



# RESEARCH MANUAL

**LORMA COLLEGES**  
Research and  
Development Office

**2006**

## **VISION**

Lorma Colleges as the hub of research excellence equipped with the capacity to strategically leverage its intellectual assets, knowledge resources and ICT infrastructure to pro-actively respond to the needs of the ever-changing landscape of the institutional, regional, national, and global environments, imbued with the social responsibility of developing and nurturing human and community potentials.

## **MISSION**

The Research and Development Office acts as the strategic lever of Lorma Colleges in propagating the mindset essential in developing the capacity to sustain the momentum of research production and in nurturing the heartset essential in institutionalizing a research-driven culture in collaborative partnership with the research teams, faculty, staff, and students.

## **PHILOSOPHY**

Lorma Colleges believes in a system of management devolution; sustained delivery of quality research outputs in a given time by improving governance and management; effective and efficient management of the research processes and resources; the preparation of its students and faculty to be members of a more cohesive world; the generation of knowledge on a more global orientation; and the provision of its academic resources, to the extent feasible, to institutions involved in international activities.

## GOALS

The Lorma Colleges Research and Development Office shall strive:

a. To encourage talented students to take an interest in research on academic, social and health policy by offering undergraduate and graduate courses in these topics; also, to create a small cadre of talented young scholars who will devote a substantial portion of their research time, now and in the future, to work in the field of academic, social and health policy research.

b. To undertake research of the highest quality on key topics in academic, social and health policy and to make such research available to the public, faculty, students, scholars and public and private policy makers.

c. To provide a forum for conversation among faculty, students, scholars, administrators of programs and private and public policy makers by sponsoring seminars, workshops and conferences around topics of special interest.

d. To stimulate and help facilitate the ongoing collection and dissemination of high quality baseline data on organizations, academic, social and health grant-making and philanthropy, and participation in and beliefs about the dynamics of human interaction.

e. To establish quality standards for academic, social and health policy research and educate the research community in their use. Also, to investigate survey methodology and sampling strategies in an effort to collect more reliable and more valid data on organizations, communities, clientele, and stakeholders and the dynamics that prevail in these relationships.

f. To spearhead the development and enhance the flow of improved and appropriate processes and technologies with its partners and clients, to the communities by establishing and operating lean, efficient and cost effective mechanisms and an enabling environment for academic, social and health research and sustained community development.

g. To sponsor projects designed to meet the abovementioned mission statements through working papers and research publications, graduate and undergraduate courses, data collection and dissemination efforts, seminars, conferences, workshops, research fellowships and grants.

h. To enhance the institutional capacity to provide improved research services through sustained delivery of quality research outputs in a given time by improving governance and management of LCRI and management of the research processes and resources.

i. To improve cooperative efforts among schools, hospitals, businesses and other state and community agencies in promoting rural health, through the health sciences department, by expanding the knowledge base to develop and deliver innovative health promotion and care technologies; improve accessibility to health services; enhance the use of limited health care resources; and provide collaborative research and educational programming opportunities in the area of rural health.

j. To concentrate on human resource development issues in preparing people for work, in gender equity, in curriculum reform and in environmental education; actively pursue research projects in teacher enhancement, advanced technology and faculty development from extramural sources; and undertake collaborative research projects with other college departments and units supporting educational reform and faculty enhancement

## **OBJECTIVES**

The Research and Development Office has the following objectives:

### **1. Research**

- 1.1 To formulate a research development program to equip the faculty with the knowledge, skills, and competence to do research and publish their research outputs
- 1.2 To improve research productivity of students and the quality of students researches
- 1.3 To encourage the faculty to engage in various types of research activities
- 1.4 To encourage students to engage in various types research activities
- 1.5 To produce through the research team refereed researches for publication in different research journals

## **2. Publications**

- 2.1 To publish research-related articles in the quarterly newsletter.
- 2.2 To public abstracts of theses and institutional researches in the research journal

## **3. Curriculum**

- 3.1 To study areas for improvement to enhance the effectiveness, efficiency, and excellence of:
  - a. on-ground teaching
  - b. on-line education
- 3.2 To study desirable courses to offer at Lorma Colleges
- 3.3 To study desirable courses to offer at Lorma Colleges

## **4. Extension Services**

- 4.1 To identify needs of potential patients and company clients at the Lorma Medical Center.
- 4.2 To provide research services support to the various outreach activities of the different colleges and departments.

## **5. Others**

- 5.1 To provide statistical services to researchers, educational institutions, and government agencies
- 5.2 To provide consultancy services to researchers, business, educational institutional, and government agencies
- 5.3 To conduct commissioned researches
- 5.4 To generate funds for research from national and foreign funding agencies
- 5.5 To network with institutions that provide research grants

Figure 1. Framework of Operations

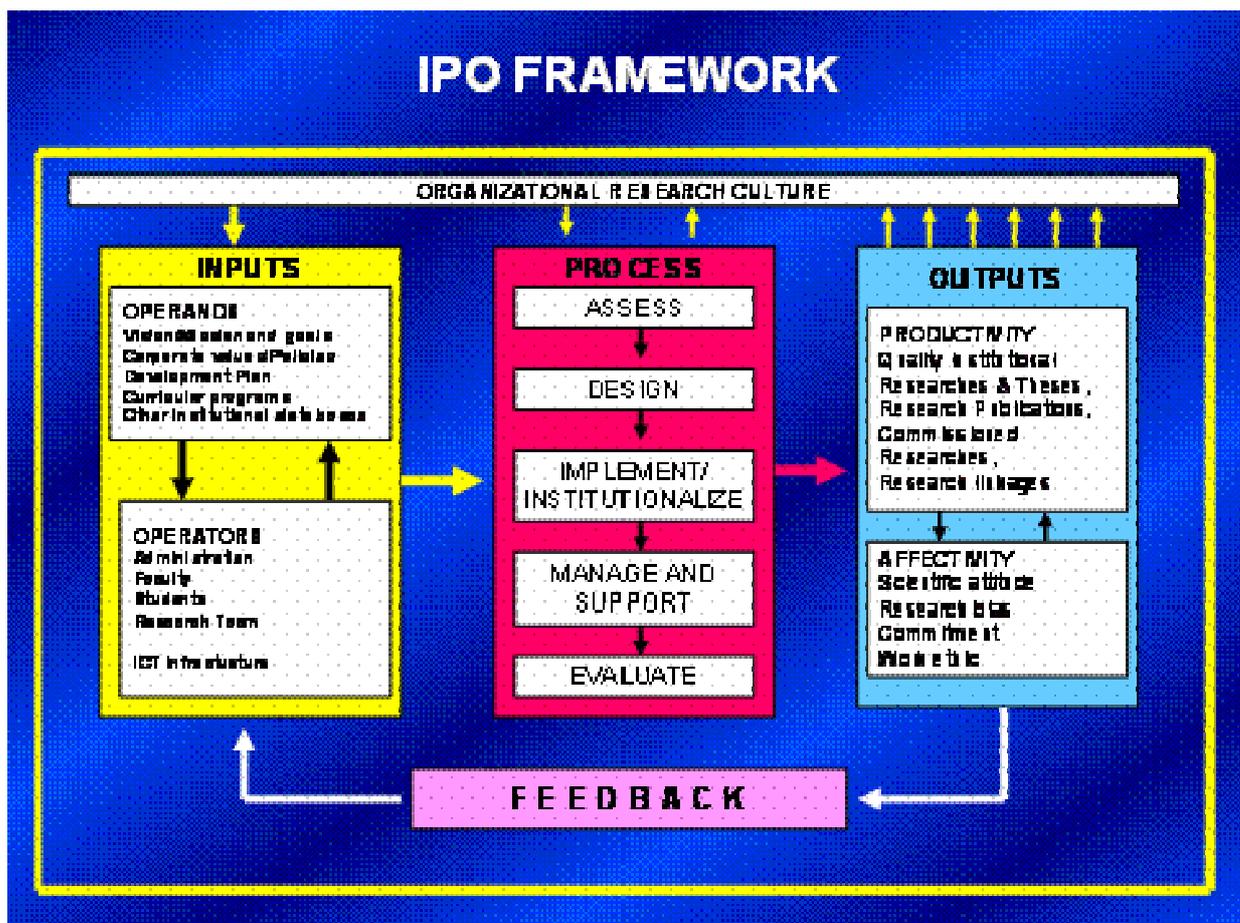
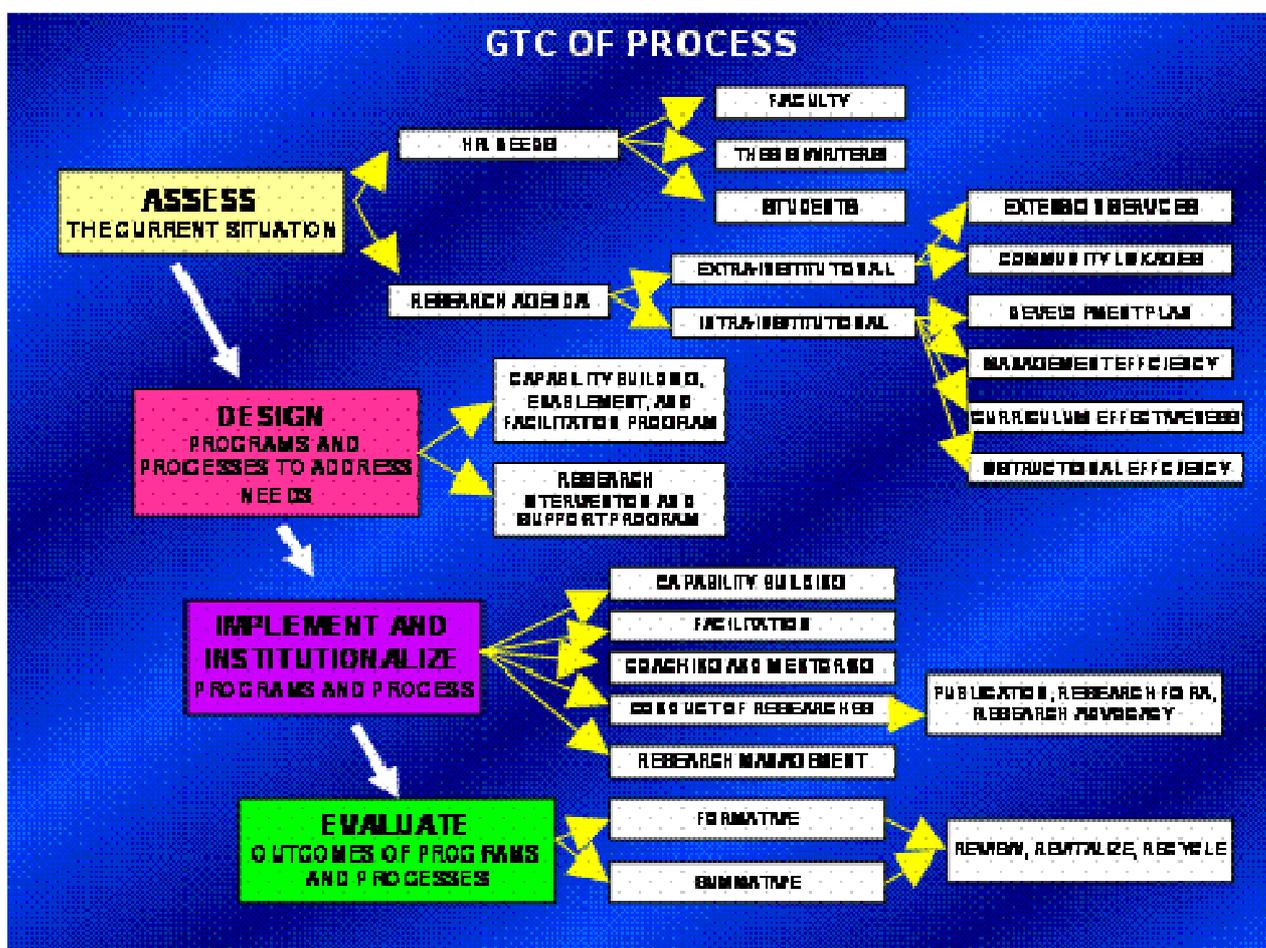


Figure 2. General Table of Contents of the Process



# INSTITUTIONAL RESEARCH AGENDA

## Rationale

Research shall be given primary focus and importance in all programs in order to train faculty members, staff and students to conduct independent investigations.

The importance and justification for the conduct of research rests on the fact that research generally precedes development.

As an academic function, research is one of the major sources of knowledge and innovation. As such, it shall generally support and enhance both instruction and extension services of the institution.

In other words, researches undertaken by Lorma constituents in priority disciplines and key areas shall be pursued not only for improving instructional activities but also for advancing knowledge, skills, and technologies.

## Strategic Thrusts

1. Researches shall be done along the following **priority areas**:

- Priority 1: MAN Online
- Priority 2: In-House Processes, Procedures, Systems, Resources  
The Potential Market
- Priority 3: Institutional Researches Linked to Regional or National Research agenda

2. The researches to be done shall **focus** on:

- Effectiveness : *"Are we doing the right thing?"*
- Efficiency : *"Are we doing the thing right?"*
- Excellence : *"Are we doing the thing well?"*
- Recovery : *"What are we doing about the thing?"*

3. The findings of the researches done should **contribute** to:

**A. IQI : Institutional Quality Imperatives**

- Quality Assessment
- Quality Development
- Quality Management
- Quality Assurance
- Quality Deployment
- Quality of Worklife

**B. CPI : Continuous Process Improvement**

- Operational Efficiency
- Human Resource Competence
- Curriculum Improvement
- Instructional Development
- Instructional Materials Production
- Institutional Development
- Managerial Effectiveness
- Marketing Efficiency
- Research Readiness
- Service Quality

**C. ICEI : Institutional Cutting Edge Initiatives**

- Quality Commitment
- Teamwork
- World-class Graduates
- Social Responsibility
- Performance in Professional Board Exams
- Organizational Leadership
- Management Development

**Support and Assistance**

1. Management and administration of research

The use of institutional facilities shall be allowed and, if possible and situation warrants, released time be granted to faculty members or staff conducting research upon the recommendation of the Research Office.

## 2. Technical assistance program for research

This shall be the responsibility of the Research Office in providing the necessary assistance. The RO shall allocate funds for approved researches in its budget equivalent to Ten Thousand Pesos (PhP 10,000.00) annually. Proper accounting and liquidation reports shall be strictly observed in the use of the said research fund.

## 3. Financing and logistical support

This will depend on the kind of priority thrusts which define the criteria for allocating resources:

a. commissioned researches – funding comes from a proponent or agency

b. grant-in-aid researches – usually in the form of fellowship/scholarship awards

c. academic-based researches – involves released time or load reduction but considered paid.

## 4. Publication of researches

All researches become the property of Lorma Colleges and their publication depends on school's discretion through the Research Office which takes charge of the projects.

## **PROGRAMS**

### **A. Research Capability Strengthening Program**

#### **Objectives**

1. To provide opportunities for continuing professional enhancement in terms of research and research-related needs to other HEIs in the Region.

2. To answer the call of CHED and other government agencies for a renewed thrust on sharing of technical expertise and the provision of support to other HEIs to ensure global competitiveness of majority of the HEIs.

3. To initiate a series of programs designed to upgrade the level of competency of other HEIs towards a higher level of quality service to its constituents.

#### **Strategies**

The Research Office, in coordination with the Research Committee and the Marketing Department, will draft and send Letters of Information to HEIs and other agencies in the City of San Fernando. Initially, the program will cater to organizations within the province of La Union. It will eventually encroach neighboring provinces of Pangasinan, Ilocos Sur, Ilocos Norte, and Benguet.

The Letter of Information will include the following information:

- a. introductory statement on the Lorma Research Office
- b. technological competitiveness of research aids
- c. services offered:
  - thesis/dissertation advising/consultancy
  - commissioned researches
  - formulation of research proposals
  - statistical treatment of data
  - qualitative treatment of data
  - trainings/seminars available

- Statistical Packages for the Social Sciences (SPSS) version 11.0.1
- NVivo Qualitative Data Treatment Module version 3.6
- Research Methods
- Qualitative Research Traditions
- Conceptualizing the research problem
- Basic researches

The program shall be focused on the provision of non-Lorma trainings and seminars. Institutions who would like to request for any of the services and/or seminar-training offered will submit an expressed written document attesting to such requests. Topics to be discussed should be highlighted in the communication and that it should be sent at least 5 days in advance to ensure availability of service resources.

Partial list of possible client institutions

*La Union*

1. Central Ilocandia College of Science and Technology
2. Northern Philippines College of Marine Science and Technology
3. PAMETS Colleges
4. Congress College
5. National College of Science and Technology
6. Sea and Sky College
7. Union Christian College
8. City Government of San Fernando
9. TESDA
10. DOLE
11. DILG
12. DTI
13. Provincial Government of La Union

*Pangasinan*

1. College of St Michael the Archangel
2. Dagupan Colleges Foundation
3. Escuela de Nuestra Señora de La Sallette
4. Great Plebian College
5. International Colleges of Asia
6. Luna Colleges
7. Metro Dagupan Colleges
8. Palaris College Inc.

9. Pangasinan Memorial College, Inc.
10. Philippine College of Science and Technology
11. PASS College
12. PIMSAT Colleges
13. San Carlos College
14. Collegio San Jose de Alaminos
15. Golden West Colleges
16. Northern Colleges Foundation, Inc.
17. Our Lady of Manaoag College
18. Saint Columban's College

#### *Ilocos Sur*

1. Macro Computer College
2. Saint Mary's College
3. Divine Word College Vigan
4. Saint Paul College of Ilocos Sur

#### *Ilocos Norte*

1. Bacarra Medical Center School of Midwifery and College of Nursing
2. Sacred Heart Colleges Foundation of Northern Philippines, Inc.
3. Divine Word College Laoag

## **B. Research Discipleship Program**

### **Objectives**

To provide a venue for the effective expression of productive, creative, and analytical potentials of research enthusiasts among the faculty, staff, and students of Lorma Colleges pursuant to the vision of institutionalizing a research culture

### **Scope**

The program applies to the faculty, staff, and students of Lorma Colleges. The Research Committee would also be involved in the implementation of this procedure.

## **Definition of Terms**

Research Discipleship Program – This is a program where the faculty, staff, and students would be simultaneously doing independent team researches

## **Responsibility and Authority**

The Research and Development Office will submit the program to the College Director and the Dean of Academic Affairs for endorsement as an agenda to be calendared for deliberation in the Academic Council Meeting.

Final decisions reached during the deliberation will be the basis for a policy that will guide the implementation of the program.

## **Procedural Details**

### **Coverage of the Program**

Researches shall be done along the identified **priority areas** and foci and results should contribute **Institutional Quality Imperatives, Continuous Process Improvement , and Institutional Cutting Edge Initiatives**

## **Execution of the Program**

### **1. Identification of the Research Problems**

- Sensing, Tracking, Framing, and Capturing
- Conceptualization in the context of the institutional research agenda
- Defense of research concept in front of an independent panel

### **2. Operationalization of Research Concept**

- Evaluation of research proposal
- Appointment of a research adviser
- Development of a work and financial plan

### **3. Conduct of the Research**

- Data gathering
- Data processing and management

- Data analysis
- Writing of the research report
- Defense of research output
- Revision and submission of the research report

### **Administrative Support**

- **Technical Support**

The RDO shall provide technical assistance by way of capability building, management, monitoring and evaluation

- **Logistic Support**

The RDO shall provide logistic support for reproduction of research tool, data treatment, encoding, and printing of the research report

- **Financial Incentives**

Faculty members will be granted six (6) paid units in the form of overload or a 9-12 units de-load as the case warrants, subject to conditions of the MOA .

Administrative staff will be granted one (1) paid research day per week subject to conditions of the MOA.

Students will not be granted financial incentives

Other than the above, cash incentives for best researches will be during the first semester of the next school year. This would include:

- Best Faculty Research Award
- Best Non-Teaching Research Award
- Best Student Research
- Presidential Award for Best Research

The amount to be given will be decided on by the research committee.

Evaluation of the researches would be done by an independent and impartial board of judges with proven track record in the field of research

- **Promotional Incentives**

It is proposed that research production and publication be given decisive weight equivalents in the evaluation of the faculty/employee over and above the general evaluation rating.

**Evaluation and Documentation**

A panel of evaluators will be invited to critique the output of the research teams which they will present and defend in a public forum.

**Publication**

All researches become the property of Lorma Colleges and their publication depends on the school's discretion in collaboration with the RDO. The RDO shall publish such in the Research Journal and shall recommend researches for publication in other national and international journals

Documentation of activities will be done by the RDO.

## Policy Framework

### SCHEME 1

***Increase the amount of release time for faculty researchers to 9 or 12 hours a week subject to the recommendation of the Research Committee after a thorough evaluation of the nature, scope, and depth of the research project to be undertaken by the faculty.***

#### Eligibility:

- Must be a senior researcher or a holder of a master's or doctorate degree with some experience in research
- Regular or permanent faculty member of Lorma Colleges
- Must have a proposal approved by the Research Technical Panel prior to the effectivity of de-loading

#### Procedure for Availment:

1. Before the start of the semester, the proponent writes a letter addressed to his/her Dean or Department Head of his/her intention to avail of the de-load in lieu of doing research. Attached to the letter of intention is his research plan.
2. The Dean or Department Head endorses the research plan of the proponent to the RDO for review.
3. Upon approval of the research plan, the proponent submits his/her research proposal to the RDO.
4. The RDO transmits the proposal to the Research Technical Panel for review.
5. The proponent defends his/her proposal before the Research Technical Panel and makes the necessary revisions according to the recommendations of the panel, if any.
6. Upon final approval by the Research Technical Panel, the RDO submits the approved proposal together with a project time table to the Research Committee for the

determination of the corresponding amount of release time to be given to the proponent during the conduct of the research project.

7. After the amount of release time has been determined, the Dean or Department Head informs the College Director and the HRD Officer of the de-load assigned to the proponent.
8. The proponent signs a MOA with the school.
9. The proponent implements the research project during the semester immediately following the signing of the MOA

**Policy Statement:**

***Qualified faculty members are granted 9 or 12 hours release time or de-load from their full load of 24 units to allow them to do research subject to the recommendation of the Research Committee after a thorough evaluation of the nature, scope, and depth of the research project to be undertaken by the faculty.***

SCHEME 2

***Maintain the six hours/week release time defined in the current policy but to be considered as overload.***

Eligibility:

- Must be a senior researcher or a holder of a master's or doctorate degree with experience in research
- Regular or permanent faculty member of Lorma Colleges
- Must have a proposal approved by the Research Technical Panel prior to the effectivity of the overload

Procedure for Availment:

1. Before the start of the semester, the proponent writes a letter addressed to his/her Dean or Department Head of his/her intention to avail of the overload in lieu of doing research. Attached to the letter of intention is his research plan.

2. The Dean or Department Head endorses the research plan of the proponent to the RDO for review.
3. Upon approval, the proponent submits his/her research proposal to the RDO.
4. The RDO transmits the proposal to the Research Technical Panel for review.
5. The proponent defends his/her proposal before the Research Technical Panel and makes the necessary revisions according to the recommendations of the panel, if any.
6. Upon final approval by the Research Technical Panel, the RDO submits the approved proposal containing the project time table to the Research Committee for their endorsement of the overload to be given to the proponent during the conduct of the research project.
7. The Dean or Department Head informs the College Director and the HRD Officer of the overload given to the proponent.
8. The proponent signs a MOA with the school.
9. The proponent implements the research project during the semester immediately following the signing of the MOA

**Policy Statement:**

***Qualified faculty members are granted a 6 units overload over and above their full load of 24 units as an incentive for them to do research subject to the recommendation of the Research Committee after a thorough evaluation of the nature, scope, and depth of the research project to be undertaken by the faculty.***

***This policy shall also apply to qualified administrative personnel subject to the same eligibility requirements and procedure for availment***

## SCHEME 3

**Research as a complement to teaching for faculty members with under loads subject to the recommendation of the dean/department head.**

## Eligibility:

- Must be a junior researcher or with limited experience in research work
- Regular or permanent faculty member of Lorma Colleges
- Must be willing to attend on-campus research capability building activities

## Procedure for Availment:

1. Before the start of classes, the Dean or Department Head submits a list of faculty members eligible for availment to the College Director for approval.
2. The College Director informs the HRD Officer of the approved faculty members allowed to avail of the program.
3. Qualified faculty members submit a schedule of availability corresponding to the number of hour per week complemented by research to the RDO.
4. The RDO assesses the research needs of the faculty and schedules the corresponding capability building, research guidance, or consultancy activities to address these research needs.
5. The faculty presents to the RDO and the HRD Office a work plan for research which would be certified by the RDC on the basis of the accomplishment of the faculty.
6. The faculty engages in research activities under the guidance of the RDC.

**Policy Statement:**

***Qualified faculty members who do not have a full teaching load can do research to complement for the number of units needed to complete a full load of 24 units subject to the recommendation of the dean/department head.***

***This policy shall also apply to non-teaching personnel subject to the same eligibility requirements and procedure for availment***

## SCHEME 4

***A yearly budget for research is allotted for each department in the amount of P35,000 to P40,000/year/department. 30% of the budget will be released to faculty members who qualify for the incentive and the remaining 70% will be paid upon full completion of the research project.***

## Eligibility:

- Must be a senior researcher or a holder of a master's or doctorate degree with experience in research
- Regular or permanent faculty member of Lorma Colleges
- Must have a proposal approved by the Research Technical Panel prior to the effectivity of the availment

## Procedure for Availment:

1. Before the start of the semester, the proponent writes a letter addressed to his/her Dean or Department Head of his/her intention to avail of the research investment program. Attached to the letter of intention is his research plan.
2. The Dean or Department Head endorses the research plan of the proponent to the RDO for review.
3. Upon approval, the proponent submits his/her research proposal to the RDO together with his/her work and financial plan.
4. The RDO transmits the proposal to the Research Technical Panel for review.
5. The proponent defends his/her proposal before the Research Technical Panel and makes the necessary revisions according to the recommendations of the panel, if any.
6. Upon final approval by the Research Technical Panel, the RDO submits the approved proposal to the Research Committee for their endorsement.
7. The Research Committee informs the College Director of the approved proposal who in turn requests the Chief Finance Officer for the release of the 30% mobilization fund.
8. The mobilization fund will be released to the proponent after signing a MOA with the school.

9. The proponent implements the research project immediately following the signing of the MOA.
10. The remaining 70% of the fund will be released upon full completion of the research project including its defense.

**Policy Statement:**

***Qualified faculty members who wish to invest in research can avail of the Research Investment Fund allotted to the college or department subject to the recommendation of the Research Committee after a thorough evaluation of the nature, scope, and depth of the research project to be undertaken by the faculty.***

## **RESEARCH EVALUATION**

### **1. The Research Technical Panel**

The Research Technical Panel (RTP) consists of faculty members from the different departments appointed by the Dean on the basis of academic qualification and research-related expertise. A minimum of three members would be selected as evaluators of (a) research proposals and (b) research drafts for defense. The RTP would also comprise the panel of examinees during the defense of a research project.

The RTP would be under the direct supervision of the Research and Development Coordinator

### **2. The Research Committee**

The Research Committee is composed of selected university officials whose expertise is deemed necessary in policy execution for research. The main task of the Committee is to evaluate the eligibility of the proponent under the different schemes of support defined by policy.

The Research Committee shall also review the policies and programs of the Research and Development Office and recommend amendments to the institutional research agenda and propose other policy options to sustain the momentum of research production in the institution.

## **APPENDICES**

## APPENDIX A

### MEMORANDUM OF AGREEMENT

#### KNOW ALL MEN BY THESE PRESENTS:

This agreement is made and entered into between:

**LORMA COLLEGES**, represented by **MR. JOSE P. MAINGGANG**, in his capacity as **College Director**, herein referred to as **LORMA**

and

\_\_\_\_\_, a full-time faculty member/ member of the non-teaching staff/Student of **Lorma Colleges**, herein referred to as **RESEARCHER**

#### WITNESSETH

**WHEREAS, LORMA** envisions itself as the hub of excellence in research capable of strategically leveraging its intellectual capital and ICT infrastructure to pro-actively respond to the ever-changing landscape of the institutional, regional, national, and global environment.

**WHEREAS, the Research Team** serves as the start-up intellectual capital investment of the academic institution to initiate and sustain the momentum of the research engine in each college or department.

**WHEREAS, the Research Discipleship Program** provides a venue for the effective expressions of productive, creative, and analytic potentials of research enthusiasts among the faculty, staff, and students of **Lorma Colleges**;

**WHEREAS, RESEARCHER** is interested to be a member of the **Research Team** representing his College/Department under the **Research Discipleship Program**;

**NOW THEREFORE**, for and in consideration of the above premises, the parties in this Memorandum hereby mutually agree to the following terms:

**A. Coverage of Research Activity. RESEARCHER** shall conduct research along the research agenda provided by **LORMA** according to the priority thrusts, focus, and expected contribution as follows:

1. Researches shall be done according to the following priority thrusts:

Priority 1: Online Strategy, In-House Processes, Procedures, Systems, Resources  
 Priority 2: The untapped potential market  
 Priority 3: Institutional Researches Linked to Regional or National  
 Research agenda or to the Researcher's specialization

2. The focus of the researches to be done shall include:

Effectiveness	: <i>"Are we doing the right thing?"</i>
Efficiency	: <i>"Are we doing the thing right?"</i>
Excellence	: <i>"Are we doing the thing well?"</i>
Recovery	: <i>"What are we doing about the thing?"</i>
Renewal	: <i>"What needs to be done to develop the thing?"</i>

3. The findings of the researches done should significantly contribute to:

**1. IQI : Institutional Quality Imperatives**

- Quality Assessment
- Quality Development
- Quality Management
- Quality Assurance
- Quality Deployment

**2.CPI : Continuous Process Improvement**

- Operational Efficiency
- Human Resource Competence
- Curriculum Improvement
- Instructional Development
- Instructional Materials Production
- Institutional Development
- Managerial Effectiveness
- Marketing Efficiency
- Research Readiness
- Service Quality

**3. ICEI : Institutional Cutting Edge Initiatives**

- Teamwork
- World-class Graduates
- Social Responsibility
- Performance in Professional Board Exams
- Environmental Preservation
- Development and Empowerment of Communities
- Commitment to quality

**B. Support For Research. LORMA** shall provide the following support:

**1. Technical Support**

The RDO shall provide technical assistance by way of capability building, management, monitoring and evaluation

**2. Logistic Support**

The RDO shall provide logistic support for reproduction of research tool, data treatment, encoding, and printing of the research report

**3. Financial Incentives**

Faculty members will be granted six (6) paid units in the form of subject de-load, subject to conditions of the MOA

Administrative staff will be granted one (1) paid research day per week subject to conditions of the MOA.

Students will not be granted financial incentives

Other than the above, cash incentives for best researches will be during the first semester of the next school year. This would include:

- Best Faculty Research Award
- Best Non-Teaching Research Award
- Best Student Research
- Presidential Award for Best Research

The amount to be given will be recommended by the research committee for approval by administration.

Evaluation of the researches would be done by an independent and impartial board of judges with proven track record in the field of research

**4. Promotional Incentives**

Research production and publication shall be given decisive weight equivalents in the evaluation of the faculty/employee over and above the general evaluation rating.

### **C. Operationalization.**

1. **RESEARCHER** shall signify in writing his intention to avail of the Research Discipleship Program.
2. **RESEARCHER** shall attend all orientation meetings and capability building sessions conducted by the RDO
3. **RESEARCHER** shall present a research proposal in consonance with the institutional research agenda.
4. **RESEARCHER** shall present a timetable for the research specifying the outputs to be presented at specified times
5. The research proposal shall be defended before a panel of experts as a pre-requisite to its implementation.
6. The equivalent de-load of the **RESEARCHER** shall retroactively take effect upon acceptance of the proposal and the timetable.
7. If the **RESEARCHER** fails to keep up with the timetable, the amount equivalent to the de-load shall be withheld in his next salary until which time he can present the required output according to his time table.
8. The **RESEARCHER** shall defend his study before a panel of experts and shall abide by the suggestions of the panel before setting down the output in its final form.
9. The **RESEARCHER** shall submit three (3) bound copies of the final output duly certified by the panel of examinees.
10. The **RESEARCHER** shall present the salient findings of the study in a public academic forum for the consumption of research stakeholders.

Any amendment to this Memorandum of Agreement shall be agreed upon in writing, signed by the parties involved, and which shall become part of this main document.

That this Agreement shall be governed and construed in accordance with the laws of the Philippines.

**IN WITNESS WHEREOF**, the parties have hereunto affixed their signature this \_\_\_\_ day of \_\_\_\_\_, 2005 at LORMA COLLEGES.

**DR. JOSE P. MAINNGANG**  
College Director  
**FOR LORMA COLLEGES**

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Faculty, Lorma Colleges  
**FOR RESEARCHER**

**DR. DIADEMA LAMADRID**  
Dean of Academic Affairs  
Lorma Colleges  
**WITNESS**

**DR. HENRY L. GALUBA**  
Research and Development Coordinator  
Lorma Colleges

WITNESSED BY:

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## APPENDIX B

### Guidelines for the Review of the Research Proposal

#### A. Content

The Research Proposal contains the first three chapters of the research report, to wit:

<b>CHAPTER I</b>	
<b>INTRODUCTION</b>	
<b>Background of the Study</b>	<ul style="list-style-type: none"> <li>• This portion of the Introduction portrays the problem situation that shapes the justification of the study. It should clearly identify and define the problematic that the study is attempting to address</li> <li>• Depict the problem in terms of global, national, regional, or local events or situations that indicate that indeed a problem does exist that requires critical investigation</li> <li>• Clinch this portion by justifying the need for research to address the problem.</li> <li>• Minimum number of pages: 5-8 with documentations (use end notes)</li> </ul>
<b>Theoretical Framework</b>	<ul style="list-style-type: none"> <li>• This portion of the Introduction provides the theoretical foundation for the study. Identify and describe the theories that account for the problem under investigation.</li> <li>• From these, identify and describe the variables in the study and depict how these variables will be used or interrelate in the form of a paradigm</li> <li>• Minimum number of pages: 5-8 with documentations</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• State the assumptions that serve as the basis for critical interrogation</li> </ul>
<b>The Problem</b>	<ul style="list-style-type: none"> <li>• State the general problem of the study in one paragraph</li> </ul>
<b>Statement of the Problem</b>	<ul style="list-style-type: none"> <li>• State the specific problems that would be investigated</li> </ul>
<b>Hypothesis</b>	<ul style="list-style-type: none"> <li>• State the research hypothesis for each problem</li> </ul>
<b>Scope and Demilitations of the Study</b>	<ul style="list-style-type: none"> <li>• For the scope, identify the coverage of the study in terms of "what," "where," "when," "who," and "how"</li> <li>• For delimitations, identify the constraints that limited the coverage of the study to what it is. The constraints may come in the form of time, resources, materials, equipments, references, manpower, finances, expertise, etc.</li> </ul>
<b>Significance of the Study</b>	<ul style="list-style-type: none"> <li>• This portion identifies the beneficiaries or stakeholders who will be benefited by the findings of the study and a description of the corresponding that each of the beneficiaries or stakeholders would derive from the study.</li> </ul>
<b>Definition of Terms</b>	<ul style="list-style-type: none"> <li>• This presents a glossary of terms that must be understood by the reader. Only key terms would be defined</li> <li>• The terms are to be defined operationally. This means that the terms would be defined in terms of how these are used in the study</li> </ul>
<b>NOTES</b>	<ul style="list-style-type: none"> <li>• Come up with the list of references in the order that these were cited in the chapter</li> </ul>

## CHAPTER II

### Review of Related Literature

- This portion of the study addresses each problem using the “library research approach.” As such, it is thematically organized according to the logical construction of the problem.
- Use main headings and subheadings corresponding to each specific problem
- Clinch each portion by showing how your literary citations are related to the problem being investigated
- Review the slides of our past lesson on the review of related literature
- Minimum number of pages: 16 to 20 with full documentation

#### NOTES

- Come up with the list of references in the order that these were cited in the chapter

## CHAPTER III

### DESIGN AND METHODOLOGY

#### Research Design

- Identify the design of the study and the method used and justify why this is the most appropriate method for the investigation

#### Population of the Study

- Identify the respondents of the study and their number
- Identify the sampling tool used
- Describe the sampling procedure used

#### Data Gathering Tool

- Identify the instrument used for data gathering
- Describe the parts of the instruments and the legends used (if any)
- Describe how the instrument was constructed
- Describe how the instrument was validated and tested for reliability (optional)

#### Data Gathering Procedures

- Describe the process of how the instrument was used to gather the data needed for the study
- Describe the data management procedures employed

#### Treatment of Data

- Identify the appropriate method of quantification and measurement relative to each problem
- Describe how the quantified data would be statistically treated relative to each problem

#### BIBLIOGRAPHY

- Come of with a list of books, journals, and other literary references

#### APPENDIX

- Append your questionnaire or research instrument

## B. Evaluation

The research proposal is evaluated qualitatively by the Research Technical Panel on the merits of the following criteria:

Criteria	Remarks/Suggestions/Comments
1. The situation analysis portrays the problem in the global, national, regional and local context.  2. There is justification of what generated interest & motivation on the part of the researcher to focus his study on the problem situation	
3. There is a discussion of the merits of the theories that explain, support, and validate the problem and that provide a guide to the intended methodology  4. Variables used in the study and their relations are identified and discussed.  5. A schematic representation of the interrelationship of variables is presented in a paradigm  6. A set of assumptions serving as the basis for asking specific questions on the problem is stated	
7. The problem is generally stated	
8. Specific problems stated are logical to the general problem	
9. The research hypotheses are consistent with specific problems	
10. A narrative of the significance of the study in terms of what it intends to contribute, what benefits would be derived, and who are to be benefited by the study is presented.	
11. A narrative description of parameters, coverage, limitations, and constraints in the conduct of the study is identified.	
12. Terms are defined operationally definition of terms	
13. The literature review follows a thematic presentation in the form of a documented extended essay consistent with the stated research problem.	
14. A narrative description of the research design is presented.	



## APPENDIX C

### GUIDE TO THE RESEARCH REPORT

PARTS OF THE RESEARCH PAPER	WHAT TO DO	OUTPUT
<b>CHAPTER 1 INTRODUCTION</b>		
<b>1. Background of the Study</b>	Identify the problem situation and describe its pervasiveness in terms of the global, national, regional, and local situation.	<p>Situation analysis that portrays the problem in the global, national, regional and local context.</p> <p>Justification of what generated interest &amp; motivation on the part of the researcher to focus his study on the problem situation</p>
<b>2. Theoretical Framework</b>	<p>Cite and discuss the theories that: (a) account for the problem under study, (b) support the major contention of the study, and (c) support the methodology of the study.</p> <p>From the above, synthesize a theory which becomes the basis for the study or which the study intends to pursue or prove. Identify the variables involved and operationalize measures.</p> <p>Present the above concept in the form of a paradigm or model which becomes the road map in navigating through the different aspects of the research process.</p> <p>From the above, draw out assumptions that would become the basis for critical interrogation.</p>	<p>A discussion of the merits of the theories that explain, support, and validate the problem and that provide a guide to the intended methodology</p> <p>Identification and discussion of the variables used in the study and their relations.</p> <p>A schematic representation of the interrelationship of variables (paradigm)</p> <p>A set of assumptions that serving as the basis for asking specific questions on the problem</p>
<b>3. The Problem</b>	State in general what the study intends to describe, find out, discover, explain, or evaluate	General statement of the problem
<b>4. Statement of the Problem</b>	State the specific logical components of the general problem	Statement of specific problems

<b>5. Hypotheses</b>	Formulate a tentative answer to each specific problem to serve as your research hypothesis.	Stated research hypotheses
<b>6. Significance of the Study</b>	Identify the possible contributions of the findings of the study to the existing pool of knowledge  Identify the benefits that the findings would generate and identify the corresponding beneficiaries of the study.	A narrative of the significance of the study in terms of what it intends to contribute, what benefits would be derived, and who are to be benefited by the study.
<b>7. Scope and Delimitation</b>	Identify the parameters of the study in terms of respondents, location, place, time, themes, and subject matter.  Identify the constraints and limitations in conducting this kind of study	A narrative description of parameters, coverage, limitations, and constraints in the conduct of the study.
<b>8. Definition of Terms</b> <i>(This is integrated into the textual discourse when using the APA format)</i>	Identify key terms used in the study and define these operationally, i.e., the meaning of the terms as used in the study	Operational definition of terms
<b>CHAPTER II REVIEW OF RELATED LITERATURE</b>  <i>(This chapter is integrated with CHAPTER I when using the APA format)</i>	Review all possible literature written about the topic, (a priori approach)  Review all possible literature on the problem or related to the problem (a posteriori approach)  Arrange the major points and findings into themes corresponding to the main themes of the specific problems	Thematic narrative in the form of a documented extended essay on the research problem.
<b>CHAPTER III DESIGN AND METHODOLOGY</b>	<i>(This is CHAPTER II when using the APA format)</i>	
<b>1. Research Design</b>	Describe the design used in the study. Justify why this design is most appropriate for the study	Narrative description of the research design.
<b>2. Population of the Study</b>	Describe the universe or sample and the sampling design used. Come up with a profile of respondents according to the attributes relevant to the study.	Narrative description of the sample and the sampling process and a tabular and narrative presentation of the attributes of the universe or sample population

<b>3. Data Gathering Tools</b>	Identify and describe the instrument used to gather data in terms of its origin, how it was generated, and how it was validated	Identification and description of data gathering tools
<b>4. Data Gathering Procedures</b>	Describe the step-by-step actions done in gathering the data	Narrative description of the data gathering procedures used in the study
<b>5. Treatment of Data</b>	Describe the data processing protocols employed  Identify and describe the statistical tools used in the study.	Narrative description of the statistical treatment of data
<b>CHAPTER IV PRESENTATION, ANALYSIS, AND INTERPRETATION</b>	<b>(This is CHAPTER III when using the APA format)</b>	
<b>1. Presentation</b>	Data processing and management: collation, tabulation, computation, and organization.  Summarize results and describe in narrative, tabular, or graphical form	Tabular, graphical, narrative presentation of summarized data.
<b>2. Analysis</b>	Summarize trends and patterns observed in the study  Compute indexes used in determining relationships among variables used in the study	Tabular, graphical, narrative description of analyzed data
<b>3. Interpretation</b>	Draw out inferences, meanings, and implications from analyzed data. Corroborate analysis through internal and external cross-referencing	Documented narrative of the interpretation of the study
<b>CHAPTER V SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS</b>	<b>(This is CHAPTER IV when using the APA format)</b>	
<b>1. Summary, Conclusions, Recommendations</b>	Summarize the whole study, Generalize from results, recommend action steps.	Summary of findings, conclusions derived from findings, and recommendations derived from conclusions

**APPENDIX D**

**SAMPLE TITLE PAGE FOR THESIS PROPOSAL**

**ROLE IMAGE AND ROLE CHANGE IN RELATION TO TRANSFORMATIONAL  
LEADERSHIP PRACTICES OF HOSPITAL ADMINISTRATORS  
IN REGION 1**

---

**A Thesis Proposal  
Presented to the faculty  
Of the College of Nursing  
Lorma Colleges**

---

**In Partial Fulfillment  
Of the Requirements for the Degree  
Bachelor of Science in Nursing**

---

**Submitted by:  
Maui E. Taylor jr.  
February 2005**

**APPENDIX E**

**SAMPLE TITLE PAGE FOR THESIS**

**ROLE IMAGE AND ROLE CHANGE IN RELATION TO TRANSFORMATIONAL  
LEADERSHIP PRACTICES OF HOSPITAL ADMINISTRATORS  
IN REGION 1**

---

**A Thesis**

**Presented to the Faculty  
Of the College of Nursing  
Lorma Colleges**

---

**In Partial Fulfillment  
Of the Requirements for the Degree  
Bachelor of Science in Nursing**

---

**Submitted by:**

**Maui E. Sastre  
February 2005**

**APPENDIX F****SAMPLE ACCEPTANCE SHEET FOR THESIS PROPOSAL****ACCEPTANCE SHEET**

In partial fulfillment of the requirements for the degree of **BACHELOR OF SCIENCE IN NURSING**, this thesis proposal entitled, **ROLE IMAGE AND ROLE CHANGE IN RELATION TO TRANSFORMATIONAL LEADERSHIP PRACTICES OF HOSPITAL ADMINISTRATORS IN REGION 1**, has been prepared and submitted by **MAUI E. SASTRE** and is hereby endorsed for approval.

---

**JOHN M. CINAT, PH.D.**  
Adviser

This is to certify that the thesis proposal submitted by **MAUI E. SASTRE** has been approved and accepted by the Thesis Committee on **June 25,2005**.

---

**LINDA SCHLAFF, MAN**  
Member

---

**AGNES BATISTA, MAN**  
Member

---

**REY SOLARIS, MAN**  
Member

**Noted:**

---

**LUZ MAGPALI, MAN**  
Dean, College of Nursing  
Lorma Colleges

**APPENDIX G**

**SAMPLE ENDORSEMENT SHEET FOR THESIS DEFENSE**

**INDORSEMENT**

This thesis entitled, **ROLE IMAGE AND ROLE CHANGE IN RELATION TO TRANSFORMATIONAL LEADERSHIP PRACTICES OF HOSPITAL ADMINISTRATORS IN REGION 1**, prepared and submitted by **MAUI E. SASTRE**, in partial fulfillment of the requirements for the degree of **BACHELOR OF SCIENCE IN NURSING**, has been examined and is recommended for acceptance and approval for Oral Examination.

This is to certify further that **MAUI E. SASTRE** is ready for Oral Examination

---

**JOHN M. CINAT, Ph.D**

*Adviser*

=====

This is to certify that the thesis entitled, **ROLE IMAGE AND ROLE CHANGE IN RELATION TO TRANSFORMATIONAL LEADERSHIP PRACTICES OF HOSPITAL ADMINISTRATORS IN REGION 1**, prepared and submitted by **MAUI E. SASTRE**, is recommended for Oral Examination

---

**LINDA SCHLAFF, MAN**

Member

---

**AGNES BATISTA, MAN**

Member

---

**REY SOLARIS, MAN**

Member

Noted by:

---

**LUZ MAGPALI, MAN**

Dean, College of Nursing  
Lorma Colleges

**APPENDIX H**

**SAMPLE APPROVAL SHEET FOR DEFENSED THESIS**

**APPROVAL SHEET**

Approved by the Committee on Oral Examination with a grade of **92.5%**  
on **March 25, 2006**.

---

**LINDA SCHLAFF, MAN**  
Member

---

**AGNES BATISTA, MAN**  
Member

---

**REY SOLARIS, MAN**  
Member

Accepted and approved in partial fulfillment of the requirements for the  
degree of **BACHELOR OF SCIENCE IN NURSING**

---

**LUZ MAGPALI, MAN**  
Dean, College of Nursing  
Lorma Colleges

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(To be included in this page in the case of a Master's Thesis)

This is to certify that **MAUI E. SASTRE** has completed all academic  
requirements and **PASSED** the Comprehensive Examination on March 25, 2008  
for the degree of **MASTER OF ARTS IN NURSING**

---

Graduate Program Coordinator  
College of Nursing  
Lorma Colleges

## Appendix I

### Research and Faculty Development Office Lorma Colleges

#### American Psychological Association (APA) Format for Undergraduate and Graduate Thesis

### Chapter I: INTRODUCTION

#### Background of the Study

- Describes the problem situation in general terms and demonstrates logical continuity between relevant works and the present study.
- Cites pertinent data from existing documents or findings, methodological issues, conclusions, and recommendations from previous studies that shape and portray the problem situation
- Gives a firm sense of the need and practical importance of the study.

#### Theoretical /Conceptual Framework and Research Paradigm

- Discusses the merits of the theories/concepts that legitimize the:
  - validity of the research questions
  - meanings of the variables in the study, the measurements employed, and the design adopted
  - analytic and interpretive approaches used
- Depicts and briefly explains the conceptual blueprint that serves as the roadmap of the study either in the form of a:
  - Causal Paradigm
  - IPO (Input-Process-Output) Paradigm
  - Operational Paradigm ( Process Flowchart)

#### Statement of Problems and Hypotheses

- Articulates the general problem and its logical components in the form of specific research questions.
- States the corresponding research hypothesis after each research question

Note

In the APA format, the following parts no longer appear as independent sections of Chapter 1:

- Scope and Delimitations: the coverage, respondents, methods, measurement and analytic tools including their limitations are already evident in Chapter II (Methods)
- Significance of the Study: this is already integrated in the Background of the Study
- Definition of Terms is done: ( 1 ) within the text as they are used in the study for the first time; or ( 2 ) as content footnotes ( to supplement or amplify substantive information)

**CHAPTER II: METHODS**Note:

In the APA format, the narrative “product” of the *Review of Related Literature* no longer appears as a separate chapter of the study. As a “process”, the result of literature review is interwoven into the Background of the Study and Theoretical Framework in Chapter I and in the Discussion of Findings in Chapter III.

This section describes in details of how the study was conducted to enable the reader to evaluate the appropriateness of the methods and the reliability and the validity of the results of the study. The introductory portion of the chapter identifies and describes the design used in the study to be followed by:

Population and Locale of the Study :

- Includes answers to such questions as who participated in the study? How many participants were there? How were they selected? If any participant did not complete the data gathering tool or procedure, give the number of these and the reasons they did not continue
- Describes the major demographic characteristics of the population or sample in terms of the variables of the study

### Data Gathering Tools

- Describes briefly the apparatus or instrument used in data gathering
- In cases where the instrument is a questionnaire, describes also the instrumentation process in terms of:
  - How the instrument was generated
  - How the instrument was modified to adapt to the peculiar demographic characteristics of respondents in the case of an adopted instrument
  - What measures were used
  - Parts of the instrument
  - How the instrument was validated or tested for reliability

### Data Gathering Procedure

- Discusses what the researcher did to collect data and summarizes each step in the execution of the data collection phase, including the instructions given to the participants, the randomization, counterbalancing, and other control features in the design.
  - Brief statements about essential parameters ( i.e. scope and limitations or delimitations) can be included in the respective subsections where they are deemed necessary to be noted.

### Treatment of Data

- Identifies and briefly describes the descriptive and analytic tools used to treat the data gathered

## **CHAPTER III: RESULTS AND DISCUSSION**

This section presents the results and discusses the findings per problem. The themes in the headings and sub-headings of this section are stated in a one-to-one correspondence with the logic of the research questions

### Results

- Describes the summarized or statistically treated data that is presented in a tabular or graphical form

- Describes trends, patterns, differentials, characterizations, emerging themes, and categorizations observed in the data (this is the for the analysis of descriptive data)
- Describe the behavior of variables from computed statistical indices (this is for the analysis of statistical data)
- Articulate the main results or findings from the analysis of data providing sufficient detail to legitimize arriving at a conclusion

### Discussion

- Interprets the findings in terms of meanings and implications relative to the postulated hypotheses
  - The interpretation can cite relevant related literature and/or studies to search for the broader meaning of the answers to the research questions. This search has two major aspects: First, the effort to establish continuity in social research through linking the results of one study with those of another; and second, interpretation leads to establishing explanatory concepts. ( Sellitz and Jahoda, 1971)
  - This discussion can take place of the review of related literature (in the old format). Unlike, however, in the former format, now the reviews are more relevant and directed to the results of the present study and no longer just a historical review.
  - Similarities and differences between the results and the work of others should clarify and/or to confirm the hypotheses;
  - In the discussion, take note of the following guide questions:
    - How did the study help o resolve the problems?
    - What important implications can be drawn from the study?

## **CHAPTER IV: CONCLUSIONS AND RECOMMENDATIONS**

### Conclusions

- Answers each stated research question in the form of a generalization derived from the analysis and interpretation of findings. The conclusion should have sufficient strength to serve as the foundation for theory-building

### Recommendation

- Prescribes concrete and doable interventions that address, alleviate or arrest the problem situation.

### Note

1. The Abstract of the thesis ought to be included in the copy to be evaluated and defended. It consists of concise statements ( more or less 150 words) of:
  - what the study is all about,
  - the methodology,
  - the most important findings.
2. Introductory Materials for the thesis proper:
  - Title page
  - Indorsement
  - Approval sheet
  - Acknowledgment ( optional but usual)
  - Table of Contents
  - List of Appendices, Tables, Figures
  - Thesis Abstract