

Operation Management Practices of Core Gateway College Inc: Basis for Strategic Plan

Rhomark D. Jardiel¹; Franz Ervy D. Mallari²; Marcelo J. Viluan³; Noel Agustin⁴

^{1;2;3;4}Department of Education, SDO San Jose City, Core Gateway College Inc.,
Nueva Ecija University of Science and Technology (Graduate School)

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Abstract: This study determined the prolife Core Gateway College Inc. and their practices in operating their business in San Jose City, Nueva Ecija, Philippines. Also, the study identified the business environment faced by resort owners during their operation including the strength, weaknesses, opportunities and threats. The study was conducted during the School Year 2024-2025. The survey had 64 teachers in the Institution. Pre-testing was carried out at College of Research and Technology- San Jose City, with a Cronbach alpha score of 94.8% indicating that the instrument was trustworthy. The survey employed the descriptive technique of research, and the data was evaluated using statistical tools such as frequency count, percentage, mean, and standard deviation. The business environment of CGCI got an overall mean of 3.96 verbally described as agree. In addition, the operation practices of the Institution got an overall mean of 3.51 which verbally described as "Agree". Lastly, the study proposed a strategic development plan to address weaknesses and threats and maximize the Strengths and opportunity of the Institution based on the results of the study that serves as a basis for action plan.

Keywords: Strength, Weakness, Opportunities, Threats, Operation, Management.

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I. INTRODUCTION

➤ The Problem and its Background

Management of school well is a practice that has a fundamental impact on developing efficient educational institutions and creating favorable learning environments. It has been studied that styles of leadership, i.e., transformational and shared leadership, engage teachers and personnel in making informed decisions, and this can translate into enhanced organizational performance. Furthermore, efficient utilization of resources, including finance, human resource development, and infrastructural development, is essential to deliver educational outcomes. Involvement of stakeholders, such as parents, citizens, and other collaborators, strengthens accountability and generates a positive environment for students. In addition, exercising leadership requires a lot of knowledge and self-development on the part of the leader (Poturak et al., 2020). Success is bound to follow a leader's encouragement and support from others, not just for the leader but for all those affected by their actions (Demir & Budur, 2019).

Also, policy innovations like School-Based Management (SBM) provide the schools with autonomy, encouraging co-governance and a sense of responsibility and creativity. All these practices together have the function of enhancing student achievements, teacher morale, as well as

school performance in general, and this is the reason why they are beneficial in the macro discussion of school reform.

Another key to be considered in order to handle operation management practices is the internal procedures and policies. These are rules that establish the way in which employees get things done, make decisions, or settle difficulties. These narrow, effective policies guarantee uniformity, transparency, and fairness by offering workers a clear idea of their expectations and obligations. Policies such as workplace safety, diversity and inclusion, or ethical behavior establish rules of thumb to serve to promote civility and positivism in the workplace. Conversely, severe or sloppily worded policies can stifle creativity and flexibility, leading to frustration and inefficiency.

But there will probably be inconsistencies when these practices are used. Too much focus on a single leader may muffle cooperative working and produce dependence. It is wonderful to have every person's opinion, but this may lead to slow decisions or conflict where opinions clash.

The factors, resources, and forces that repeat as organizational members and directly affect their behavior, decision-making, and capacity to succeed constitute the internal environment of the business.

Aiding alignment of the external and internal environment is central to organizational achievement. Flexibility, strategy, culture, and leadership are just some of the most required to bring these two environments into synch. Most chances of high opportunity exist at times to endure storms and additionally exploit opportunities upon strong potential organizations that are capable enough to bring such factors in alignment. (Newton et.al, 2023) in his paper Exploring the relationship between Organizations Internal and External Environments. This paper was published on August 2023 in the Scientific Innovation (IJRSI) journal.

One of the most important features of the internal environment is organisational structure. This will dictate the manner in which functions are allocated, coordinated, and executed among teams or divisions. Pursuant to Commission on Higher Education Order No. 40 (s2008), all Filipino citizens with the exception of those belonging to religious organizations or on foreign mission boards are under central supervision by Private Higher Education Institutions (PHEI). All members of a PHEI Board of Trustees or Directors must be bachelors degree holders or higher.

II. METHODS AND PROCEDURES

This chapter presents the methods and procedures used in the study. It includes the research design, locale of the study, respondents, sample and sampling procedure, research

instrument, data gathering procedure, and data analysis technique.

➤ *Research Design*

This study described the operation management practices of Core Gateway College Inc. located at San Jose City Nueva Ecija. The researchers used descriptive methods to gather information regarding operation management practices of the Institution including its environment and the operations. In addition, according to McCombes (2022), a descriptive research strategy can study one more variable using a wide range of research techniques. Descriptive research was used to describe the profile of the subject Institution, their internal, external environment as well as their day-to-day operation in respective areas.

➤ *Locale of the Study*

This research study was conducted Core Gateway College Inc. located at San Jose City, Nueva Ecija where the respondents were identified. It is private Institution catering basic and tertiary education.

➤ *Respondents of the Study*

The target respondents of this study are the teachers from two colleges namely; College of Education and College of Science and Technology, representing the research population. Researcher respondents of this study are the 64 teachers from the two selected colleges of the said Institution.

Table 1 Research Population

College/Department	Population
College of Social Science and Technology	30
College of Education	40
Total	70

Table 2 Research Sample

College/Department	Respondents/Sample Size
College of Social Science and Technology	29
College of Education	35
Total	64

➤ *Sample and Sampling Procedure*

The study used a probability sampling method called the total sampling methods. All the teachers in both college were included in the study as the respondents to provide information that are relevant to the research objectives, however due to data gathering there were 6 teachers who were not able to participate and answer the survey questionnaire due to unavailability during the data gathering that is why only 64 teachers participated in the study. This method is particularly useful to obtain all the available information based on the experience, practices and operation done by the teachers and administrators available in the locale of the study.

➤ *Research Instrument*

The researchers primarily used a questionnaire to gather the data needed for the study. The researchers used a structured research questionnaire made by the researchers. The survey questionnaire of this study was composed of three parts. The Part I constructed survey questionnaire was

designed to profile of the Institution, part II was used to determine the internal and external environment of the Institution. Lastly, part III consists of questions to determine the operation management practices of the Institution basis for action plan. It was developed upon conducting a pre-test and content validation which derived a more valid set of questions for the final administration.

➤ *Content Validation of Research Instrument*

To validate the readability and clarity of the items included in the questionnaire, the researchers subjected it to English critiquing and six research experts including research professors which happen to be their professor in the subject in NEUST, as well as the pre-testing in order to arrive at more valid and accurate research questions. The research instruments were pre-tested at College of Research and Technology in San Jose City with the total of 20 teachers. Comments and suggestions were made and used as a basis for improving the questionnaire. Cronbach's Alpha for assessing reliability scales was computed using the Microsoft Excel

tool to determine the degree to which the measures probe the underlying constructs. A coefficient of 0.981 or higher is preferred for a questionnaire to be internally consistent.

➤ *Data Gathering Procedure*

Before the researchers distribute the questionnaire, they send a letter first to the barangay official asking for permission. With their approval, the data collection was conducted. The researchers explained the questions that were hard to understand and monitored them if they were following the instructions properly. After obtaining the signed written consent forms, the instruments were administered to the participants. The administration of the instruments was face-to-face wherein the researcher carefully explained the directions on the questionnaires and assured the confidentiality of their responses. The said online survey was administered randomly in each department. Following such procedures, students completed the set of questionnaires.

➤ *Statistical Analysis*

The questions under study were treated using descriptive and inferential statistics. Data were computed, analyzed and described using the Microsoft Excel tool. The statistical tools that were employed are as follows:

Percentage and Frequency distribution were used to describe the profile of the Institution.

Weighted mean was used to describe the Internal and External environment of the Institution also to describe their operations management practices. The formula for the mean is:

$$WM = TWF/N$$

Where WM = weighted mean

TWF= total weighted mean N = number of samples

Thus, the data gathered was used to analyze and provide a basis for action plan.

III. RESULTS AND DISCUSSION

This chapter presents the results of the study particularly on the profile of the respondent-Institution, their internal and external business environment, the operation being practice and the proposed strategic plan based on the overall findings.

A. *Profile of the Institution*

The profile of the Institution considering the years of operation, number of employees, students, the organizational structure and their business size as of 2024..

Core Gateway College, Inc. is a community college that has been serving San Jose City, Nueva Ecija, for approximately 77 years. Committed to excellence in education, the institution upholds its Vision, Mission, and Core Values, ensuring competitiveness in leadership, teaching, research, and production—both locally and globally.

As of 2024, the college employs 170 personnel, classifying it as a medium-sized enterprise. It offers educational programs from Kindergarten to graduate studies, catering to a total student population of 4,400. The institution follows a hierarchical organizational structure, where department heads report directly to the college president.

This structured approach allows Core Gateway College, Inc. to maintain efficiency in operations while continuously adapting to the evolving educational landscape

B. *Business Environment*

The data gathered shows the business environment including the strength, weaknesses, opportunities and threats got an overall mean of 3.96 verbally interpreted as “Agree”.

➤ *Strength of the Institution*

The table shows the strength of the Institution as described by its stakeholders with an overall mean of 3.838 and consistent agreement among respondents, Core Gateway College Inc. demonstrates strong operational management practices, particularly in its faculty expertise, program diversity, and commitment to quality education.

Table 3 Strength of the Institution

Strength			
Statement	Mean	Std. Deviation	Remarks
1. The institution has a strong reputation for providing quality education.	4.17	.703	Agree
2. The faculty members are highly qualified and experienced.	3.98	.577	Agree
3. The school has well-maintained facilities and modern equipment.	3.09	1.003	Neutral
4. The institution offers diverse academic programs that meet industry demands.	3.94	.687	Agree
5. The institution fosters a supportive and inclusive learning environment.	4.00	.854	Agree
Pooled Mean	3.838	.5667	Agree

The strengths of Core Gateway College Inc. reflect its effective operational management practices, contributing to its positive reputation and overall institutional success. The college is widely recognized for providing quality education, with respondents agreeing on its strong reputation (Mean: 4.17) and the expertise of its highly qualified and experienced faculty (Mean: 3.98).

These strengths indicate that the institution offers competent instruction and academic excellence, which likely enhances student satisfaction and employability. Additionally, the school is commended for its diverse academic programs (Mean: 3.94) that align with industry demands, ensuring that graduates are well-prepared for the workforce. The supportive and inclusive learning

environment (Mean: 4.00) further strengthens the college's appeal by fostering student well-being and engagement. However, while the facilities and equipment are considered adequate (Mean: 3.09), the neutral rating suggests room for improvement. The relatively high standard deviation (1.003) indicates varying opinions, highlighting the need for facility upgrades to enhance the learning experience.

➤ *Weakness of the Institution*

The data shows the business environment of the Institution specifically their weaknesses. The result shows an overall mean average of 3.603, respondents generally agree that these areas need attention. Addressing these weaknesses through financial investments, faculty retention programs, technology upgrades, and stronger industry partnerships could significantly enhance the institution's overall operational effectiveness.

Table 4 Weaknesses of the Environment

Weaknesses			
Statement	Mean	Std. Deviation	Remarks
1. Limited financial resources affect the expansion of school facilities.	4.41	.771	Strongly Agree
2. There is a high turnover rate among faculty and staff.	3.73	.895	Agree
3. The institution has a limited number of partnerships with external organizations.	3.36	1.060	Agree
4. Outdated teaching methods hinder student engagement.	3.25	1.222	Neutral
5. The school faces challenges in implementing advanced technology in classrooms.	3.27	1.116	Neutral
Pooled Mean	3.603	.7024	Agree

The weaknesses of Core Gateway College Inc. reveal several operational challenges that may hinder its growth and effectiveness. The most significant issue is the limited financial resources, which strongly affects the expansion of school facilities (Mean: 4.41). This indicates that financial constraints are a major barrier to infrastructure development, potentially impacting the quality of learning environments. Additionally, the high turnover rate among faculty and staff (Mean: 3.73) suggests staff retention issues, which could lead to inconsistencies in instruction quality and disrupt student learning experiences. The limited number of partnerships with external organizations (Mean: 3.36) highlights a missed opportunity for collaborations, internships, and industry linkages, which are valuable for enhancing students' practical skills and employability. Furthermore, the college faces

challenges with outdated teaching methods (Mean: 3.25) and difficulty in implementing advanced technology in classrooms (Mean: 3.27). The neutral rating on these aspects indicates mixed perceptions, but it also suggests that there is room for improvement in modernizing teaching strategies and integrating technology to boost student engagement.

➤ *Opportunities of the Institution*

The data shows the business environment of the Institution specifically the opportunities they have. The data reveals that the opportunities for Core Gateway College Inc. present promising external conditions that the institution can leverage for growth and development, with an overall average rating of 4.25, indicating strong agreement among respondents.

Table 5 Opportunities of the Institution

Opportunities			
Statement	Mean	Std. Deviation	Remarks
1. There is an increasing demand for higher education in the region.	4.09	.811	Agree
2. Government grants and funding opportunities are available for academic institutions.	4.22	.723	Strongly Agree
3. Partnerships with businesses can enhance internship and job placement programs.	4.39	.633	Strongly Agree
4. The rise of online learning can help expand the institution's reach.	4.14	.794	Agree
5. Collaboration with international universities can improve global recognition.	4.42	.813	Strongly Agree
Pooled Mean	4.253	.5637	Strongly Agree

Legend: 4.21-5.00 = Strongly Agree, 3.41-4.20 = Agree, 2.61-3.40 = Neutral, 1.81-2.60 = Disagree, 1.00-1.80 = Strongly Disagree

The highest-rated opportunity is the potential for collaboration with international universities (Mean: 4.42), suggesting that forming global academic partnerships could significantly enhance the college's recognition and credibility through faculty exchanges, research collaborations, and student mobility programs. Similarly, partnerships with businesses (Mean: 4.39) are viewed as highly advantageous, offering the chance to strengthen internship and job placement programs, ultimately boosting student employability and industry readiness.

The availability of government grants and funding opportunities (Mean: 4.22) is also seen as a major advantage, providing the institution with access to financial support for academic and infrastructural improvements. Additionally, the rise of online learning (Mean: 4.14) is perceived as an opportunity for the college to expand its reach beyond the local region, offering flexible learning options and attracting a more diverse student base. Lastly, the increasing demand for higher education in the region (Mean: 4.09) highlights a growing market for the college's programs, presenting an opportunity to expand enrollment and introduce new courses that cater to industry needs.

To fully capitalize on these opportunities, Core Gateway College Inc. could strengthen its international partnerships, enhance industry collaborations, and actively seek government grants to fund academic and technological advancements. Expanding its online learning offerings and introducing new, in-demand programs would also allow the institution to broaden its reach and remain competitive in the evolving education landscape.

➤ Threats to the Institution

The data shows the business environment of the Institution specifically the threats towards the Institution. With a threat average of 4.153, respondents generally agree that these external factors represent substantial risks. To mitigate these threats, the college should focus on regular technology upgrades, competitive program offerings, student retention initiatives, and proactive regulatory compliance to maintain its stability and relevance.

Table 6 Threats to the Institution

Threats			
Statement	Mean	Std. Deviation	Remarks
1. Economic instability affects student enrollment rates.	4.17	.827	Agree
2. Competition from other educational institutions is increasing.	4.19	.833	Agree
3. Changes in government regulations may impact academic policies.	3.97	.959	Agree
4. The rapid advancement of technology requires continuous upgrades.	4.31	.833	Strongly Agree
5. Declining student retention rates pose a challenge to institutional sustainability.	4.13	.807	Agree
Pooled Mean	4.153	.6549	Agree

Legend: 4.21-5.00 = Strongly Agree, 3.41-4.20 = Agree, 2.61-3.40 = Neutral, 1.81-2.60 = Disagree, 1.00-1.80 = Strongly Disagree

The threats faced by Core Gateway College Inc. highlight several external challenges that could impact its stability and growth. The most pressing concern is the rapid advancement of technology (Mean: 4.31), which requires continuous upgrades to remain competitive. Falling behind in technological integration could hinder the institution's ability to deliver modern, engaging, and effective education. Additionally, increasing competition from other educational institutions (Mean: 4.19) poses a significant threat, as it could reduce enrollment rates and place pressure on the college to differentiate itself through unique programs, improved facilities, or enhanced services. The economic instability affecting student enrollment (Mean: 4.17) is another critical issue, as financial hardships may prevent students from continuing or pursuing higher education, impacting the institution's revenue and sustainability. Furthermore, declining student retention rates (Mean: 4.13) present a challenge to institutional sustainability, potentially affecting financial stability and reputation. Changes in government

regulations (Mean: 3.97) also introduce uncertainty, as new policies could alter academic requirements or funding structures, creating administrative and financial burdens.

C. Operations of the Organization

The operation being practiced by the Institution considers facilities and maintenance, finance and budgeting, Human resource and staffing, and IT and Technology support. The data garnered an overall mean of 3.51 verbally interpreted as "Agree".

➤ Facility and Maintenance

Data gathered on the operation practices of the Institution based on the "Facility and Maintenance" reflect moderate satisfaction among respondents, with an overall neutral rating of 3.31 verbally interpreted as "Neutral". The result proves that the facility and maintenance of the Institution is conducive enough to cater the needs of the students.

Table 7 Facility and Maintenance

Facility and Maintenance			
Statement	Mean	Std. Deviation	Remarks
1. The school provides a safe and clean learning environment.	3.28	.934	Neutral
2. Facilities are regularly maintained to ensure functionality.	3.09	1.123	Neutral
3. The institution has an efficient system for handling repairs and maintenance requests.	3.16	1.057	Neutral
4. There is an adequate budget allocated for facility maintenance and improvements.	3.19	1.067	Neutral
5. The school follows environmental sustainability practices in facility management.	3.38	1.091	Neutral
6. Classrooms and school spaces are adequately equipped for learning activities.	3.36	.949	Neutral
7. Security measures are effectively implemented to ensure campus safety.	3.70	1.122	Agree
Pooled Mean	3.31	.8748	Neutral

Legend: 4.21-5.00 = Strongly Agree, 3.41-4.20 = Agree, 2.61-3.40 = Neutral, 1.81-2.60 = Disagree, 1.00-1.80 = Strongly Disagree

While campus security measures received the highest rating (Mean: 3.70), indicating that the school effectively ensures student safety, the remaining aspects related to cleanliness, maintenance, and equipment were viewed neutrally. The cleanliness and safety of the learning environment (Mean: 3.28) and the functionality of facilities

(Mean: 3.09) suggest inconsistencies in upkeep and maintenance practices. Similarly, the handling of repairs and maintenance requests (Mean: 3.16) and the budget allocation for facility improvements (Mean: 3.19) were rated neutrally, indicating that respondents perceive room for improvement in the efficiency and funding of these processes. The

environmental sustainability practices (Mean: 3.38) and the adequacy of classroom equipment (Mean: 3.36) also received neutral ratings, suggesting that while some sustainability efforts and learning resources are in place, they may not be fully sufficient or visible. To enhance facility and maintenance practices, the college could benefit from increased budget allocations, regular maintenance assessments, and upgrades to classroom equipment. Strengthening sustainability initiatives and ensuring timely

repairs could also improve the overall learning environment and increase satisfaction among students and staff.

➤ Finance and Budgeting

The data shows the operation practice by the Institution in terms of Finance and Budgeting. The data reveals a pooled mean of 3.58 verbally described as “Agree”. This denotes that the Institution were able to manage their finances and have an effective budgeting without making the quality of education at risks.

Table 8 Finance and Budgeting

Finance and Budgeting			
Statement	Mean	Std. Deviation	Remarks
1. The school allocates financial resources effectively to support operations.	3.64	.880	Agree
2. Budget planning is transparent and aligned with the institution's goals.	3.53	1.126	Agree
3. Financial records are properly managed and audited.	3.56	1.052	Agree
4. Tuition and other fees are appropriately allocated for school improvements.	3.56	1.153	Agree
5. Cost-cutting strategies are implemented without compromising quality education.	3.44	1.006	Agree
6. The institution has financial contingency plans in case of economic challenges.	3.67	.944	Agree
7. Financial transactions are processed efficiently and transparently.	3.69	.990	Agree
Pooled Mean	3.58	.8509	Agree

Legend: 4.21-5.00 = Strongly Agree, 3.41-4.20 = Agree, 2.61-3.40 = Neutral, 1.81-2.60 = Disagree, 1.00-1.80 = Strongly Disagree

The finance and budgeting practices of Core Gateway College Inc. reflect effective financial management and resource allocation, with an overall average rating of 3.58, indicating general agreement among respondents. The highest-rated aspect is the efficiency and transparency of financial transactions (Mean: 3.69), suggesting that the institution handles financial processes smoothly and with accountability. The college also demonstrates financial preparedness through its contingency plans for economic challenges (Mean: 3.67), indicating proactive risk management. The effective allocation of financial resources (Mean: 3.64) further highlights the institution's ability to support operations and sustain quality education.

implementation of cost-cutting strategies without compromising education quality (Mean: 3.44) shows that the college prioritizes financial efficiency while maintaining academic standards.

Overall, the consistent agreement across these areas suggests that Core Gateway College Inc. has sound financial practices, with transparent budgeting, effective resource allocation, and financial stability strategies. To further strengthen its financial management, the college could consider expanding financial contingency plans and enhancing cost-efficiency measures to remain resilient against future economic challenges.

➤ Human Resource and Budgeting

The data shows the operation practice by the Institution in terms of Human Resource and Budgeting. The data reveals a pooled mean of 3.92 verbally described as “Agree”. This denotes that the Institution were able to manage their human resource and able to put them in the right time and place. The human resource and staffing practices of Core Gateway College Inc. reflect effective management and fair treatment of employees.

Table 9 Human Resource and Staffing

Human Resource and Staffing			
Statement	Mean	Std. Deviation	Remarks
1. The recruitment and hiring process ensures qualified personnel.	4.14	.794	Agree
2. Employee performance evaluation is conducted regularly and fairly.	4.33	.837	Strongly Agree
3. The school provides professional development opportunities for staff and faculty.	3.86	1.037	Agree
4. There are clear policies on employee benefits and compensation.	3.83	1.062	Agree
5. Conflict resolution and grievance procedures are effectively implemented.	3.98	1.016	Agree
6. Employee retention strategies are in place to reduce turnover rates.	3.52	1.113	Agree
7. Staff workload is fairly distributed to maintain efficiency and morale.	3.77	1.151	Agree
Pooled Mean	3.92	.7832	Agree

Legend: 4.21-5.00 = Strongly Agree, 3.41-4.20 = Agree, 2.61-3.40 = Neutral, 1.81-2.60 = Disagree, 1.00-1.80 = Strongly Disagree

The highest-rated aspect is the regular and fair employee performance evaluation (Mean: 4.33), suggesting that the institution prioritizes consistent assessment and accountability, which can enhance productivity and professional growth. The recruitment and hiring process (Mean: 4.14) is also perceived positively, indicating that the school ensures the selection of qualified personnel, contributing to the quality of education and services.

The college is also commended for its conflict resolution and grievance procedures (Mean: 3.98), which respondents agree are effectively implemented, promoting a harmonious work environment. Additionally, professional development opportunities (Mean: 3.86) and clear policies on employee benefits and compensation (Mean: 3.83) indicate the institution's commitment to staff growth and welfare. The fair distribution of workload (Mean: 3.77) suggests that most employees feel their responsibilities are reasonably managed, helping to maintain efficiency and morale.

However, the employee retention strategies (Mean: 3.52), while still rated agreeably, scored the lowest, indicating room for improvement in reducing staff turnover.

Strengthening retention initiatives through enhanced benefits, career advancement opportunities, and work-life balance policies could further improve employee satisfaction and stability.

Overall, Core Gateway College Inc. demonstrates strong human resource practices characterized by fair evaluations, effective conflict resolution, and staff development opportunities. To further enhance its HR strategies, the institution could strengthen retention programs and continue to promote employee well-being and growth.

➤ *IT and Technology Support*

The data shows the operation practice by the Institution in terms of IT and Technology Support. The data reveals a pooled mean of 3.21 verbally described as “Neutral”. This means that the IT and technology support practices of Core Gateway College Inc. reflect moderate satisfaction among respondents. This denotes that the Institution were able to provide the technological assistance and upgraded technological structure to provide quality education and service to its stakeholders.

Table 10 IT and Technology Support

IT and Technology Support			
Statement	Mean	Std. Deviation	Remarks
1. The school provides sufficient IT resources for teaching and learning.	3.16	1.057	Neutral
2. The internet and network infrastructure are reliable for academic use.	2.84	1.158	Neutral
3. Online platforms and Learning Management Systems (LMS) are user-friendly.	3.14	1.052	Neutral
4. The institution ensures data security and privacy for students and staff.	3.81	.974	Agree
5. IT support services respond promptly to technical issues.	3.30	1.034	Agree
6. Teachers receive training on integrating technology into their teaching methods.	3.14	1.096	Neutral
7. The school regularly updates its technological infrastructure to meet modern educational needs.	3.11	1.010	Neutral
Pooled Mean	3.21	.8160	Neutral

Legend: 4.21-5.00 = Strongly Agree, 3.41-4.20 = Agree, 2.61-3.40 = Neutral, 1.81-2.60 = Disagree, 1.00-1.80 = Strongly Disagree

The institution's data security and privacy measures (Mean: 3.81) received the highest rating, indicating that respondents agree the school effectively protects sensitive information for both students and staff. Additionally, IT support services (Mean: 3.30) were rated agreeably, suggesting that technical issues are generally addressed promptly, though there may be occasional delays. However, most other aspects were rated neutrally, highlighting inconsistencies or moderate effectiveness in the school's technological capabilities. The sufficiency of IT resources for teaching and learning (Mean: 3.16) and the user-friendliness of online platforms and Learning Management Systems (LMS) (Mean: 3.14) indicate mixed experiences with the accessibility and ease of use of the technology. Similarly,

teacher training on technology integration (Mean: 3.14) and the regular updating of technological infrastructure (Mean: 3.11) were viewed neutrally, suggesting limited or inconsistent efforts in keeping the school's technology current and effectively utilized. The reliability of the internet and network infrastructure (Mean: 2.84) received the lowest rating, reflecting frequent connectivity issues that may hinder online learning and administrative efficiency. To enhance its IT and technology support, the college should consider improving internet reliability, expanding IT resources, and providing more frequent technology training for teachers. Regular infrastructure upgrades and the adoption of more user-friendly digital platforms could further improve the institution's technological effectiveness.

D. Proposed Strategic Plan for CGCI

Table 11 Strategic Development Plan Based on SWOT Analysis

SWOT Category	Key Findings	Strategic Objectives	Proposed Strategies
Strengths	Strong reputation, qualified faculty, inclusive learning environment, diverse programs	Sustain and enhance academic quality and institutional branding	<ul style="list-style-type: none"> - Continue professional development programs for faculty - Launch marketing campaigns showcasing achievements and alumni success - Promote inclusive and student-centered activities
		Improve alignment with industry needs	<ul style="list-style-type: none"> - Regularly review and update curricula with industry experts - Incorporate soft skills and work-integrated learning
Weaknesses	Limited finances, high faculty turnover, outdated methods, limited tech and partnerships	Address resource and personnel challenges	<ul style="list-style-type: none"> - Establish income-generating projects - Implement faculty/staff retention incentives and recognition programs - Upgrade financial management systems for better fund allocation
		Modernize academic delivery and infrastructure	<ul style="list-style-type: none"> - Conduct teaching innovation workshops - Invest in updated educational technology and digital platforms - Seek donations and grants for infrastructure improvements
Opportunities	Rising demand, grants, business/international partnerships, online learning	Expand reach and improve program offerings	<ul style="list-style-type: none"> - Develop online and hybrid programs - Apply for CHED/DOST/government grants for tech and research - Initiate MoUs with local and international institutions for faculty/student exchange
		Increase student employability and community relevance	<ul style="list-style-type: none"> - Partner with industries for internship/job placement programs - Launch community extension projects linked to academic programs
Threats	Economic instability, competition, regulation changes, tech demands, retention issues	Improve competitiveness and resilience	<ul style="list-style-type: none"> - Offer scholarship and flexible payment options for low-income students - Differentiate through niche programs (e.g., agri-tech, community development) - Establish a regulatory monitoring team to ensure compliance - Develop a tech roadmap for continuous innovation
		Strengthen student engagement and loyalty	<ul style="list-style-type: none"> - Launch student success and mentorship programs - Improve feedback systems and early intervention for at-risk students

The strategic development plan for Core Gateway College, Inc., based on the conducted SWOT analysis, outlines key initiatives that align the institution's internal strengths and weaknesses with external opportunities and threats. To capitalize on its strengths, such as its strong reputation, qualified faculty, and inclusive learning environment, the college should continue enhancing academic quality and institutional branding. This can be achieved by promoting faculty development programs, strengthening industry-aligned curricula, and launching marketing campaigns that highlight institutional achievements and alumni success stories.

To address its internal weaknesses, particularly limited financial resources, high faculty turnover, and outdated teaching methods, the institution is encouraged to implement income-generating projects and enhance faculty retention through incentive schemes. Modernizing its academic delivery through investments in digital platforms, updated teaching tools, and targeted grant applications is also

essential. These improvements will help bridge gaps in instructional quality and infrastructure.

In light of external opportunities, such as increased demand for higher education, availability of government grants, and the potential for partnerships, the college should expand its program offerings and online learning initiatives. By collaborating with local businesses and international universities, the institution can boost job placements, academic exchanges, and global recognition. Additionally, seeking government support will provide vital funding for technological and academic advancements.

To counteract potential threats, including economic instability, growing competition, and rapid technological changes, Core Gateway College should focus on resilience and innovation. Strategies such as offering flexible tuition options, developing niche programs, and maintaining proactive compliance with government regulations are key to staying competitive. Moreover, enhancing student

engagement through mentorship programs and early intervention systems will help improve retention and strengthen long-term institutional sustainability.

Overall, this comprehensive strategy ensures that Core Gateway College, Inc. not only builds upon its current strengths but also adapts effectively to challenges, enabling continued growth and relevance in the ever-evolving educational landscape.

Based on the results of the study, the following Strategic Development Plan is proposed for Core Gateway College Inc. (CGCI) operations, categorized by the key operational areas assessed: Facility and Maintenance, Finance and Budgeting, Human Resource and Staffing, and IT and Technology Support.

Table 12 Strategic Development Plan for Core Gateway College Inc. Operations

Operational Area	Identified Issues	Strategic Goals	Proposed Actions	Timeline
Facility and Maintenance	Neutral satisfaction; needs improvement in cleanliness, repairs, sustainability, and equipment	Improve facility functionality and sustainability	- Conduct regular facility audits- Increase maintenance budget- Implement sustainability initiatives	Short to Mid-term
		Ensure timely maintenance and upgrades	- Establish digital maintenance request system- Upgrade classroom equipment in phases	Short to Mid-term
Finance and Budgeting	Generally positive feedback; room to expand contingency planning and cost-efficiency	Strengthen financial resilience and transparency	- Review and expand contingency plans- Introduce cost-efficiency metrics- Increase budget transparency	Mid-term
		Enhance allocation effectiveness	- Implement stakeholder-based budgeting review- Monitor fund utilization for school improvement	Short to Mid-term
Human Resource and Staffing	Strong ratings, but relatively low in retention strategies	Improve employee retention and satisfaction	- Develop retention programs (incentives, career growth paths)- Conduct exit interviews regularly	Mid-term
		Maintain strong evaluation and development programs	- Schedule regular evaluations- Expand training and professional development workshops	Ongoing
IT and Technology Support	Neutral ratings; weakest in internet reliability and tech updates	Enhance IT infrastructure and access	- Upgrade internet/network systems- Allocate budget for IT hardware/software upgrades	Short to Mid-term
		Improve tech integration and user support	- Regular LMS/platform usability review- Provide mandatory tech training for faculty	Ongoing
		Strengthen digital security and response systems	- Maintain strong data security protocols- Improve helpdesk responsiveness and monitoring tools	Ongoing

Based on the study findings, a strategic development plan was formulated to address the operational areas of Core Gateway College Inc. (CGCI), namely: Facility and Maintenance, Finance and Budgeting, Human Resource and Staffing, and IT and Technology Support.

In the area of Facility and Maintenance, the survey results revealed neutral satisfaction from respondents, indicating a need for improvement in cleanliness, equipment adequacy, and the efficiency of maintenance systems. To address these issues, the institution should aim to improve facility functionality and sustainability by conducting regular facility audits, increasing the maintenance budget, and implementing environmentally friendly practices. Additionally, establishing a digital maintenance request system and upgrading classroom equipment in phases will help ensure timely repairs and modern learning environments.

Regarding Finance and Budgeting, the institution received generally positive feedback, reflecting sound financial practices. However, there is room for improvement in contingency planning and cost-efficiency strategies. The strategic goals include strengthening financial resilience and enhancing resource allocation effectiveness. Proposed actions include reviewing and expanding financial contingency plans, introducing cost-efficiency metrics, and ensuring transparency in budgeting processes through stakeholder-based budget reviews and close monitoring of fund utilization.

In the Human Resource and Staffing area, the results showed strong overall satisfaction, especially in performance evaluations and recruitment. However, employee retention strategies were rated lower, indicating a need for focused improvements. To address this, CGCI should implement

comprehensive retention programs such as incentives, career growth pathways, and work-life balance policies. Exit interviews can provide insights into turnover causes. At the same time, the school should continue its effective evaluation system and offer regular training and development workshops to maintain employee morale and performance.

Finally, in IT and Technology Support, neutral satisfaction ratings were given, with internet reliability and technological updates receiving the lowest scores. To enhance this area, CGCI must prioritize upgrading its internet and network infrastructure and allocate a dedicated budget for IT improvements. Improving tech integration involves regular usability reviews of Learning Management Systems and digital platforms, as well as mandatory technology training for teachers to maximize the use of digital tools in instruction. Ensuring strong data security measures and enhancing the responsiveness of the IT support system are also crucial to maintaining operational efficiency and digital safety. Collectively, these strategic initiatives are designed to foster a more responsive, efficient, and future-ready academic environment at Core Gateway College Inc. through targeted enhancements across its key operational functions.

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