



ATENEUM DE MANILA UNIVERSITY
GRADUATE SCHOOL OF BUSINESS

ADMINISTRATIVE MANUAL



Administrative Manual

Ateneo Graduate School of Business

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History of Ateneo de Manila University

The Ateneo de Manila University traces its roots back to 1859 when, at the request of the City of Manila endorsed by Governor Norzagaray, the Jesuits took over the Escuela Municipal in Intramuros, the walled city of Manila. A primary school originally intended for the sons of Spaniards, it was opened by the Jesuits to native Filipinos as well. In 1865, the Jesuits received government approval to add a five-year program leading to the degree of Bachelor of Arts. In keeping with its new academic status, the school was renamed the Ateneo Municipal de Manila. Among the graduates in those early decades was Jose Protacio Rizal, A.B. 1877, who would later be named the Philippines' national hero.

With the withdrawal of city subsidy in 1901, the Ateneo became a private institution, dropping the word "Municipal" from its official name. In 1921, the American Jesuits of the Maryland-New York Province replaced the Spanish Jesuits as teachers and administrators of the Ateneo.

The Intramuros fire of 1932 completely destroyed the Ateneo buildings, forcing the school to move to a new location on Padre Faura Street, Ermita. During the battle for the liberation of Manila, the Padre Faura complex of buildings was razed. Temporary structures were quickly built, but in 1952, the Ateneo moved to its present spacious campus in Loyola Heights, Quezon City.

In 1958, the Society of Jesus in the Philippines was raised to the status of a full province. Administration of the Ateneo passed from the New York to the Philippine Province of the Society of Jesus, and shortly after, the first Filipino Rector/President of the Ateneo was named. Since the growth of the Ateneo demanded a new status, the school obtained its charter as a university in 1959.

Today the Ateneo de Manila is a 155-year old institution comprised of basic, higher, and professional education units. The units of higher education—the School of Humanities, the John Gokongwei School of Management, the School of Science and Engineering, and the School of Social Sciences—are collectively known as the Loyola

History of Ateneo de Manila University

Schools. The Graduate School of Business, the Law School, the School of Government, and the School of Medicine and Public Health comprise the Professional Schools. Like most Philippine universities, the Ateneo has a grade school and high school noted for high educational standards.

The Loyola Schools, basic education units, and the School of Government are located in the Loyola Heights campus in Quezon City. The Graduate School of Business and Law School are based in the Rockwell Center campus in Makati City. Finally, the School of Medicine and Public Health is based in Pasig City.

The Ateneo's identity is as a Filipino, Catholic, and Jesuit university known for producing professionals- for-others who excel in their fields and aim to serve the community through their work. It has recently identified four strategic thrusts for the coming years: mission and identity, nation-building, sustainable development, and internationalization. The Ateneo, as an academic community, seeks to fulfill its mission through the exercise of the functions proper to a university, namely, teaching, research, and service to the community.

History of Graduate School of Business

The Graduate School of the Ateneo de Manila was first established in 1948, with Master of Arts programs in Education and English as its initial offerings. Over time, other fields of study were introduced, among them Sociology, Economics, Philosophy, and Business Administration.

As its offerings grew in size and complexity, the Graduate School eventually found it necessary to split into two separate entities, and in 1960 the Graduate School of Arts and Sciences, and the Graduate School of Economics and Business Administration were born.

The Graduate School of Economics and Business Administration initially offered only two part-time evening programs: a Master of Arts in Economics, and a Master in Business Administration. A full-time MBA was added to its program portfolio in 1964. Two years later, the Master of Arts in Economics was transferred to the Graduate School of Arts and Sciences, and the school was reorganized into the present-day Ateneo Graduate School of Business, or AGSB.

In 1968, the Ateneo de Manila University, De La Salle College, the Ford Foundation, and Harvard University collaborated to set up the Asian Institute of Management (AIM), with the agreement that AIM was to concentrate on offering full-time MBA programs, while Ateneo and La Salle would focus exclusively on part-time programs. As a result of this collaboration, AGSB seconded many of its faculty to the AIM, and discontinued its full-time MBA program. Now focused exclusively on working students, and wishing to move closer to its target clientele, AGSB moved to a new campus on H.V. de la Costa St., Salcedo Village, Makati, in 1977.

The 1990s were a period of rapid growth and revitalization for AGSB under the leadership of its new Dean, former Secretary of Health, Dr. Alfredo R.A. Bengzon, who took its helm in 1993. The period was characterized by the introduction of many innovative new degree as well as non-degree programs, and a boom in student enrollment.

Under his leadership, the AGSB continued its special focus on health care management and public health. The Master in Hospital Administration, launched in 1978, was

History of Graduate School of Business

reinvented as the Master in Health Service Administration in 1998, and eventually, in 2002, renamed the MBA in Health. Many new non-degree programs were launched, including the award-winning Leaders for Health program.

In 1998, the Ateneo Professional Schools, made up of AGSB and the Ateneo Law School, moved to its new state-of-the-art campus at the Rockwell Center, in Makati City. The Ateneo-Regis MBA program was launched that same year, in partnership with Regis University (Denver, Colorado), a pioneer and leader in adult and workplace-based learning.

In 2003, the Commission on Higher Education granted AGSB full autonomy status, in recognition of its pace-setting innovations in management training and leadership development, and its continuous commitment to quality education. In 2004, CHED rated AGSB as the number one business school in the country out of the 199 schools it evaluated that year. In August, 2010, the school received full accreditation from the Philippine Accrediting Association of Schools, College and Universities, or PAASCU.

To make its brand of business education more accessible to a wider public, the AGSB operates satellite campuses all over the country, including in Santa Rosa, Laguna; Clark Field, Pampanga; Cebu City, and Iloilo City.

Staying true to the Jesuit tradition of magis and excellence in service to others, and constantly spurred by its passionate desire to provide its students with the best quality education in the service of the nation, the AGSB today remains ever more committed to its value proposition that business is not only for profit but also for nation building, and that “our country is our business”.

ADMU Vision-Mission Statement

As a University, the Ateneo de Manila seeks to preserve, extend, and communicate truth and apply it to human development and the preservation of the environment.

As a Filipino University, the Ateneo de Manila seeks to identify and enrich Philippine culture and make its own. Through the education of the whole person and the formation of needed professionals and through various corporate activities, the University aims to contribute to the development goals of the nation.

As a Catholic University, the Ateneo de Manila seeks to form persons who, following the teachings and example of Christ, will devote their lives to the service of others and, through the promotion of justice, serve especially those who are most in need of help, the poor and the powerless. Loyal to the teachings of the Catholic Church, the University seeks to serve the Faith and to interpret its teachings to modern Philippine society.

As a Jesuit University, the Ateneo de Manila seeks the goals of Jesuit liberal education through the harmonious development of moral and intellectual virtues. Imbued with the Ignatian spirit, the University aims to lead its students to see God in all things and to strive for the greater glory of God and the greater service of mankind.

The University seeks all these, as an academic community, through the exercise of the functions proper to a university, that is, through teaching, research and service to the community.

AGSB Vision-Mission Statement

Vision

To be a leading management educational institution in the Asia-Pacific Region for the business practitioner seeking to become a professional and ethical business leader committed to nation building.

Mission

As a Jesuit institution whose identity and purpose is derived from a tradition of service and a standard of academic excellence, we are committed to:

- Developing and nurturing workplace-based business leaders, managers and entrepreneurs who are guided by principles, imbued with a sense of service, and equipped with effective management skills. We believe that expertise without integrity is empty and integrity without expertise is ineffectual, while expertise and integrity without service is irrelevant.
- Providing relevant and globally-oriented programs, using facilitative learning methodologies that integrate technical, technological, political, and ethical dimensions, and producing intellectual contributions in support of developing the discipline, practice and teaching of business and management. We believe that intellectual rigor and strength of character form the essential foundation for business professionals.
- Enhancing the personal and professional growth of our faculty and staff. We believe that success in fulfilling our mission is decided by the dedication of the members of our organization.
- Drawing on the expertise of our faculty, the different units of the University, as well as of our strategic partners as we address the challenges of technology and competition in the domestic and global settings. We believe that in harnessing the resources of our various stakeholders in an interactive and integrated manner we remain effective and relevant in the changing times.

As we pursue these commitments, we will strive to bridge the external and internal gaps in our communities and in our country so that our people may achieve just and good lives.

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(Approved by the Board of Trustees and the Provincial, 7 May 1977; Amendments approved by the Board of Trustees, 4 November 1989 and ratified by the Ateneo de Manila University, Inc., 3 February 1990; Further Amendments approved by the Board of Trustees, 14 December 2002, 28 October 2005, 7 February 2009, and 5 February 2014)

Article I. DEFINITION

The Ateneo de Manila University is a Filipino, Catholic and Jesuit Institution of learning incorporated and operating under the laws of the Republic of the Philippines, of the Catholic Church and of the Society of Jesus.

Article II. VISION AND MISSION

As a University, the Ateneo de Manila seeks to preserve, extend, and communicate truth and apply it to human development and the preservation of the environment.

As a Filipino University, the Ateneo de Manila seeks to identify and enrich Philippine culture and make it its own. Through the education of the whole person and the formation of needed professionals and through various corporate activities, the University aims to contribute to the development goals of the nation.

As a Catholic University, the Ateneo de Manila seeks to form persons who, following the teachings and example of Christ, will devote their lives to the service of others and, through the promotion of Justice, serve especially those who are most in need of help, the poor and the powerless. Loyal to the teachings of the Catholic Church, the University seeks to serve the Faith and to interpret its teachings to modern Philippine Society.

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As a Jesuit University, the Ateneo de Manila seeks the goals of Jesuit liberal education through the harmonious development of moral and intellectual virtues. Imbued with the Ignatian spirit, the University aims to lead its students to see God in all things and to strive for the greater glory of God and the greater service of mankind.

The University seeks all these, as an academic community, through the exercise of the functions proper to a university, that is, through teaching, research and service to the community.

Article III. COMPOSITION OF THE UNIVERSITY

- A. The Ateneo de Manila University is composed of the school units operated by the corporation of the Ateneo de Manila.

As understood in the Statutes, the University community is composed of the administrators, faculty, non-teaching personnel and students.

- B. Affiliated Units are institutions wholly owned and operated by their own corporations but affiliated with the Ateneo de Manila University for specific purposes by written mutual agreement.

Article IV. THE BOARD OF TRUSTEES

- A. Composition of the Board

The Board of Trustees shall be composed of fifteen members selected from both within and from outside the University, eight of whom shall be Jesuits and seven non-Jesuits. The President of the University shall be a member of the Board.

Only Filipino graduates of recognized educational institutions or universities here in the Philippines or abroad may be elected Trustees.

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Trustees shall be elected at the annual meeting of the members by a majority vote of all the members of the Corporation, in such a manner that the term of one-third (1/3) of the fifteen (15) Trustees shall expire every year.

B. Powers and Duties of the Board

1. to elect the Corporation's President, Vice Presidents, Corporate Secretary and Treasurer
2. to appoint other administrative officials as designated in these statutes
3. to consult first with the Provincial regarding the appointment of Jesuits to administrative positions.
4. to assist the President in setting the University's strategic direction and goals for long-term planning and development
5. to be responsible for the acquisition, conservation, management and disposition of University funds and properties in accordance with the laws of the Republic of the Philippines, of the Catholic Church and of the Society of Jesus
6. to approve the annual budget of the University
7. to determine policies on investment of trust funds
8. to review and approve the educational policy of the different units operated by the corporation of the Ateneo de Manila University
9. to review and approve major organizational changes within the University
10. to promote understanding between the University and the outside community
11. to consult the appropriate segments of the University community on matters of importance to them
12. to review and approve the agreements between the Corporation of the Ateneo de Manila University and the Affiliated Units.
13. to ensure the implementation of the mission of the University.

C. Election and Term of Office

1. The members of the corporation of the Ateneo de Manila University shall elect the members of the Board in accordance with Section A above.
2. The University community shall nominate the members of the Board.

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3. Each year, well in advance of the annual meeting of the members of the corporation, the Secretary of the Board shall give notice to the University community and request nominations for election to the Board.
4. Nominations, made in writing and signed, shall be submitted to the Secretary at least one month in advance of the annual meeting of the corporation.

D. Vacancies

1. The office of any member of the Board becomes vacant on the member's resignation or incapacity to fulfill his duties. This incapacity is to be determined by the Board. The office of any member of the Board likewise becomes vacant if he ceases to be a member of the Corporation.
2. In case of vacancies, new members are elected by the Board. New members sit for the duration of the unexpired term.

E. Meetings of the Board

1. The Board shall meet at least four times a year at a time and place to be set by the Board. Special meetings of the Board may be called by the Chairperson or upon the request of a majority of the Trustees at any time with adequate notice of not less than five (5) days written notice of the meeting, unless waived in writing by the Trustees.
2. Unless otherwise provided by law, a simple majority of those present and constituting a quorum is required for the passage of any measure.

F. The Chairperson of the Board

1. The Board shall elect a Chairperson from among its members. The President of the University shall not be eligible for election as Chairperson.
2. The Chairperson shall preside at all meetings of the Board. In the absence of the Chairperson, a member of the Board delegated by the Chairperson or the Board shall preside at the meeting.

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3. Prior to the meeting of the Board, the Chairperson, or some member of the Board designated by him, shall consult with the President and the appropriate segments of the University community regarding matters to be discussed by the Board.
4. The Chairperson shall ensure the timely flow of information between the university administration and the Board so that the Board may properly discharge its duties.
5. The Chairperson shall make an annual report to the Corporation on the decisions and actions taken by the Board.

G. The Secretary of the Board

1. The Board shall elect the Secretary of the Board upon the recommendation of the President.
2. The Secretary of the Board shall keep the minutes of all meetings of the Corporation and of the Board and be the official custodian of all the documents and records of transactions of the Corporation and of the Board.
3. The Secretary of the Board shall be the keeper of the seal of the University.
4. The Secretary of the Board shall perform such other functions as the Board or President shall assign to him/her.

H. The University Treasurer

1. The Board shall elect the Treasurer upon the recommendation of the President.
2. The Treasurer shall act as the custodian of all the property and assets, both financial and physical, of the University and submit regular reports to the Board on their condition.
3. The Treasurer shall review all financial reports and ensure compliance with pertinent accounting standards and regulatory requirements.
4. The Treasurer shall submit the audited financial statements of the University to the Board.

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I. Committees of the Board of Trustees

The Board of Trustees is empowered to create committees to serve in an advisory capacity and assists in the exercise of its responsibilities. Such committees may be permanent or ad hoc in nature. The following shall serve as standing committees of the Board of Trustees:

1. The **School Unit Committees** are advisory to the Board and have general oversight over the plans, policies and programs of the School units. The Chairperson and members of the School Unit Committees are appointed by the Chairperson of the Board. They will serve as the main conduit of the school units for proposals requiring Board approval. Committee meetings are held at least once a quarter before each regular Board of meeting. The following are the School Unit Committees approved by the Board of Trustees on 28 October 2005:
 - a. Committee on Basic Education
 - b. Committee on Loyola Schools
 - c. Committee on Professional Schools

2. The **Committee on Finance and Budget** is advisory to the Board and is composed of Trustees and whosoever may be designated by the Board. The Chairperson and members of the Committee are appointed by the Chairperson of the Board. Committee meetings are held at least once a quarter before each regular Board meeting to review the University Budget, financial management operations, internal audit systems, audited financial statements, the investment of trust funds and financial policy matters for consideration of the Board of Trustees.

3. The **Committee on Advancement** is advisory to the Board. The Chairperson and members of the Committee are appointed by the Chairperson of the Board. Committee meetings are held at least once a quarter before each regular Board meeting. This committee shall recommend actions as may be

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necessary to execute an effective and advancement program, giving attention to policies and long-range planning, alumni relations and public relations with specific concentration on development and fund-raising.

4. The **Committee on Board Membership** is advisory to the Board. The Chairperson and members of the Committee are appointed by the Chairperson of the Board. Committee meetings are held at least once a quarter before each regular Board meeting. This committee shall serve to develop a plan Board composition so that the Board can deliberate and act in ways commensurate with the needs of the University and consistent with the Board's fiduciary obligation. The committee shall help develop a list of potential lay trustees for consideration of the Corporation. The committee shall also develop and recommend strategies, policies and practices for the orientation and support of Board members.
5. The **Committee on Honors and Awards** is advisory to the Board and is composed of Trustees, faculty members and whosoever may be designated by the Board. The Chairperson and members of the Committee are appointed by the Chairperson of the Board. Committee meetings are held at least twice a year in October and January or as often as the need arises. The Committee shall perform the following functions
 - a. advise the Board on policies governing honorary degrees and other University awards
 - b. solicit, screen, and recommend nominees for the various honorary degrees and awards conferred by the University.
6. The **Committee on Professorial/Faculty Chairs and Other Awards** is advisory to the Board and is composed of Trustees and whosoever may be designated by the Board. The Chairperson and members of the Committee are appointed by the Chairperson of the Board. Committee meetings are held at least twice a year. Its main function is to review and make recommendations regarding the various professorial/faculty Chairs and Awards given by the University.

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7. The **Committee on Mission Effectiveness** is advisory to the Board. The Chairperson and members of the Committee are appointed by the Chairperson of the Board. Committee meetings are held at least once a quarter before each regular Board meeting. The Committee aims to highlight implications of Catholic and Jesuit identity for the Board of Trustees; to identify, evaluate and communicate the mission implication of issues before the Board; to promote the realization of the core values and key elements of the University's mission; and to review of the university's strategic planning in terms of mission and identity.
8. The **Committee on Physical Plant** is advisory to the Board. The Chairperson and members of the committee are appointed by the Chairperson of the Board. Committee meetings are held at least once a quarter before each regular Board meeting. This special committee is expected to review and recommend approval on the physical masterplan for the various campuses of the Ateneo de Manila University, the optimum and efficient utilization of space, policies on construction, maintenance, among others, and with due consideration of environment and safety matters.
9. The **Committee on Audit** is advisory to the Board. The Chairperson and members of the committee are appointed by the Chairperson of the Board. Committee meetings are held as needed. The committee shall assist the Board in its oversight responsibility for the internal audit system of the University, the monitoring of its compliance with applicable laws, rules and regulations, and the like. It shall also oversee management's activities in dealing with the various risk exposures of the University.
10. The **Committee on Internationalization** is advisory to the Board. The Chairperson and members of the committee are appointed by the Chairperson of the Board. Committee meetings are held as needed. The role of the committee is to advise the Board on policies and programs across the university related to internationalization, and to keep the Board informed and advised concerning developments worldwide that have implications on the University.

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Article V. CENTRAL ADMINISTRATION

A. The **President** shall be elected by the Board of Trustees after consultation with the Jesuit Provincial and recommendations by a Search Committee constituted by the Board of Trustees. The President shall be elected from among the Jesuit members of the Board and shall automatically cease to hold the said office if he ceases to be a member of the Board or of the Society of Jesus. He is the chief executive officer of the University and a member of the Board of Trustees. He shall perform the following functions:

1. exercise general administration and supervision over the University
2. act as the official liaison between the Board of Trustees and the University community
3. appoint, promote, retire and dismiss University personnel in accordance with University policy
4. prepare the annual budget for presentation to the Board
5. make an annual report to the Board of Trustees and to the University community on the general condition of the University
6. preside at all official academic functions
7. confer all academic degrees and issue diplomas and certificates
8. provide leadership and direction in institutional long-term planning and development
9. provide direction for the continual development and integration of the curricula and other academic activities of the whole University
10. coordinate with Affiliated Units in cooperative endeavors
11. be the official custodian of the public image of the University
12. perform such other functions as the Board shall delegate to him.

He shall appoint such officials, directors and committees as may be necessary for the discharge of the above-mentioned duties.

B. The **Vice President for Finance** shall be appointed by the Board of Trustees upon the recommendation of the President. The appointment shall be for three years,

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renewable for other terms of three years. He/she shall perform the following functions:

1. manage all the finances of the University, subject at all times to the direction of the Board and the President of the University
 2. assist the President in preparing the University budget and the University financial reports
 3. act as the Chairperson of the Budget Committee
 4. make and present to the Board of Trustees an annual statement of the receipts and expenditures of the University
- C. The **Vice President for Social Development** (approved by the Board of Trustees on 14 November 1987) may be appointed by the Board of Trustees upon the recommendation of the President. The appointment shall be for three years, renewable for other terms of three years. He/she shall perform the following functions:
1. assist the President in directing the University's efforts to respond to the societal issues and concerns that are covered by the two strategic thrusts of nation building and environment-development
 2. strengthen, align, and consolidate existing social centers; ensure the impact and sustainability of these centers; and facilitate their role in the academic and social formation of students, faculty and other members of the Ateneo community
 3. assist the President in overseeing the direction and implementation of social development programs and such other programs as may be designated by the President
- D. The **Vice President for Administration** (approved by the Board of Trustees on 7 February 2009) may be appointed by the Board of Trustees upon the recommendation of the President. The appointment shall be for three years, renewable for other terms of three years. He/she shall perform the following functions:

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1. oversee the overall operational and strategic management of the physical plant and educational facilities in all University campuses
 2. integrate campus safety and emergency management programs, including emergency planning and business continuity, environmental health and safety, and security
 3. oversee the support function of information technology resources and services, including records, in view of the operational and strategic needs of the University
 4. oversee the fund-raising plans and programs of the University in support of its operational and capital needs
- E. The **Vice President for University and Global Relations** (approved by the Board of Trustees on 4 February 2012) may be appointed by the Board of Trustees upon the recommendation of the President. The appointment will be for a term of three years, renewable for other terms of three years. His/her primary responsibility is to direct the formulation and implementation of strategic initiatives that will strengthen the University's capacity to operate in a global environment through effective engagements with universities and other organizations abroad, and to strengthen the University's capacity to work with key local institutions by building strong links with them. He/she shall perform the following functions:
1. with the School Unit heads, formulate and implement the University internationalization strategy
 2. cultivate a global and multi-cultural perspective across the University
 3. create an environment conducive to international partnerships and collaboration, student and faculty mobility, and other international activities, and generative of new and expanded activities
 4. promote the University abroad
 5. alert the University to opportunities and resources abroad
 6. evaluate the international initiatives to ensure alignment with University goals and procedures

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7. advise the office of the President on official protocol for visits of international dignitaries to the university
8. build strong links with key local institutions (e.g., educational institutions, governmental agencies, corporate entities, Churches, and civic organizations).

F. The **Director for Human Resources Management and Organizational Development** shall be appointed by the President. The appointment shall be for three years, renewable for other terms of three years. He/she shall perform the following functions:

1. work with school unit heads and line administrators at developing programs, policies and procedures concerning the various aspects of human resources management and organization development in the University
2. provide advice, assistance, service, and information to central administration and school units on HR- and OD-related matters
3. manage the operations of the Office of Human Resources Management and Organization Development, which include employment, compensation, benefits, staff relations, and training

Article VI. SCHOOL UNITS

A. Definitions:

- a. School units are the principal academic units of the University. School units may consist of component schools. School units consist of the registered students, non-teaching personnel, faculty members, and administrators that supervise and support the operations of the school unit. Each school unit is headed by a Vice President.
- b. The following are the school units of the University, together with their component schools

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- b. Professional Schools
 - 1. School of Law
 - 2. Graduate School of Business
 - 3. School of Government
 - 4. School of Medicine and Public Health

- c. Loyola Schools
 - 1. School of Humanities
 - 2. School of Management
 - 3. School of Science and Engineering
 - 4. School of Social Sciences

- d. Basic Education
 - 1. High School
 - 2. Junior High School
 - 3. Grade School

B. School Unit Heads

The following are the heads of the above-named school units and shall be referred to as School Unit Heads or School Unit Vice Presidents:

- 1. Vice President for the Professional Schools
- 2. Vice President for the Loyola Schools
- 3. Vice President for Basic Education

The School Unit Vice Presidents shall be appointed by the Board of Trustees upon the recommendation of the President based on the recommendations of a Search Committee constituted by the President. The appointment shall be for a period of three years, renewable for other terms of three years. The School Unit Vice Presidents shall report directly to the President and perform the following functions:

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1. act as the academic leader and chief operating officer of the school unit.
2. coordinate and support the work of the administrative staff, faculty and students of the school unit.
3. lead the preparation of the strategic and business plans of the school unit including the identification of funding priorities.
4. act as the principal budgetary official of the school unit.
5. ensure that the physical infrastructure or facilities and services required by the school unit for its proper operation is in place and well maintained or identified for priority funding, in coordination with the Vice President for Administration
6. appoint or recommend the appointment of such administrative officials and directors as may be necessary for the operation of the school unit.

C. School Deans/ Principals/ Headmasters

School Deans, Principals and Headmasters shall be appointed by the Board of Trustees upon the recommendation of the President based on the evaluation of a Search Committee constituted by the President. The appointment shall be for a period of three years, renewable for other terms of three years. They shall exercise the functions delegated to them by the School Unit Vice President or as otherwise specified in the By-Laws and Administrative Manual of their respective school unit.

D. Associate Deans/Associate Principals/Assistant Headmasters

Associate Deans, Associate Principals and Assistant Headmasters shall be appointed by the President after consultation with the School Unit Vice President, Dean, Principal, and/or Headmaster. The appointment shall be for a period of three years, renewable for other terms of three years. They shall exercise the functions delegated to them by the School Unit Vice President, Dean, Principal and/or Headmaster or as otherwise specified in the By-Laws and Administrative Manual of their respective school unit.

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E. Faculty

Faculty members are governed by the University's system of appointment, ranking, tenure, promotion, rights and duties, which may be defined further in the By-Laws of each school unit.

F. School Forum

The School Forum is composed of all faculty members of the school unit who shall elect the Chairperson from among themselves. The Chairperson shall, at least once a semester, call a meeting to discuss matters affecting the school unit or the University as a whole. There shall be a Committee on Agenda elected by the faculty of the school unit.

G. School Council

1. **Composition:** The School Council is composed of representatives of the school community as specified in the By-Laws of the school unit.
2. **Chairman:** The Unit Head is ex-officio chairperson of the School Council.
3. The functions and powers of the School Council shall be determined and specified in the By-Laws of the school unit.
4. The School Council may appoint such committees as shall be found useful in the carrying out of its functions.

Article VII. PRESIDENT'S COUNCIL AND PRESIDENT'S COMMITTEES

The President is empowered to create councils and committees to serve in an advisory capacity and assist in the exercise of his responsibilities. Such councils/committees may be permanent or ad hoc in nature. They may pertain to university-

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wide concerns or matters of concern to particular units. The Councils and Standing Committees, which serve as permanent consultative bodies to the President are the following

A. The President's Council

1. Composition: The President's Council is composed of the:

- a. President as Chairperson.
- b. Vice Presidents and Director for Human Resources Management and Organization Development
- c. other administrators that may be designated by the President.

2. Functions: The President's Council shall meet bi-weekly or when called by the President or at the request of the majority of the members. The Council shall perform the following functions:

- a. receive the reports of the heads of school units and other administrators
- b. keep the President informed on questions, problems and issues in the various schools and offices
- c. advise the President on policy decisions.

B. The **University Budget Committee** is advisory to the President and is composed of the President, the Vice President for Finance and such other members as may be appointed by the President. Committee meetings are held in accordance with the Planning and Budgeting Calendar and as often as the need arises. The Committee shall perform the following functions:

1. review budget proposals submitted by various units.
2. determine priorities and submit recommendations on the annual operating budget to the President

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- C. The **Campus Master Plan Committee** is advisory to the President and composed of the Vice President for Administration, and other administrators, faculty, and whosoever may be appointed by the President. The Chairperson and its members are appointed by the President. Committee meetings are held as the need arises. The Committee shall perform the following functions:
1. prepare and/or implement a master plan for the University campuses.
 2. coordinate the physical growth of the campuses within the master plan.
 3. review the structural and financial plans for all construction and renovations.
- D. The **University Research Council (URC)** is advisory to the President and is composed of administrators, faculty members and whosoever may be designated by the President. The Chairperson and its members are appointed by the President. Committee meetings are held at least twice a year and as often as necessary. The Council is mandated to advance research excellence in the University. It shall be in charge of direction setting, policy, strategies (i.e. targets and indicators), and review (of research). The Office of the Associate Dean for Research and Creative Work of the Loyola Schools shall provide administrative support to the work of the council.
- E. The **University Formation Council (UFC)** is advisory to the President and is composed of the School Unit Vice Presidents, accompanied by their designated focal points for formation, and other administrators or faculty members designated by the President. The Chairperson and its members are appointed by the President. Committee meetings are held as often as necessary. The Council shall perform the following functions:
1. set directions and scope, craft policies and strategies, and oversee the implementation of the formation-for-mission elements of the University Strategic Plan
 2. Develop the University formation framework (envisioned to be multi-dimensional, incorporating and integrating the facets of academic and professional learning, spirituality, social and cultural involvement, physical and

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psycho-emotional wellbeing, among others) that will serve as an overarching guide for the University's efforts in formation-for-mission

The Office of Mission and Identity shall provide strategic and operational support to the work of the Council.

F. The **Committee on Faculty Rank and Permanent Appointment** of each school unit is the chief advisory body to the President on all matters pertaining to the ranking and permanent appointment of the faculty of the school unit. Members of the Committee are appointed by the President upon the recommendation of the School Unit Vice President for a three-year renewable term from among the full professors nominated by the School Council by a simple majority of those voting. The Chairperson of the Committee is selected annually by the members of the Committee. The Committee shall perform the following functions:

1. review the qualifications and performance of the faculty members who are approaching the end of the probationary period for permanent appointment in the School and make recommendations to the President regarding their permanent appointment.
2. review and recommend to the President, through the School Unit Head, for final action all nominations for promotion in academic rank, which in its best judgment, conform to the norms set down by the approved School policy
3. recommend the rank for all new appointments to the faculty and review the norms according to which such appointments are made.

The Committee shall convene at least twice a year, at the beginning of the year to consider new appointments and permanent appointments; and in the second semester, to consider new appointments, permanent appointments, and promotions.

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Article IX. RIGHTS AND DUTIES

- A. All members of the University community shall enjoy the rights and duties enumerated in the By-Laws and/or manuals of their respective units.

- B. Misuse of the name of the University

No member of the University in any opinion or certificate concerning the merit or credit of any business and undertaking, or the value of any scientific or practical invention, or in sponsorship of any organization, may represent himself as speaking for the University or for any of its parts, without the approval of the President.

Article X. BY-LAWS

Each school unit shall have its own set of By-Laws subject to the approval of the Board of Trustees.

Article XI. AMENDMENTS TO THE STATUTES

Amendments to the Statutes shall take effect when recommended by the Board of Trustees and approved by a two-thirds majority vote of the members of the corporation.

PART II: AGSB ADMINISTRATION

A. ADMINISTRATION

The AGSB is a member unit of the Ateneo Professional Schools (APS) based in Rockwell Center, Makati Campus along with the Law School and the School of Government. Ateneo School of Medicine and Public Health, also a member unit is located in the Ortigas Campus beside the Medical City Hospital. The APS is headed by the Vice President of the Professional Schools.

The AGSB is headed by the Dean. The administrative and academic functions of the School are carried out through the administrative group and the core faculty chaired by the Dean. The core group is participated in by the various administrative officers and academic cluster chairs across the functional disciplines of the MBA program.

Below is a brief description of the various offices in the AGSB:

1. OFFICE OF THE DEAN

The Dean is the overall academic and administrative leader of the School.

2. OFFICE OF THE APS REGISTRAR

The Registrar is the key person in the planning, execution, implementation, and monitoring of all academic standards set by the University and the School, as well as those established by the Commission on Higher Education (CHED).

3. OFFICE OF THE EXECUTIVE DIRECTOR OF THE HEALTH UNIT

The Executive Director of the Health Unit is in charge of the implementation of the MBA with specialization in Health.

4. OFFICE OF THE EXECUTIVE DIRECTOR OF THE CENTER FOR CONTINUING EDUCATION

PART II: AGSB ADMINISTRATION

The Executive Director of the Center for Continuing Education is responsible for carrying out the certificate and diploma courses offered by the School to its employed professionals and entrepreneurs to upgrade their management and leadership skills.

5. OFFICE OF THE ASSISTANT TO THE DEAN

The Assistant to the Dean assists the Dean in carrying out the administrative and operational functions of his office.

6. OFFICE OF THE INFORMATION TECHNOLOGY MANAGER

The Information Technology Manager is tasked with ensuring proper planning and implementation of information technology both as academic instrument of delivery and as operational resources to achieve the objectives of the School

7. OFFICE OF THE CURRICULUM DIRECTOR

The Curriculum Director is responsible together with the Chairs of cluster discipline for the development, review, and monitoring of curriculum matters, including course modules, content materials, and instructional and assessment practices suited for adult learning.

8. OFFICE OF THE MISSION AND IDENTITY

The Mission and Identity Coordinator is responsible for the development, execution, and monitoring of activities that relate to the attainment of the School's mission, value proposition, and the Mulat Diwa Programs.

9. OFFICE OF THE ADVISOR TO THE DEAN FOR RESEARCH

The Research Unit is responsible for planning and coordinating the research programs of AGSB. The office is responsible for implementing the research programs and agenda of AGSB.

10. OFFICE OF THE ADMINISTRATIVE COORDINATOR FOR EXTENSION / INSTITUTIONAL PROGRAMS

PART II: AGSB ADMINISTRATION

The office of the Administrative Coordinator for Extension is tasked with coordinating various extension activities including coordinating the administrative and academic affairs of the offsite campuses of the School.

11. CHAIR OF CLUSTER DISCIPLINES

The Cluster Chairs are responsible for the implementation of curriculum objectives and the supervision of the various professors in their respective disciplines.

- Central Management and Economics and Research Cluster
- Finance Cluster
- Marketing Cluster
- Operations Cluster
- Information Technology Cluster
- Human Resource Cluster

12. OFFICE OF THE STUDENT LIAISON

The Student Liaison Officer is responsible for coordinating and supervising student affairs and activities through the Student Council Officers.

13. OFFICE OF THE ALUMNI AFFAIRS

The Alumni Affairs Officer is responsible for maintaining connections with the School's alumni as a continuing service for skills upgrading, networking, and resource raising activities.

B. ACADEMIC AND ADMINISTRATIVE COMMITTEES / ADVISERS

The Dean is assisted by the following committees and advisers:

1. STUDENT ADMISSIONS COMMITTEE

The Admission Committee handles the admission qualifications of applicants to the various programs and those who appeal their admission to AGSB.

PART II: AGSB ADMINISTRATION

2. CURRICULUM COMMITTEE

The Curriculum Committee is responsible for the development, revision, and update of the curriculum of the MBA programs, course modules, textbooks, and references.

3. FACULTY SELECTION, PROMOTION, RANK, AND TENURE COMMITTEE

The Faculty Development Committee is responsible for planning and implementing standards and policies for improving the competencies of faculty members as practitioners-professors.

4. PLAGIARISM AND ACADEMIC INTEGRITY COMMITTEE

The Committee on Plagiarism and Academic Integrity is tasked to implement the academic integrity policy of the School and carries out inquiries about plagiarism cases allegedly committed by students and recommends sanctions to the Dean.

5. HONORS AND AWARDS COMMITTEE

The Honors and Awards Committee is responsible for processing and approving applications for the honor awards granted to deserving students upon graduation.

6. OFFICE OF THE LEAD ONLINE CONSULTANT

This Office is responsible for planning and implementing the online programs of the School.

C. ACADEMIC PROGRAMS

1. MASTER IN BUSINESS ADMINISTRATION PROGRAMS

The following programs are offered for individuals and organizations, from the private and public sectors:

PART II: AGSB ADMINISTRATION

MBA STANDARD PROGRAM

The Standard MBA program is the flagship offering of the AGSB, designed for young adult practitioners who wish to upgrade their managerial skills for eventual promotion to higher-level management. The program provides theoretical frameworks and case examples that build on the relatively limited managerial experience of the students enrolled in the program.

This is also the program that the AGSB offers to all students enrolled at the Ateneo School of Medicine and Public Health (ASMPH). All graduates of the ASMPH will earn double degrees, an MD and an MBA, in a unique collaboration that aims to produce physical-leaders for the health sector: doctors who are outstanding clinicians, dynamic leaders and social catalysts.

MBA MIDDLE MANAGER PROGRAM

The Middle Managers program is designed for senior managers and staff members who occupy a supervisory and/or managerial position within their respective organizations. The quality of their work experience allows a richer and deeper discussion of the management challenge, and the programs interactive design enables students to learn from each other, and not just from the instructor. The curriculum is designed to enable students to immediately make high quality decisions for maximum impact in an increasingly complex and fast-paced competitive environment.

ATENEO – REGIS MBA PROGRAM

The Regis Program is designed for senior managers and executives whose corporate responsibilities and family responsibilities leave them very limited time to pursue their graduate studies. This program was developed in partnership with another Jesuit institution, Regis University of Colorado, U.S.A., and draws on their highly successful experience at running modular adult-learning programs. The program is targeted at highly motivated achievers who can keep up with an accelerated learning pace, and are able to manage their own learning with minimum intervention. They are independent learners who can make use of a variety of media to achieve the desired learning outcomes.

PART II: AGSB ADMINISTRATION

MBA IN HEALTH PROGRAM

The Program provides formal management education to administrators of health service organizations who may not have had the benefit of such training in the past, and health care managers who would like to pursue careers leading to the positions of Chief Executive Officer (ceo) or Chief Operating Officer (COO) of organizations operating within the health care system. This degree program offers a new model for training health managers by providing the breadth of understanding needed to lead this industry into the future. Its student profile encompasses a broad spectrum of health care personnel, including nurses, physicians and allied health professionals, and its interactive design enables students to learn from each other as well as from the faculty made up of distinguished medical and business practitioners.

2. MASTER IN ENTREPRENEURSHIP PROGRAM

The Master in Entrepreneurship program is jointly administered by AGSB and the ACE Center for Entrepreneurship and Management Education. The program is targeted at real-life entrepreneurs who want to pursue further enterprise growth and have the capability and the desire to contribute to nation building. The program covers the various competencies and capabilities that entrepreneurs need to acquire as they operate and grow their enterprises. The entrepreneurs will be equipped with management skills focused on creativity and innovation. With their respective enterprises as their laboratory, the entrepreneurs will be assessed in terms of how they can effectively improve the enterprises' productivity, profitability and level of professionalism through the implementation of operational processes that will exhibit a paradigm shift in their management style and foster people upliftment.

3. INSTITUTIONAL MASTER IN BUSINESS ADMINISTRATION PROGRAMS

The AGSB is top-of-mind when corporate institutions and organizations wish to develop their human resources through in-house MBA programs. In such a partnership, the AGSB and the institution/organization design the program

PART II: AGSB ADMINISTRATION

customized to the requirements for skills and knowledge upgrades. Banks, airlines, insurance companies, government institutions, among others, have engaged AGSB for such programs.

4. CERTIFICATE AND DIPLOMA PROGRAMS

Recognizing that adult practitioners may include not only those who wish to obtain graduate degrees, but also those who opt to upgrade their management skills through continuing education programs, the AGSB's Center for Continuing Education (CCE) supplements the degree programs by addressing issue-specific industry concerns that require immediate, purposeful, and focused response. CCE is an industry resource and partner, doing advocacy on emerging critical issues and convening interested entities so that together, they can tackle a common concern.

The Ateneo-Bankers Association of the Philippines (BAP) Institute of Banking, a non-stock, non-profit organization, which counts on the country's commercial bank (CBs) as its institution is also housed at the CCE. Much like any other organizations, the BAP provides a fundamental venue for member banks to raise and discuss issues, which affect local CB operations. But perhaps unique to the BAP is its mandate to act as the unifying voice of the banking industry in an environment where business interest and background both among domestic and foreign banks in particular are very profoundly diverse.

D. FACULTY

Faculty are the academic staff of the Ateneo Graduate School of Business who are practitioners in their fields of expertise. They are responsible for teaching the academic program to the students. Policies, procedures, guidelines and other information pertaining to the academic staff of the Ateneo Graduate School of Business are found in the Faculty Manual.

PART II: AGSB ADMINISTRATION

E. PROFESSIONAL STAFF

Professional staff are the non-teaching personnel of the Ateneo Graduate School of Business who are responsible for providing specific student services for the needs and welfare of the students, such as librarians and campus ministers.

F. OFFICE STAFF

Office staff are the non-teaching personnel of the Ateneo Graduate School of Business who support the administrative functions of the Ateneo Graduate School of Business. Employment policies and practices, compensation, benefits and services, working conditions, and other information pertaining to staff and employees of the Ateneo Graduate School of Business are outlined in the Staff Handbook (Appendix A) provided by the University's Personnel Office.

G. STUDENTS

Students are the clientele who are officially enrolled in the Ateneo Graduate School of Business. They are workplace-based, practitioner adult learners who are well on their way to managerial careers and wish to take advanced studies to equip them with the concepts, theoretical models, skills, principles, and values needed by today's managers and leaders. General and academic regulations, policies and information that refer to the student body of the Ateneo Graduate School of Business are found in the Student Guidebook as well as course catalogues.

PART III: Strategic Plan and Planning Process

PART III: Strategic Plan and Planning Process

A. POLICY

The Ateneo Graduate School of Business recognizes the importance of developing the School's strategic plan and the process by which such a plan is developed.

The strategic planning process begins with the Ateneo de Manila University's assessment and plans on the direction of the university as a whole in accordance with the Jesuit educational mandate and Ignatian values.

B. PROCESS

What is "Ateneo" about the Ateneo Graduate School of Business?

This trademark reference question initiates the process of identifying AGSB's future and strategic direction based on its Jesuit roots and mandate of service and excellence.

The Dean in consultation with the Core Faculty and the various members of the AGSB community formulates the strategic directions and plans within the framework of the reference question.

The annual general faculty conference is the major venue by which all members of the AGSB community, i.e. administrators, faculty, staff, and students participate in defining the strategic plan of the School.

The regular core faculty meetings, cluster meetings and staff meetings are also avenues for communicating, implementing, and monitoring plans and programs as agreed to be carried out in the strategic plans.

The strategic plans are regularly reviewed during these meetings in the light of changes and developments in the environment.

C. STRATEGIC PLAN

The output of the process is embodied in the Strategic Plan of the School which is presented to the Board of Trustees and to the general faculty and administrators.

The Strategic Plan of Ateneo Graduate School of Business is presented as Appendix B

PART IV: Budget Process and Procedures

A. POLICY

The Ateneo Graduate School of Business has been granted fiscal autonomy by the University as part of its managerial and administrative mandates.

Thus, Ateneo Graduate School of Business implements its own strategies for funds and expenditure management that is monitored through University-wide budgeting systems and procedures.

B. PROCESS

The Office of the Vice President for Finance and Treasurer issues guidelines for the preparation, estimation, assumptions and calculation of budgets of all units of the University.

From these guidelines, the Office of the Dean of the Ateneo Graduate School of Business initiates the process of developing budgets for all AGSB units by meeting with the unit heads and communicating the directions, assumptions, and programs for the year.

The various heads of the AGSB units prepare their own budget estimates based on the guidelines provided.

The budgeted items for revenues and expenditures are first presented by the various AGSB units in the Administrative Meeting.

Once agreements are reached, the AGSB budget is approved for presentation and final approval by the University Budget Committee.

The AGSB unit heads are present during the budget hearing by the Committee to answer and clarify any questions from the members of the Committee.

After deliberations, budgets of all the University units, including that of the AGSB, are presented to the Board of Trustees for approval.

After the approval of the Board is obtained, the various University units are advised accordingly for appropriate action.

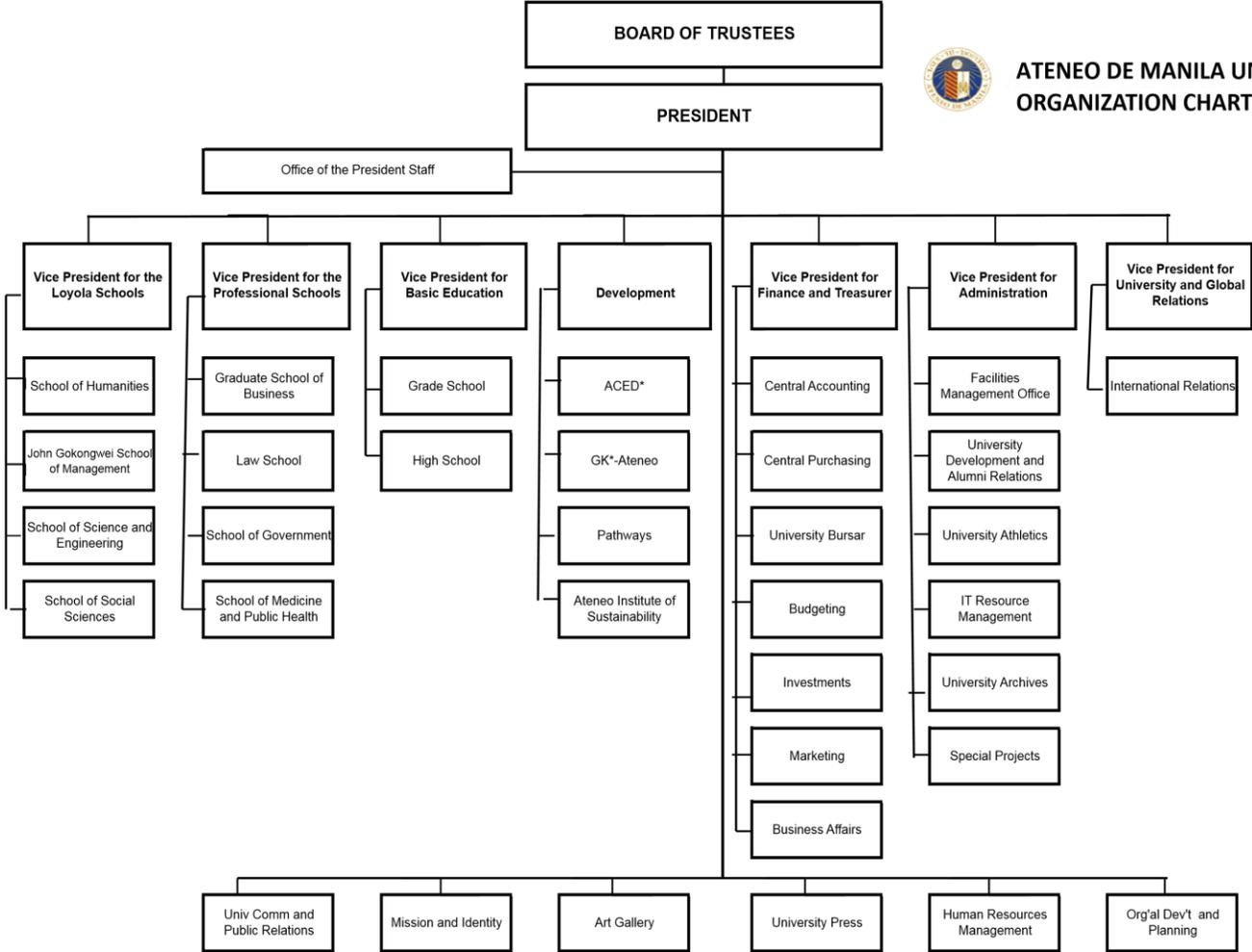
C. APPROVED BUDGET

The approved budget for the year becomes the basis and authority to carry out the plans and programs of the School.

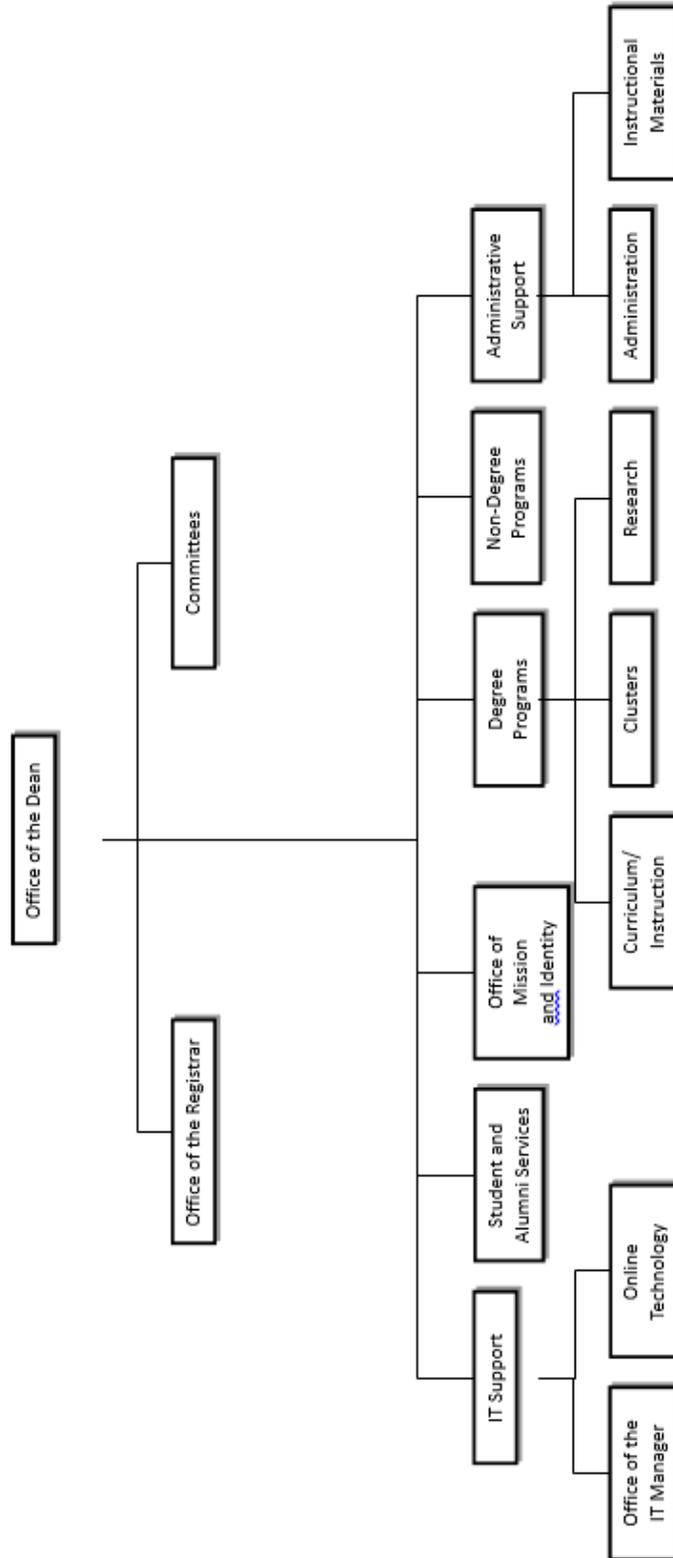
The approved budget for the year 2014-2015 is presented as Appendix C.



ATENEO DE MANILA UNIVERSITY ORGANIZATION CHART



AGSB FUNCTIONAL CHART



AGSB POSITION CHART

