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Strategic Assessment of the PAASCU Accreditation System (PAS)

Basis for a Strategic Development Framework and
Five-Year PAS Development Roadmap

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Executive Summary

Purpose and organizational relevance

The study examines the organizational implementation and utilization of the PAASCU Accreditation System (PAS) within the Philippine Accrediting Association of Schools, Colleges and Universities. It was designed to support management decisions concerning accreditation operations, stakeholder experience, quality assurance, governance, and the continuing development of PAS. The intended users are the Executive Director, Board of Trustees, PAASCU Management, PAS Administrators, Secretariat process owners, accreditors, member-institution representatives, and the RAKSO Development Team.

Design and evidence

The study used a convergent mixed-methods organizational case study design. The quantitative component comprised 50 complete survey records from purposively selected users with prior PAS experience. The qualitative component comprised 200 open-ended survey responses and 42 written responses from six role-based key informants. Four controlled organizational and PAS-related documentary source types were represented in a 14-entry evidence schedule. The five conceptual assessment dimensions—operational support, stakeholder experience, quality assurance support, strategic potential, and digital transformation readiness—were used as interpretive categories, not as independently validated quantitative subscales.

Verified findings

- Among the selected experienced users, PAS utilization was strongest for accreditation applications, document submission and access, scheduling, and access to visit information.
- Communication, status visibility, management reporting, analytics, and several cross-stakeholder handoffs remained dependent on email, spreadsheets, shared drives, direct follow-up, or other external channels.
- The seven-item survey reflected strong endorsement of PAS's perceived potential and general organizational value; it did not directly measure causal or before-and-after performance improvement.
- The integrated evidence indicates an established operational foundation in selected core transactions, but not a fully governed end-to-end accreditation-management environment.
- The strongest established organizational practices were the centralized document environment and the structured digital entry point for applications. They are classified as established practices rather than externally benchmarked best practices.
- The most consequential needs are socio-technical: workflow standardization, notifications, user capability, help and support, data quality, document lifecycle control, performance and resilience, governance, reporting, and analytics.

Executive Conclusion

PAS should be treated as a strategic organizational platform whose continuing development requires governance, process ownership, data stewardship, stakeholder capability, service management, technical controls, and evidence-informed investment. The study does not support a binary conclusion that PAS is either successful or unsuccessful. It supports a conditional

conclusion: PAS has a useful operational base and strong perceived strategic potential, while its end-to-end integration and decision-support maturity remain developing.

Decision Recommendation

The Board of Trustees and Executive Director should not adopt the proposed 2027–2031 roadmap as a final implementation commitment solely on the basis of the current manuscript. They may endorse it as a structured basis for formal validation, feasibility assessment, costing, annual operating-plan development, and governance approval. No advanced analytics, predictive capability, integration, or major technology investment should proceed before process, data, architecture, privacy, security, and resource prerequisites are established.

Immediate Management Gates

1. Accept the verified quantitative and qualitative research file as the evidence base for executive review, and require source custodians to confirm the authoritative versions and locations of controlled internal documents before final roadmap adoption.
2. Appoint an executive sponsor, accountable PAS product or process owner, and a cross-functional governance mechanism with documented decision rights.
3. Approve authoritative process maps, workflow statuses, data definitions, service standards, and evidence-retention rules.
4. Commission authorized technical, privacy, security, resilience, and architecture reviews.
5. Complete organizational validation, resource costing, risk assessment, and annual KPI approval before final roadmap adoption.

ABSTRACT

This organizational case study assessed the implementation and utilization of the PAASCU Accreditation System (PAS) as a basis for continuing organizational development. A convergent mixed-methods design integrated 50 complete survey records from purposively selected PAS users, 200 open-ended survey responses, 42 written responses from six role-based key informants, and a 14-entry schedule covering four controlled organizational and PAS-related documentary source types. Quantitative findings were verified through frequencies, percentages, item distributions, medians, interquartile ranges, supplementary means and standard deviations, a descriptive seven-item composite, and whole-scale internal consistency. The five assessment dimensions were used for mixed-methods interpretation and were not treated as independently validated quantitative subscales. PAS use was strongest for applications, document submission and access, scheduling, and visit information, while communication, status visibility, reporting, analytics, and cross-stakeholder handoffs remained uneven. Respondents generally endorsed PAS's organizational potential, but the study did not establish causal or before-and-after performance effects. The integrated interpretation identifies an established operational foundation, role-dependent user experience, developing document and data controls, strong perceived strategic potential, and incomplete readiness conditions for sustained digital transformation. A preliminary Strategic Development Framework and proposed 2027–2031 PAS Development Roadmap are presented for organizational validation, feasibility assessment, costing, governance approval, and phased implementation. The quantitative and qualitative evidence base was reconciled during final quality assurance; formal roadmap adoption remains subject to documentary custodian confirmation and organizational decision gates.

Keywords: PAASCU Accreditation System (PAS), accreditation management, organizational case study, mixed methods, information systems success, quality assurance, digital transformation, technology roadmap

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CHAPTER 1
INTRODUCTION

1.1 Organizational Context and Rationale

Digital transformation extends beyond the acquisition of technology. It involves coordinated changes in strategy, processes, organizational capabilities, governance, data, user practices, and service delivery (Vial, 2019; Warner & Wäger, 2019). Within a quality management environment, digital systems can support documented information, process control, performance evaluation, stakeholder communication, risk-based decisions, and continual improvement when they are governed and used consistently (International Organization for Standardization [ISO], 2015).

PAASCU established PAS as an integrated platform to support accreditation applications, scheduling, document submission and access, stakeholder coordination, monitoring, and related organizational requirements. PAASCU defines the accreditation and operational requirements and directs enhancement priorities, while the RAKSO Development Team translates approved requirements into technical solutions. PAS is therefore treated in this study as a management-directed organizational platform rather than an independent technology project.

The organizational need for the study arose from the absence of a consolidated assessment that brought together stakeholder perceptions, role-based experience, key-informant perspectives, organizational documents, and PAS-related records. Without a consolidated evidence base, development decisions may be driven by isolated requests, immediate operational concerns, or technical preferences rather than by approved processes, risk, stakeholder value, quality assurance, and strategic priorities.

1.2 Statement of the Problem

The central organizational problem is the limited consolidated evidence concerning how PAS is used by selected stakeholder groups, where it provides present operational support, where users encounter friction, and what governance and capability conditions are required for sustained development. The study therefore examines the organizational implementation and utilization of PAS within PAASCU, not the software platform in isolation.

The bounded case is the organizational implementation and utilization of PAS within PAASCU during the study period and within the approved documentary coverage. PAS-supported accreditation operations constitute the primary unit of analysis. Stakeholder groups are treated as distinct sources of evidence; they are not automatically interpreted as separate embedded cases.

1.3 Research Questions

1. What is the current utilization of PAS among the selected experienced users in Secretariat operations, accreditor activities, institutional accreditation processes, and stakeholder familiarity?
2. How does the integrated evidence characterize PAS with respect to operational support, stakeholder experience, quality assurance support, strategic potential, and digital transformation readiness?
3. What demonstrated organizational strengths and established or promising practices are associated with PAS implementation and utilization?

4. What implementation challenges, risks, and enhancement opportunities are identified for the continuing development of PAS?
5. What preliminary Strategic Development Framework and proposed Five-Year PAS Development Roadmap may be formulated for organizational validation and approval?

1.4 Objectives of the Study

General Objective

To conduct a strategic organizational assessment of the reported implementation and utilization of PAS and to formulate a preliminary Strategic Development Framework and proposed Five-Year PAS Development Roadmap for organizational validation, feasibility assessment, and management approval.

Specific Objectives

1. Describe current PAS utilization among the selected experienced users across relevant stakeholder roles and accreditation functions.
2. Integrate quantitative, qualitative, documentary, and administrative evidence concerning the five conceptual assessment dimensions.
3. Identify demonstrated strengths and established or promising organizational practices.
4. Identify implementation challenges, risks, unmet capabilities, and development opportunities.
5. Translate the verified and validated findings into a phased organizational development proposal with governance, dependencies, controls, and measurable outputs.

1.5 Significance of the Study

Stakeholder	Expected organizational use of the study
Board of Trustees and Executive Director	Support governance decisions, policy direction, prioritization, resource approval, risk oversight, and monitoring of organizational benefits.
PAASCU Management and process owners	Clarify process ownership, operating requirements, data responsibilities, workflow controls, and implementation priorities.
PAS Administrators	Support performance baselines, service measures, user support, change control, testing, release management, and evidence-based enhancement planning.
RAKSO Development Team	Provide authorized, prioritized, and testable business requirements and clearer development dependencies and acceptance criteria.
Secretariat personnel	Support standard workflows, role-based capability development, consistent PAS use, and documentation of exceptions.
Accreditors and institutional users	Support clearer user journeys, responsive assistance, reliable status information, and structured feedback.

Stakeholder	Expected organizational use of the study
Future organizational researchers	Provide a transparent example of mixed-methods case-study reporting while documenting the limits of perception-based and nonprobability evidence.

1.6 Scope, Delimitations, and Limitations

Scope and Boundaries

Organizational boundary: PAASCU and its relationship with the RAKSO Development Team in relation to PAS.

Operational boundary: PAS-supported accreditation applications, document activities, scheduling, stakeholder coordination, monitoring, reporting, and related governance and support processes.

Participant boundary: selected experienced Secretariat personnel, accreditors, institutional representatives, the Executive Director, PAS Administrators, and RAKSO Development Team members.

Data-collection period: June 24 to July 3, 2026, as reported in Chapter 3.

Documentary boundary: the reported 2026 Accreditation Guidebook, PAS System Documentation in force during the study period, the Enhancement Recommendation Report consolidated as of July 3, 2026, and minutes of the June 30, 2026 PAS development meeting.

Delimitations

The study does not constitute an independent source-code, database, network, cybersecurity, privacy-compliance, architecture, or penetration audit.

The study does not estimate organization-wide adoption because survey eligibility required prior PAS experience and used purposive sampling.

The seven-item survey does not constitute five independently validated quantitative subscales.

The study does not establish causal or before-and-after performance effects attributable to PAS.

Critical Limitations

The final quality assurance review received and reconciled the de-identified survey records, statistical schedules, open-ended response corpus, key-informant responses, coding matrix, and codebook. The documentary evidence schedule, however, identifies illustrative analytical records rather than reproducing authorized extracts from the four controlled organizational sources. Formal adoption therefore requires source custodians to confirm the exact version, location, and authoritative extract for each documentary claim.

Participant perceptions may be influenced by role, frequency of system use, organizational relationships, and the absence of nonuser perspectives.

Unique key-informant roles may remain deductively identifiable despite coding.

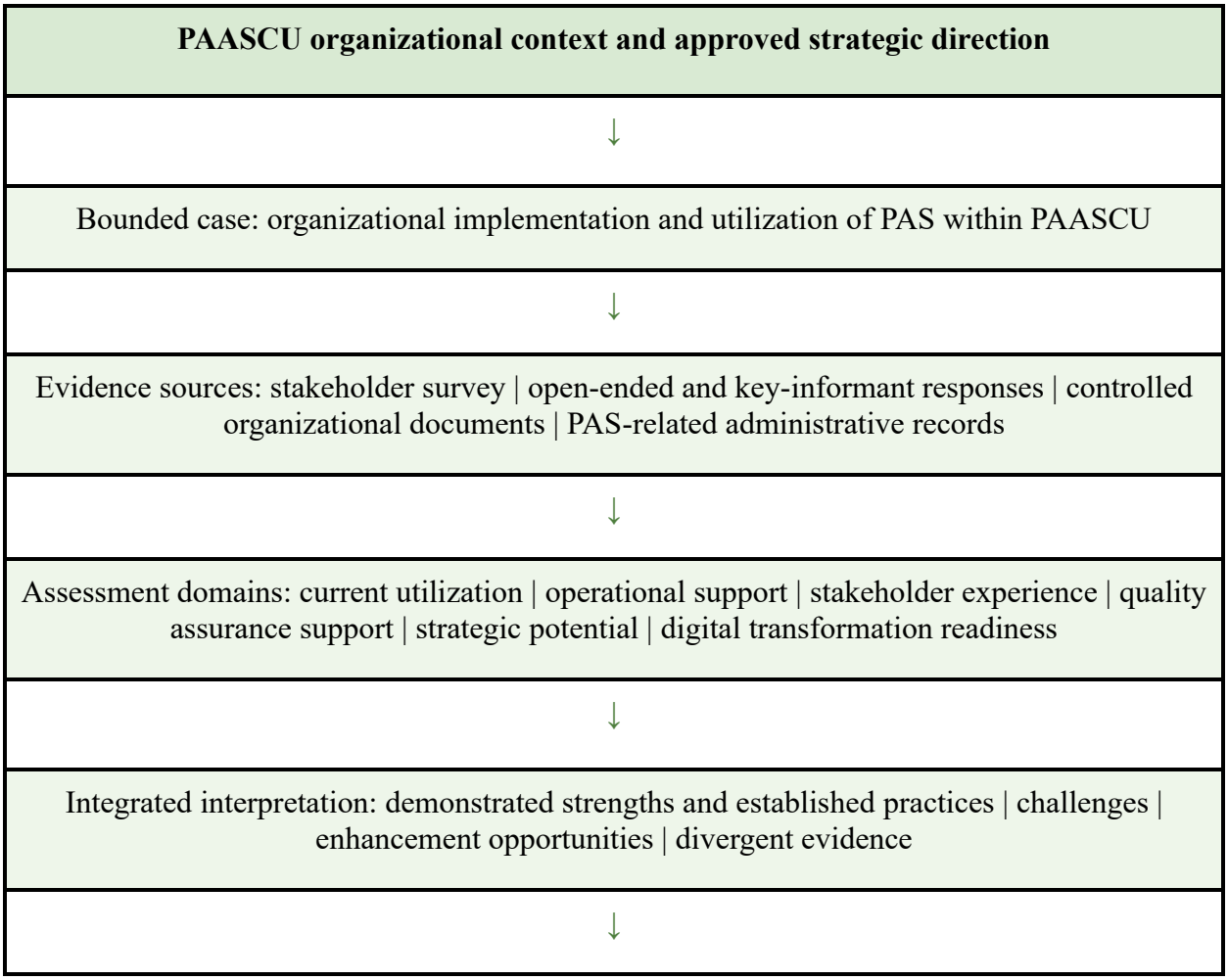
The directional response scale included “Moderately Agree” rather than a neutral midpoint, which limits conventional Likert interpretation.

The roadmap is a proposal until organizational validation, technical feasibility, privacy and security review, costing, and formal approval are completed.

1.7 Analytical Framework

The Information Systems Success Model provides a guiding structure for examining system use, system quality, information quality, service quality, user satisfaction, and organizational benefits (DeLone & McLean, 2003). In this manuscript, these constructs inform PAS-specific analytical categories rather than functioning as a fully validated measurement model. Digital transformation readiness is treated as a separate organizational enabling condition involving leadership, governance, resources, capability, data, change management, and technical controls.

Figure 1.1
Analytical framework for the strategic assessment of PAS



PAASCU organizational context and approved strategic direction
Preliminary Strategic Development Framework and proposed 2027–2031 PAS Development Roadmap
↓
Organizational validation, feasibility review, governance approval, implementation, monitoring, and continual improvement

Note. The arrows show the sequence of evidence integration and organizational decision-making; they do not imply causal relationships.

1.8 Operational Definitions

Term	Operational definition
Bounded case	The organizational implementation and utilization of PAS within PAASCU during the defined study and documentary period.
Current utilization	Reported use of a PAS function by a selected experienced user in relation to that person's role and stage in the accreditation cycle.
Operational support	The perceived, reported, and documented contribution of PAS to accreditation workflows; it is not treated as proof of causal efficiency improvement.
Stakeholder experience	Role-based perceptions of accessibility, navigation, responsiveness, communication, guidance, support, and satisfaction.
Quality assurance support	The perceived and documented contribution of PAS to evidence availability, monitoring, traceability, document control, data reliability, and accreditation-process support.
Strategic potential	The perceived and documented capacity of PAS to support organizational planning, management information, coordination, institutional memory, and future development.
Digital transformation readiness	Organizational conditions required to sustain development, including leadership, governance, resources, user capability, data, change management, architecture, reliability, privacy, and security.

Term	Operational definition
Established organizational practice	A repeatedly reported and documented PAS-supported practice with demonstrated organizational use; the term does not imply external benchmarking as a best practice.
Preliminary roadmap	A researcher-proposed sequence of strategic development directions subject to evidence verification, organizational validation, feasibility, costing, and formal approval.

CHAPTER 2
REVIEW OF RELATED LITERATURE

2.1 Scope and Approach of the Review

The review uses a focused organizational-research approach rather than claiming to be a systematic review. It draws on verified landmark and methodological sources concerning digital transformation, information systems success, stakeholder-centered implementation, quality management, case study research, and technology road mapping, together with the internal PAASCU documents identified in Chapter 3. Claims of research gaps are therefore stated as gaps identified within the reviewed sources, not as universal claims about all available literature.

2.2 Digital Transformation as Organizational Change

Digital transformation concerns strategic and organizational change enabled by digital technology. Vial (2019) emphasizes the interaction of digital disruption, strategic response, organizational barriers, and altered value creation. Warner and Wäger (2019) similarly describe digital transformation as an ongoing process of strategic renewal requiring sensing, seizing, and transforming capabilities. These perspectives support the treatment of PAS as an organizational platform whose value depends on governance, processes, data, people, and technology rather than on software features alone.

For PAASCU, the practical implication is that system enhancement should be coordinated with accreditation-process ownership, stakeholder capability, document and data controls, service support, performance monitoring, and change management. Technology can enable more consistent workflows and information access, but it cannot independently resolve unclear responsibilities, unstable requirements, incomplete status definitions, or inconsistent use.

2.3 Information Systems Success and PAS Evaluation

The DeLone and McLean (2003) model identifies system quality, information quality, service quality, use, user satisfaction, and net benefits as interrelated dimensions of information systems success. The model is useful for PAS because it prevents evaluation from being limited to technical functionality. It also requires caution: system use does not automatically establish benefit, and a high level of user endorsement does not independently demonstrate process efficiency or strategic impact.

Table 2.1
Mapping of the Information Systems Success Model to the PAS analytical areas

Theoretical Construct	PAS Assessment Area
System Quality	Operational support; stakeholder experience
Information Quality	Quality assurance support; strategic potential
Service Quality	Stakeholder Experience
System Use	Current Utilization

Theoretical Construct	PAS Assessment Area
User Satisfaction	Stakeholder Experience
Net Benefits	Operational Support; Quality assurance support; strategic potential
Supplementary Contextual Construct: Digital Transformation Readiness	Leadership, governance, resources, user capability, data, change management, and technical controls

Note. The mapping guides evidence integration. It does not establish independently validated quantitative subscales.

2.4 Stakeholder Engagement, Experience, and Adoption

PAS serves users with different responsibilities, access frequencies, and information needs. Secretariat personnel may use the platform regularly across multiple processes, whereas accreditors and institutional users may access PAS only during a particular accreditation activity. A uniform interface, communication strategy, or training program may therefore produce uneven results. Role-based design, concise guidance for occasional users, responsive assistance, status transparency, and structured feedback are organizational requirements rather than optional usability enhancements.

The distinction between adoption and effectiveness is also important. Required use may produce high transaction counts without a positive user experience, while a user may endorse the potential value of PAS even when important tasks still require external channels. Evaluation should therefore combine reported use, role-based experience, controlled records, and organizational consequences.

2.5 Digital Transformation Readiness and Change Capability

Readiness is treated in this study as a composite organizational condition rather than a single survey score. It includes leadership commitment, governance, decision rights, resources, user capability, support, data quality, process standardization, change management, architecture, testing, reliability, privacy, and security. Strategic willingness to continue digital development is necessary but does not establish readiness when these controls remain incomplete.

2.6 Quality Management and Accreditation Operations

ISO 9001:2015 emphasizes organizational context, leadership, planning, resources, competence, communication, documented information, operational control, performance evaluation, and improvement. PAS may support these requirements by improving evidence availability, workflow visibility, monitoring, and information retrieval. It does not automatically establish conformity. Effective controls require approved procedures, responsibilities, data definitions, access rules, performance measures, internal review, and evidence that the process operates as intended.

The internal PAASCU sources identified in the study describe accreditation workflows, PAS modules, enhancement requirements, and development decisions. These documents provide the organizational context for interpreting the participant evidence but must be traceable to exact versions, custodians, and extracts before they are relied upon as independent corroboration.

2.7 Strategic Development and Technology Road Mapping

Technology road mapping provides a structured way to connect organizational drivers, required capabilities, initiatives, and time-based development (Phaal et al., 2004). A roadmap is not merely a list of desired features. It should identify dependencies, decision gates, resources, owners, performance measures, risks, and the conditions under which an initiative should proceed, change, or be deferred.

For PAS, process and data foundations should generally precede advanced analytics and predictive capabilities. Governance, privacy, security, reliability, user support, and continual monitoring operate across all phases rather than being confined to a single year. The proposed five-year sequence in Chapter 5 is therefore presented as a provisional planning structure subject to annual review and approved changes.

2.8 Integrated Synthesis and Research Gaps

Table 2.2

Synthesis of the literature and relevance to the present study

Theme	Synthesis from verified literature	Gap addressed by the study
Digital transformation	Sustainable digital change requires strategic renewal, governance, capability, and organizational adaptation.	Limited integrated organizational evidence concerning PAS as an accreditation-management platform.
Information systems success	Use, quality, service, satisfaction, and benefits should be interpreted together and not reduced to technical performance.	Need to integrate role-based use, perceptions, documents, and organizational implications.
Stakeholder experience	Different user roles and use frequencies require segmented design, guidance, and support.	Need to compare experienced Secretariat, accreditor, institutional, leadership, administrative, and technical perspectives.
Quality management	Digital systems can support documented information, monitoring, and improvement only when processes and controls are defined.	Need to assess document, data, workflow, and governance support in PAASCU's context.
Strategic road mapping	Roadmaps connect drivers, capabilities, initiatives, time, and governance decisions.	Need for a structured PAS development proposal rather than an unrestricted feature list.

CHAPTER 3
RESEARCH METHODOLOGY

3.1 Research Design and Case Definition

The study employed a convergent mixed-methods organizational case study design. Quantitative and qualitative participant evidence was collected during the same study period, analyzed separately, and integrated during interpretation. Documentary and administrative evidence was analyzed as additional case-study evidence used to contextualize, corroborate, qualify, or challenge participant accounts (Creswell & Creswell, 2018; Yin, 2018).

The bounded case is the organizational implementation and utilization of PAS within PAASCU. PAS-supported accreditation operations constitute the primary unit of analysis. The stakeholder groups are evidence sources with different roles and experiences; the manuscript does not claim separate embedded cases unless a subsequent analysis formally treats them as such.

Integration used side-by-side comparison, joint displays, and meta-inferences. A meta-inference is an integrated conclusion derived from the combined evidence. Evidence was categorized as convergent when sources supported a similar interpretation, complementary when one source explained or extended another, and divergent when sources differed by role, timing, access, or evidentiary coverage.

3.2 Alignment of Questions, Evidence, and Outputs

Table 3.1
Alignment of research questions, objectives, data sources, analysis, and outputs

Research Question	Specific Objective	Data Source	Analysis Method	Expected Output
RQ1. What is the current utilization of PAS in terms of Secretariat operations, accreditor activities, member-institution processes, and stakeholder awareness and familiarity?	Objective 1. Determine current utilization across the same four areas.	Stakeholder survey; PAS-related system records	Frequency counts; percentages	Current-utilization profile across key accreditation functions
RQ2. How is PAS assessed in terms of operational support, stakeholder experience, quality assurance support, strategic potential, and digital transformation readiness?	Objective 2. Evaluate PAS across the five assessment dimensions.	Stakeholder survey; open-ended responses; key-informant forms; organizational documents; PAS records	Item distributions; medians/IQRs; item means/SDs; overall seven-item summary; thematic analysis; triangulation	Integrated organizational assessment across the five conceptual dimensions

Research Question	Specific Objective	Data Source	Analysis Method	Expected Output
RQ3. What organizational strengths and established or promising practices can be identified from PAS implementation and utilization?	Objective 3. Identify organizational strengths and established or promising practices.	Open-ended responses; key-informant forms; documents; PAS records	Checklist frequencies where applicable; thematic analysis; triangulation	Identified strengths and established or promising practices
RQ4. What implementation challenges and enhancement opportunities may be identified for the continuing development of PAS?	Objective 4. Determine implementation challenges and enhancement opportunities.	Survey; open-ended responses; key-informant forms; documents; PAS records	Checklist ranking where applicable; thematic analysis; triangulation	Evidence-informed challenge and opportunity register
RQ5. What Strategic Development Framework and proposed Five-Year PAS Development Roadmap may be developed based on the findings?	Objective 5. Develop the framework and proposed roadmap.	Integrated quantitative, qualitative, documentary, and administrative findings	Mixed-methods integration; prioritization matrix; organizational review and validation	Strategic Development Framework and proposed Five-Year PAS Development Roadmap

3.3 Research Setting

The research setting was PAASCU, which owns, governs, and uses PAS in coordination with its technical development partner. The case setting includes accreditation operations, stakeholder interfaces, system administration, organizational decision-making, and PAS development activities. The study was not designed as an independent technical audit.

3.4 Participants and Sampling

The quantitative component used purposive sampling and invited 60 registered PAS users: 10 Secretariat personnel, 25 accreditors, and 25 representatives of member institutions. Fifty complete responses were retained, producing an 83.33% response rate for the purposively invited sample. The qualitative component used a role-based census of the identified positions: the Executive Director, two PAS Administrators, and three RAKSO Development Team members.

Because eligibility required prior PAS experience, the sample supports contextual interpretation among selected experienced users. It does not estimate PAS awareness, adoption, or nonuse across the full stakeholder population. The controlled research file retains the respondent codes and invited/completed counts; the eligible population frame, invitation log, and detailed selection record should remain under authorized organizational custody.

Table 3.2
Participant Distribution

Component	Stakeholder group	Invited	Completed	Reported response rate	Interpretive limitation
Survey	PAASCU Secretariat Personnel	10	10	100.00%	Purposive experienced-user evidence; not population-representative.
Survey	Accreditors	25	20	80.00%	Purposive experienced-user evidence; not population-representative.
Survey	Representatives of PAASCU Member Institutions	25	20	80.00%	Purposive experienced-user evidence; not population-representative.
Survey	Total	60	50	83.33%	Overall response rate applies to the invited purposive sample.
Key informant	PAASCU Executive Director	1	1	Role-based census of selected positions.	
Key informant	PAS Administrators	2	2	Role-based census of selected positions.	
Key informant	RAKSO Development Team	3	3	Role-based census of selected positions.	

3.5 Sources of Evidence and Chain of Evidence

Table 3.3
Sources of evidence

Source of Evidence	Research Component	Purpose
Stakeholder Survey Questionnaire – Closed-ended Responses	Quantitative	Measure current utilization and provide item-level and overall seven-item assessment
Stakeholder Survey Questionnaire – Open-ended Responses	Qualitative	Identify concerns, recommendations, and strategic perspectives

Source of Evidence	Research Component	Purpose
Written Key-Informant Response Forms	Qualitative	Obtain strategic, organizational, administrative, operational, and technical perspectives
Organizational Documents	Documentary	Examine the approved organizational and PAS-related sources listed in Table 3.4
PAS-Related System Records	Administrative/Documentary	Provide controlled administrative and technical evidence through the sources listed in Table 3.4

Participant perceptions, approved organizational documents, and system-generated records have different evidentiary functions. The final analysis should preserve source identity and should not treat a feature described in documentation as proof that it was consistently used or effective. Likewise, respondent experience should not be treated as a substitute for objective performance records.

Table 3.4
Documentary Review Matrix

Documentary Source	Owner/Custodian	Version/Date	Inclusion Criteria	Research Question(s) Supported	Evidence Extracted
PAASCU Accreditation Guidebook	PAASCU	2026 Edition	Official accreditation guide used during the conduct of the study	RQ2, RQ3, RQ4	Accreditation procedures, PAS functions, and organizational processes
PAS System Documentation	PAASCU / RAKSO Development Team	Version in force during June 24–July 3, 2026	Official PAS documentation used during the data-collection period	RQ2, RQ4	System modules, workflows, user functions
PAS Enhancement Recommendation Report	PAASCU	Consolidated as of July 3, 2026	Official consolidated enhancement recommendations available at the close of data collection	RQ4	Enhancement priorities and recommended system improvements
Minutes of the PAS Development Meeting	PAASCU / RAKSO	June 30, 2026	Official meeting discussing PAS	RQ3, RQ4	Implementation concerns, development

Documentary Source	Owner/Custodian	Version/Date	Inclusion Criteria	Research Question(s) Supported	Evidence Extracted
	Development Team		implementation and enhancement		decisions, and agreed enhancement directions

Note. Formal adoption requires a complete evidence log linking every document code used in Chapter 4 to the exact source, date, page or section, extract, custodian, and researcher interpretation.

3.6 Research Instruments and Operationalization

The primary instrument was a researcher-developed stakeholder questionnaire containing respondent information, current utilization, seven directional Likert statements, challenges, development priorities, and strategic-direction questions. The seven statements provide an overall descriptive index of respondent endorsement. They do not constitute five validated subscales or a causal measure of system effectiveness.

Table 3.5
Structure of the stakeholder instrument

Section	Instrument Component	Purpose	Response Format
A	Respondent Information	Obtain respondent profile and PAS-use background	Multiple choice/checklist
B	Current Status of PAS	Determine awareness, familiarity, and utilization	Multiple choice/checklist
C	Assessment of PAS	Obtain a global stakeholder assessment of PAS; support mixed-methods interpretation of the five conceptual dimensions	Five-point Likert scale
D	Challenges and Concerns	Identify implementation and operational issues	Checklist/open-ended
E	Future Development	Identify enhancement priorities and desired functions	Open-ended
F	Strategic Direction	Gather views on the long-term role of PAS	Open-ended

Table 3.6
Operationalization of the five conceptual assessment areas

Assessment Dimension	Operational Meaning	Selected Indicators	Source of Evidence
Operational Support	Perceived and documented extent to which PAS supports accreditation workflows and operational efficiency	Scheduling, document management, monitoring, workflow efficiency	Relevant survey items; written responses; controlled documents
Stakeholder Experience	Users' reported perceptions of accessibility, usability, responsiveness, and satisfaction	Ease of use, responsiveness, communication, user support	Relevant survey items; written responses
Quality Assurance Support	Perceived and documented extent to which PAS supports accreditation documentation and quality assurance processes	Evidence submission, monitoring, document traceability	Relevant survey items; written responses; controlled documents
Strategic Potential	Perceived and documented contribution of PAS to planning, decision-making, and service delivery	Reporting, planning support, alignment with organizational goals	Relevant survey items; written responses; controlled documents
Digital Transformation Readiness	Organizational preparedness for sustained PAS adoption and enhancement	Leadership, governance, user adoption, training, resources, change readiness	Relevant survey items; written responses; controlled documents

Table 3.7
Methodological treatment of the seven-item scale

Aspect	Methodological Treatment	Permitted Quantitative Output	Restriction
Scale structure	Seven integrated Likert-scale statements	Item-level distributions and summaries	Not five independent subscales
Overall scale	Global stakeholder assessment of PAS	Overall, seven-item composite and whole-scale reliability	No causal or multidimensional validity claim
Five dimensions	Conceptual categories for mixed-methods interpretation	No separate dimension score	Dimension conclusions require qualitative and documentary corroboration

Aspect	Methodological Treatment	Permitted Quantitative Output	Restriction
Reporting	Results organized by research question and evidence source	Frequencies, medians/IQRs, means/SDs, and applicable rankings	Do not interpret category 3 as neutral

3.7 Expert Review, Pilot Testing, and Reliability

Instrument-development records indicate that three validators with expertise in educational research, methodology, and quality assurance reviewed the instrument for relevance, clarity, organization, completeness, and appropriateness. This is appropriately characterized as expert content and face review because formal content-validity indices were not presented. The instrument was pilot-tested with 35 participants similar to the target groups.

Table 3.8
Summary of the expert-review process

Validation Criterion	Purpose	Action Taken
Relevance	Determine alignment with research objectives	Refined items to align with the Statement of the Problem and objectives
Clarity	Improve comprehensibility	Revised ambiguous statements and instructions
Organization	Evaluate logical sequence and arrangement	Reordered selected items to improve flow
Completeness	Ensure adequate coverage of the constructs	Added or refined items where needed
Appropriateness	Assess suitability for intended respondents	Adjusted selected items for stakeholder groups

The instrument-development record reports an overall pilot Cronbach's alpha of .95. This indicates high preliminary internal consistency, although it may also reflect overlap among positively framed items. Alpha does not establish one-dimensionality, construct validity, or the validity of the five conceptual assessment areas (Tavakol & Dennick, 2011). The subgroup values are retained as supplementary pilot information and should not be overinterpreted. The verified internal-consistency estimate for the 50-record study sample is presented in Chapter 4 and Appendix G.

Table 3.9
Pilot testing and preliminary internal consistency

Participant Group	Number of Pilot Participants	Number of Likert-Scale Items	Cronbach's Alpha	Interpretation
PAASCU Secretariat Personnel	5	7	.92	High; interpret cautiously
Accreditors	15	7	.97	High; interpret cautiously
Representatives of PAASCU Member Institutions	15	7	.96	High; interpret cautiously
Overall Pilot Sample	35	7	.95	High; interpret cautiously

3.8 Data Gathering and Data Management

The study file indicates that organizational approval was secured before data collection and that the electronic instruments were administered from June 24 to July 3, 2026. The instruments contained an informed-consent statement covering purpose, voluntary participation, confidentiality, use of data, and the right to exit before submission. The 50 retained survey records were complete and eligible, and one representative was retained per participating institution.

The controlled study file should retain the applicable Google Forms settings, identifiers collected for eligibility, separation of consent and analytical records, de-identification controls, access permissions, backup and retention arrangements, and secure disposal authority. The retention period should follow PAASCU's approved records-retention schedule and privacy controls.

3.9 Data Analysis

Quantitative evidence was summarized using frequencies, percentages, item distributions, medians, interquartile ranges, supplementary means and standard deviations, an overall seven-item composite, whole-scale internal consistency, and rankings for checklist items. The directional response scale used 3 = Moderately Agree rather than a neutral midpoint. Response distributions and ordinal summaries are therefore primary; means are supplementary and are not interpreted using conventional neutral-centered cutoffs.

Table 3.10
Administered five-point response anchors and analytical treatment

Numerical Code	Administered Response Anchor	Analytical Treatment
5	Strongly Agree	Highest degree of endorsement
4	Agree	High degree of endorsement
3	Moderately Agree	Moderate endorsement; not a neutral midpoint
2	Disagree	Low degree of endorsement
1	Strongly Disagree	Lowest degree of endorsement

Qualitative participant evidence was analyzed through a hybrid, framework-guided thematic process that included familiarization, coding, theme development, review, definition, and analytical reporting. The codebook was deductively informed by the analytical framework while permitting data-driven refinement. Source groups were compared, and convergent, complementary, and divergent evidence was retained. Documentary evidence was reviewed for relevance, authenticity, credibility, coverage, and meaning (Bowen, 2009), subject to the custodian-confirmation limitation stated in this report (Braun & Clarke, 2021).

3.10 Trustworthiness and Methodological Quality

Quality criterion	Reported or required control
Credibility	Multiple stakeholder roles, joint displays, documentary review, and retention of divergent evidence.
Dependability	Documented procedures, version-controlled instruments, codebook and theme-development records, and a reproducible analysis file.
Confirmability	Source-linked quotations, documentary evidence codes, reflexive notes, and an audit trail separating evidence from researcher interpretation.
Transferability	Clear description of the bounded PAASCU case, participant roles, operational context, and limits on generalization.
Quantitative reliability	Cautious reporting of pilot and actual-sample internal consistency without claims of construct validation.
Integration quality	Transparent classification of convergence, complementarity, and divergence and traceable meta-inferences.

3.11 Preliminary Framework and Roadmap Development Procedure

Table 3.11
Proposed enhancement-prioritization criteria

Prioritization Criterion	Description	Primary Basis for Assessment
Strategic Alignment	Degree to which the proposed enhancement supports PAASCU's strategic goals, accreditation objectives, and digital-transformation priorities	Integrated findings
Stakeholder Impact	Expected contribution to the needs and experiences of Secretariat personnel, accreditors, and member institutions	Survey findings and qualitative themes
Urgency	Extent to which the enhancement addresses immediate or recurring operational concerns	Survey rankings and qualitative evidence
Implementation Feasibility	Practicality considering organizational resources, technical capability, dependencies, and readiness	Key-informant and organizational evidence
Resource Requirement	Estimated organizational effort, time, cost, and resources needed	Organizational documents and PAS records
Risk Reduction	Potential to reduce operational, information-management, and service-delivery risks	Qualitative and documentary evidence
Quality Assurance Value	Contribution to accreditation effectiveness, process improvement, traceability, and evidence-based quality assurance	Integrated findings

The proposed scoring approach uses seven five-point criteria and preserves the raw criterion profile. A single arithmetic mean must not mechanically determine priority because urgent compliance or risk controls may require action despite high resource burden, while low-cost requests may not warrant strategic priority. Each criterion requires approved scoring anchors, at least two authorized reviewers, disclosure of disagreement, and a governance decision.

Table 3.12
Roadmap-development and validation controls

Procedure	Operational Rule	Required Audit Evidence
Candidate generation	Derive initiatives from integrated RQ3–RQ4 findings; document issue, source, beneficiary, dependency, and risk.	Enhancement registers with source citations.
Scoring	Researcher prepares initial ratings on seven criteria from 1 (very low) to 5 (very high);	Completed scoring sheets, scoring anchors, evidence references, and validation comments.

Procedure	Operational Rule	Required Audit Evidence
	resource burden is reverse-scored; validation reviewers examine scores and evidence.	
Weighting	Use equal weights unless a different scheme is formally approved before scoring.	Approved weighting decision and rationale.
Priority classification	Apply disclosed Priority Index bands; retain raw criterion scores.	Priority matrix with calculations.
Year phasing	Sequence by urgency, feasibility, dependencies, governance foundations, and resource readiness.	Roadmap showing dependencies, owners, and target years.
Conflict resolution	Resolve differing judgments through documented evidence and authorized governance decisions.	Decision log and rationale.
Organizational review and validation	Conduct structured management, user, administrator, and technical review.	Organizational review and validation forms/minutes and revision history.

3.12 Ethical Considerations and Researcher Positionality

The study is an internal PAASCU organizational research initiative. Organizational approval was the applicable governance route, and the instruments incorporated voluntary consent, confidentiality, and withdrawal-before-submission provisions. Privacy controls, document custodian authorization, conflict-of-interest management, and a mechanism for participant concerns remain part of the controlled study record. The researcher served as PAASCU Accreditation Services Staff. To reduce role-related bias, the analysis used de-identified respondent codes, separate quantitative and qualitative procedures, a documented codebook, traceable response records, joint displays, retention of divergent evidence, and independent editorial and executive quality assurance review.

Unique key-informant roles may remain identifiable even when names are removed. Role-attributable quotations should therefore be used only when participants were informed of the risk and when the organizational value outweighs the identification risk. Otherwise, responses should be paraphrased or aggregated without changing their meaning.

CHAPTER 4
PRESENTATION, ANALYSIS, INTERPRETATION, AND DISCUSSION OF FINDINGS

4.1 Verified Evidence Status and Reporting Conventions

This chapter presents the final verified quantitative and qualitative results. The 50 de-identified survey records, 200 open-ended survey responses, 42 written key-informant responses, respondent-level coding matrix, codebook, and statistical verification schedules were reconciled with the tables, quotations, themes, conclusions, and recommendations. Documentary codes are used only within the limits of the supplied evidence schedule; the authoritative source versions and locations remain subject to custodian confirmation during organizational validation.

The quantitative results describe selected respondents with prior PAS experience. The seven-item scale measures endorsement of PAS's perceived potential and general organizational value. It does not establish causal efficiency, actual before-and-after improvement, or five independently validated dimensions. No inferential group comparison or population generalization is made.

Table 4.1
Verified evidence base and final quality-assurance status

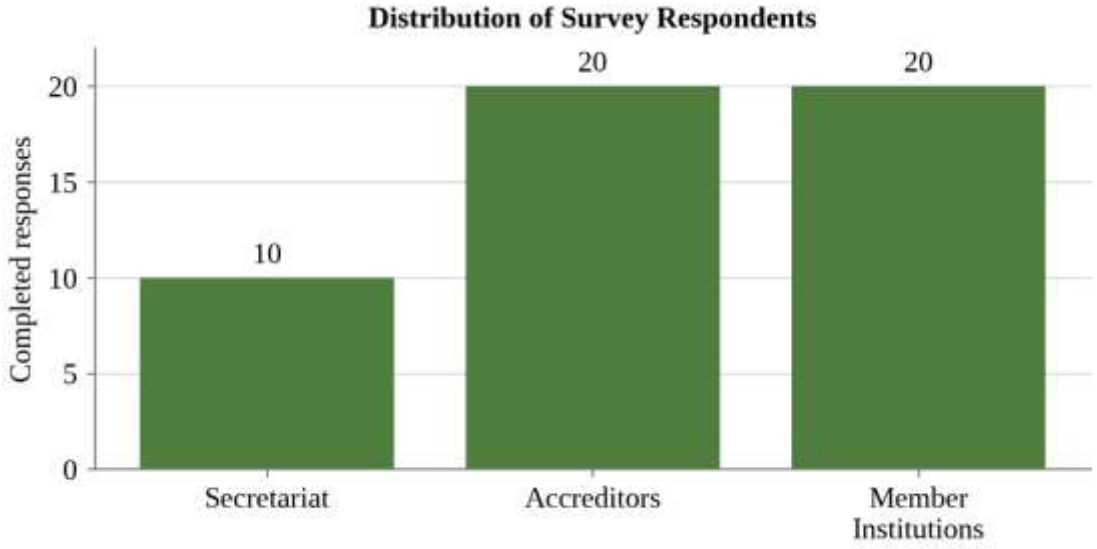
Evidence Source	Coverage	Primary Analytical Contribution	Final quality-assurance status
Stakeholder survey - closed-ended responses	50 survey records	Utilization, familiarity, seven-item assessment, challenges, priorities, strategic direction	Verified against 50 complete de-identified survey records.
Stakeholder survey - open-ended responses	200 written responses	Concerns, desired features, service-support recommendations, future role of PAS	Verified against 200 respondent-linked open-ended responses.
Written key-informant forms	6 key informants; 42 written answers	Strategic, administrative, operational, and technical context	Verified against 42 written responses from six role-based key informants.
Organizational and PAS-related documents	4 controlled source types; 14 evidence entries	Workflow, functions, enhancements, governance, testing, and data-quality context	Reconciled to the supplied 14-entry evidence schedule; authoritative source extracts require custodian confirmation.

4.2 Participant and Evidence Profile

Table 4.2
Distribution of survey respondents and key informants

Component	Stakeholder Group	Invited	Completed	Response Rate
Survey	PAASCU Secretariat personnel	10	10	100.00%
Survey	Accreditors	25	20	80.00%
Survey	Representatives of member institutions	25	20	80.00%
Survey	Total	60	50	83.33%
Key informant	Executive Director	1	1	100.00%
Key informant	PAS Administrators	2	2	100.00%
Key informant	RAKSO Development Team	3	3	100.00%

Figure 4.1 Distribution of Survey Respondents



The 83.33% response rate applies to the purposively invited sample, not to the full population of eligible PAS stakeholders. Because prior PAS use was an eligibility requirement, the findings do not measure nonuse, discontinued use, or awareness among all potential users.

4.3 Research Question 1: Current Utilization Among Selected Experienced Users

All 50 survey respondents had previously used PAS by design. Thirty-seven respondents (74.0%) were familiar or very familiar, while 13 (26.0%) were somewhat familiar. The predominant perceived implementation status was partial implementation (29 of 50, 58.0%). These results describe the selected experienced users and are not organization-wide adoption estimates.

Table 4.3
Prior PAS use, familiarity, perceived implementation status, and functional awareness

Indicator	Response Category	Secretariat n (%)	Accreditors n (%)	Member Institutions n (%)	Overall n (%)
Prior PAS use	Yes	10 (100.0%)	20 (100.0%)	20 (100.0%)	50 (100.0%)
Prior PAS use	No	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Familiarity	Very Familiar	4 (40.0%)	4 (20.0%)	3 (15.0%)	11 (22.0%)
Familiarity	Familiar	5 (50.0%)	10 (50.0%)	11 (55.0%)	26 (52.0%)
Familiarity	Somewhat Familiar	1 (10.0%)	6 (30.0%)	6 (30.0%)	13 (26.0%)
Familiarity	Not Familiar	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Perceived implementation status	Still under development	1 (10.0%)	1 (5.0%)	0 (0.0%)	2 (4.0%)
Perceived implementation status	Pilot implementation	1 (10.0%)	2 (10.0%)	2 (10.0%)	5 (10.0%)
Perceived implementation status	Partial implementation	6 (60.0%)	11 (55.0%)	12 (60.0%)	29 (58.0%)
Perceived implementation status	Widely implemented	2 (20.0%)	3 (15.0%)	4 (20.0%)	9 (18.0%)
Perceived implementation status	Not sure	0 (0.0%)	3 (15.0%)	2 (10.0%)	5 (10.0%)
Functional awareness	School profile	8 (80.0%)	14 (70.0%)	16 (80.0%)	38 (76.0%)

Indicator	Response Category	Secretariat n (%)	Accreditors n (%)	Member Institutions n (%)	Overall n (%)
Functional awareness	Document repository	10 (100.0%)	19 (95.0%)	18 (90.0%)	47 (94.0%)
Functional awareness	Accreditation applications	10 (100.0%)	17 (85.0%)	17 (85.0%)	44 (88.0%)
Functional awareness	Communication	8 (80.0%)	11 (55.0%)	12 (60.0%)	31 (62.0%)
Functional awareness	Monitoring	10 (100.0%)	13 (65.0%)	12 (60.0%)	35 (70.0%)
Functional awareness	Reports and analytics	7 (70.0%)	5 (25.0%)	9 (45.0%)	21 (42.0%)
Functional awareness	Other functions	1 (10.0%)	1 (5.0%)	2 (10.0%)	4 (8.0%)

Functional awareness was highest for the document repository (47 of 50, 94.0%) and accreditation applications (44 of 50, 88.0%). Reports and analytics had the lowest awareness among the named core functions (21 of 50, 42.0%), indicating that PAS was more visible to the sample as a transaction and document platform than as a management-information resource.

Figure 4.2 Overall Familiarity with PAS

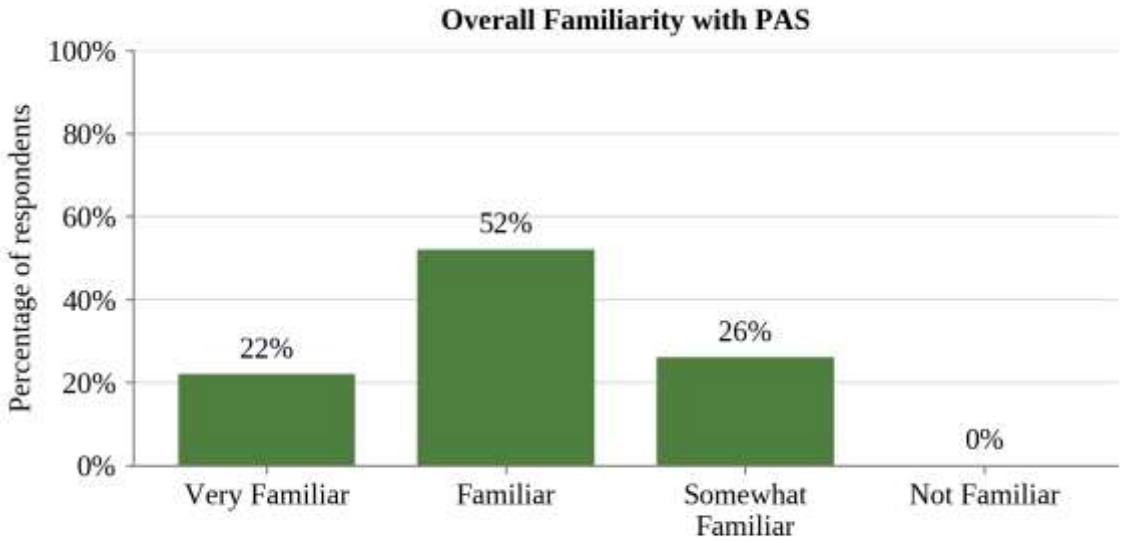
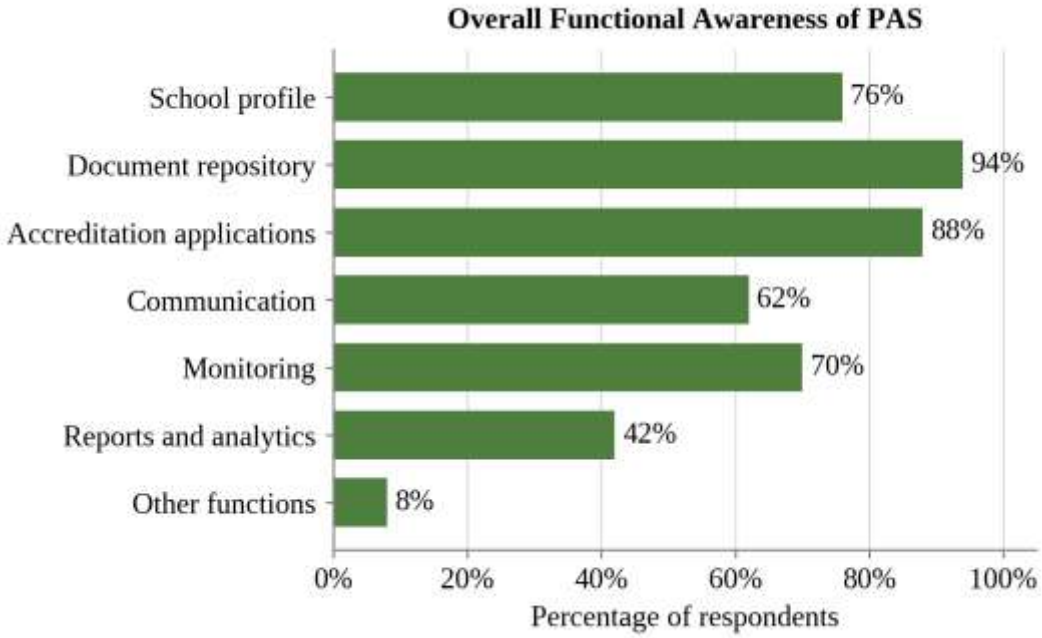


Figure 4.3 Overall Functional Awareness of PAS



4.3.1 Secretariat operations

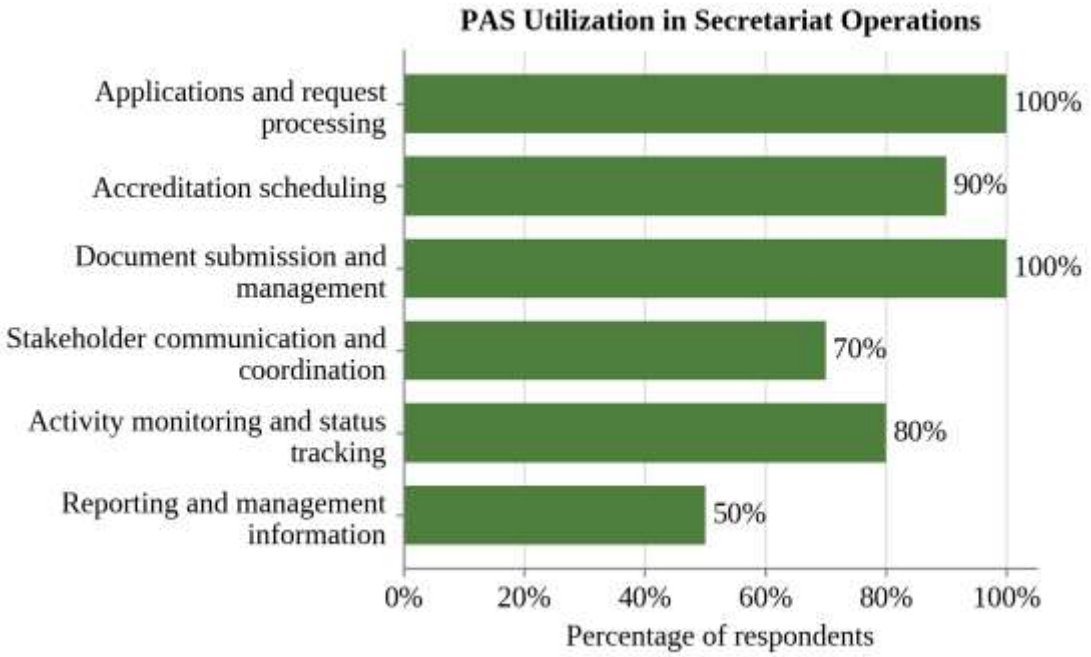
The 10 Secretariat respondents reported routine use of PAS for applications and document activities, with lower use for communication and management reporting. These counts establish reported use, not objective operational support.

Table 4.4
PAS utilization in Secretariat operations

Secretariat Function	Users	Valid n	Use Pattern	Corroborating Evidence	Interpretation
Applications and request processing	10	10	Routine use	System documentation and administrative responses	Established core use
Accreditation scheduling	9	10	Routine with exceptions	Guidebook and meeting evidence	Strong use; some exception handling remains external
Document submission and management	10	10	Routine use	Document repository records and user responses	Most established end-to-end function

Secretariat Function	Users	Valid n	Use Pattern	Corroborating Evidence	Interpretation
Stakeholder communication and coordination	7	10	Mixed PAS and external channels	Open-ended responses and enhancement records	Partial adoption; email remains important
Activity monitoring and status tracking	8	10	Regular use	Status records and dashboard requests	Useful but not fully standardized
Reporting and management information	5	10	Selective use	Basic export documentation and analytics requests	Emerging capability

Figure 4.4 PAS Utilization in Secretariat Operations



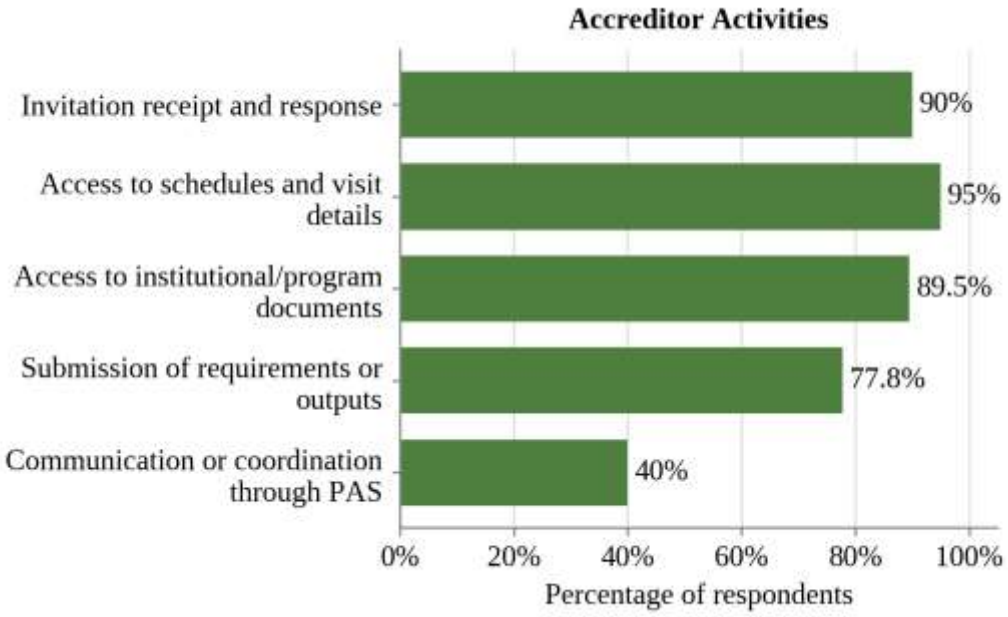
4.3.2 Accreditor activities

Accreditor respondents reported high use for schedules, visit details, invitations, and document access. PAS-based communication was reported by 40.0%, indicating continued reliance on parallel channels.

Table 4.5
PAS utilization in accreditor activities

Accreditor Activity	Valid Denominator	Users	%	Use Pattern	Analytical Interpretation
Invitation receipt and response	20	18	90.0%	High	Established use
Access to schedules and visit details	20	19	95.0%	High	Established use
Access to institutional/program documents	19	17	89.5%	High	Established use
Submission of requirements or outputs	18	14	77.8%	Moderate	Partial use
Communication or coordination through PAS	20	8	40.0%	Limited	Parallel channels predominate

Figure 4.5 Accreditor Activities (%)



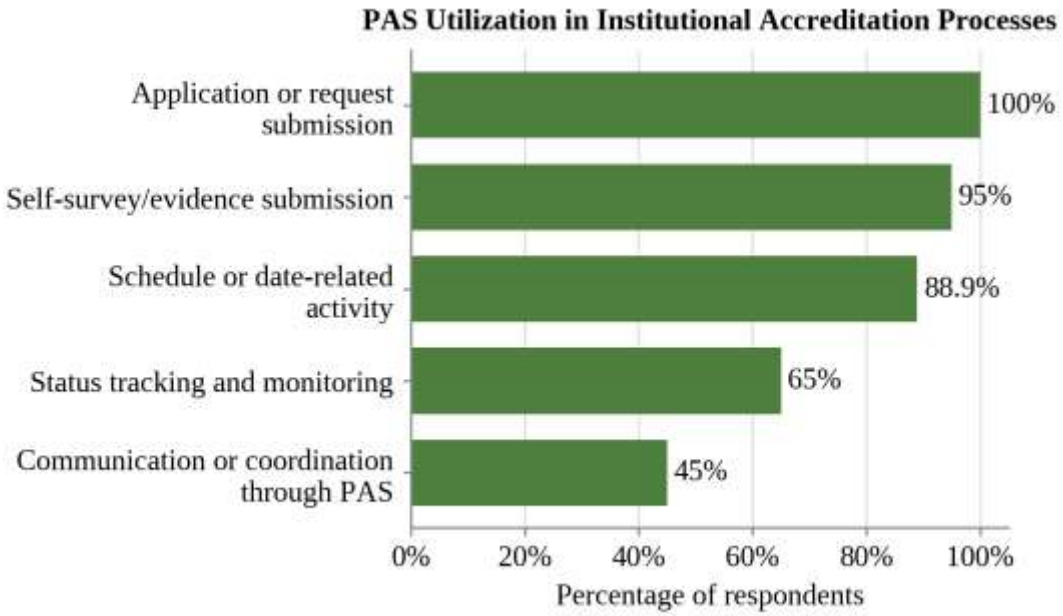
4.3.3 Institutional processes

Institutional representatives reported the strongest use for applications and evidence submission. Status monitoring and PAS-based communication were less consistently reported, and respondents described file requirements, naming, connectivity, and large uploads as sources of friction.

Table 4.6
PAS utilization in institutional accreditation processes

Member-Institution Process	Valid Denominator	Users	%	Use Pattern	Analytical Interpretation
Application or request submission	20	20	100.0%	High	Established use
Self-survey/evidence submission	20	19	95.0%	High	Established use
Schedule or date-related activity	18	16	88.9%	High	Established use
Status tracking and monitoring	20	13	65.0%	Moderate	Partial use
Communication or coordination through PAS	20	9	45.0%	Limited	External follow-up remains common

Figure 4.6 PAS Utilization in Institutional Accreditation Processes



4.3.4 Integrated utilization profile

The reported profile is one of established use in selected core modules combined with incomplete integration at cross-stakeholder handoffs. High use in one module does not establish an end-to-end digital workflow when earlier or later actions remain external.

Table 4.7
Joint display of PAS utilization

Process Stage	Secretariat/Institution Use	Accreditor Use	Parallel or External Channel	Integrated Inference
Application/initiation	10/10 Secretariat; 20/20 institutions	Accreditors not applicable at initiation	Email used for clarification and exceptions	Established digital entry point; clarify exceptions and acknowledgement
Document submission/access	10/10 Secretariat; 19/20 institutions	17/19 accreditors	Shared links or email used for selected revisions	Strongest cross-stakeholder function; version control remains important
Scheduling and visit details	9/10 Secretariat; 16/18 institutions	19/20 accreditors	Direct confirmation used for changes	High use, but changed schedules require stronger alerts
Communication and coordination	7/10 Secretariat; 9/20 institutions	8/20 accreditors	Email and messaging remain common	Primary break in end-to-end integration
Monitoring and status	8/10 Secretariat; 13/20 institutions	Accreditors mainly view visit details	Manual trackers used for some follow-up	Useful but uneven visibility and status definitions
Reporting and analytics	5/10 Secretariat; awareness 21/50 overall	Limited role-facing use	Spreadsheet consolidation remains necessary	Emerging strategic capability rather than established routine

4.4 Research Question 2: Overall Perceptions of PAS

The verified overall seven-item composite was 4.04 (SD = 0.49), with a median of 4.00 and an IQR of 0.68. The actual-sample Cronbach's alpha was .905. These statistics describe endorsement of the seven administered statements. They do not establish construct validity, causal performance improvement, or five quantitative subscales.

Table 4.8
Item distributions for the seven PAS assessment statements

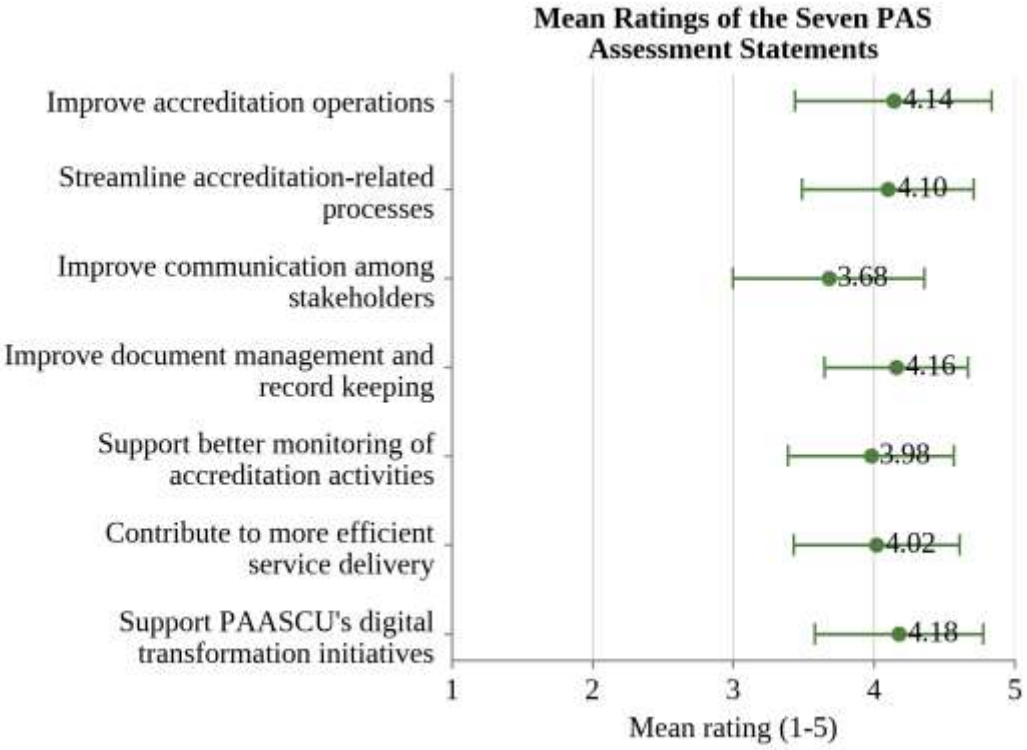
Assessment Statement	1: Strongly Disagree	2: Disagree	3: Moderately Agree	4: Agree	5: Strongly Agree	Median	IQR	Mean	SD
PAS has the potential to improve accreditation operations.	0 (0.0%)	1 (2.0%)	6 (12.0%)	28 (56.0%)	15 (30.0%)	4.00	1.00	4.14	0.70
PAS can help streamline accreditation-related processes.	0 (0.0%)	1 (2.0%)	4 (8.0%)	34 (68.0%)	11 (22.0%)	4.00	0.00	4.10	0.61
PAS can improve communication among stakeholders.	0 (0.0%)	2 (4.0%)	16 (32.0%)	28 (56.0%)	4 (8.0%)	4.00	1.00	3.68	0.68
PAS can improve document management and record keeping.	0 (0.0%)	0 (0.0%)	3 (6.0%)	36 (72.0%)	11 (22.0%)	4.00	0.00	4.16	0.51
PAS can support better monitoring of accreditation activities.	0 (0.0%)	0 (0.0%)	9 (18.0%)	33 (66.0%)	8 (16.0%)	4.00	0.00	3.98	0.59
PAS can contribute to more efficient service delivery.	0 (0.0%)	0 (0.0%)	8 (16.0%)	33 (66.0%)	9 (18.0%)	4.00	0.00	4.02	0.59
PAS can support PAASCU's digital transformation initiatives.	0 (0.0%)	0 (0.0%)	5 (10.0%)	31 (62.0%)	14 (28.0%)	4.00	1.00	4.18	0.60

Table 4.9
Seven-item summary and internal consistency

Group	n	Composite Mean	SD	Median	IQR	Cronbach's Alpha	Interpretive Status
Overall	50	4.04	0.49	4.00	0.68	.905	Primary estimate
Secretariat	10	4.23	0.33	4.14	0.39	.795	Exploratory subgroup estimate

Group	n	Composite Mean	SD	Median	IQR	Cronbach's Alpha	Interpretive Status
Accreditors	20	3.94	0.47	4.00	0.50	.896	Exploratory subgroup estimate
Member institutions	20	4.03	0.57	4.07	0.72	.928	Exploratory subgroup estimate

Figure 4.7 Mean Ratings of the Seven PAS Assessment Statements



The highest reported means concerned PAS's perceived support for digital transformation and document management. Communication had the lowest mean and the largest proportion of ratings at 2 or 3. Because the statements are framed as what PAS can or has the potential to do, the result is best interpreted as endorsement of perceived potential, not as a direct performance measure.

4.5 Integrated Interpretation Across the Five Conceptual Areas

4.5.1 Operational support

PAS was reported as widely used in applications, documents, schedules, and visit information. The evidence supports established use and perceived operational value in these transactions. It does

not independently demonstrate reduced cycle time, cost, error, or workload. Parallel email, spreadsheet, shared-drive, and direct-follow-up steps qualify any claim of end-to-end effectiveness.

Table 4.10
Operational support

Evidence Source	Finding	Relationship/Interpretation
Relevant quantitative evidence	Improve operations: M = 4.14; streamline processes: M = 4.10; high use in applications, documents, and scheduling	High endorsement and substantial use
Open-ended stakeholder evidence	Users value consolidation but report parallel email, spreadsheets, and manual follow-up	Complements use rates by identifying incomplete handoffs
Key-informant evidence	Implementation is active but uneven; process definitions and acceptance criteria require strengthening	Qualifies claims of full workflow completion
Documentary evidence	Core modules are documented; notifications, configurable reports, and comprehensive audit views remain limited	Corroborates uneven maturity
Integrated finding	PAS is operationally effective in established core transactions but is not yet a consistently governed end-to-end platform	Conditional positive assessment

4.5.2 Stakeholder experience

The selected users generally endorsed PAS, but experience varied by role and frequency of use. Reported needs included clearer statuses, acknowledgments, concise guidance, responsive support, mobile accessibility, and role-based dashboards. Positive endorsement therefore coexisted with significant friction.

Table 4.11
Stakeholder experience

Evidence Source	Finding	Relationship/Interpretation
Quantitative evidence	Communication item: M = 3.68; 26.0% only somewhat familiar; limited PAS communication use	Indicates usability and engagement gaps
Stakeholder narratives	Requests for clearer status labels, navigation, alerts, upload confirmation, mobile access, and support	Explains why task completion can coexist with friction

Evidence Source	Finding	Relationship/Interpretation
Key-informant evidence	Occasional users need role-specific guidance; access configurations and changing functions create confusion	Complements user accounts
Documentary evidence	Enhancement records prioritize dashboard redesign, navigation, notifications, and role-based task lists	Converges with survey priorities
Integrated finding	Stakeholder acceptance is generally positive, but experience is role-dependent and weakened by communication, guidance, and interface gaps	Improvement requires segmented user support and design

4.5.3 Quality assurance support

The strongest reported contribution was evidence availability through document submission, access, and monitoring. The evidence did not establish mature document-lifecycle control. Versioning, naming guidance, data quality, receipt confirmation, audit views, and access controls remained development needs.

Table 4.12
Quality assurance support

Evidence Source	Finding	Relationship/Interpretation
Quantitative evidence	Document management: M = 4.16; monitoring: M = 3.98; document awareness 94.0%	Strongest established QA contribution
Stakeholder narratives	Need for file validation, naming guidance, latest-version identification, receipt confirmation, and transparent deficiencies	Identifies control gaps within successful submission processes
Key-informant evidence	Data quality, duplicate records, role permissions, and standardized statuses affect reliability	Extends QA analysis beyond document upload
Documentary evidence	Repository and status modules exist; comprehensive version history and audit views are incomplete	Qualifies full traceability claim
Integrated finding	PAS materially supports evidence availability and monitoring but requires stronger lifecycle, data, and audit controls to become a mature QA information system	Established value with control-development needs

4.5.4 Strategic potential

Ninety percent reportedly regarded PAS as a potential strategic accreditation-management platform. Reports and analytics awareness remained low and current management-information use was limited. PAS therefore had strong perceived strategic potential but only emerging realized decision-support value.

Table 4.13
Strategic potential

Evidence Source	Finding	Relationship/Interpretation
Quantitative evidence	90.0% identified PAS as a potential strategic platform; service delivery M = 4.02	Strong strategic endorsement
Current utilization	Reports/analytics awareness 42.0%; reporting use 5/10 Secretariat respondents	Strategic information use is limited
Key-informant evidence	PAS should support planning, risk monitoring, management review, and organizational memory	Extends system role beyond transaction processing
Documentary evidence	Dashboard, management-reporting, and integration requests recur in enhancement records	Confirms unmet strategic-information demand
Integrated finding	PAS is strategically important but currently generates more operational than analytical value	Roadmap should protect core operations while developing decision support

4.5.5 Digital transformation readiness

The evidence indicated strategic willingness, an operational digital foundation, and an existing development partnership. It did not establish full readiness. Governance, data, capability, testing, maintenance, performance, privacy, security, architecture, and resource controls remained necessary.

Table 4.14
Digital transformation readiness

Evidence Source	Finding	Relationship/Interpretation
Quantitative evidence	Digital transformation item: M = 4.18; 90.0% strategic-platform endorsement	High readiness in perceived value and direction
Adoption evidence	Core modules actively used, but communication, reporting, and some handoffs remain external	Operational readiness is uneven

Evidence Source	Finding	Relationship/Interpretation
Key-informant evidence	Need for governance, ownership, stable requirements, test controls, maintenance capacity, security, and support	Identifies institutional readiness conditions
Documentary evidence	Meeting records support phased enhancement and controlled testing; data-quality issues constrain integration	Corroborates governance and data dependencies
Integrated finding	PAASCU has strategic commitment and a functioning digital foundation, but sustained transformation requires stronger governance, capability, data, and technical controls	Has a foundation for phased development, subject to readiness and feasibility review

4.6 Research Question 3: Demonstrated Strengths and Established Practices

Table 4.15
Organizational strengths and established or emerging practices

Strength/Practice	Classification	Evidence Base	Primary Beneficiaries	Related Dimensions	Basis for Classification
Centralized accreditation document environment	Established organizational practice	High document awareness and use; repository documented across stakeholder roles	Secretariat, accreditors, institutions	Operational effectiveness; quality assurance support	Repeated use and clear contribution to evidence availability
Structured digital entry point for accreditation requests	Established organizational practice	100% institution use for applications; 10/10 Secretariat processing use	Institutions and Secretariat	Operational effectiveness; stakeholder experience	Consistent use at the start of the accreditation cycle
Role-based multi-stakeholder platform	Organizational strength	Distinct interfaces and functions for Secretariat, accreditors, and institutions	All groups	Stakeholder experience; strategic potential	Broad reach, although role combinations and permissions need refinement
Management-directed PAASCU-RAKSO development partnership	Organizational strength	Key-informant and meeting evidence shows business-led technical development	PAASCU and technical partner	Strategic value; digital transformation readiness	Provides a governance foundation for continuing enhancement

Strength/Practice	Classification	Evidence Base	Primary Beneficiaries	Related Dimensions	Basis for Classification
Feedback-driven continuing enhancement	Emerging organizational practice	Enhancement records consolidate recurring user and operational issues	All groups	All five dimensions	Established feedback loop, but prioritization and closure controls require formalization
Growing operational database for monitoring and planning	Emerging organizational capability	Status records and basic reports exist; dashboards and analytics are requested	Management and process owners	Strategic value; quality assurance support	Potential is supported, but routine analytical use is not yet mature

The centralized document environment and structured digital entry point are treated as established organizational practices because the evidence indicates repeated use across relevant roles. The manuscript does not claim that these practices are externally benchmarked best practices or that their benefits have been measured against an alternative process.

4.7 Research Question 4: Challenges and Development Opportunities

Technical issues were the most frequently selected checklist concern, followed by training and limited functionality. The pattern was socio-technical: reliability, process design, user capability, awareness, connectivity, communication, support, data, and governance interacted to produce workarounds and uneven experience.

Table 4.16
Checklist prevalence of PAS challenges and concerns

Exact Challenge/Concern Item	n	%	Rank	Affected Groups	Qualitative/Documentary Corroboration
Technical issues	29	58.0%	1	All groups	Performance, file handling, browser/device, and reliability concerns in stakeholder and RAKSO responses
Lack of user training	27	54.0%	2	All groups	Occasional-user difficulty and need for role-specific orientation
Limited functionality	24	48.0%	3	All groups	Parallel workflows, incomplete communication, analytics, and audit features
Limited awareness	21	42.0%	4	All groups	Uneven familiarity with reports, communication, and broader system functions

Exact Challenge/Concern Item	n	%	Rank	Affected Groups	Qualitative/Documentary Corroboration
Internet connectivity	19	38.0%	5	Role-dependent	Large-file and regional connectivity constraints
Lack of user support	17	34.0%	6	Role-dependent	Requests for knowledge base, help desk, and responsive assistance
Other: data consistency, notifications, or access rules	6	12.0%	7	Role-dependent	Data quality, duplicate profiles, notification delays, and permissions

Figure 4.8 Prevalence of PAS Challenges and Concerns

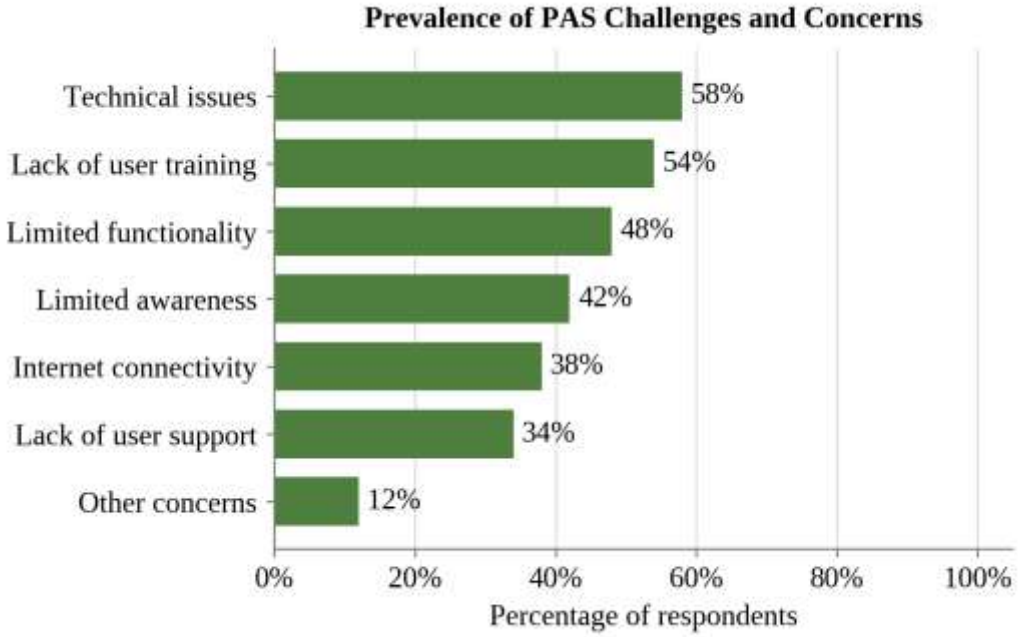


Table 4.17
Qualitative themes on challenges and enhancement opportunities

Theme	Definition	Key Codes	Sources	Illustrative Evidence	Document Link	Organizational Consequence
Incomplete end-to-end workflow integration	PAS-supported processes are interrupted by external communication or manual tracking	WORKFLOW_GAPS; parallel channels; status ambiguity	All groups; administrators; RAKSO	“The main concern is that some process steps still move to email or spreadsheets, which makes status tracking and accountability less consistent.” (S01)	D03, D06, D11, D12	Reduced traceability and duplicate effort
Variable user capability and support	Users differ in frequency of access, familiarity, and ability to complete tasks independently	CAPABILITY_AND_SUPPORT; limited awareness; help needs	All groups	“Accreditors with infrequent assignments may forget the navigation steps, so brief guides and responsive support are important.” (A12)	D08, D12	Slower adoption and dependence on informal assistance
Communication and notification gaps	System alerts and in-platform coordination do not consistently replace external channels	NOTIFICATIONS_COMMUNICATION; acknowledgement gaps	All groups	“Some activities still require email confirmation, which creates uncertainty about which channel contains the official information.” (A05)	D06, D09, D12	Missed actions, uncertainty, and repeated follow-up
Limited dashboards, analytics, and management reports	Existing data are not routinely converted into actionable operational and strategic information	ANALYTICS_MONITORING; reporting limitations	Secretariat, management, institutions	Role-based dashboard and exception-report requests (S03)	D06, D10	Delayed decisions and weak visibility of ageing and workload

Theme	Definition	Key Codes	Sources	Illustrative Evidence	Document Link	Organizational Consequence
Document lifecycle and data-governance weaknesses	Versioning, duplicate records, access roles, and master-data quality require stronger controls	DOCUMENT_TRACEABILITY; DATA_GOVERNANCE_INTEGRATION	All groups; administrators; RAKSO	“The system is useful, but data quality and duplicate records must be controlled before management reports can be fully relied upon.” (S03)	D05, D07, D10, D14	Risk to reliability, confidentiality, auditability, and integration
Technical reliability, connectivity, and accessibility constraints	Performance, file size, browser/device, connectivity, and mobile limitations affect completion	TECHNICAL_RELIABILITY; USABILITY_ACCESSIBILITY	Accreditors, institutions, RAKSO	Connectivity and large uploads affect timely submission (M14)	D08, D13	Interrupted service and unequal access

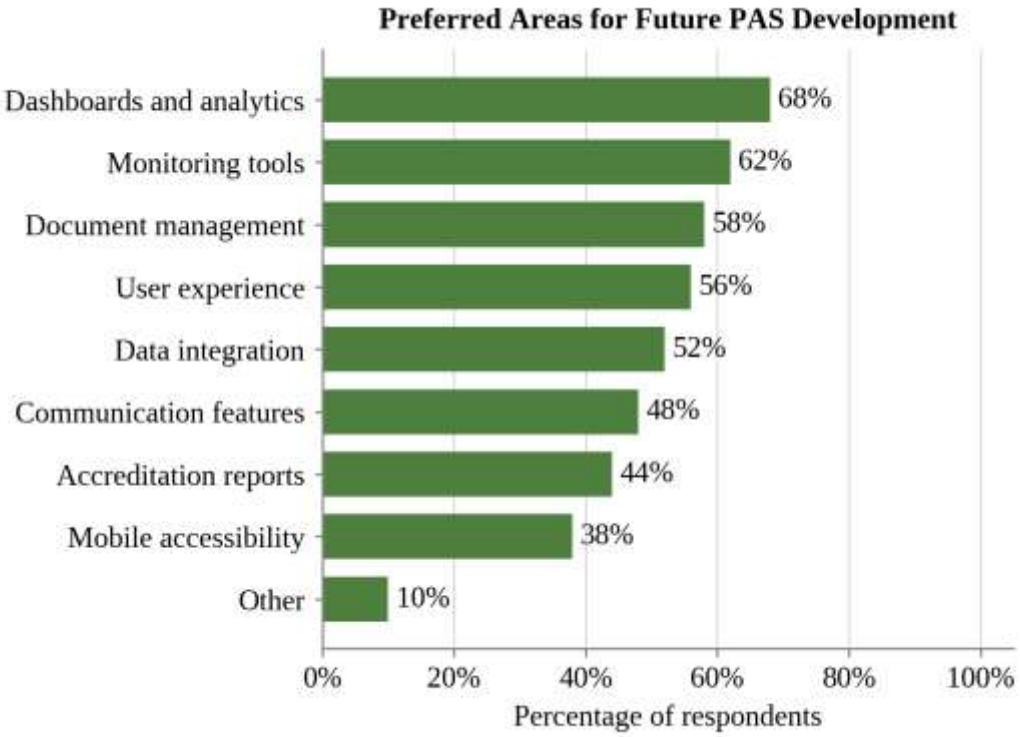
Table 4.18
Most frequently selected areas for future PAS development

Development area	Reported selections	Percentage	Interpretive status
Dashboards and analytics	34	68.0%	Most frequently selected preference; not final priority
Monitoring tools	31	62.0%	Preference subject to data definitions and workflow maturity
Document management	29	58.0%	Preference consistent with lifecycle-control concerns
User experience	28	56.0%	Preference consistent with role-based friction
Data integration	26	52.0%	Requires governance, security, and architecture
Communication features	24	48.0%	Requires approved communication and escalation rules

Development area	Reported selections	Percentage	Interpretive status
Accreditation reports	22	44.0%	Requires reliable source data and approved indicators
Mobile accessibility	19	38.0%	Requires user testing and accessibility criteria
Other	5	10.0%	Reported additional preferences

Note. Frequency is one input to the proposed prioritization process. It does not establish final priority, feasibility, cost, or phase assignment.

Figure 4.9 Preferred Areas for Future PAS Development



4.8 Mixed-Methods Integration and Meta-Inferences

The strongest reported convergence concerned applications, document activities, and the direction of continued digital development. Complementarity was most evident where high task-use rates were explained by narratives describing friction and workarounds. The principal divergence was between strong endorsement of PAS's strategic potential and limited current use of communication, reporting, analytics, and end-to-end workflow functions.

Table 4.19
Comprehensive joint display and meta-inferences

RQ/Dimension	Quantitative Evidence	Qualitative/ Documentary Evidence	Relationship	Meta-Inference	Strategic Development Implication
RQ1 - Current utilization	High use in applications, documents, schedules; lower communication/reporting use	All sources describe active but uneven implementation and parallel channels	Convergence and complementarity	PAS is operationally adopted but not yet consistently end-to-end	Prioritize workflow completion, notifications, status standards, and adoption controls
Operational support	Overall composite 4.04; operations 4.14; streamline 4.10	Core modules are useful; external handoffs and incomplete features persist	Convergence with qualification	Operational value is established in core transactions and conditional elsewhere	Preserve stable modules while closing high-risk handoff gaps
Stakeholder experience	74.0% familiar/very familiar; communication item lowest at 3.68	Role-specific needs, occasional-user difficulty, and support requests recur	Complementarity	Positive acceptance does not eliminate friction; experience varies by role and use frequency	Segment user journeys, training, support, and dashboards
Quality assurance support	Document management 4.16; monitoring 3.98; repository awareness 94.0%	Versioning, data quality, audit views, and acknowledgement require improvement	Convergence with qualification	PAS strengthens evidence availability but not yet full evidence lifecycle control	Strengthen document, data, access, and audit controls
Strategic potential	90.0% strategic-platform endorsement; reports awareness 42.0%	Leadership envisions decision support; analytics remain limited	Divergence by maturity	Strategic importance is high, while analytical value is emerging	Develop dashboards and analytics after data and workflow foundations

RQ/Dimension	Quantitative Evidence	Qualitative/ Documentary Evidence	Relationship	Meta-Inference	Strategic Development Implication
Digital transformation readiness	Digital-transformation item 4.18	Leadership and technical partnership are strengths; governance and capacity gaps remain	Complementarity	PAASCU is directionally ready but requires managed organizational capability	Establish product governance, data governance, release controls, and resources
RQ3 - Strengths/established practices	High application and document utilization	Repository, structured entry, and management-directed enhancement are corroborated	Convergence	PAS has a credible foundation that should be preserved during redesign	Protect core controls and formalize emerging practices
RQ4 - Challenges/opportunities	Technical issues 58.0%; training 54.0%; dashboard priority 68.0%	Six themes identify workflow, capability, communication, analytics, data, and reliability needs	Convergence and extension	Challenges are socio-technical and require coordinated governance, process, people, data, and technology responses	Use multi-criterion prioritization rather than feature counts

4.9 Discussion in Relation to the Literature and Framework

The findings are consistent with the Information Systems Success Model in showing that system use alone does not determine net benefit. PAS had high reported use in selected functions, while service, communication, information lifecycle, and analytical value remained uneven. The results also support the digital transformation literature's emphasis on governance, organizational capability, and continuing strategic renewal rather than isolated technology deployment (DeLone & McLean, 2003; Vial, 2019; Warner & Wäger, 2019).

The case also demonstrates a quality management distinction between evidence availability and controlled evidence. A repository may improve access while version control, metadata, acknowledgement, access rights, audit visibility, and master-data quality remain developing. This distinction is important for PAASCU because quality assurance depends on reliable, traceable, and governed information—not merely on successful upload.

Finally, the findings reinforce the road mapping principle that advanced capabilities should be linked to organizational prerequisites. Dashboards, analytics, predictive reporting, and integration should follow approved process definitions, data governance, architecture, privacy, security, and

performance controls. This sequence is more defensible than implementing the most frequently requested feature first.

4.10 Summary of Findings

Table 4.20
Summary of findings by research question

Research Question/Area	Principal Finding	Qualification
RQ1. Current utilization	PAS is actively used across all stakeholder groups, with strongest adoption in applications, document functions, scheduling, and visit information.	Communication, status visibility, reporting, and cross-stakeholder handoffs remain uneven.
RQ2. Operational support	PAS provides established operational value in core accreditation transactions.	The system is not yet the exclusive end-to-end workflow for all processes.
RQ2. Stakeholder experience	Stakeholders generally endorse PAS and most are familiar with it.	Experience varies by role and is affected by communication, guidance, support, usability, and access frequency.
RQ2. Quality assurance support	PAS strengthens evidence availability, document organization, and monitoring.	Version control, data quality, acknowledgement, audit views, and access controls require further development.
RQ2. Strategic potential	Stakeholders and leaders view PAS as a potential strategic accreditation management platform.	Current reporting and analytics use is limited, so decision-support value remains emerging.
RQ2. Digital transformation readiness	PAASCU has strategic commitment, an operational digital platform, and a technical development partnership.	Sustained transformation requires stronger governance, capability, data, testing, maintenance, and performance controls.
RQ3. Strengths and established practices	The centralized document environment and structured digital application entry point are established practices; role-based reach and management-directed enhancement are strengths.	Analytics and feedback governance are emerging rather than fully mature practices.
RQ4. Challenges and opportunities	The most consequential needs concern reliability, training, workflow completion, communication, dashboards, document control, data governance, accessibility, integration, and product governance.	Final priority and phasing must be based on the seven-criterion matrix, dependencies, risks, resources, and organizational validation.

CHAPTER 5
SUMMARY OF FINDINGS, CONCLUSIONS, RECOMMENDATIONS, ORGANIZATIONAL IMPLICATIONS, LIMITATIONS, AND FUTURE DIRECTIONS

5.1 Summary of Findings

Among the selected experienced users, PAS was reported as being used most consistently for applications, document submission and access, scheduling, and visit information.

Communication, status visibility, reporting, analytics, and cross-stakeholder handoffs remained uneven and were frequently supplemented by external channels.

The seven-item survey indicated strong endorsement of PAS's perceived potential and general value; it did not establish causal or before-and-after improvement.

The integrated evidence supports an existing operational foundation, role-dependent user experience, developing document and data controls, strong perceived strategic potential, and incomplete transformation-readiness conditions.

The centralized document environment and structured application entry point were the most established reported organizational practices.

The principal development needs involve workflow governance, communication and notifications, capability and support, document and data controls, reliability and accessibility, reporting and analytics, integration, and product governance.

5.2 Conclusions

1. PAS has an established role in selected accreditation transactions among the experienced users represented in the study. The sampling design does not establish organization-wide adoption or the experience of nonusers.
2. PAS demonstrates reported use and perceived operational value in core transactions, but the study does not quantify actual efficiency gains, cost savings, error reduction, or causal service improvement.
3. Stakeholder endorsement is generally positive but role-dependent. Occasional use, communication gaps, unclear statuses, support needs, connectivity, and interface limitations affect the experience of accreditors and institutional users.
4. PAS contributes to evidence availability and monitoring, while mature document lifecycle control, master-data quality, access governance, audit visibility, and traceability remain developing.
5. PAS has strong perceived strategic potential, but its current contribution to executive reporting, analytics, risk monitoring, and decision support remains emerging.
6. PAASCU demonstrates strategic willingness and an existing digital foundation; full readiness for sustained transformation is not established until governance, resources, capability, data, process, architecture, privacy, security, reliability, testing, and maintenance controls are approved and operating.
7. The proposed framework and roadmap are appropriate as structured planning proposals. Their implementation remains subject to organizational validation, technical and security feasibility, resource costing, risk review, management approval, and Board action.

5.3 Preliminary Strategic Development Framework

The framework integrates organizational drivers, governance enablers, development components, expected outcomes, and continual review. It is designed to prevent PAS development from becoming an unrestricted feature list and to align technology decisions with PAASCU's accreditation mandate, quality objectives, stakeholder needs, approved processes, and organizational risk.

Figure 5.1
Preliminary Strategic Development Framework for PAS

Layer	Content	Required organizational evidence
Strategic direction	PAASCU mission, accreditation mandate, approved strategic priorities, quality objectives, policies, and service commitments.	Approved Board and management documents.
Evidence inputs	Verified study findings, stakeholder needs, process requirements, system performance, risk information, data-quality evidence, and technology environment.	Verified datasets, evidence logs, process records, performance baselines, and risk registers.
Governance enablers	Executive sponsorship, accountable PAS owner, steering mechanism, decision rights, resource management, change control, stakeholder engagement, and vendor governance.	Approved charter, RACI, enhancement lifecycle, budget authority, and decision logs.
Development component 1	Process integration and standardization.	Approved process maps, statuses, exceptions, service standards, and owners.
Development component 2	System functionality, user experience, accessibility, and service support.	Role-based user journeys, requirements, accessibility criteria, support data, and acceptance tests.
Development component 3	Stakeholder capability and change management.	Competency requirements, training records, adoption measures, and communication plans.
Development component 4	Data governance, privacy, security, and records control.	Data ownership, standards, retention, access rules, privacy review, and security assessment.
Development component 5	Quality assurance and performance monitoring.	KPIs, baselines, dashboards, audit evidence, corrective actions, and management review.
Development component 6	Business intelligence and decision support.	Approved indicators, reliable data, reporting requirements, and documented management use.

Layer	Content	Required organizational evidence
Development component 7	Technical architecture, reliability, resilience, testing, and release management.	Architecture plan, service targets, monitoring, continuity controls, test records, and release evidence.
Expected outcomes	More consistent workflows, improved stakeholder experience, reliable evidence, stronger governance, better management information, resilience, and continual improvement.	Approved targets and benefits-realization reports.
Continual-improvement loop	Monitor, evaluate, learn, correct, reprioritize, and update the roadmap.	Annual review, risk and KPI reports, decision logs, and revised roadmap.

5.4 Proposed Five-Year PAS Development Roadmap, 2027–2031

The five phases indicate the dominant planning focus for each year. Governance, privacy, security, data quality, user support, performance monitoring, and continual improvement are cross-cutting controls throughout the period. Dates and initiatives are provisional until approved through annual planning and budgeting.

Table 5.1
Proposed PAS Development Roadmap, 2027–2031

Year and dominant focus	Mandatory decision gates	Core proposed initiatives	Expected evidence and outputs	Primary accountable roles
2027 – Foundation	Evidence verification; governance approval; process and data baseline; technical, privacy, security, and architecture assessment; budget approval.	Verify study evidence; appoint executive sponsor and PAS owner; establish steering and change-control mechanisms; approve process maps, statuses, data owners, service standards, support model, and initial training; address urgent reliability and acknowledgement controls.	Verified research file; governance charter; approved process and data standards; baseline performance report; prioritized and costed annual plan; initial risk register.	Board/Executive Director; PAS owner; Management; System Administrators; process and data owners; RAKSO.
2028 – Integration	Approved requirements and acceptance criteria; data-cleanup readiness; user acceptance; release approval.	Complete priority end-to-end workflows; standardize notifications and escalations; strengthen document lifecycle and status visibility; deploy role-	Released workflow packages; user acceptance records; training and support evidence; controlled document and status	PAS owner; process owners; System Administrators; Secretariat; RAKSO;

Year and dominant focus	Mandatory decision gates	Core proposed initiatives	Expected evidence and outputs	Primary accountable roles
		specific onboarding, knowledge base, and help workflow; begin approved management reporting.	records; operational dashboard baseline.	representative users.
2029 – Optimization	Benefits review; performance and data-quality thresholds; resource confirmation.	Optimize high-volume workflows; reduce approved manual steps; improve performance, availability, monitoring, data quality, access review, and management reporting; institutionalize annual competency development.	Performance trends; reduced exception and manual-step evidence; data-quality reports; access-review records; competency completion and support-resolution data.	Management; PAS owner; System Administrators; data owners; HR/training support; RAKSO.
2030 – Decision Support and Controlled Innovation	Data maturity, architecture, privacy, security, and business-case gates.	Expand approved executive and operational dashboards; evaluate advanced analytics and emerging technologies; implement only capabilities with reliable data, clear business value, authorized controls, and validated models.	Approved business cases; model and data documentation; controlled pilots; management-use evidence; privacy and security approvals.	Executive Director; PAS Steering Committee; data owners; System Administrators; RAKSO; authorized reviewers.
2031 – Institutionalization and Benefits Realization	Independent or management review of benefits, risk, and sustainability; next-cycle approval.	Institutionalize governance, annual review, competency, service management, data stewardship, performance evaluation, and roadmap renewal; retire obsolete parallel processes where approved.	Benefits-realization report; updated policies; decommissioning evidence; sustained KPI performance; approved next-cycle roadmap.	Board/Executive Director; Management; PAS owner; process and data owners; System Administrators; RAKSO.

5.5 Recommendations

Table 5.2
Executive and stakeholder recommendations

Responsible group	Priority recommendation	Required control or output
Board of Trustees	Endorse the framework and roadmap for formal validation and business-case development rather than immediate unconditional adoption. Require annual reporting on approved benefits, risks, resources, dependencies, and material changes.	Board resolution or direction; annual executive dashboard; risk and benefits review.
Executive Director and Management	Appoint an executive sponsor and accountable PAS owner; establish governance, decision rights, process ownership, data stewardship, enhancement control, and annual roadmap review.	Governance charter, RACI, approved enhancement lifecycle, and management-review schedule.
PAS Administrators	Establish performance baselines, service targets, issue and support records, access reviews, test and release evidence, monitoring, continuity controls, and management reports.	Service catalogue, operational KPIs, support logs, test records, release log, availability and incident reports.
RAKSO Development Team	Implement only PAASCU-approved and testable requirements; participate in feasibility, architecture, security, performance, testing, release, documentation, and technical knowledge transfer.	Requirements traceability, estimates, architecture documentation, acceptance criteria, test results, release documentation, and knowledge-transfer records.
Secretariat and process owners	Standardize processes before automation; define statuses and exceptions; consistently use approved PAS workflows; document workarounds; participate in testing, training, and performance review.	Approved process maps, exception logs, user acceptance evidence, and operational-improvement records.
Accreditors and institutional users	Participate in role-specific orientation, user testing, structured feedback, and implementation evaluation. Use PAS for processes formally approved for PAS execution and report barriers through controlled channels.	Training completion, feedback records, user-testing evidence, and support requests.
Data and privacy owners	Define authoritative data, quality rules, access, retention, privacy, and stewardship responsibilities before integration and advanced analytics.	Data dictionary, quality rules, retention schedule, access matrix, privacy assessment, and data-quality reports.

5.6 Organizational Implications

Governance implication: PAS requires accountable ownership and authorized prioritization, not only technical administration.

Process implication: PAASCU should approve and standardize accreditation workflows, statuses, exceptions, and service standards before full automation.

People implication: capability development must be role-based and recurring because user frequency and responsibilities differ.

Data implication: reliable reporting and integration depend on authoritative data, stewardship, quality rules, access controls, and retention.

Technology implication: architecture, performance, resilience, security, privacy, testing, and release controls require authorized specialist review.

Financial implication: the roadmap requires costed annual business cases and approved staffing, vendor, hosting, support, training, and continuity resources.

Quality implication: PAS should produce auditable evidence for monitoring, management review, corrective action, and continual improvement.

5.7 Limitations of the Study

This study has several limitations that should be considered in interpreting the findings. First, the study used purposive sampling and included only stakeholders who had prior experience with the PAASCU Accreditation System (PAS). Since the participants were selected based on their direct involvement with the system, the findings cannot be generalized to all PAASCU stakeholders. Likewise, the study did not include individuals who had never used PAS or those who had discontinued its use. Their views and experiences may have provided additional perspectives that were beyond the scope of this research.

The survey instrument used in the study consisted of a seven-item directional scale that measured respondents' perceptions of the system's potential and overall value. While the instrument was appropriate for the objectives of the study, it was not intended to measure five established dimensions of system quality. For this reason, the survey findings should be understood as reflecting the respondents' overall perceptions rather than serving as a complete evaluation of the system.

Another limitation of the study is that it relied primarily on participants' responses and available organizational records. It did not examine objective performance data before and after the implementation of PAS, nor did it attempt to determine whether the system directly caused improvements in accreditation operations. As a result, the findings describe the participants' experiences and perceptions but should not be interpreted as evidence of a causal relationship.

The study was also not designed to evaluate the technical aspects of PAS. It did not include an assessment of the system's cybersecurity, data privacy measures, software architecture, database structure, or source code. Instead, the research focused on how the system was used in practice and how it was perceived by its users within the organization.

Although measures were taken to protect the identity of the participants by removing personal identifiers from the data, some key informants occupied unique positions within the organization. Because of the specialized nature of their roles, there remains a possibility that they could be recognized by individuals who are familiar with the organizational structure.

As part of the quality assurance process, the researcher reviewed the de-identified dataset, statistical summaries, interview transcripts, response records, and coding files used in the analysis. However, the original organizational documents were not independently authenticated beyond the supporting evidence provided during the study. The responsibility for maintaining and verifying the authenticity of these documents remains with the organization.

Finally, the framework and implementation roadmap presented in this study are based on the findings and are intended to serve as proposed directions for future development. Their implementation will still require organizational validation, feasibility assessment, resource planning, risk evaluation, and formal approval before they can be adopted in practice.

5.8 Future Directions

1. Conduct a verified follow-up study using a complete user frame that includes users, nonusers, and users at different accreditation stages.
2. Develop balanced, construct-specific instruments and validate them before using dimension-level quantitative scores.
3. Establish objective PAS performance baselines and monitor cycle time, manual interventions, errors, support demand, uptime, completion, and service standards.
4. Conduct role-based usability and accessibility testing with Secretariat personnel, accreditors, and institutional users.
5. Evaluate the effectiveness of training, knowledge-base, and help-desk interventions using pre-defined adoption and performance measures.
6. Conduct authorized data governance, privacy, security, resilience, and architecture assessments.
7. Evaluate roadmap benefits annually and document whether initiatives improved accreditation operations, stakeholder experience, evidence reliability, and management decision support.
8. Compare PAS practices with other external quality assurance agencies only after common definitions, process boundaries, and evidence standards are established.

5.9 Final Executive Recommendation

The evidence supports continued, deliberately governed development of PAS. The recommended executive action is to accept this manuscript as the final integrated organizational research report for validation and decision support; endorse the Strategic Development Framework and proposed 2027–2031 roadmap as the basis for a controlled, costed, risk-assessed planning process; and require annual authorization and benefits review before each implementation phase. This approach preserves the value of the existing operational foundation while preventing premature investment in capabilities that depend on unresolved process, data, governance, architecture, privacy, security, or resource conditions.

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APPENDICES

Appendix A. Research Question–Evidence Alignment Matrix

This appendix reproduces the alignment logic used in Chapter 3. It is included to help executive reviewers trace each research question to its intended evidence and output.

Research Question	Specific Objective	Data Source	Analysis Method	Expected Output
RQ1. What is the current utilization of PAS in terms of Secretariat operations, accreditor activities, member-institution processes, and stakeholder awareness and familiarity?	Objective 1. Determine current utilization across the same four areas.	Stakeholder survey; PAS-related system records	Frequency counts; percentages	Current-utilization profile across key accreditation functions
RQ2. How is PAS assessed in terms of operational support, stakeholder experience, quality assurance support, strategic potential, and digital transformation readiness?	Objective 2. Evaluate PAS across the five assessment dimensions.	Stakeholder survey; open-ended responses; key-informant forms; organizational documents; PAS records	Item distributions; medians/IQRs; item means/SDs; overall seven-item summary; thematic analysis; triangulation	Integrated organizational assessment across the five conceptual dimensions
RQ3. What organizational strengths and established or promising practices can be identified from PAS implementation and utilization?	Objective 3. Identify organizational strengths and established or promising practices.	Open-ended responses; key-informant forms; documents; PAS records	Checklist frequencies where applicable; thematic analysis; triangulation	Identified strengths and established or promising practices
RQ4. What implementation challenges and enhancement opportunities may be identified for the continuing development of PAS?	Objective 4. Determine implementation challenges and enhancement opportunities.	Survey; open-ended responses; key-informant forms; documents; PAS records	Checklist ranking where applicable; thematic analysis; triangulation	Evidence-informed challenge and opportunity register
RQ5. What Strategic Development Framework and proposed Five-Year PAS Development Roadmap	Objective 5. Develop the framework and proposed roadmap.	Integrated quantitative, qualitative, documentary, and administrative findings	Mixed-methods integration; prioritization matrix; organizational	Strategic Development Framework and proposed Five-Year PAS

Research Question	Specific Objective	Data Source	Analysis Method	Expected Output
may be developed based on the findings?			review and validation	Development Roadmap

Appendix B. Reported Documentary Review Matrix

Documentary Source	Owner/Custodian	Version/Date	Inclusion Criteria	Research Question(s) Supported	Evidence Extracted
PAASCU Accreditation Guidebook	PAASCU	2026 Edition	Official accreditation guide used during the conduct of the study	RQ2, RQ3, RQ4	Accreditation procedures, PAS functions, and organizational processes
PAS System Documentation	PAASCU / RAKSO Development Team	Version in force during June 24–July 3, 2026	Official PAS documentation used during the data-collection period	RQ2, RQ4	System modules, workflows, user functions
PAS Enhancement Recommendation Report	PAASCU	Consolidated as of July 3, 2026	Official consolidated enhancement recommendations available at the close of data collection	RQ4	Enhancement priorities and recommended system improvements
Minutes of the PAS Development Meeting	PAASCU / RAKSO Development Team	June 30, 2026	Official meeting discussing PAS implementation and enhancement	RQ3, RQ4	Implementation concerns, development decisions, and agreed enhancement directions

Appendix C. Instrument Structure and Quantitative Reporting Restrictions

Section	Instrument Component	Purpose	Response Format
A	Respondent Information	Obtain respondent profile and PAS-use background	Multiple choice/checklist

Section	Instrument Component	Purpose	Response Format
B	Current Status of PAS	Determine awareness, familiarity, and utilization	Multiple choice/checklist
C	Assessment of PAS	Obtain a global stakeholder assessment of PAS; support mixed-methods interpretation of the five conceptual dimensions	Five-point Likert scale
D	Challenges and Concerns	Identify implementation and operational issues	Checklist/open-ended
E	Future Development	Identify enhancement priorities and desired functions	Open-ended
F	Strategic Direction	Gather views on the long-term role of PAS	Open-ended

Aspect	Methodological Treatment	Permitted Quantitative Output	Restriction
Scale structure	Seven integrated Likert-scale statements	Item-level distributions and summaries	Not five independent subscales
Overall scale	Global stakeholder assessment of PAS	Overall, seven-item composite and whole-scale reliability	No causal or multidimensional validity claim
Five dimensions	Conceptual categories for mixed-methods interpretation	No separate dimension score	Dimension conclusions require qualitative and documentary corroboration
Reporting	Results organized by research question and evidence source	Frequencies, medians/IQRs, means/SDs, and applicable rankings	Do not interpret category 3 as neutral

Appendix D. Reported Enhancement Register

Candidate Enhancement	Issue Addressed	Evidence Source	Beneficiaries	Dependencies	Risk if Unaddressed	Quality-Assurance Contribution
Complete and standardize the end-to-end accreditation workflow	External handoffs and inconsistent statuses	Utilization joint display; workflow theme; D03/D11	All stakeholders	Approved process maps; process owners; status definitions	Continued workarounds and weak traceability	Consistent, auditable accreditation workflow

Candidate Enhancement	Issue Addressed	Evidence Source	Beneficiaries	Dependencies	Risk if Unaddressed	Quality-Assurance Contribution
Unified notification center and escalation rules	Missed changes and dependence on email	Communication item; low use; D09/D12	All stakeholders	Event rules; message templates; contact data; service standards	Delayed action and repeated follow-up	Timely action, accountability, and documented communication
Role-based dashboards, monitoring, and analytics	Limited visibility, ageing, workload, and decision support	Priority ranking; S03; D10	Secretariat, management, institutions	Data definitions; clean master data; indicators	Delayed intervention and weak management review	Evidence-based decisions and early risk detection
Document lifecycle, version control, and audit trail	Unclear latest version, duplicate files, incomplete traceability	M07; D07; document theme	Institutions, accreditors, Secretariat	Metadata standards; storage architecture; permissions	Use of obsolete evidence and audit gaps	Reliable evidence chain and controlled records
Role-specific onboarding, knowledge base, and help desk	Variable familiarity and informal coaching	Training challenge; A12; D08	All user groups	Training owner; support workflow; updated materials	Low adoption and avoidable errors	Competent, consistent system use
User-experience, accessibility, and mobile-responsive redesign	Navigation, occasional-user, device, and accessibility concerns	Priority ranking; D08; M14	Accreditors and institutions	User testing; accessibility criteria; responsive design	Unequal access and incomplete submissions	More inclusive and efficient service delivery
Data governance, master-data cleanup, and access review	Duplicates, unreliable reports, complex permissions	S03; administrator/RAKSO evidence; D05/D14	Management, administrators, all users	Data owners; standards; stewardship; privacy review	Incorrect reports, access risks, failed integration	Reliable information and controlled access
Integration-ready architecture and standardized APIs	Duplicate encoding and disconnected systems	Data-integration priority; RAKSO responses; D10	Secretariat, institutions, management	Data governance; security; architecture plan	Persistent duplication and limited scalability	Consistent data exchange and reduced re-entry

Candidate Enhancement	Issue Addressed	Evidence Source	Beneficiaries	Dependencies	Risk if Unaddressed	Quality-Assurance Contribution
Performance, availability, backup, and release monitoring	Technical reliability and connectivity concerns	Top challenge; RAKSO responses; D13	All users	Hosting metrics; service targets; test/release controls	Service interruption and stakeholder distrust	Continuity, resilience, and controlled improvement
Formal PAS product governance and enhancement lifecycle	Competing requests and unclear change ownership	ED/administrator /RAKSO responses; D11/D13	PAASCU and RAKSO	Accountable owner; decision rights; backlog; validation	Scope drift, delays, and low-value development	Strategic alignment and auditable continual improvement

Note. The register identifies candidate capabilities and possible responses. Specific solutions require feasibility, architecture, privacy, security, resource, and governance review.

Appendix E. Evidence Verification Checklist

Verification item	Required evidence	Responsible reviewer	Status
Survey dataset authenticity	De-identified export, invitation record, eligibility and exclusion log, checksum or version record.	Authorized PAASCU reviewer	Completed – reconciled to 50 de-identified complete records.
Statistical reproducibility	Variable dictionary, formulas or script, descriptive output, composite calculation, alpha output.	Statistician or qualified reviewer	Completed – recalculated and reproduced in Appendix G.
Participant quotations	Source response, participant code, de-identification review, confirmation that quotation is verbatim.	Research lead and privacy reviewer	Completed – reconciled to respondent-coded source responses.
Qualitative themes	Full coding matrix, codebook, theme-development log, negative cases, source counts.	Methodology reviewer	Completed – reconciled to the coding matrix and codebook.
Documentary evidence	Source title, custodian, date/version, page/section, extract, evidence code, independence from study data.	Document custodian and research lead	Conditionally complete – evidence schedule reconciled; source custodian confirmation remains required.

Verification item	Required evidence	Responsible reviewer	Status
Ethics and consent	Approval record, consent language, identifier handling, withdrawal rule, retention and disposal controls.	Management/privacy reviewer	Documented in the instruments and study protocol; controlled organizational records remain with PAASCU.
Framework and roadmap validation	Reviewer list, dates, forms, scores, decisions, changes, unresolved issues.	Executive sponsor or steering body	Pending organizational validation.
Technical feasibility	Architecture, performance, security, privacy, resilience, support, and cost assessments.	Authorized technical reviewers	Pending authorized technical review.
Final approval	Management and Board action where required.	Authorized governance body	Pending management and Board action where required.

Appendix F. Roadmap Decision Gates and Annual Review Controls

Gate	Decision question	Minimum evidence	Possible decision
1. Evidence verification	Are the research findings authentic, reproducible, and traceable?	Completed verification record for the quantitative and qualitative research file; documentary source-custodian confirmation.	Proceed to organizational validation, correct any custodian discrepancy, or suspend the affected claim.
2. Governance approval	Are ownership, decision rights, and change control approved?	Charter, RACI, policy, authorized enhancement process.	Approve governance or return for clarification.
3. Process and data readiness	Are workflows, statuses, data definitions, owners, and controls approved?	Process maps, data dictionary, access and retention rules.	Authorize requirements or defer automation.
4. Technical and security feasibility	Is the proposed solution feasible, resilient, secure, private, and supportable?	Architecture, estimate, test approach, security/privacy review, continuity plan.	Pilot, revise, defer, or reject.
5. Resource approval	Are cost, staff, vendor, support, training, and recurring resources approved?	Costed business case and budget authority.	Fund, phase, defer, or cancel.

Gate	Decision question	Minimum evidence	Possible decision
6. User acceptance and release	Does the initiative meet approved acceptance criteria?	Test and user acceptance records, training, support and release plan.	Release, conditionally release, or remediate.
7. Benefits realization	Did the initiative achieve the approved outcome without unacceptable risk?	KPI, user, risk, support, and cost evidence.	Institutionalize, improve, scale, or retire.

Appendix G. Statistical Verification Tables

The following schedules reproduce the final quantitative calculations from the 50 complete de-identified survey records. They are included to support reproducibility, executive review, and future audit or reanalysis. Percentages use the applicable denominator and are rounded to one decimal place; means, standard deviations, medians, and interquartile ranges are rounded to two decimals.

Appendix Table G1
Likert item frequencies and descriptive statistics

Item	1	2	3	4	5	Median	IQR	Mean	SD
L1	0	1	6	28	15	4.00	1.00	4.14	0.70
L2	0	1	4	34	11	4.00	0.00	4.10	0.61
L3	0	2	16	28	4	4.00	1.00	3.68	0.68
L4	0	0	3	36	11	4.00	0.00	4.16	0.51
L5	0	0	9	33	8	4.00	0.00	3.98	0.59
L6	0	0	8	33	9	4.00	0.00	4.02	0.59
L7	0	0	5	31	14	4.00	1.00	4.18	0.60

Note. L1 = potential to improve accreditation operations; L2 = potential to streamline accreditation-related processes; L3 = potential to improve stakeholder communication; L4 = potential to improve document management and record keeping; L5 = potential to support monitoring; L6 = potential to contribute to more efficient service delivery; L7 = potential to support PAASCU's digital transformation. The response anchor 3 means Moderately Agree and is not a neutral midpoint.

Appendix Table G2
Seven-item composite and internal consistency by stakeholder group

Stakeholder group	n	Mean	SD	Median	IQR	Cronbach's alpha	Interpretive use
Overall	50	4.04	0.49	4.00	0.68	0.905	Primary whole-sample estimate
Secretariat	10	4.23	0.33	4.14	0.39	0.795	Exploratory subgroup estimate; interpret cautiously
Accreditors	20	3.94	0.47	4.00	0.50	0.896	Exploratory subgroup estimate; interpret cautiously
Member institutions	20	4.04	0.57	4.07	0.71	0.928	Exploratory subgroup estimate; interpret cautiously

Appendix Table G3
Challenge and future-development checklist verification

Checklist	Item	n	%	Rank within checklist
Challenge	Technical issues	29	58.0%	1
Challenge	Lack of user training	27	54.0%	2
Challenge	Limited functionality	24	48.0%	3
Challenge	Limited awareness	21	42.0%	4
Challenge	Internet connectivity	19	38.0%	5
Challenge	Lack of user support	17	34.0%	6

Checklist	Item	n	%	Rank within checklist
Challenge	Other: data consistency, notifications, or access rules	6	12.0%	7
Future-development priority	Dashboard and analytics	34	68.0%	1
Future-development priority	Monitoring tools	31	62.0%	2
Future-development priority	Document management	29	58.0%	3
Future-development priority	User experience	28	56.0%	4
Future-development priority	Data integration	26	52.0%	5
Future-development priority	Communication features	24	48.0%	6
Future-development priority	Accreditation reports	22	44.0%	7
Future-development priority	Mobile accessibility	19	38.0%	8
Future-development priority	Other: accessibility, security, or workflow configuration	5	10.0%	9

Note. Multiple selections were permitted; percentages therefore do not sum to 100%. Frequency indicates prevalence in the selected sample and is not, by itself, a final investment priority.

Appendix Table G4
Response completion, familiarity, and strategic-platform verification

Verification indicator	Result	Interpretation
Survey completion	50 of 60 invitees (83.33%)	Applies to the purposively invited sample.
Complete analytical records	50 of 50 retained records	No missing item-level records were present in the supplied dataset.

Verification indicator	Result	Interpretation
Familiar or very familiar	37 of 50 (74.0%)	Experience was positive but role-dependent.
Perceived partial implementation	29 of 50 (58.0%)	Most common implementation-status response.
Strategic-platform response: Yes	45 of 50 (90.0%)	Strong perceived strategic potential; not proof of implementation readiness.
Strategic-platform response: Not sure	5 of 50 (10.0%)	No respondent selected No.