

Title: Industry Relations, Partnership, and Networks	Reference No.	MLA-EVP-AI-D-PR-005
	DEPARTMENT	ACADEME INDUSTRY LINKAGES AND PLACEMENT OFFICE
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I. OBJECTIVES

The Academe Industry Linkages and Placement Office (AILPO) has the primary duty to seek partnership with external institutions such as industry, school, university, government agency, local government unit or community in the pursuit of a mutually beneficial collaboration between and among the institutions. Establishing and maintaining linkages is crucial in keeping the impact and relevance of National University. All partnership agreements developed by the Office shall be endorsed to the appropriate Unit/Office/Department or Colleges who would benefit from such partnership.

Hence, this policy aims to create smooth and harmonious internal transactions between and among units. Strong internal relationships can lead to better and robust partnerships, networks, thus results to dynamic linkage endeavors.

II. SCOPE

The scope of this process includes all partnership and/or collaboration whether directly or indirectly established by the Academe Industry Linkages and Placements Office for endorsement to the appropriate Unit/Office or College for proper implementation including from initial meeting to the implementation, monitoring, and evaluation.

III. DEFINITION OF TERMS

1. Collaboration – A process that entails working together, having open communication, and achieving meaningful results that entered into through an understanding or agreement; Can be used as ‘collaborative’ or ‘collaborating’
2. Company Profile – A written introduction to a company that tells their partners about its activities, mission, goals, strengths, and product (if applicable); A set of documents that establish legitimacy and authenticity of companies, industries, institutions, etc.
3. Endorsement – A process of endorsing and handing over the external partner from one Unit/Office/College to AILPO or vice versa, as the case may be.
4. Industry partner – A company or group of companies willing to partner with National University in the pursuit of student employment, internship or on-the-job training, co-curricular activities, or extra-curricular endeavors.
5. Linkages – Any links or connections made and contracted with potential industries, governments, and organizations either through partnerships, or networks.

Date of Effectivity	May 31, 2023	<i>Controlled Mark</i>	Page 1 of 15
Supersedes	<i>None</i>		

Title: Industry Relations, Partnership, and Networks	Reference No.	MLA-EVP-AI-D-PR-005
	DEPARTMENT	ACADEME INDUSTRY LINKAGES AND PLACEMENT OFFICE
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6. Linkages Coordinator – A representative of a college, department, or unit from National University that is tasked to be the point-person in building and monitoring current and future partnerships and/or collaborations
7. Memorandum of Agreement or MOA – A written legal document between two or more parties which completely describes the specific principles of an arrangement and outlines the specific details of the collaboration such as costing and budget, common objectives, output, etc.
8. Memorandum of Understanding or MOU – A written legal document between two or more parties that stipulates a generic scope and principles of the working arrangement or collaboration.

IV. DOCUMENTS

1. Reference Documents
 - a. Memorandum of Agreement/ Understanding (MOA/MOU)
2. Deliverables
 - a. Partner Endorsement Form

V. REFERENCE OF ACRONYMS

Codes	Definition
AILPO	Academe Industry Linkages and Partnerships Office
AVP	Assistant Vice President for Academic Services
EVP	Executive Vice President
LC	Linkages Coordinator
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NU	National University

VI. RESPONSIBILITIES

1. AILPO Director – meets and discusses with the Unit/Officer or College the terms and conditions of the MOA/MOU and monitors the overall conduct of the activities of the Unit/College/Program and the industry partner.

Date of Effectivity	May 31, 2023	<i>Controlled Mark</i>	Page 2 of 15
Supersedes	<i>None</i>		

Title: Industry Relations, Partnership, and Networks	Reference No.	MLA-EVP-AI-D-PR-005
	DEPARTMENT	ACADEME INDUSTRY LINKAGES AND PLACEMENT OFFICE
	Copies To	ALL CONCERNED UNITS
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2. AILPO Supervisor – assists and supervisor in the preparation, monitoring of implementation, and evaluation processes.
3. AILPO Associate – assists and handles the documentation process
4. AILPO Assistant – prepares the instance of contract signing for documentation and monitoring.
5. Linkages Coordinator – serves as the point person and representative of their respective College/ Unit/ Department for partnerships and collaboration.

VI. POLICY

Academe-Industry Linkages and Placements Office covers partnerships – industries, companies, businesses, networks, placements. It welcomes and values industry partners, academic institutions, employment firms and government agencies. It ensures that while NU community and all its stakeholders benefit from the linkages, partners’ needs are also met, thus, a symbiotic relationship is at work. Establishing and maintaining linkages is crucial in keeping the impact and relevance of National University. This policy aims to create smooth and harmonious internal transactions between and among units. Strong internal relationships can lead to better and robust partnerships, networks, and placements, thus resulting in dynamic linkage endeavors.

This policy applies to colleges, departments and units that enter different types of linkages. Institutional linkages refer to understanding or agreement that involves two or more entities, i.e. CBA + CCIT + COMEX. When a specific college, or unit and department involve linkages outside National University, it is institutional by nature. Collegial or departmental linkage applies to specific unit’s partnerships initiatives i.e. CCIT partners with MicroTrend, an industry directly works with IT related opportunities, CTHM partners with SM Hotels and Conventions, etc.

A college, a unit or a department is enjoined to do own linkages as it deems fit, necessary, and timely. However, a process of notification should be strictly observed. A meeting is set to establish the processes involved such as monitoring, feedbacking, evaluation and post partnership reporting and or meeting, if need be.

Unit or department is either working as OJT coordinator or Linkage Coordinator. He or she should echo the plans and target the needs of the college during meeting. As

Date of Effectivity	May 31, 2023	<i>Controlled Mark</i>	Page 3 of 15
Supersedes	<i>None</i>		

Title: Industry Relations, Partnership, and Networks	Reference No.	MLA-EVP-AI-D-PR-005
	DEPARTMENT	ACADEME INDUSTRY LINKAGES AND PLACEMENT OFFICE
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expected, LC should function as a conduit, under the leadership of the AILPO, between the industry and academe, or the college being represented. . The meetings are held once a month for updates and directions. Thus, both the LC and AILPO must work together towards dynamic academe industry partnerships.

Once an agreement is signed, LC should monitor the development of the partnership; both LC and AILPO should attend to the monitoring process. The process covers not just filling out forms but even analyzing the outputs and submissions of the interns in a periodic basis. Inputs provided by the industry partners should be compiled in a form of document for future use such as curriculum revisitations, advisory board meetings, etc.

Both AILPO and LC should maintain professionalism when issues arise with a specific industry. It should be kept in mind that building and maintaining partnerships lie on the context of relationships. Since, the university aims to be an exemplar, the ones-in-charge have to be open-minded and forward looking. Maintaining relationships should be done in a regular basis, a call, an email, or an onsite invitation and visitation to the industry are encouraged. Industry partners are also evaluated in a regular basis. The tool for such initiative is also one of the major objectives of the office.

In addressing which industries should National University be in partnership with, AILPO, after presenting with the LC and the approval, top 100 is the aim, but small and medium industries must not be excluded. Start-up companies can provide help in keeping up with the requirement of the changing times. If these industries are willing to sign an agreement or understanding, then, they must be categorized under their group. Industry partners are clustered according to the following: The Groups, (big names like SM Group, Aboitiz Group, etc.) The SME's (small and medium industries), The Start-Ups/Entreps (personal business or beginning businesses)

In addressing various supports from industry partners, LC should discuss with LPO any such plans of time. Support may come in different forms, thus, an open talk about it is enjoined. This demands transparency to avoid problems that may harm the partnership. Thus, prior to sending request, a thorough discussion of the project that requires industry support is demanded.

Date of Effectivity	May 31, 2023	<i>Controlled Mark</i>	Page 4 of 15
Supersedes	None		

Title: Industry Relations, Partnership, and Networks	Reference No.	MLA-EVP-AI-D-PR-005
	DEPARTMENT	ACADEME INDUSTRY LINKAGES AND PLACEMENT OFFICE
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A. SIGNING AUTHORITY MATRIX – INSTITUTIONAL

Collaboration Type	Primary Signatory	Secondary Signatory	Primary Witness	Secondary Witness (Optional)
1. Academic				
a. Faculty Immersion/Exchange	President	Executive Vice President	AILPO Director	College Dean
b. Student Exchange	President	Executive Vice President	AILPO Director	College Dean
c. Student Internship or Immersion	President	Executive Vice President	AILPO Director	College Dean
d. Cultural Exchange	President	Executive Vice President	AILPO Director	Student Affairs Office Director
e. Symposia/Conference Joint Undertaking	President	Executive Vice President	AILPO Director	Student Affairs Office Director
f. Community Extension (ComEx)	President	Executive Vice President or ComEx Director	AILPO Director	Community Extension Office Director
2. Technical				
a. Ladderized program (vocational to Bachelor's)	President	Executive Vice President	AVP	AILPO Director
3. Research				
a. Government-funded	President	Vice President for Research & Development	AILPO Director	Center for R&D Director
b. External grant	President	Vice President for Research & Development	AILPO Director	Center for R&D Director
4. Financial				

Date of Effectivity	May 31, 2023	<i>Controlled Mark</i>	Page 5 of 15
Supersedes	None		



Title: Industry Relations, Partnership, and Networks	Reference No.	MLA-EVP-AI-D-PR-005
	DEPARTMENT	ACADEME INDUSTRY LINKAGES AND PLACEMENT OFFICE
	Copies To	ALL CONCERNED UNITS

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a. Scholarship	President	Vice President for Finance	AILPO Director	
b. Endorsements	President	Vice President for Finance	AILPO Director	
5. Employment or Career Placements	President	Vice President for Academic Operations	AILPO Director	Student Affairs Office Director

** For the discussion on the Collaboration Type, please refer to the AILPO Manual.*

B. FOR UNIT'S SPECIFIC PARTNERSHIP/PROGRAM (COLLEGE, DEPARTMENT, etc)

Collaboration Type	Primary Signatory	Secondary Signatory	Primary Witness	Secondary Witness (Optional)
1. Academic				
a. Student Internship or Immersion	Executive Vice President	College Dean	Program Chair	AILPO Director
b. Community Extension	Executive Vice President	College Dean	Program Chair	AILPO Director / Community Extension Director

** The AILPO shall be furnished with a copy of the contract executed regardless whether the AILPO Director signs as a witness or not in the contract.*

Date of Effectivity	May 31, 2023	<i>Controlled Mark</i>	Page 6 of 15
Supersedes	None		

Title: Industry Relations, Partnership, and Networks	Reference No.	MLA-EVP-AI-D-PR-005
	DEPARTMENT	ACADEME INDUSTRY LINKAGES AND PLACEMENT OFFICE
	Copies To	ALL CONCERNED UNITS

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VIII. PROCESS FLOW

STEP	PROCEDURES	POLICIES AND GUIDELINES	TURN AROUND TIME	RESPONSIBLE
1	Conducts introductory meeting	Application and/or endorsement of a potential industry partner may be initiated by AILPO, College, Department, or other Unit/ Office within National University. In some cases, the industry partner will approach via email or snail mail any office of National University to request a possible partnership with the institution. The office that received this invitation shall forward it to AILPO as soon as possible.	3 to 5 days	AILPO if institutional Collegial if collegial
2	Sets up continuous communication	AILPO will create an email thread looping in all responsible in establishing the potential linkage. The email thread serves as an official form of communication for all those who are directly and indirectly involved. The email thread is also important in terms of monitoring the partnership, its directions, as well as accomplishments throughout its validity.	1 day	AILPO
3	Reviews any credentials submitted by the industry partner	The industry partner shall email their company profile, business permits and other certificates to ensure their legitimacy.	1 day	Industry partner
4	Prepares the partnership contract	AILPO will share the NU template of Memorandum of Agreement/ Understanding for their perusal. The industry partner has the option to use their own company template if they prefer to do so.	1 day	AILPO
5	**Finalizes the partnership contract	The MOA/MOU and its terms and conditions shall be reviewed by the AILPO director, involved College Dean, AVP, and EVP for further comments.	2 weeks to 1 month	AILPO, NU heads, & industry

Date of Effectivity	May 31, 2023	<i>Controlled Mark</i>	Page 7 of 15
Supersedes	None		



Title: Industry Relations, Partnership, and Networks	Reference No. MLA-EVP-AI-D-PR-005
	DEPARTMENT ACADEME INDUSTRY LINKAGES AND PLACEMENT OFFICE
	Copies To ALL CONCERNED UNITS

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		AILPO shall match, address, or negotiate the terms and conditions with the industry partner based on the comments and discussions from NU heads. AILPO and the industry partner shall finalize the partnership contract.		partner
6	Prepares the contract for signing or the signatories.	The AILPO shall prepare the contract and the Partner Endorsement Form as the cover page.	1 day	AILPO
7	**Signs the MOA/MOU	AILPO shall route the contract to the respective signatories. It will be signed by the executive head(s) of the industry partner and the counterpart of National University. If the partnership is within NU Manila, the signatory will be EVP. If the partnership is NU Philippines, the signatory will be the President. As protocol, the industry partner shall sign first in the agreement and then upon return to NU, NU signatories shall sign. However, when MOU originate from a partner, NU shall review and when all is cleared, will sign first. The partnership contract can be signed electronically or physically. Once signed, the contract must be printed with three (3) copies and 3 copies of the valid IDs of the signatories of the contract.	2 to 3 weeks	AILPO, NU heads, & industry partner
8	**Conducts a ceremonial signing (Optional)	It will be the prerogative of the industry partner if they prefer to conduct a ceremonial signing or not. If the signing entails the public contract signing, where the presence of the signatories is required and pictures will be taken for activity posting, the AILPO shall coordinate	Within 2 weeks or depending on the availability of the signatory	AILPO, NU heads, CorpComm, industry partner

Date of Effectivity	May 31, 2023	<i>Controlled Mark</i>	Page 8 of 15
Supersedes	None		



Title: Industry Relations, Partnership, and Networks	Reference No.	MLA-EVP-AI-D-PR-005
	DEPARTMENT	ACADEME INDUSTRY LINKAGES AND PLACEMENT OFFICE
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		<p>with the Corporate Communications and the corresponding Unit/Office or College in conducting the contract signing activity.</p> <p>The AILPO shall arrange for the invitation of the required signatories.</p> <p>The Corporate Communications Office shall prepare for all the contract signing arrangements, ie. venue, photo, and video coverage, with all the signing protocols and the consequent press and website release.</p> <p>The several offices participating in the collaboration shall be jointly in charge of and present during the public contract signing.</p>	of the parties involved	
9	Notarizes the contract	The contract should be sent to notary.	3 to 5 days	AILPO
10	Distributes copy of the agreement to the parties involved.	<p>All parties involved in the agreement shall be given the following:</p> <p>a. original copy of the signed and notarized agreement</p> <p>b. Copy of the valid IDs of the signatories.</p> <p>c. Attachments to the agreement</p>	3 to 5 days	AILPO
11	Meets with the Unit/Office Director or College Dean	<p>The endorsement shall be made via a meeting for the ample discussion of the terms and conditions of the contract. The meeting shall be a venue to discuss the following:</p> <p>a. Terms and conditions of the contract;</p> <p>b. Implementation action plan;</p> <p>c. Calendar of activities; and</p> <p>d. Other pertinent details.</p> <p>This meeting can be attended by all the personnel especially the assigned Linkage Coordinator that must be involved in the activity/program with the industry partner. If possible, the representative of the external</p>	1 day	AILPO

Date of Effectivity	May 31, 2023	<i>Controlled Mark</i>	Page 9 of 15
Supersedes	None		



Title: Industry Relations, Partnership, and Networks	Reference No.	MLA-EVP-AI-D-PR-005
	DEPARTMENT	ACADEME INDUSTRY LINKAGES AND PLACEMENT OFFICE
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		partner shall be invited and be present also in the said meeting. Upon the conduct of the successful meeting and the acceptance of the Unit/Office Director or College Dean, it shall be considered to have full turnover of the partner to the said Unit/Office/College.		
12	Files the activity documents	All the records and documents pertaining to the activity shall be filed per activity and then per Unit/Office/College.	3 to 5 days	AILPO
13	Conducts monitoring of the activity being conducted.	Every 2 weeks before the end of term, the Linkage Coordinator is tasked to submit a report to check compliances to the terms and conditions of the MOA/MOU. Must submit the accomplished Linkage Coordinator Report	1 day	Linkage Coordinator
14	Conducts evaluation of the activity at the end of each term or academic year.	At the end of the term or academic year or end of the contract period, whichever is applicable based on the type of collaboration. The respondents will be the following: a. Participant of the activity (number of samplings shall be determined by the Organizer) b. Head/Organizer of the Activity c. Representative from the External Partner (number of sampling shall be determined) This shall be an opportunity to learn and improve the partnership forged between NU and the external partner. ***A post-activity assessment meeting may be called upon by the AILPO Director should the presence and time permit	1 to 2 weeks	AILPO
12	Files the	All the records and documents pertaining to	1 to 2	AILPO

Date of Effectivity	May 31, 2023	<i>Controlled Mark</i>	Page 10 of 15
Supersedes	None		



Title: Industry Relations, Partnership, and Networks	Reference No.	MLA-EVP-AI-D-PR-005
	DEPARTMENT	ACADEME INDUSTRY LINKAGES AND PLACEMENT OFFICE
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	activity documents	the activity shall be filed per activity and then per Unit/Office/College.	weeks	
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Note: Evaluation within the department is done individually. Each immediate superior must assess the performance of his/her direct reports in relation to how effective the assigned task is being carried out. It aims to recommend on how to be prompter and more efficient.

Disclaimer:

***Partnership and client servicing demands flexibility and adaptability to changes. Therefore, the procedures and turn-around time might not be followed diligently if and when: (1) the industry partner handles the processing of partnership contract or ceremonial signing; (2) and/or partnership request came from the top management (e.g., Office of the President and other Executives).*

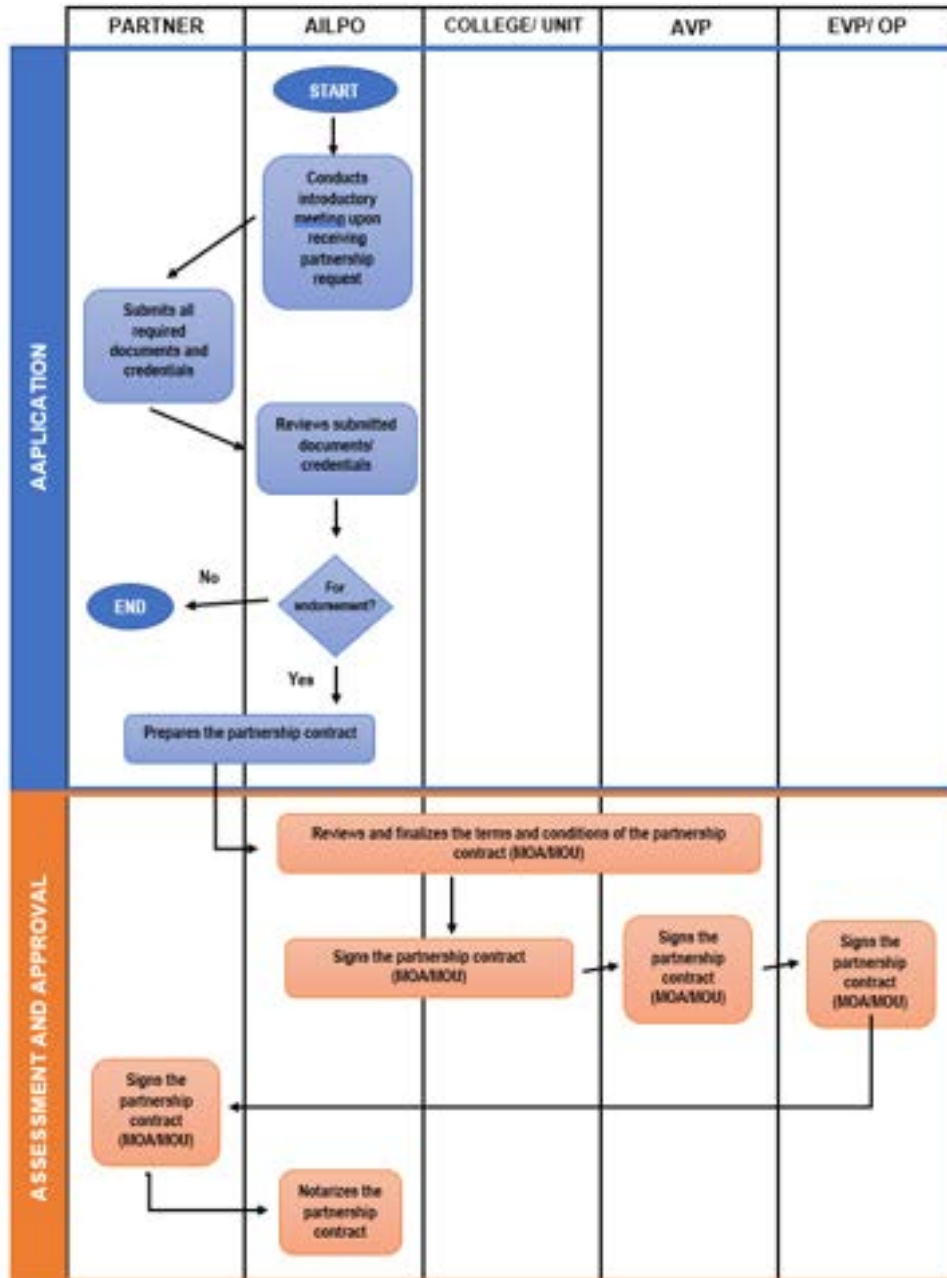
****The post-activity assessment initiated by AILPO will evaluate and assess whether the partnership has been either productive thus subject for renewal or continuation, or inactive thus subject for non-renewal and/or early termination. Parameters for this evaluation will be based from MLA-EVP-AI-D-F-005 Industry Relations Evaluation Form.*



Title: Industry Relations, Partnership, and Networks	Reference No.	MLA-EVP-AI-D-PR-005
	DEPARTMENT	ACADEME INDUSTRY LINKAGES AND PLACEMENT OFFICE
	Copies To	ALL CONCERNED UNITS

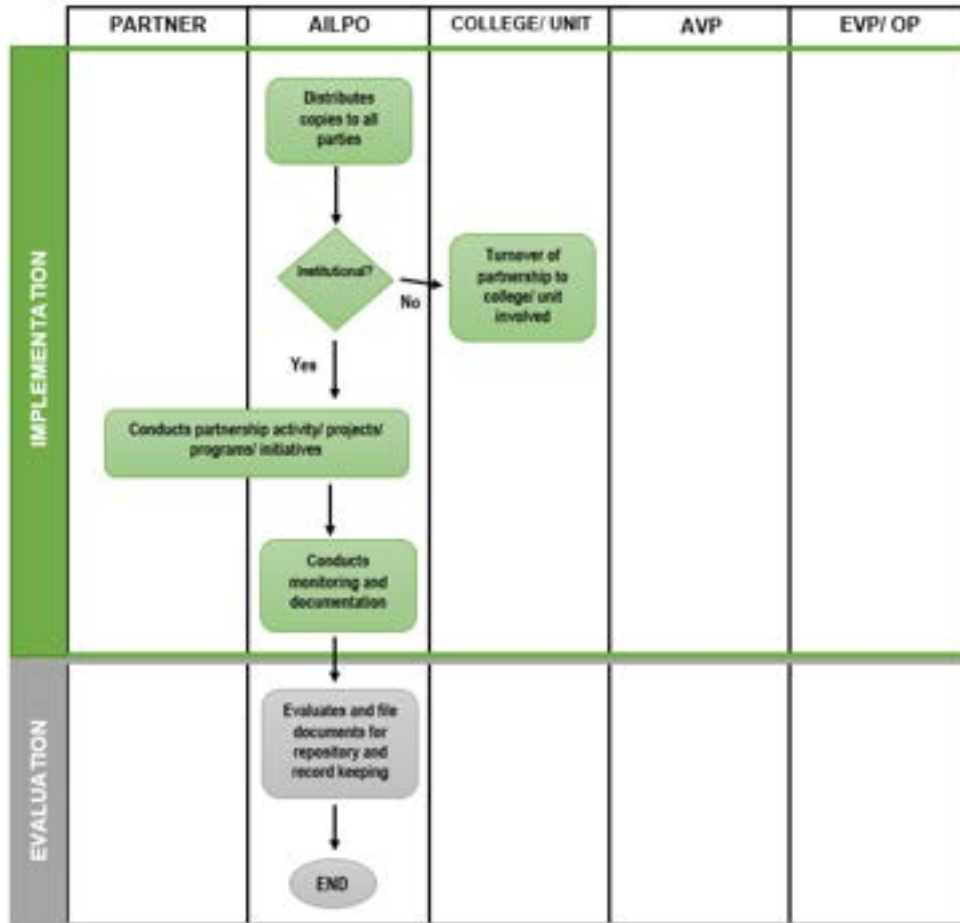
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VIII. PROCESS FLOW (Swimlane)



Title: Industry Relations, Partnership, and Networks	Reference No.	MLA-EVP-AI-D-PR-005
	DEPARTMENT	ACADEME INDUSTRY LINKAGES AND PLACEMENT OFFICE
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Notes:

- The **Red box** is a critical process that must **NOT** be eliminated.
- Broken lines [-----] are not necessarily part of the normal/ daily process but is still required to be observed, as this may be weekly reports, etc.

IX. PROCESS APPROVALS

Date of Effectivity	May 31, 2023	<i>Controlled Mark</i>	Page 13 of 15
Supersedes	None		



Title: Industry Relations, Partnership, and Networks	Reference No.	MLA-EVP-AI-D-PR-005
	DEPARTMENT	ACADEME INDUSTRY LINKAGES AND PLACEMENT OFFICE
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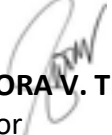
	Approver	Document/Report	Authority Limit
1	AILPO Director	Partner Endorsement Form Draft MOA/ MOU	Required
2	Program Chair/College Dean or Director of Offices/Units	Partner Endorsement Form Draft MOA/ MOU	Required
3	Assistant Vice President	Partner Endorsement Form Draft MOA/ MOU	Required
4	Executive Vice President	Partner Endorsement Form Draft MOA/ MOU	Required

Date of Effectivity	May 31, 2023	<i>Controlled Mark</i>	Page 14 of 15
Supersedes	<i>None</i>		



Title: Industry Relations, Partnership, and Networks	Reference No.	MLA-EVP-AI-D-PR-005
	DEPARTMENT	ACADEME INDUSTRY LINKAGES AND PLACEMENT OFFICE
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Prepared by:	Reviewed by:
 ERIKA MAE L. VALENCIA / GLENDORA V. TIU, PhD. Supervisor / Director Academe Industry Linkages and Placement Office	 DR. ROSAURO E. MANUEL Executive Vice President
Date Prepared: 2023-02-21	Date Reviewed:

Endorsed by:	Approved by:
JOHANNA G. MINGLANA Director Quality Management Office	RENATO CARLOS H. ERMITA, JR. PhD President and CEO
Date:	Date:

Date of Effectivity	May 31, 2023	<i>Controlled Mark</i>	Page 15 of 15
Supersedes	None		