



ATENEIO DE MANILA UNIVERSITY  
GRADUATE SCHOOL OF BUSINESS

# ADMINISTRATIVE MANUAL



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# Administrative Manual

## Ateneo Graduate School of Business

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# History of the Ateneo de Manila University

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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 subsidies 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 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

## History of the Ateneo de Manila University

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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 the Graduate School of Business

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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 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.

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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

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## **Vision**

In the spirit of being Lux in Domino, Light in the Lord, Ateneo de Manila University will be a force for good in seeking innovative and sustainable solutions to society's most pressing challenges. Rooted in its Filipino, Catholic, and Jesuit values, Ateneo will be a collaborative and engaged leader in the work of social transformation through education, formation, research, and social engagement.

## **Mission**

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

As a Filipino University, Ateneo de Manila seeks to identify, enrich, and embody Philippine culture and contribute to the development of the nation and the upliftment of Filipinos as part of the global community.

As a Catholic University, Ateneo de Manila seeks to form persons-for-and-with-others who, following the teachings and example of Christ, will devote their lives to promotion of service and justice, especially for those who are most in need of help, the poor, and the powerless.

As a Jesuit University, 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.

Ateneo de Manila University seeks all these through excellence in teaching, learning, and formation; creation and advancement of knowledge through cutting-edge research and creative work; cultivation of an inclusive, diverse, and sustainable institution and community; and an expansive and immersive engagement with society.



# AGSB Vision, Mission, and Core Values Statement

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## Our Vision

To be a leading management learning institution that develops responsible business leaders with the integrity and conviction to advance a sustainable society founded on human dignity

## Our Mission

As a Jesuit learning institution, we are committed to:

- Fostering a community of leaders for others grounded on the principles of Cura Personalis and Magis, and passionate in their belief in the interdependence of integrity, service, and expertise
- Developing relevant program offerings that equip our learners with the competences for leading and managing in the digital era, and mastery of self to succeed in their chosen endeavor
- Enhancing the personal and professional growth of our faculty and staff as they are crucial partners in the fulfillment of our mission

## Our Core Values

The pursuit of our Vision and Mission is grounded on:

- Love of country and responsible citizenship
- Care for the planet, care of the environment
- Expertise, service, and integrity
- Inclusiveness and respect for each other's differences
- A safe, nurturing, and caring environment for our learners, alumni, faculty, and staff

# **PART 1: Statutes of the Ateneo de Manila University**

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## **Introduction**

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 at its meetings on 14 December 2002, 28 October 2005, 7 February 2009, and 5 February 2014 and by the Ateneo de Manila University, Inc. on 5 November 2018; Further Amendments approved by the Board of Trustees at its meetings on 2 May 2020 and 1 August 2020 and ratified by the Ateneo de Manila University, Inc. on 7 November 2020

## **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.

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.

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## 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 vital component of the governance structure of the Ateneo de Manila University, Inc. (the “Corporation” or “University”), the Board of Trustees (“BOT” or “Board”) is a group of designated individuals responsible for determining the overall directions and strategies of the University, exercising its corporate powers, conducting all its business, and controlling all its properties. This document outlines the BOT’s general functions and the principles that underpin these, defines its roles, and identifies the mechanisms for managing the University’s mission and operations.

### A. Underlying Principles

The following are principles that underpin BOT governance:

#### 1. Trustee of the Owners

The Board acts as Trustee Group of the moral and juridical owners of the Corporation, the Philippine Province of the Society of Jesus (the “Society”). As such, it must ensure that the overall institutional directions, policies, mechanisms and processes of the University must reflect the values and spirit of the Society. Trustees, who are brought into the Board for their specific competencies and areas of expertise, are thus all expected to be fully oriented on Ignatian spirituality and the Jesuit mission.

Furthermore, the Trustees have a collective fiduciary responsibility for and to the Corporation, and as such shall perform the following duties:

- **Duty of Care:** the Trustees must give the same care and concern to their responsibilities to the Corporation as any prudent and ordinary person would.
- **Duty of Loyalty:** the Trustees must place the interests of the University ahead of their personal interests at all times.
- **Duty of Compliance:** the Trustees must make sure that the University abides by all applicable laws and regulations and does not engage in illegal or unauthorized activities.

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## 2. Guided by University Values, Vision, Strategic Goals and Objectives

The BOT must make decisions within a clear framework of long-range objectives and goals. It must thus ensure the development of a sound strategic plan linked to the University vision, mission, values and goals. Access by it to updated plans and status reports on critical aspects of University operations is not only wise but necessary. It must also ensure that the plans and targeted results are achieved.

### B. Effective Use of Bottom-up and Top-Down Approaches

While the BOT is the ultimate decision-making body that will shape the University strategic plans, it recognizes that the best results are dependent on a vibrant and creative community nurtured through participative and consultative processes. It values initiatives and ideas from the community, engages in healthy discussions with University stakeholders, and is able to efficiently and effectively arrive at decisions that take a holistic and longer-term view.

### C. Governing by Policy Direction and Control Mechanisms

The University management, headed by the President, deals with daily operational concerns. The Board does not perform or take over any management function. Instead, the Board is expected to contribute thereto by setting strategic and policy directions that will be developed and carried out by the management team.

The Board likewise avoids direct involvement in management. Instead, it sets up control mechanisms that will flag operational issues so that timely interventions might be introduced toward addressing and resolving the same.

It also monitors management performance through agreed-upon performance indicators and management's regular reports to the Board.

### D. Governing Through the President

The Board holds the President primarily responsible for the execution of policy directions and the implementation of control processes and mechanisms.

### E. One Body

While healthy disagreements are expected, even encouraged among the Trustees, the Board must ultimately speak and move as one. Its official decisions and pronouncements are to be made only by the Chairperson of the Board, and individual members should not presume to speak on behalf of the Board.

### F. Core Institutional Function: Education, Research and Creative Work, Formation and Outreach

The Board should seek to enrich the University's public service mission – i.e. to form and train individuals, create and impart knowledge, and engage society in solving intractable and emerging national, regional, and global problems through the University's core functions of Education, Research and Creative Work, Formation and Outreach. The BOT must be able to provide general

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directions on educational policy, to help identify priorities regarding research and creative work, and to encourage effective outreach and social engagement. The BOT should exercise oversight to ensure that these activities enhance the quality of the University's intellectual life and its impact on society. To accomplish these functions effectively and sustainably, the Board should oversee the administrative and financial management of the University.

## **B. General Functions**

The general functions of the BOT more specifically include, but are not limited to, the following:

### **1. Provide Strategic Direction**

The BOT provides inputs to and approves the final University strategic plans.

The planning process, which is led by the President, will involve consultations with the Board, the University community, the Members of the Corporation, and other University stakeholders.

The Board will be involved in long-term planning and development to achieve the University strategic goals.

By tracking critical indices and through various platforms (e.g. Executive Committee, Board committees, etc.), the BOT will regularly monitor and evaluate the performance of the University vis-à-vis the strategic plans.

The Board ensures the continued relevance of the strategic plans by periodically re-visiting and reviewing them.

The Board ensures the continuity of the strategic plans, given changes in University leadership, by being its primary caretaker.

### **2. Make Key Appointments and Manage Organizational Changes**

The BOT elects the Chairperson, Vice Chairperson, President, Vice Presidents, Corporate Secretary, Treasurer and other officers designated by law and administrative officials as designated in the University Statutes - including but not limited to School Deans, Principals, and Headmasters - or as otherwise determined by the BOT. It is expected to consult with the Provincial of the Society regarding the appointment of Jesuits to administrative positions.

The BOT shall approve the processes of selecting and appointing the key officials and the faculty of the institution. Furthermore, the BOT, through its Executive Committee, shall lead the search for the positions of President and Vice Presidents.

As required, the BOT may review the suitability of the organizational structure in realizing strategic goals and may approve the introduction of necessary major changes.

### **3. Acquire, Oversee and Dispose of University Properties**

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The BOT has a fiduciary responsibility for the assets and properties of the University.

As such, the BOT is 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.

In line with this, the BOT will set and approve the annual budget process.

It will also approve the annual budgets, ensure their alignment with the strategic plans of the University, and carefully manage and monitor the investment and fundraising activities of the University.

As part of the budget processes, the BOT will approve the University's medium term [three (3) to five (5) year] and annual capital expenditure budgets.

The BOT will likewise approve and monitor capital expenditures, building (i.e., construction) plans, and budgets of the University.

#### 4. Determine Governance Policies

The BOT shall introduce, approve, review and revise key University governance policies and processes, including in, but not limited to, the areas of human resources; finance and budget; risk assessment; legal/regulatory compliance; property acquisition, management and disposition; education; and public University statements and positions. It will ensure, through various mechanisms, effective implementation and universal compliance.

#### 5. Authorize Key University Agreements

The BOT will designate key administrators as authorized, on behalf of the University, to negotiate and enter into agreements with other parties, subject to the Board's review and approval.

### C. Powers and Duties of the Board

1. to elect the Corporation's Chairperson, Vice Chairperson, President, Vice Presidents, Corporate Secretary and Treasurer
2. to appoint other administrative officials as designated by law or in these Statutes
3. to consult first with the Provincial of the Society regarding the appointment of Jesuits to administrative positions
4. to assist the President in setting the University's strategic directions 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

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6. to approve the annual budgets as well as medium term and annual capital expenditure budgets of the University
7. to determine policies on investment of trust funds
8. to review and approve the educational policies of the different units operated by the Corporation
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 and the Affiliated Units
13. to ensure the implementation of the mission of the University

## **D. Composition of the Board**

The Board of Trustees is 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 is a Trustee/member of the Board. Moreover, all Trustees automatically become Members of the Corporation.

## **E. Elections, Terms of Office and Vacancies**

Each year, well in advance of the annual meeting of the Members of the Corporation, notice is given to the University community regarding Board vacancies and requesting nominations of individuals who may be elected as Trustees. Nominations, made in writing and signed, are submitted to the Secretary at least one month in advance of the annual meeting of the Corporation. Only graduates of recognized tertiary educational institutions or universities in the Philippines or abroad may be elected Trustees.

The Members of the Corporation elect the Trustees during the annual meetings of the Members by a majority vote of all of them, in such a manner that the terms of one-third (1/3) of the fifteen (15) Trustees expire every year.

The regular term of office of a Trustee is three years and, except for the University President, a Trustee may be elected for a maximum of three consecutive terms or nine (9) consecutive years. However, after an elected Trustee has served for such a maximum period, he or she will be eligible for reelection anew after the lapse of at least one year.

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. In case of vacancies in the Board, new Trustees are elected as the law provides.

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## **F. Meetings of the Board and Quorum**

The BOT meets 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. Unless otherwise provided by law, a simple majority of those present and constituting a quorum in any Board meeting is required for the passage of any measure by the Board.

The Chairperson may, upon the request of one or more Board members, conduct voting by secret ballot. If warranted, the Chairperson may postpone the vote until more helpful information is obtained or until absent members have weighed in.

## **G. Chairperson of the Board**

The Board elects a Chairperson from among its members. The President of the University is not eligible for election as Chairperson.

The Chairperson presides at all meetings of the Board and at the Annual Meeting of the Corporation. In the absence of the Chairperson, the Vice Chairperson shall preside at the meetings. In the absence of both the Chairperson and the Vice Chairperson, a member of the Board delegated by the Chairperson or the Board shall preside at the meeting.

Prior to the meeting of the Board, the Chairperson, together with the President and the appropriate departments and segments of the University community, set the agenda of the Board meetings.

The Chairperson, with and through the President, ensures the University's adherence and commitment to the strategic plans.

The Chairperson also ensures the timely flow of information - including but not limited to reports covering performance, policies, budget, capital expenditures - between University management and the Board so that the Board may properly discharge its duties.

The Chairperson is the official spokesperson of the Board.

The Chairperson makes an annual report to the Corporation on the actuations of the Board.

The Chairperson shall have such other functions as the Board of Trustees may by resolution provide.

## **H. Vice Chair of the Board**

The Board elects a Vice Chairperson from among its members. The President of the University shall not be eligible for election as Vice Chairperson.

In the absence of the Chairperson, the Vice Chairperson shall preside at all meetings of the Board and of the members of the Corporation and shall otherwise perform all other functions of the Chairperson.



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The Vice Chair shall perform such other functions assigned by the Board or by the Chairperson.

## **I. The Secretary of the Board**

The Board shall elect the Secretary of the Board upon the recommendation of the President.

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.

The Secretary of the Board shall be the keeper of the seal of the University.

The Secretary of the Board shall perform such other functions as the Board or President shall assign to him/her.

## **J. The University Treasurer**

The Board shall elect the Treasurer upon the recommendation of the President.

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.

The Treasurer shall review all financial reports and ensure compliance with pertinent accounting standards and regulatory requirements.

The Treasurer shall submit the audited financial statements of the University to the Board.

## **K. Responsibilities of the Members of the Board**

All members of the Board are expected to:

### **1. Attend Board meetings regularly**

Because of the critical role played by the Board, each Board Member's three-year term requires participation at twelve (12) regular Board Meetings. If for any reason, a Board Member anticipates inability to attend at least two-thirds of all Board Meetings (8 of 12 Board Meetings) in person or by remote communication means, the Board member is expected to inform the Chairperson and the President thereof so that they may address such an attendance issue, without prejudice to such Trustee opting to voluntarily resign from the Board to pave the way for another individual to replace him/her as Trustee and contribute to the Board's proceedings.

### **2. Take on Committee Roles**

To aid the Board in decision-making, each member of the Board is expected to participate in at least one but not more than two Board Committees as a member thereof. The Chairperson and the President, at their respective discretions, may participate in any or all of the Board Committees.

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## 3. Observe confidentiality

In view of the sensitive content of Board and Committee meeting deliberations, Board members are prohibited from sharing, with non-Board/Committee members, all aspects of these meetings, including documents and presentations, without the express approval of the President or the Board. Each Trustee will sign a Non-Disclosure Agreement in conjunction therewith.

## 4. Protect University Reputation

Each member of the Board recognizes that University reputation is affected by the image of the Board. As such, each member of the Board is expected to ensure that all his/her actions enhance the positive image of the University. Serious negative conduct that tarnishes such an image must prompt the pertinent Board member to resign as Trustee. Any criminal conviction on the part of a Trustee amounts to incapacity to continue to act as such and is ground for ouster as Trustee.

## L. Platforms for More Effective Board Administration

Recognizing, on the one hand, that Trustees may not be reasonably expected to attend more than the minimum four regular meetings of the Board each year, whereas it is incumbent that there is effective implementation of policy direction, systems and control mechanisms, on the other, additional platforms for more effective Board administration may be employed by the Board. This includes the use of an Executive Committee and/or constituting Board Committees.

### 1. Executive Committee of the Board of Trustees

There shall be an Executive Committee of the Board of Trustees, composed of the Chairperson, the Vice-Chairperson, the President, and two other Trustees designated by the Board of Trustees.

The Executive Committee may act, by majority vote of all its members, on any and all matters within the competence of the Board of Trustees, except with respect to the following matters:

- a. approval of any action for which the approval of the Members of the Corporation is also required;
- b. filling of vacancies on the Board of Trustees;
- c. amendment or repeal of the By-Laws or the adoption of new By-Laws;
- d. amendment or repeal of any resolution of the Board of Trustees which, by its express terms, is not amendable or repealable;
- e. approval of the Strategic Plan of the University and any changes thereto;
- f. approval of the University Financial Budget;

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- g. approval of: i) any Capital Expenditure item in excess of P10 Million; ii) any deviations to the approved University Financial Budget in excess of ten percent (10%); and iii) any changes in the natures of expenditures in the University Financial Budget; and
- h. the hiring and tenure of the President and Vice Presidents.

At any time, however, the Board of Trustees may also instruct the Executive Committee that certain specific matters which may otherwise be acted upon by the latter by virtue of the powers delegated to it in these Statutes, will be acted upon by the Board.

## 2. Other Committees of the Board of Trustees

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

Permanent or standing committees are committees established in the Statutes, with a continuing existence, and assigned work on an ongoing basis. The Chairperson and members of the Standing Committees are appointed by the Board.

Ad hoc or special committees or task forces exist for a specified term of months or years or upon the completion of a discrete task or assignment. The Board of Trustees, by resolution adopted by a majority of the Trustees present at any meeting, may designate and appoint members to one or more special committees.

The Board Committees will not be involved with administrative and management functions of the school units, central administration units and auxiliary units.

### *The University Standing Committees*

#### School Unit Committees

The School Unit Committees have general oversight over the plans, policies and programs of the schools and auxiliary units. They will serve as the main conduits of the school and auxiliary units for proposals requiring Board approval. The Board members are expected to be engaged with and updated on the school and auxiliary units' plans and operations so they can review the proposals vis-à-vis the context of the school units' visions, missions, strategies, operations, markets and culture, among others.

The interface between these committees is envisioned to be highly interactive and iterative in order to ensure thorough analysis and review, completed staff work, and agreement between the functional and unit committees, prior to any presentation to the Board.

School Unit Committee meetings are held at least once a quarter before each regular Board meeting.

The following are the School Unit Committees:

#### 1. Committee on Basic Education

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## 2. **Committee on the Loyola Schools**

## 3. **Committee on the Professional Schools**

### University-Wide Functional Committees

University-wide functional committees have primary oversight over their functional coverage. They will work with other committees to ensure that there will be a thorough study and completed staff work prior to presenting proposals to the Board. They will review the proposals coming from the school unit committees vis-à-vis the vision, mission and strategic plans of the University.

Committee meetings are held at least once a year and as often as may be necessary.

4. The **Committee on Finance and Budget** oversees the University's stewardship of its financial resources, monitoring and evaluating University-wide economic and financial activities, helping to establish sound financial strategies, and ensuring that the University has a prudent investment policy designed to meet the University's investment objectives.

The Committee advises on, monitors and reviews the University's budget and capital expenditures, financial management operations, preparation of audited financial statements, investment of trust funds, information technology, human resources and employee benefits.

The Committee also reviews and discusses with management the specific, significant strategic risks and exposures facing the University and assesses the adequacy of management's actions to manage those risks.

5. The **Committee on University Advancement** recommends actions as may be necessary to execute an effective communication and advancement program, maximizing support for the University among its on-campus and off-campus constituencies. The committee shall focus on long-range planning, alumni relations, marketing, government and public relations, with specific concentration on marketing and branding, development and fund-raising.
6. The **Committee on Board Membership and Executive Remuneration** serves to develop a plan for the 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 also develop and recommend strategies, policies, and practices for the orientation, learning, assessment and support of Board members. The committee also prepares a list of potential lay Trustees for consideration of the Corporation.

The committee assists and advises the Board on matters relating to the remuneration of senior management, in order to motivate and retain executives and ensure that the University is able to attract the best talents in the market.

7. The **Committee on Facilities and Physical Plant** broadly oversees the University's physical assets: its land, buildings, and equipment. More specifically, it reviews and recommends approval on the physical masterplan for the various campuses of the Ateneo de Manila University, ensures the adequacy and condition of capital assets, develops and periodically reviews policies, advocates for new structures and

# PART 1: Statutes of the Ateneo de Manila University

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rehabilitates or removes older structures, and ascertains that adequate levels of funding exist for plant maintenance and operations.

This committee is expected to assist and advise the Board on matters regarding the optimum and efficient utilization of space, policies on construction, maintenance, among others, with due consideration of environment and safety matters.

8. The **Committee on Audit and Risk Management**'s primary function is to assist the Board in fulfilling its fiduciary responsibilities relating to:
  - a. the quality and integrity of the University's financial statements and reporting,
  - b. the independence, qualifications and performance of the external auditor,
  - c. the internal audit function,
  - d. the University's compliance function and its compliance with laws and regulations and University policies, and
  - e. the University's overall systems of internal control and risk management.

The committee should encourage continuous process improvements.

## 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 members of the Board and shall automatically cease to hold the said position should he cease to be a member of the Board. 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,

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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 Presidents** shall be appointed by the Board of Trustees upon the recommendation of the President based on the recommendations of a Search Committee led by the Executive Committee. The appointment shall be for three years, renewable for terms of three years. Besides those listed below, other vice presidents may be appointed by the Board of Trustees.

The different Vice Presidents shall perform their respective functions below:

1. **Vice President for Finance**

- manage all the finances of the University, subject at all times to the direction of the Board and the President of the University,
- assist the President in preparing the University budget and the University financial reports
- act as the Chairperson of the Budget Committee
- make and present to the Board of Trustees an annual statement of the receipts and expenditures of the University

2. **Vice President for Social Development**

- 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,
- 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 University community,
- assist the President in overseeing the direction and implementation of social development programs and such other programs as may be designated by the President

3. **Vice President for Administration and Information Systems**

- oversee the overall operational and strategic management of the physical plant and educational facilities in all University campuses,

# PART 1: Statutes of the Ateneo de Manila University

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- integrate campus safety and emergency management programs, including emergency planning and business continuity, environmental health and safety, and security,
- oversee the support function of information systems and technology resources and services, including but not limited to records, in view of the operational and strategic needs of the University

## 4. Vice President for University and Global Relations

The VPUGR's 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. The Vice President shall perform the following functions:

- with the School Unit Heads, formulate and implement the University internationalization strategy
- cultivate a global and multi-cultural perspective across the University
- create an environment conducive to international partnerships and collaboration, student and faculty mobility, and other international activities, and generative of new and expanded activities
- promote the University abroad
- alert the University to opportunities and resources abroad
- evaluate the international initiatives to ensure alignment with University goals and procedure
- advise the Office of the President on official protocol for visits of international dignitaries to the university
- build strong links with key local institutions (e.g. educational institutions, governmental agencies, corporate entities, Churches, and civic organizations)

## 5. Vice President for Human Resources and Organization Development

- oversee the University-wide HR strategy, planning and implementation of programs for human resources, leadership, and organization development in support of the University's operations and strategy,
- work with school unit heads and line administrators at developing human resources programs, policies, and procedures,
- provide advice, assistance, service, and information to central administration and school units on HR- and OD-related matters,

# PART 1: Statutes of the Ateneo de Manila University

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- manage the operations of the Office of Human Resources Management and Organization Development, which include employment, compensation, benefits, staff relations, and training,
- design and implement a University-wide succession plan and system.

## 6. Vice President for Mission and Identity

- coordinate and develop the University-wide process of maintaining and promoting the distinctive academic and societal mission of the University as a Catholic and Jesuit university,
- promote Ignatian ideals within the University and beyond,
- oversee the overall execution of the dimensions of the University's strategic plan associated with mission and identity.

## 7. Vice President for Research

The Vice President for Research serves as the chief research official of the University in charge of overall research policy and research administration. As such, the VP for Research:

- is responsible for the management, administration, and leadership of research in the University
- holds primary responsibility for the planning, development, and implementation of all research administrative initiatives in support of the University's mission, vision, and strategic goals
- plays a key role in promoting the University's research to improve the University's global standing and its efficacy in meeting societal needs
- is responsible for enhancing the University's commitment to faculty and student success in all pertinent areas of research

## Article VI. SCHOOL UNITS

### A. Definitions

1. 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.
2. The following are the school units of the University. Also listed, but not limited to, are their component schools:



# PART 1: Statutes of the Ateneo de Manila University

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## a. Professional Schools

- 1) Law School
- 2) Graduate School of Business
- 3) School of Government
- 4) School of Medicine and Public Health

## b. Loyola Schools

- 1) School of Humanities
- 2) School of Management
- 3) School of Science and Engineering
- 4) School of Social Sciences

## c. Basic Education

- 1) Senior High School
- 2) Junior High School
- 3) Grade School
- 4) Kindergarten

## **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 Basic Education
2. Vice President for the Loyola Schools
3. Vice President for the Professional Schools

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 led by the Executive Committee. 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:

1. act as the academic leaders and chief operating officers of the school units

# **PART 1: Statutes of the Ateneo de Manila University**

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2. coordinate and support the work of the administrative staff, faculty and students of the school units
3. lead the preparation of the strategic and business plans of the school units, including the identification of funding priorities
4. act as the principal budgetary officials of the school units
5. ensure that the physical infrastructure or facilities and services required by the school units for their proper operation are 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 units

## **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 Presidents or as otherwise specified in the By-Laws and Administrative Manuals of their respective school units.

## **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 Presidents, Deans, Principals, 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 Presidents, Deans, Principals, and/or Headmaster or as otherwise specified in the By-Laws and Administrative Manuals of their respective school units.

## **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 Units Governance**

The By-Laws of the school units are to be approved by the University Board of Trustees. These must be in accordance with the University By-Laws and Statutes.

The governing and consultative bodies of the different school units shall be as specified in the approved By-Laws of the school units.

The functions, powers, and duties of these bodies shall be determined and specified in the approved By-Laws of the school units.

# PART 1: Statutes of the Ateneo de Manila University

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## 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 and committees may be permanent or ad hoc in nature. They may pertain to university-wide concerns or matters of concern to particular school 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. the Vice Presidents,
  - 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 of the Council. 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

- C. The **Campus Master Plan Committee** is advisory to the President and composed of the Vice President for Administration and Information Systems, 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

# PART 1: Statutes of the Ateneo de Manila University

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2. coordinate the physical growth of the campuses within the master plan
  3. review the structural and financial plans for all constructions 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 is 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 psycho-emotional wellbeing, among others) that will serve as an overarching guide for the University's efforts in formation-for-mission
- The Office for 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

# **PART 1: Statutes of the Ateneo de Manila University**

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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.

## **Article VIII. 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 IX. BY-LAWS**

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

## **Article X. 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 2: AGSB ORGANIZATION ADMINISTRATION

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### A. ADMINISTRATION

The AGSB is one of the four schools comprising the Ateneo Professional Schools (APS), the others being the School of Law, School of Medicine and Public Health and the School of Government.. 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

Dean of AGSB is the academic leader and chief operating officer of the School.

#### 2. OFFICE OF THE ASSOCIATE DEAN FOR ACADEMIC AFFAIRS

The Associate Dean for Academic Affairs (ADAA) assists in providing intellectual leadership to the school. The ADAA is responsible for the curriculum, delivery and quality management of AGSB programs and the formation and development of its faculty and students.

#### 3. OFFICE OF THE ASSOCIATE DEAN FOR ADMINISTRATIVE AND STUDENT SERVICES

The Associate Dean for Administration and Student Services (ADASS) is responsible for providing strategic and tactical support to the Dean in terms of School administration and student services. Oversight in the administrative operations of the School shall include functions in budget and finance, facilities and information technology, human resources, and regulatory compliance. Oversight in student services includes placement.

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

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

#### 5. OFFICE OF THE EXECUTIVE DIRECTOR OF THE GOV. JOSE B. FERNANDEZ ETHICS CENTER

The Executive Director of the Gov. Jose B. Fernandez Ethics Center is responsible for carrying out the Center's mission to curate, generate, and disseminate relevant evidence-based claims concerning ethics praxis that orient decision-makers towards the application

## PART 2: AGSB ORGANIZATION ADMINISTRATION

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of the values of inclusivity and sustainability; and to design and disseminate teaching and training materials for relevant learning settings.

### 6. OFFICE OF THE APS REGISTRAR

APS Registrar streamlines and harmonizes operations among the four professional schools Registrar's Offices: (1) maintaining the integrity and preservation of all student records (grades, citations, etc.) and scholastic documents (transcripts, transfer credentials, etc.), (2) serving as resource person for the Ateneo Professional Schools (APS) community for administrative policies and procedures especially those connected to registration, (3) conceptualizing and implementing reforms for the aforementioned policies and procedures, (4) ensuring that once procedures are reformed, the same are automated, and (5) liaising with Deans and academic heads of the four schools.

### 7. OFFICE OF THE ASSISTANT TO THE DEAN

The Assistant to the Dean provides support by acting as principal assistant to the Dean for activities/projects in which the latter assumes a direct role.

### 8. OFFICE OF THE INFORMATION TECHNOLOGY MANAGER

The Information Technology Manager, working under the VP for Digital and Information Technology Services 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

### 9. OFFICE OF THE STUDENT AFFAIRS AND FORMATION

The Director of Student Affairs and Formation works closely with the Dean in creating a more vibrant AGSB community through the various leadership, formation and co-curricular activities.

### 10. OFFICE OF THE MARKETING DIRECTOR

Marketing Director assists the Dean in formulating and implementing an integrated marketing plan for the AGSB, including the programs of its sub-units. He/She shall monitor enrollment targets and evaluate performance to ensure that departmental objectives are achieved and aligned with overall mission of the organization.

### 11. RESEARCH OFFICE

Faculty members who are primarily responsible for producing scholarly research comprise this office. They also contribute to formulation of the AGSB Research Agenda.

## PART 2: AGSB ORGANIZATION ADMINISTRATION

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### 12. CHAIR OF DEPARTMENTS

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

- i. Economics, Finance and Accounting
- ii. Ethics, Leadership and Human Resources
- iii. Operations and Information Technology
- iv. Strategic Management and Marketing Management

### 13. PROGRAM DIRECTORS (Health, MD-MBA, ME)

The Program Directors are responsible for the management, marketing, and mode of teaching and administration of the assigned MBA program.

### 14. SATELLITE CAMPUS DIRECTOR (for Sta. Rosa, Clark, Iloilo and Cebu)

The Satellite Campus Directors oversee their assigned AGSB Satellite Campus operations and ensure the effective and efficient delivery of the MBA programs and student services.

## **B. ACADEMIC AND ADMINISTRATIVE COMMITTEES / ADVISERS**

The Dean is assisted by the following committees and advisers:

#### a. STUDENT ADMISSIONS COMMITTEE

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

#### b. 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.

## **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 2: AGSB ORGANIZATION ADMINISTRATION

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### 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.

### 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.

## PART 2: AGSB ORGANIZATION ADMINISTRATION

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### 2. MASTER IN ENTREPRENEURSHIP PROGRAM

The Master in Entrepreneurship (ME) program takes off from where the traditional business learning systems end to fill the entrepreneur's specific needs. It digresses from the standard functional course content and methodologies and is geared towards honing the entrepreneurial personality. It is a seamless education – the workplace as classroom – where learning is real time. The program is designed as a course in creative leadership, with the objective of assisting the entrepreneur in developing his enterprise to optimum levels of productivity, profitability and professionalism. It also aims to guide the student-entrepreneur through a personal transformation and paradigm shift that will lead him/her to deeper sense of moral and social commitment.

### 3. MASTER IN ENTREPRENEURSHIP -SOCIAL ENTERPRISE DEVELOPMENT PROGRAM

The Master in Entrepreneurship – Social Entrepreneurship Development track (MESEDEV) of the AGSB, in partnership with Bayan Academy, is an 18-month program wherein social entrepreneurs, abled-community leaders or professional managers will be able to learn to grow their social enterprises to achieve sustainability, scalability and replicability. The social entrepreneur will be measured not only in terms of profit but will also be assessed on how they made a positive impact on the planet and the communities they serve.

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

### 5. 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

## **PART 2: AGSB ORGANIZATION ADMINISTRATION**

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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.

### **E. 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.

### **F. 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 3: STRATEGIC PLAN and PLANNING PROCESS**

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### **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 starts with an analysis of the emerging context for business and society, and aligns 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**

The planning process in AGSB is guided by a framework that is systematic and comprehensive, with well-defined, phases/steps and goals, and anchored on the participation of both external and internal key stakeholders. The process ensures that resulting strategic plan is based on a rigorous external environment scan matched with the imperatives of building internal capabilities.

### **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.

## **PART 4: BUDGET PROCESS and PROCEDURES**

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### **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.

## **PART 4: BUDGET PROCESS and PROCEDURES**

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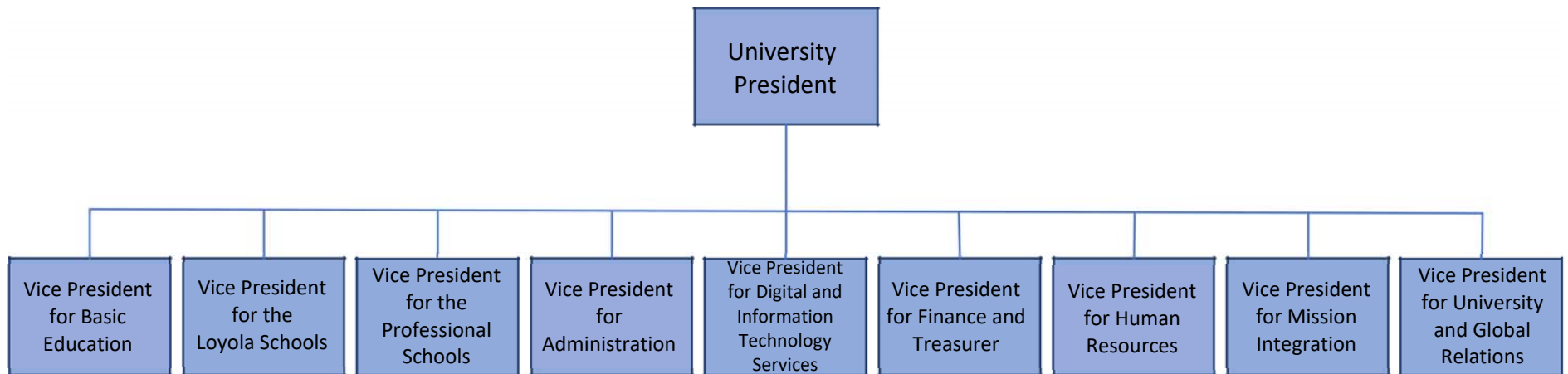
### **C. APPROVED BUDGET**

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

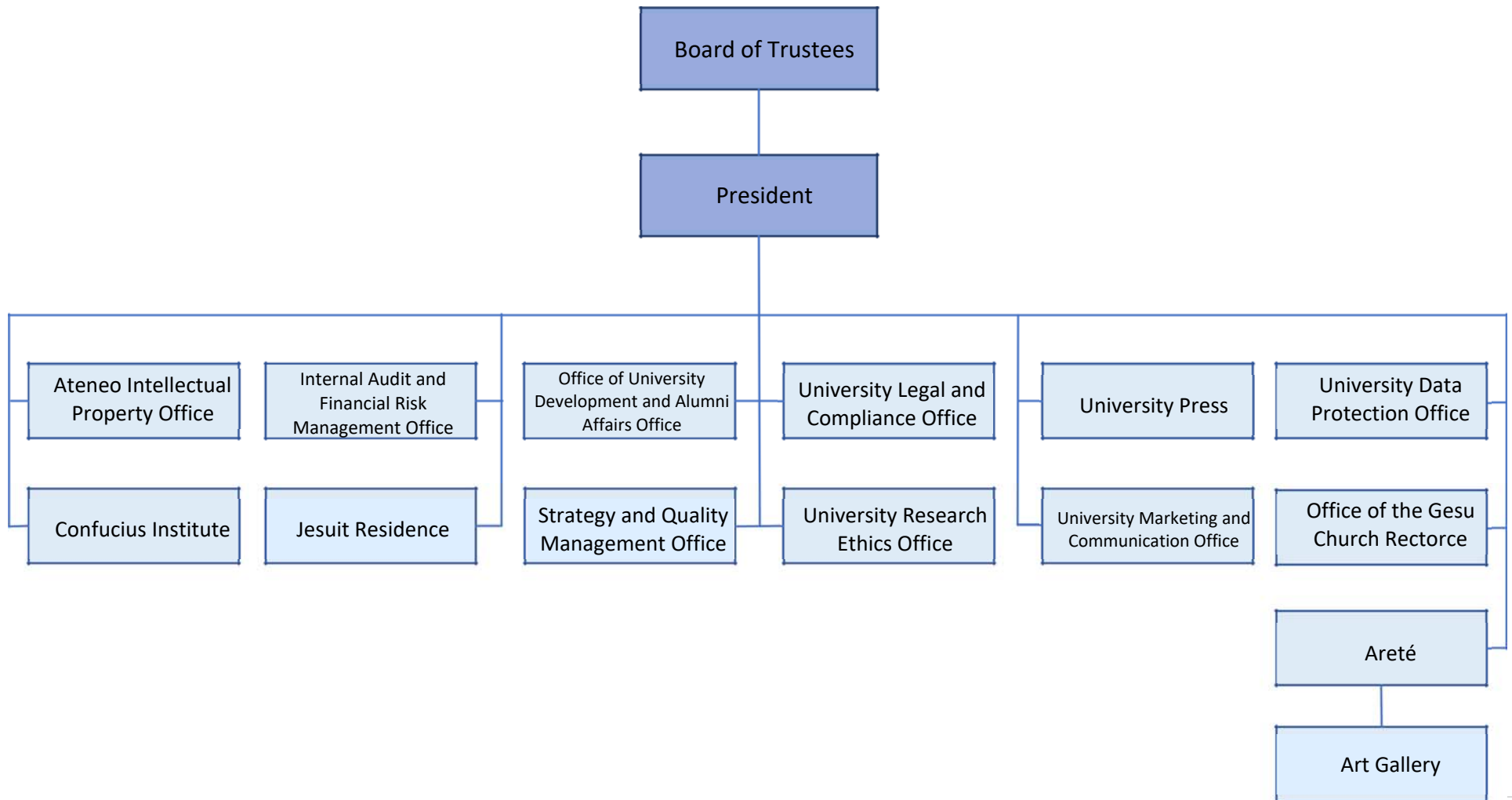
APPENDICES

APPENDIX A: ADMU Organizational Structure

# University Structure

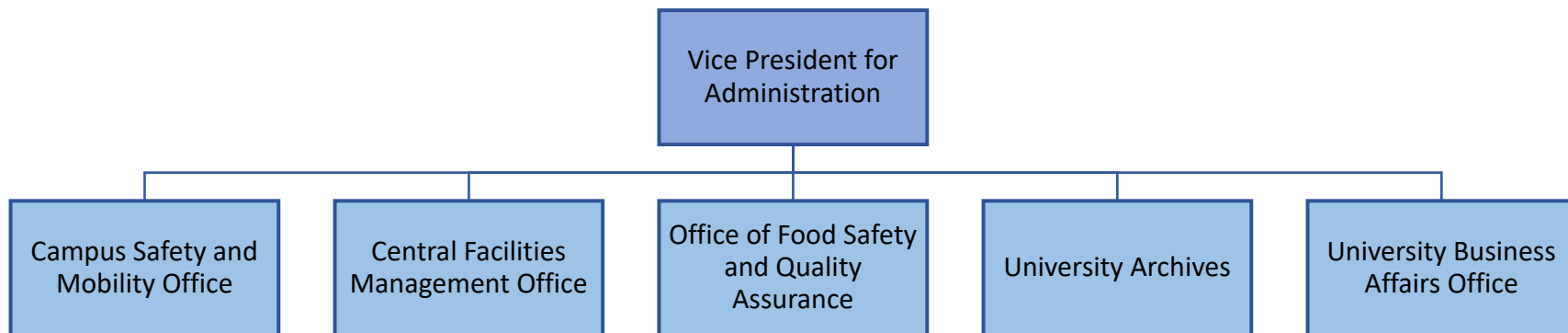


## President's Cluster

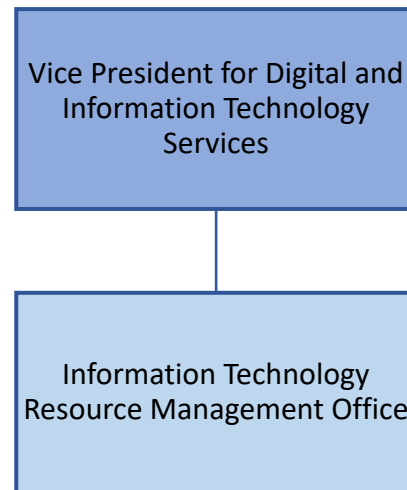




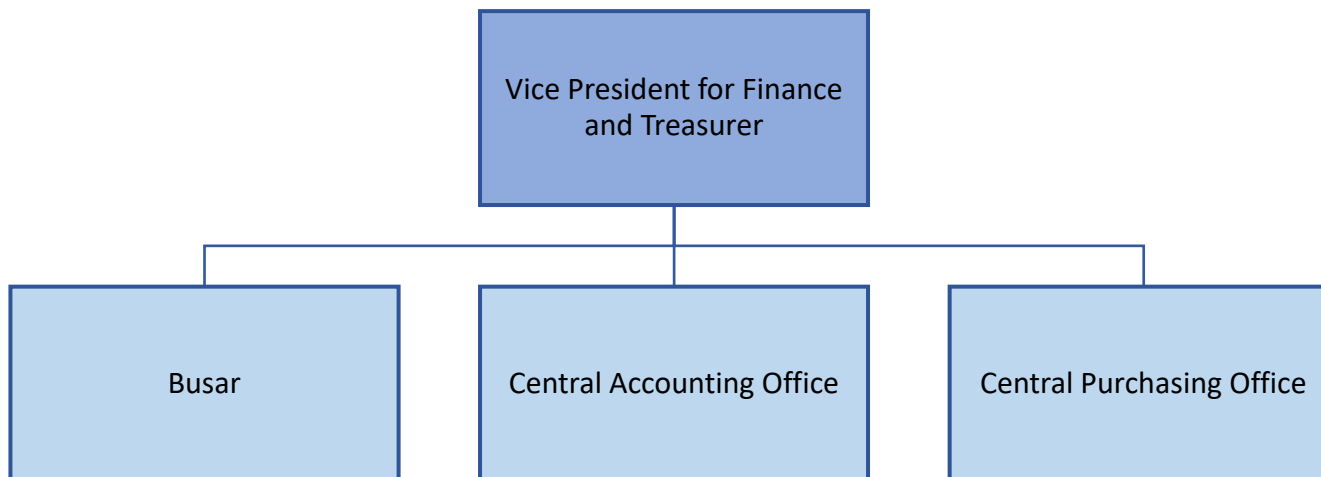
## Administration Cluster



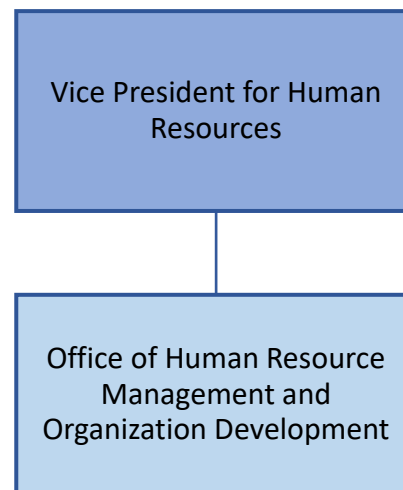
## Digital and Information Technology Services Cluster



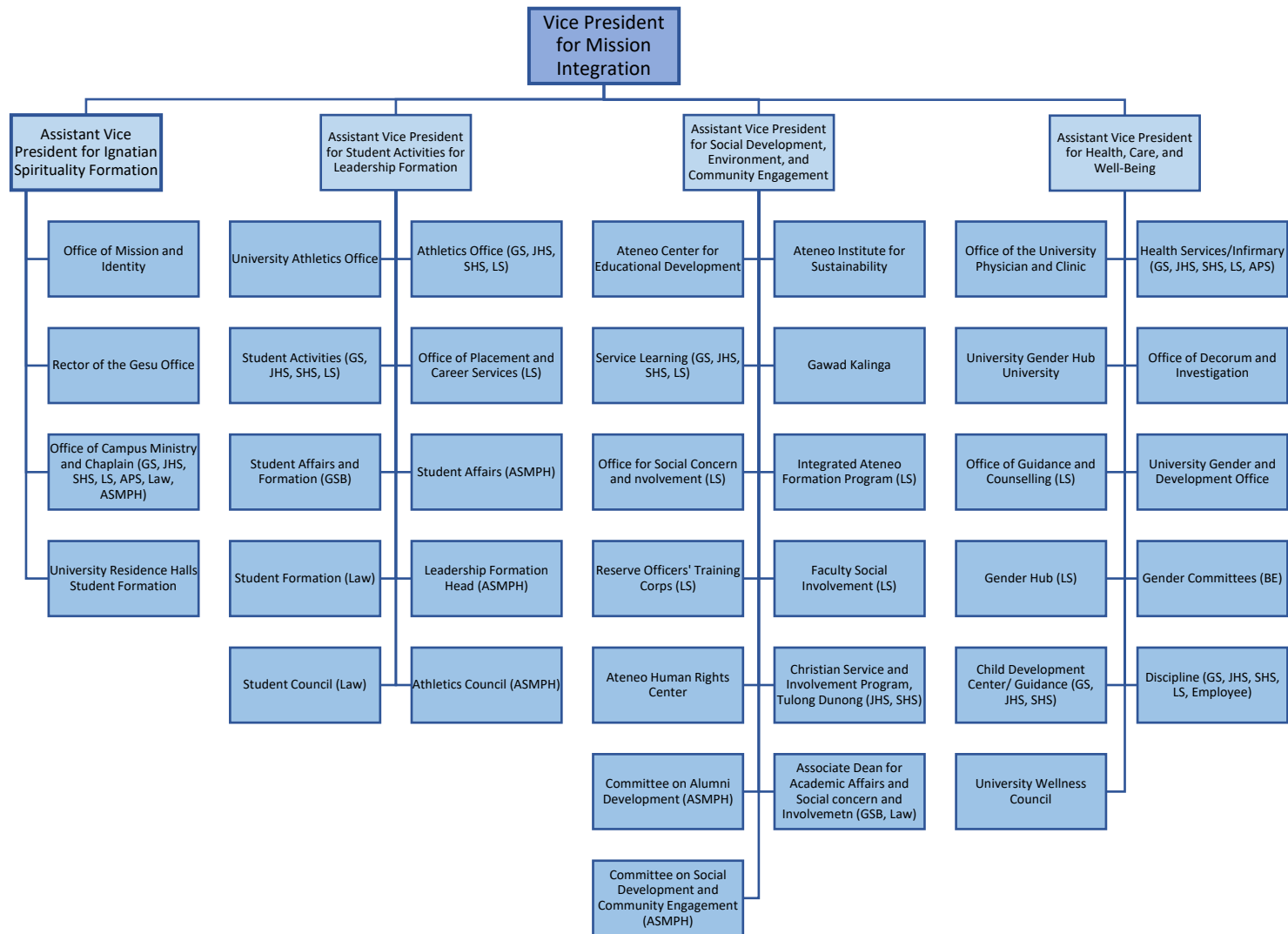
## Finance and Treasurer Cluster



## Human Resources Cluster



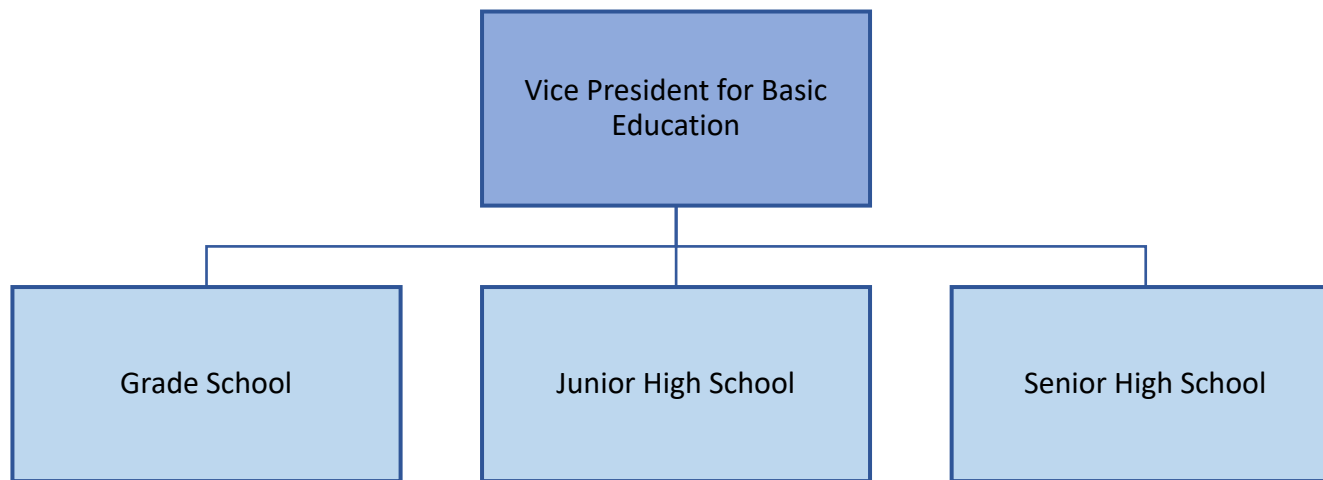
# Mission Integration Cluster



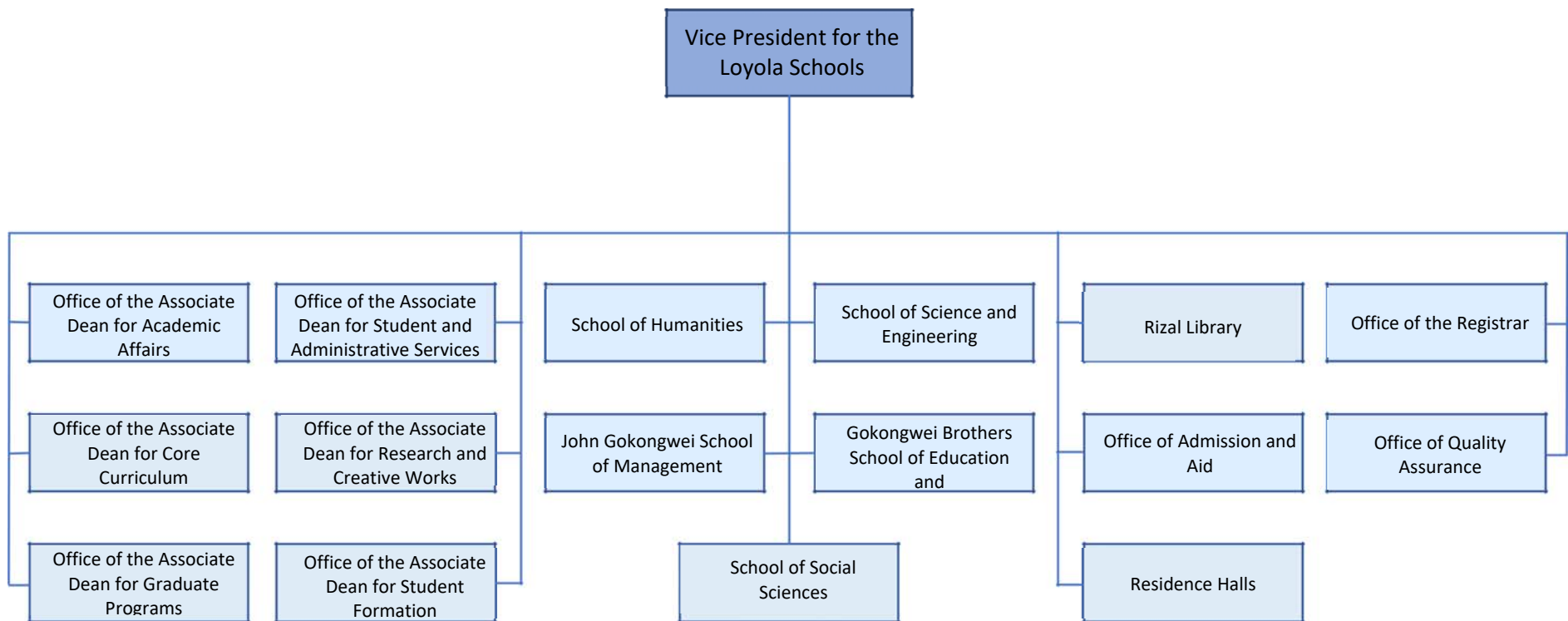
## University and Global Relations Cluster



## Basic Education Unit

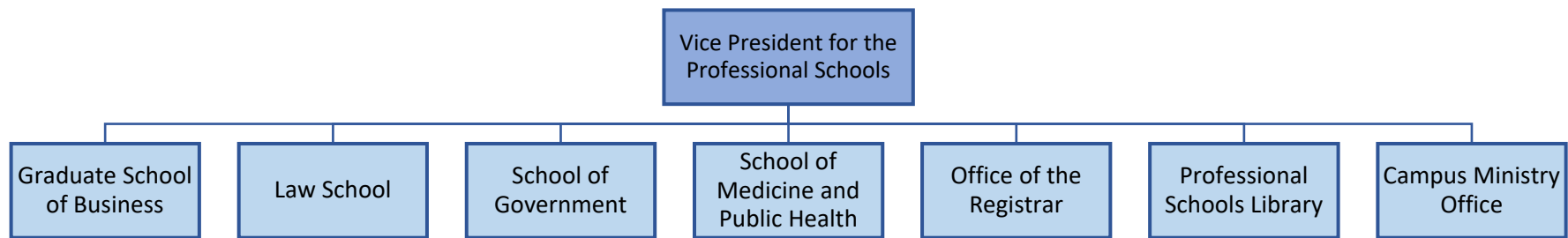


# Loyola Schools



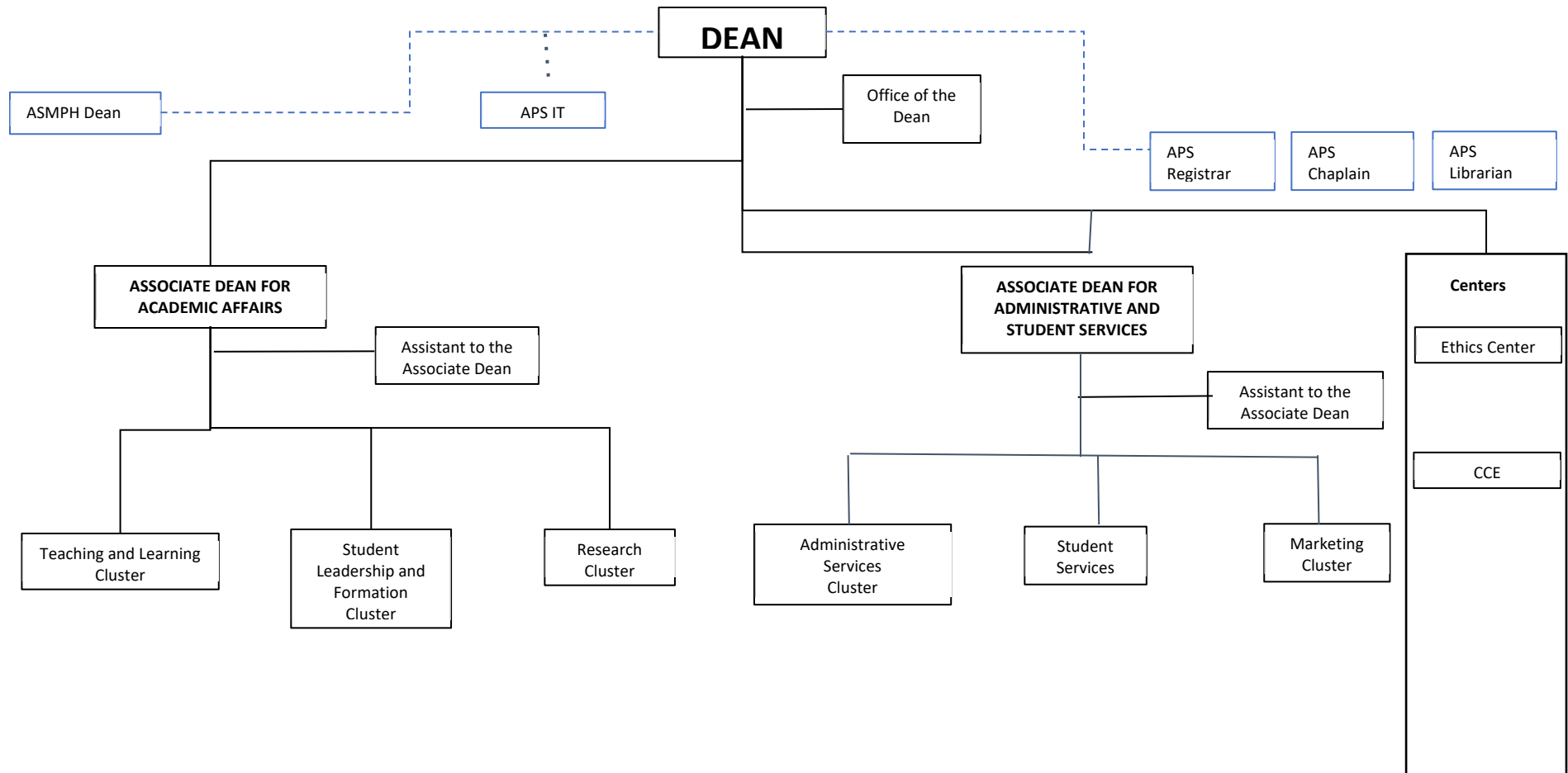


## Professional Schools

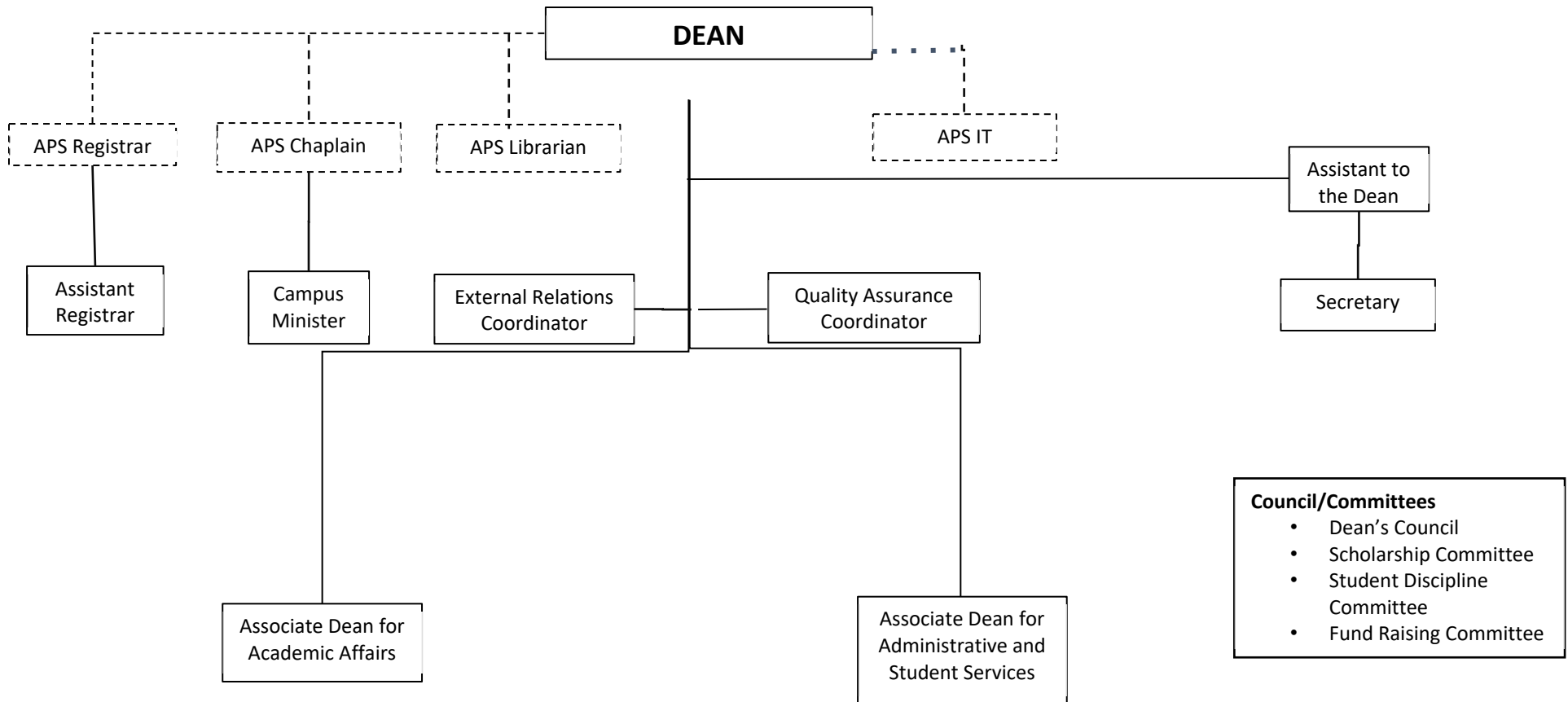


APPENDIX B: AGSB Organizational Chart

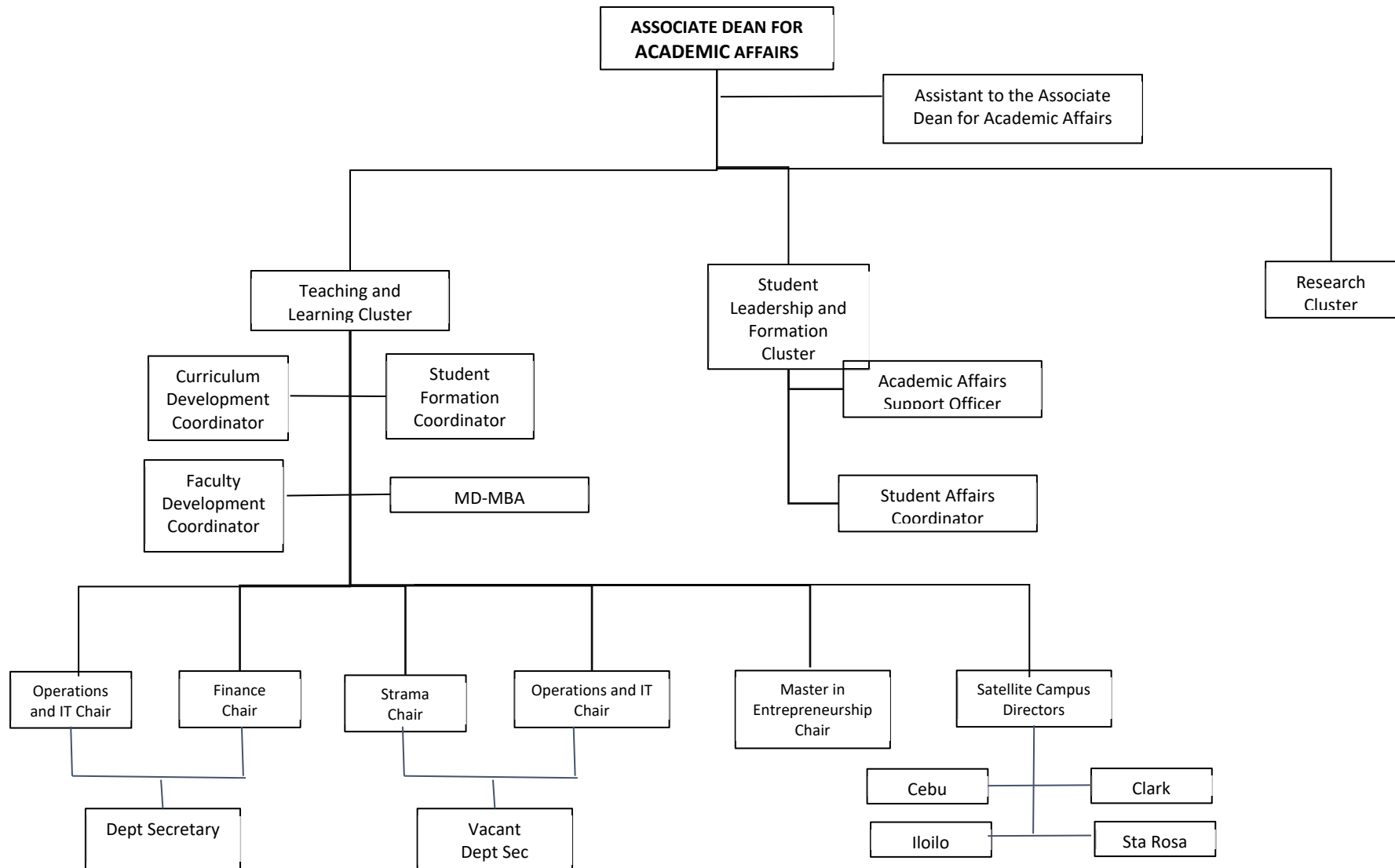
WHOLE ORGANIZATION



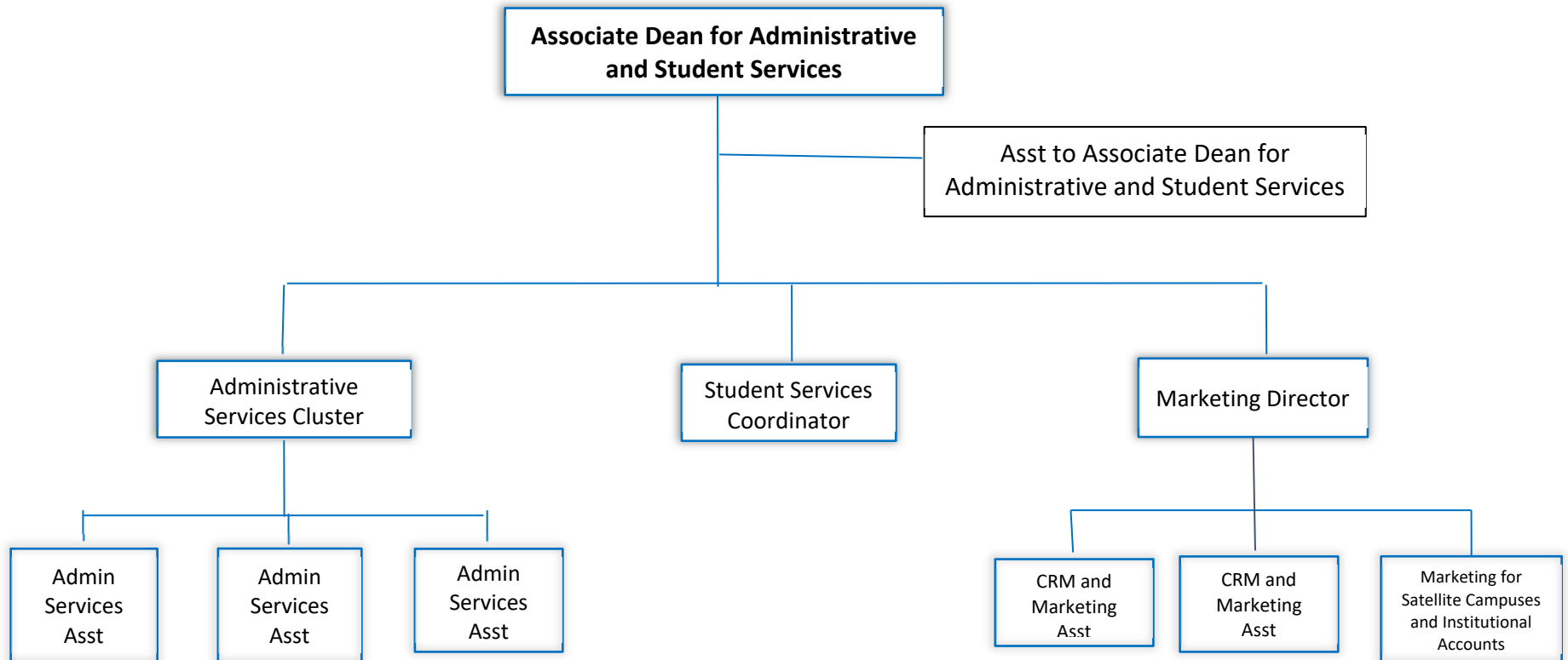
PROPOSED OFFICE OF THE DEAN



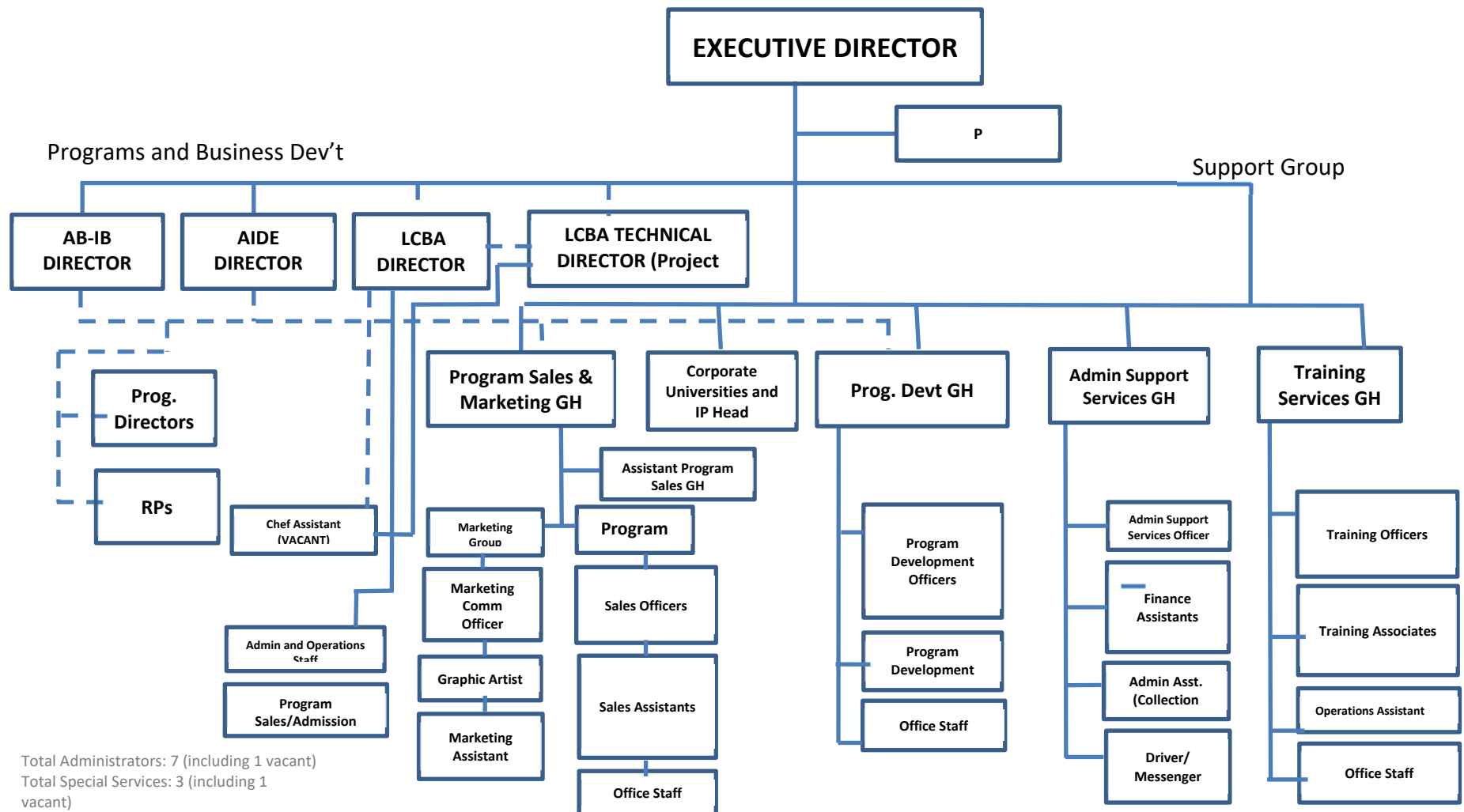
Proposed Office of the Associate Dean for Academic Affairs



Proposed Office of the Associate Dean for Administrative and Student Services



CCE ORGANIZATION STRUCTURE  
2021-2022



Total Administrators: 7 (including 1 vacant)  
 Total Special Services: 3 (including 1 vacant)  
 Total Staff: 41 (including 11 vacant)  
**TOTAL: 51**