance level yardsticks consisting of performance measures and performance targets. This shall serve as bases in the office and individual employee's preparation of their performance contract and rating form.

Performance measures shall include any one, combination of, or all of the general categories, whichever is applicable.

Category	Definition
Effectiveness/Quality	<ul style="list-style-type: none">. The extent to which actual performance compares with targeted performance.. The degrees to which objectives are achieved and the extent to which targeted problems are solved.. Getting the right things done.
Efficiency	<ul style="list-style-type: none">. The extent to which time or resources is used for the intended task or purpose. Measures whether targets are accomplished with a minimum amount or quantity of waste expense, or unnecessary effort.
Timeliness	<ul style="list-style-type: none">. Measures whether the deliverable was done on time based on the requirements of the law and/or clients/stakeholders. Time-related performance indicators evaluate such things as project completion deadlines, time management skills and other time-sensitive expectations.

The targets shall take into account any combination of, or all of the following:

Historical data. The data shall consider past performance.

Benchmarking. This involves identifying and comparing the best agencies to institutions or units within the agency with similar functions or processes. Benchmarking may also involve recognizing existing standards based on provisions or requirements of the law.



Client Demand. This involves a bottom-up approach where the Office sets targets based on the needs of its clients. The Office may consult with stakeholders and review the feedback on the services.

OPES Reference Table. List of major final outputs with definition and corresponding time within which an output will be produced by an average performer.

Top Management Instruction. The Head of Agency may set targets and give special assignments.

Future Trend. Targets may be based from the results of the comparative analysis of the actual performance of the Office with its potential performance.

In setting work targets, the Office shall indicate the **Major Final Outputs** (MFOs) and categorized as **Strategic Priority¹**, **Core Functions²** and **Support Functions³**.

It shall likewise indicate the detailed budget requirements. The Office per expenses accounts to help the LCR in ensuring a strategy driven budget allocation and in measuring cost efficiency. The Department shall also identify specific division/unit/group/individuals as primary accountable for producing a particular target output per program/project/activity. These targets, performance measures budget and responsibility centers are summarized in the OPCR Form (**Annex A**).

The approved OPCR Form shall serve as basis for individual performance targets and measures to be prepared in the IPCR Form (**Annex B**).

Unless the work output of a particular duty has been assigned pre-set standards by management, *its standards shall be agreed upon by the supervisors and the ratees.*

Individual employees' performance standards shall not be lower than the agency's standards in its approved OPCR form.

Stage 2: Performance Monitoring and Coaching

During the performance monitoring and coaching phase, the performance of the Departments and every individual shall be regularly monitored at various levels i.e. the Head of Agency, Planning Office, Department Head and individual on a regular basis.

Monitoring and evaluation mechanisms are in place to ensure that timely and appropriate steps can be taken to keep a program on track and to ensure that its objectives or goals are met in the most effective manner (**Annex C, D, and E**).



Supervisors and coaches play a critical role at this stage. Their focus is on the critical function of managers and supervisors as coaches and mentors in order to provide an enabling environment /intervention to improve team performance and manage and develop individual potentials.

Stage 3. Performance Review and Evaluation.

(Office Performance and Individual Employees Performance)

This phase aims to assess both Office and individual employees performance level based on performance targets and measures as approved in the office and individual performance commitment contracts.

The results of assessment of Office and individual performance shall be impartial owing to scientific and verifiable bases for target setting and evaluation.

- **Office Performance Assessment**

The Planning Office (or any responsible unit) shall consolidate, review, validate and evaluate the initial performance assessment of the Department Heads based on reported Office accomplishments against the success indicators, and the allotted budget against actual expenses. The result shall be submitted to the PMT for calibration and recommendation to the Head of the Agency. The Agency Head shall determine the final rating of the department.

An agency performance review conference shall be conducted annually by the Planning Office for the purpose of discussing the Office assessment with concerned department. This shall include participation of the Budget Office as regards budget utilization. To ensure complete and comprehensive performance review, all departments shall submit a quarterly accomplishment report to the Planning Office based on the SPMS calendar (Annex F).

Any issue/appeal/protest on the Department assessment shall be articulated by the concerned Department Head and decided by the Head of the Agency during the conference, hence, the final rating shall no longer be appeal able/contestable after the conference.

- **Performance Assessment for Individual Employees**

The immediate supervisor (Section Chief, I any, or Department Head) shall assess individual employee performance based on the commitments made at the beginning of the rating period. The performance rating shall be based solely on records of accomplishment; hence, there is no need for self-rating.

The supervisor shall indicate qualitative comments, observation, and recommendations in the individual employee's performance commitment and review form to include competency assessment and critical incidents which shall be used for human resource development purposes such as promotion, and other intervention.

1 Strategic Priority refers to those MFOs indicated in the enterprise scorecard, PDP, OPIF

2 Core Functions are those performed by the Office which are inherent in the mandate

3 Support Functions are those functions that provide necessary resources to enable the Office perform its mandate



Employee's assessment shall be discussed by the supervisor with the concerned rates prior to the submission of the individual Performance Commitment and Review (IPCR) form to the Department Head.

The Department Head shall determine the final assessment of performance level if the individual employees in his/her Department based on proof of performance. The final assessment shall correspond to the adjectival description of Outstanding, Very Satisfactory, Unsatisfactory or Poor.

The Department Head may adopt appropriate mechanism to assist him/her distinguish performance level of individuals, such as but not limited to peer ranking and client feedback.

The **average** of all individual performance assessments shall not be higher than the collective performance assessment of the Department.

The Department Head shall ensure that the employee is notified of his/her final performance assessment and the Summary List of Individual Ratings with h attached IPCRs are submitted to the HRM Office/Personnel Office within the prescribed period.

Stage 4: Performance Rewording and Development Planning:

Part of the individual employee's evaluation is the competency assessment vis-à-vis the competency requirements of the job. The result of the assessment shall be discussed by the Department Head and supervisors with the individual employee at the end of each rating period. The discussion shall focus on the strengths competency-related performance gaps and the opportunities to address these gaps career paths and alternatives.

The result of the competency assessment shall be treated independently of the performance rating of the employee.

Appropriate development interventions shall be made available by the Department Head and supervisors in coordination with the HRM Office/Personnel Office.

A Professional development plan (Annex H) to impose or correct performance of employees with Unsatisfactory and Poor performance ratings must be outlined including timeliness, and monitored to measure progress.

The results of the performance evaluation/assessment shall serve as inputs to the:

- b. Department Heads in identifying and providing the kinds of interventions needed based on the development needs identified;



- c. HRM Office/Personnel Office in consolidating and coordinating developmental interventions that will form part of the HR Plan and the basis for rewards and incentives;
- d. PMT in identifying potential PRAISE Awards for various awards categories; and
- e. PRAISE Committee in determining top performers of the (Name of Agency) who qualify for awards and incentives;
- f. PMT in identifying potential PRAISE Awards nominees for various awards categories;
- g. PRAISE Committee in determining top performers of the (Name of Agency) who qualify for awards and incentives. The PRAISE Policy does not discriminate against any official or employee, hence, all officials and employees have equal opportunity to receive awards and incentives cited these guidelines for as long they meet the indicated qualifications and have gone through the appropriate processes regardless of gender, religion, ethnicity and circumstances of disability.

11. Rating Period

Performance evaluation shall be done semi-annually. However, if there is a need for a shorter or longer period, the minimum appraisal period is at least ninety (90) calendar days or three (3) months while the maximum is no longer than one (1) calendar year.

V1. Procedures

- h. Setting of Performance Targets (should not be lower than Prior year's targets) and Standards.
 - Organizational Targets
 - Not later than the last quarter immediately preceding the rating period is devoted to preparation and setting of organizational targets.
 - The Department Head and staff set his/her performance targets together with the standards.
 - Department Targets
 - The Department Head prepares the performance targets using the Prescribed Office Performance Commitment and Review (OPCR).
 - Employee Targets
 - Each employee then prepares the performance targets using the prescribed Individual Performance Commitment and Review (IPCR)s



ii. Confirmation

- The OPCR and IPCR shall be submitted based on the calendar prescribed by (DORSU). The performance targets become final and valid in case the PMT fails to act on it within fifteen (15) working days upon submission.

iii. Modifications

- Employee's performance targets for a given rating period are duty confirmed by the PMT may still be modified based on the changes brought about by the new mandates and programs of the agency in general and the organizational unit in particular. Modifications of the originally planned targets may also be allowed in cases where an employee is given special assignments that would significantly affect the accomplishment of the original targets. It is understood, however, that such special assignments will no longer be treated as intervening tasks.
- The employee or the supervisor shall immediately notify that PMT of such modification to serve as guide in the review of ratings of affected employees

V11. Mechanics of Rating

Rating		Description
Numerical	Adjectival	
5	Outstanding	<ul style="list-style-type: none"> • Performance represents an extraordinary level of achievement and commitment in terms of quality and time, technical skills and knowledge, ingenuity, creativity and initiative. • Employees at the performance level should have demonstrated exceptional job, mastery in all major areas of responsibility. • Employee's achievement and contributions to the organization are of marked excellence. • Performance exceeding target by 30% and above of the planned targets.
4	Very Satisfactory	<ul style="list-style-type: none"> • Performance exceeded expectations. All goals, objectives and targets were achieved above the established standards. • Performance of 100% to 114% of the planned targets.
3	Satisfactory	<ul style="list-style-type: none"> • Performance met expectation in terms of quality of work, efficiency and timeliness. The most critical annual goals were met. • Performance of 100% to 114% of planned targets.
2	Unsatisfactory	<ul style="list-style-type: none"> • Performance failed to meet expectation and/or one or more of the most critical goals were not met. • Performance of 51% to 99% of the planned targets



	Poor	<p>Performance was consistently below expectations, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in one or more important areas.</p> <ul style="list-style-type: none"> Performance falling to meet the planned targets by 50% or below.
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i. Level of Performance

- The five point rating scale (1 to 5) 5 being the highest are 1 the lowest.
- For accomplishments requiring 100% of the targets such as those pertaining to money or accuracy or those which may no longer be exceeded the usual rating of 5 points for those who meet targets or 2 points for those who failed or fell short of the target applies.

In determining the final equivalent adjectival rating of the employee, the range of Final Average Rating is converted as follows:

Range	Adjectival Rating
5.00	Outstanding (O)
4.00 – 4.99	Very Satisfactory (VS)
3.00 – 3.99	Satisfactory (S)
2.00 – 2.99	Unsatisfactory (US)
0.00 – 1.99	Poor (P)

ii. Components of Ratings

- The overall rating of the employee for a given period consists of the following:

MFO	Percentage (will depend upon one's duties & responsibilities)				
	Employee A	Employee B	Employee C	Employee D	Employee E
	Strategic Priority	45%	50%	80%	
Core Function	45%	50%		80%	
Support Function	10%		20%	20%	100%



iii. Performance of Intervening Tasks

The performance of intervening or additional tasks is duly considered only if these tasks were done simultaneously with the planned targets.

Intervening tasks are those which are neither inherent nor directly related to the employee's plantilla or designed positions which require a considerable amount of effort and time of the employee and are duly covered by an **office order**.

The employee's performance of intervening tasks may be given a maximum of additional point to his/her overall rating, provided the following criteria are met.

1. Said tasks are difficult, technical in nature or requiring special skills.
2. Said task is not within the regular functions of the employee of the work program/performance contract of is/her department or unit.
3. There is urgency in the completion of the intervening task which has an impact on the organizational unit concerned.
4. Non-compliance/performance of the intervening task will unduly prejudice the service.
5. Employee's planned targets were all accomplished and rated at least satisfactory; and
6. Performance or completion of said intervening task will require an aggregate period of two (2) weeks to one (1) month.

Special or additional assignments are no longer considered intervening tasks if they will significantly affect the performance of the employee's regular targets. In such a case, the same is treated as allowable modification of regular target under page 11 hereof.

iv. How to Compute the Rating

During the appraisal discussion at the end of the rating period, the employee will:

- a. Summarize his/her accomplishments Quality (Q), Efficiency (E) and Time (T) for the semester.
- b. Add all **accomplishment** in Efficiency and get the **average rating** for Quality and Time.
- c. Fill-up the accomplishment portion of the OPCR/IPCR.



- d. Rate each accomplishment by comparing the targets against the accomplishment based on the agreed standards on Q, E, and T;
- e. Add the rating on Q, E, and T and divide by 3 to get the Average (A) rating for each MFQ;
- f. Add all A per category (Strategic Priority, Core Functions, and Support Functions) and divide by the total number of entries per category to get the Rating;
- g. Multiply the Rating by the Percentage allotted per category to get the Overall Rating (OR);
- h. Add all OR to get the Total Overall Rating;
- i. Add the rating for intervening Task, if any, to get the Final Average Rating;
- j. Convert the Final Aggregate Rating to Adjectival Rating using the conversion table under 12hereof; and
- k. Submit to Department Head (IPCR) and Planning Office (OPCR) for concurrence.

VIII. Submission of OPCR/IPCR, Standards and Ratings

The OPCR/IPCR is submitted to the Planning Office/HRM Office not later than **10 days before the start of the rating**. The concerned office responsible shall have confirmed these **targets** not later than **15th day of the start of the rating period**. Failure on their part to act on these targets on the above period means that they are automatically confirmed. Performance standards are submitted in the same period together with the performance targets.

The accomplished OPCR/IPCR with the final ratings is submitted to Planning Office/HRM Office not later than **15th day after the rating period**. The Planning Office/HRM Office evaluates the performance accomplishments and submits to PMT for recommendation to the SUC President for approval of final rating of the offices.

IX. Uses of Performance Ratings

- a. Security of tenure of those holding permanent appointments is not absolute but is based on performance.

Employees who obtained **unsatisfactory** rating for one rating period or exhibited poor performance shall be provided appropriate development intervention by the LCE and Department Head in coordination with the HRM Office, to address competency-related performance gaps.



If after and provision of developmental intervention, the employee shall obtain Unsatisfactory ratings in the immediately succeeding rating period or Poor rating for the immediately succeeding rating period, he/she maybe dropped from the rolls. A written notice/advice from the Department Head at least 3 months before the end of the rating period is required.

- b. The PMT shall validate the **outstanding** performance ratings and may recommend concerned employees for performance-based awards. Grant of performance-based incentives shall be based on the final ratings of employees as approved by the LCE.
- c. Performance ratings shall be used as basis for promotion, training, and scholarship grants and other personal actions.

Employees with Outstanding and Very Outstanding performance ratings shall be considered for the above-mentioned personnel actions and other related matters.

- d. Officials and employees who shall be on official travel, approved leave of absence or training or scholarship programs and who have already met the required minimum rating period of 90days shall submit the performance commitment and rating report before they leave the office.

For purposes of performance-based benefits, employees who are on official travel, scholarship or training with a rating period shall use their performance ratings obtained in the immediately preceding rating period.

- e. Employees who are on detail or secondment to another office shall be rated in their present or actual office, copy furnished their mother office. The ratings of those who were detained or seconded to another office during the rating period shall be consolidated in the office, either the mother (plantilla) office or present office, where the employees have spent majority of their time during the rating period.
- f. No faculty member shall be considered for promotion without a record of at least two (2) successive performance ratings of at least Very Satisfactory immediately preceding the assessment of candidates for advancement to higher ranks or positions.

X. Transparency on Performance Ratings

General Information on the final rating of the employees or the number of employees who get a particular rating (O, VS, S, US, and Poor) per organizational unit shall be made known to both management and rank and file employees, subject to the procedures set by the PMT.



XI. Sanctions

Unless justified and accepted by the PMT, non-submission of the Office Performance Commitment and Review form to the PMT, and the individual Performance Commitment and Review forms to the HRM Office/Personnel Office within the specified dated shall be a ground for:

- a. Employee's disqualification for performance-based personnel actions which would require the rating for the given period such as promotion, training or scholarship grants and performance enhancement bonus. If the failure of the submission of the report form is the fault of the employees.
- b. An administrative sanction for violation of reasonable office rules and regulations and simple neglect of duty for the supervisors or employees responsible for the delay or non-submission of the office and individual performance commitment and review report.
- c. Failure on the part of the Department Head to comply with the required notices to their subordinates for their unsatisfactory or poor performance during a rating period shall be a ground for an administrative offense for neglect of duty.

XII. Appeals

- a. Office performance assessment as discussed in the performance review conference shall be final and not appealable. Any issue/appeal on the initial performance assessment of a Department shall be discussed and decided during the performance review conference.
- b. Individual employees who feel aggrieved or dissatisfied with their final performance ratings can file an appeal with the PMT within ten (10) days from the date of receipt of notice of their final performance evaluation rating from the Department Head. An office/unit or individual employee, however, shall not be allowed to protest the performance ratings of other office/unit or co-employees. Ratings obtained by other office/unit or employee can only be used as basis or reference for comparison in appealing one's office or individual performance ratings.
- c. The PMT shall decide on the appeals within one month from receipt.
- d. Officials or employees who are separated from the service on the basis of Unsatisfactory or Poor performance rating can appeal their separation to the Civil Service Commission Regional Office No. 11 or Commission Proper within 15 days from receipt of the order or notice of separation.

X111. Effectivity

The Revised DORSU SPMS shall take effect immediately.

Approved:

ROY G. PONCE, Ed. D.
SUC President III