



University of Southeastern Philippines (USEP)

Catch-Up Plan 2018-2021

in reference to the Strategic Plan 2007-2021

Approved by the USEP Board of Regents (BOR)
per BOR Resolution No. 88, s. 2017

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Message of the University President

"Organization development is a response to change, a complex educational strategy intended to change the beliefs, attitudes, values and structures of organizations so they can better adapt to new technologies, markets, challenges and the dizzying rate of change itself." - Warren Bennis, American author

Being a part of the University as a faculty and researcher, for 35 years prior to presidency, caused me not to succumb to status quo. This was my feeling because I appreciate the need for change given the immense potential of USEP to level-up in various aspects as a result of its competitive edge, and the trends and opportunities in the environment where it functions.

When I assumed the presidency in November 2015, the University of Southeastern Philippines operates under a 15-year Strategic Plan, 2007-2021. As part of monitoring and evaluation, a medium-term review was conducted to assess what has been accomplished in reference to the 15-year Strategic Plan. The baseline and the changing landscape for higher education institutions brought about by recent developments, reveal the need for a catch-up plan.

Alleviating poverty, through sustainable economy, sits at the top of the country's list of priorities. But without setting standards, it would be difficult to monitor our progress. Thus, all efforts to improve will be futile. This means that setting standards, even within the level of our institution, plays a significant role in influencing a bigger reality. The efforts we put into improving our behavior (individually and as an organization), policies, system, and structure reflect the change we contribute into our community. Ultimately, this is how we help uplift the quality of life of Filipinos.

The Catch-up Plan, 2018-2021, specifies the institutional objectives, strategies, initiatives and targets of the University in the next four (4) years. It also outlines the Plan implementation, monitoring and evaluation cycle – capacitating for change – to carry out the aspiration of becoming a research university. This ambition does not just imply the direction that the University is taking but is also an attempt to initiate a branding process that

hopefully creates differentiation in a more competitive industry climate.

As a state university, USEP bears a special set of responsibilities to our region and country. We have identified our core challenge in the coming years, and that is to make USEP as a Premier Research University in the ASEAN. The realization of this grand vision entails significant changes that must begin in our own backyard. However, for these needed changes to happen, the critical mass must understand that change is not an event, but a process; and that change is not a destination, but a journey.

We are in the right direction. The momentum we have gained continues to push this Institution constantly forward. Let us not settle for mediocrity. I encourage the members of the USEP community to co-own this Plan by committing to change; to be in one boat in our journey towards the attainment of our desired vision. Together, we will be able to realize our vision, and achieve unparalleled excellence.

LOURDES C. GENERALAO
SUC President IV



The Catch-up Planning Process

The change in the University leadership in November 2015 brought with it a felt need and a decision to revisit the 15-Year Strategic Plan (2007-2021), approved by the Board of Regents (BOR) in 2006. More than halfway through its implementation, the University deemed it necessary to re-evaluate its accomplishments aligned to its targeted activities and outcomes.

It is imperative, therefore, to do a reflective and participative manner of reviewing what were and were not accomplished in the Strategic Plan. This review covers the consequential reasons for not being able to accomplish what has been planned, as well as the consideration of current trends, opportunities, and challenges, and how these may possibly affect the University strategic directions. It is in this light that the USEP administration initiated the conduct of the catch-up planning.

A Technical Working Committee (TWC) was then tasked to assess the implementation of the USEP Strategic Plan and to establish baseline data. The TWC report became the basis of the Technical Working Group (TWG) assigned to draft the USEP Catch-up Plan (CUP) to address the relevant gaps. However, there were targets in the USEP Strategic Plan that would no longer be pursued in consideration of new priorities in the national and regional development directions.

The draft USEP CUP maintained the eight Strategic Areas of Concern (SACs) from the Strategic Plan:

SAC 1	Academic Programs, Curriculum and Instruction
SAC 2	Research, Development and Extension
SAC 3	Administration and Institution
SAC 4	Physical Plant and Facilities
SAC 5	Human Resource Development
SAC 6	Financial Resources
SAC 7	Student Services
SAC 8	Library Services

To help the University identify its best opportunities for growth and to provide fresh and objective perspective independent from the University's group-think culture, a third party consultant was engaged to serve as resource person in a two-day workshop in June 2017. In this workshop, the University core values, shared vision and mission were reviewed; and a series of relevant goals that translate the shared vision into concrete terms as well as strategic objective(s) per goal were agreed upon.

The University used the Balanced Scorecard (BSC) as the planning framework and approach. This necessitated the identification of USEP's core processes (referred in this document as Strategic Areas of Concern or SACs), which were agreed by the Top Management and the Workshop participants. These SACs correspond with the five key functions of the University – Governance, Instruction, Research, Extension, and Production. As such, the eight SACs in the USEP Strategic Plan were clustered to align with the five key University functions. For example, SAC 3 (Administration and Institution), SAC 4 (Physical Plant and Facilities), SAC 5 (Human Resource Development) and SAC 6 (Financial Resources) were all grouped under Governance. After clustering, it was agreed that in the proposed Catch-up Plan, the SACs would now be:

SAC 1	Governance
SAC 2	Instruction
SAC 3	Research
SAC 4	Extension
SAC 5	Production

This became the new framework by which the Catch-up Plan was structured and organized.

After the workshop, consultations were conducted to consolidate projected targets for the formulated institutional and strategic objectives.

The annual operational plan for the first school year within the Catch-up Plan period (i.e. for Year 2018) was drafted during the workshop

for each of the five SACs. From the objectives formulated for each SAC, corresponding strategies, measures and specific actions were listed together with their respective timeline, responsible offices, collaborating offices, and needed financial resources.

In August 2017, the Technical and Documentation Group (TDG) was constituted to package the USEP Catch-up Plan 2018-2021. Upon approval of the Board of Regents, the Catch-up Plan is widely disseminated to all the key stakeholders of the University.

In all these activities, alignment to the international, national and regional societal goals, such as the Sustainable Development Goals (SDGs) and ASEAN integration was faithfully considered. The CUP is also strongly anchored on the Philippine long-term vision – Ambisyon Natin 2040 and the Davao Regional Development Plan (DRDP) 2017-2022. By solidly linking the CUP to all these goals, USEP shall be a significant player in the attainment of national and regional targets.

Moreover, the Program Expenditure Classification (PREXC), Institutional Sustainability Assessment (ISA), CHED SUC Leveling, among others were also considered in identifying the University CUP indicators.

This catch-up planning process is outlined to serve as reference for similar future initiatives of the University.



Realizing our Vision

The fast-changing academic landscape of higher education institutions drives the University of Southeastern Philippines (USEP) to define its identity and relevance in the context of knowledge and technology generation in the ASEAN. The perceived strategic gaps between the USEP Strategic Plan 2007-2021 and the current trends, opportunities and challenges need to be addressed through proactive and dynamic actions across core processes of the University. The strategy map highlights the path that the University needs to take to attain its vision of becoming a Premiere Research University in the ASEAN by 2021.

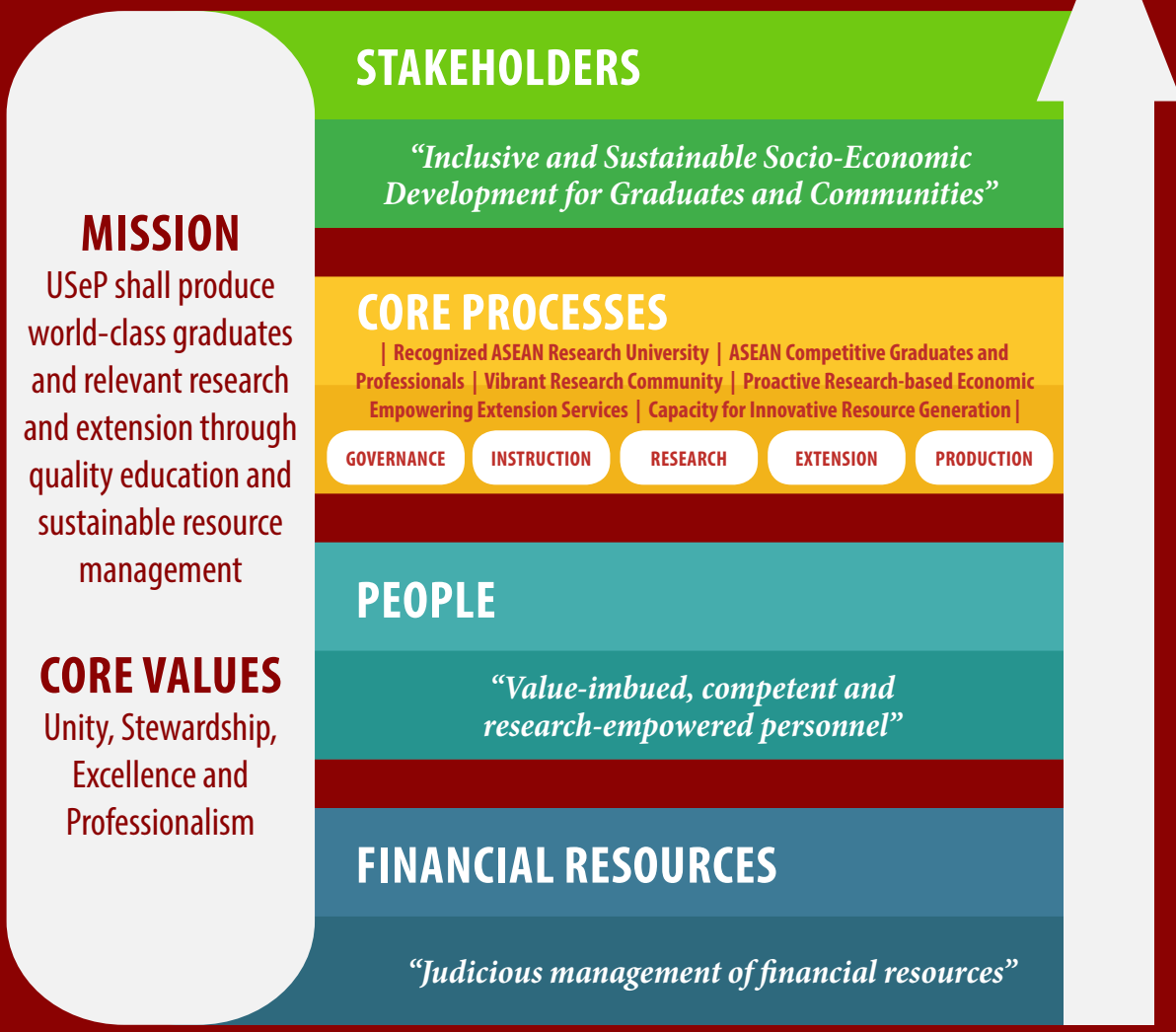
The four perspectives in the balanced scorecard, which the University used in the planning process, captured how USEP should utilize its human and material resources to promote quality and excellence with highly satisfied clients and stakeholders.

Visually, the strategy map summarizes how the University could achieve its goal. It is believed that judicious management of financial resources could enable mechanisms to optimize capabilities of people in the University. This shall lead to value-imbued, competent and research-empowered personnel. Convergence of USEP’s core processes in governance, instruction, research, extension, and production is also envisioned to promote highest satisfaction of stakeholders in the University’s quest for Inclusive and Sustainable Socio-economic Development for Graduates and Communities.

All actions and strategies are anchored to USEP’s mission and mandate with its human resources committing to quality service in accordance with its core values of Unity, Stewardship, Excellence, and Professionalism.



VISION: PREMIER RESEARCH UNIVERSITY IN THE ASEAN



The USEP Strategy Map 2018-2021



INSTITUTIONAL GOALS

At the end of the plan period, the University of Southeastern Philippines (USEP) aims to achieve five comprehensive and primary goals.

Overarching these aspirations is the vision of USEP to become a Premier Research University in the ASEAN - a research university which is not only committed to teaching and learning but values and promotes entrepreneurial drive and innovative culture.

01 Recognized ASEAN Research University

02 ASEAN Competitive Graduates and Professionals

03 Vibrant Research Community

04 Proactive Research-based Economic Empowering Extension Services

05 Capacity for Innovative Resource Generation



Institutional Goal 01

Recognized ASEAN Research University

As the years progressed, USeP recognized the potential of producing new knowledge and technology in developing communities. Aware of its capacity to influence on such a grand scale, USeP mandates its faculty, non-teaching staff and students to engage in research.

This goal includes advancing the University’s academic programs and processes to global standards and consequently become a premier research university in the ASEAN.

The journey to achieving this goal was limned with opportunities of solidifying USeP’s credibility in the international scene. The initiatives mentioned in this section are meant to cultivate a conducive learning environment and a robust higher education system worthy of international recognition.

INSTITUTIONAL OBJECTIVE

“Achieve recognitions comparable to ASEAN standards”

INSTITUTIONAL INITIATIVES

To meet the goal, USeP shall:

- Improve performance in Key Result Areas under the State Universities and Colleges (SUC) Leveling Instrument
- Ensure that needed targets to be typed as Research University are achieved
- Improve performance in the criteria set by world ranking institutions (e.g. Quacquarelli Symonds)
- Ensure implementation of Quality Management System

INSTITUTIONAL TARGETS

By the end of 2021, USeP shall achieve:

- T01 SUC Level 5 recognition
- T02 CHED Institutional Sustainability Assessment (ISA) and typology recognition as an autonomous university
- T03 Top 300 University rank in Asia (e.g. QS-Asia world ranking)
- T04 ISO 9001:2015 certification



Institutional Goal 02

ASEAN Competitive Graduates & Professionals

It is the goal of USeP, as a state university, to provide every student with an opportunity to earn a degree through quality education. While helping its graduates pursue their lifelong ambitions, USeP enables individuals to actualize their full potential as a human being.

Beyond providing skills in basic development and workforce preparation for its students, USeP also aims to equip them with 21st Century Skills and practical disciplines, as well as cultivating the right attitudes and values so that they may become crucial players in appropriately addressing global challenges that require globally-minded solutions.

This goal necessitates reinventing the USeP academic initiatives by offering and rationalizing varied educational pathways which are learner-centered. Through these, students will be exposed to a myriad of opportunities that conforms to the ASEAN qualification framework.

INSTITUTIONAL OBJECTIVE

“Align academic programs and student services to ASEAN standards”

INSTITUTIONAL INITIATIVES

To meet the goal, USeP shall:

- Rationalize academic offerings
- Improve institutional capacity on planning, evaluation, and quality assurance
- Improve infrastructure and delivery of student services

INSTITUTIONAL TARGETS

By the end of 2021, USeP shall achieve:

- T05 CHED Certificate of Program Compliance (COPC) in 90% of applicable academic programs
- T06 Readiness of three (3) academic programs for international accreditation
- T07 Very good or excellent rating of academic experience by 90% of students



Institutional Goal 03

Vibrant Research University

USEP aims to achieve cultural change with a focus on supporting a vibrant environment which strikes the right balance between teaching and research. To realize this goal, USEP will invest on state-of-the-art equipment, facilities, and infrastructure to encourage its faculty, non-teaching staff, and students to maximize their research potential in exploring novel and innovative areas of inquiry and to raise the impact and profile of their research outputs.

In an institution where research and teaching go hand in hand, USEP is able to foster a culture of innovation.

INSTITUTIONAL OBJECTIVE

“Nurture strong research culture”

INSTITUTIONAL INITIATIVES

To meet the goal, USEP shall:

- Enhance researchers’ capabilities
- Improve faculty, non-teaching staff and students involvement in research
- Produce quality research proposals that will lead to publication and patent/ copyright
- Enhance research visibility

INSTITUTIONAL TARGETS

By the end of 2021, USEP shall achieve:

- T08** Research outputs that will produce:
- Thirty one (31) publications to refereed journals
 - Four (4) technologies patented or utility model registered
 - Thirteen (13) submissions for patenting
 - One hundred fifty five (155) citations in refereed journals



Institutional Goal 04

Proactive Research-based Economic Empowering Extension Services

The University's goal is to implement research-based extension services that not only cater technology transfer but also advocate sustainable development and social inclusion.

Recognizing its influence to effect change, in the individual level and in communities, the University aims to revolutionize the delivery mechanisms of its extension services by responding proactively and effectively to the social and economic needs of communities it serves.

INSTITUTIONAL OBJECTIVE

“Intensify innovation and technology transfer”

INSTITUTIONAL INITIATIVES

To meet the goal, USEP shall:

- Increase research utilization in the delivery of extension activities
- Implement mechanisms to increase technology adoption
- Improve technology packaging for commercialization

INSTITUTIONAL TARGETS

By the end of 2021, USEP shall achieve:

- T09** Extension programs, projects and activities that will result to:
- 24 technologies transferred
 - 17 research outputs utilized/adopted in the communities
 - 20% change of income/quality of life/productivity/efficiency by adopters of technology



Institutional Goal 05

Capacity for Innovative Resource Generation

To support its operation amidst challenging government subsidy, USeP operates as a corporate entity, optimally managing its fiscal resources and potentially pursuing innovative entrepreneurship programs to generate revenues.

To realize this goal, the University will maximize and modernize land utilization for agricultural production and intensify strategies to increase revenue from non-agricultural based enterprises.

INSTITUTIONAL OBJECTIVE

“Increase resource generation of the University”

INSTITUTIONAL INITIATIVES

To meet the goal, USeP shall:

- Enhance existing income-generating projects (IGPs)
- Establish new revenue streams

INSTITUTIONAL TARGETS

By the end of 2021, USeP shall achieve:

- T10** 5% annual increase in annual net income from income-generating projects (IGPs)



STRATEGIC AREA OF CONCERN SAC

This section highlights the strategic actions that the University shall pursue in implementing the Catch-up Plan, 2018-2021.

The realization of the five comprehensive and primary goals of the University strongly relies on the harmonious interplay of the following five core processes or strategic areas of concern (SAC): Governance, Instruction, Research, Extension, and Production.

The succeeding sections for each SAC outline the strategic objectives, institutional strategies, performance measures and specific actions to attain the University goals.

01 Governance

02 Instruction

03 Research

04 Extension

05 Production



Strategic Area of Concern (SAC) 01: Governance

Effective and efficient governance is at the heart of the strategic actions of the University.

USEP shall achieve this by investing aggressively in making and sustaining a world-class academic system. This demands the implementation of standardized processes to enhance operations, increase efficiencies, maximize productivity, and improve customer satisfaction.

USEP shall also strive to build and sustain its presence and prominence to achieve recognition as a significant institution of higher and advanced learning in the ASEAN.

SAC 01

STRATEGIC OBJECTIVE NO. 1

“Provide a modern working and learning environment to sustain a world-class academic system, standard-compliant service, and improved customer satisfaction”

INSTITUTIONAL STRATEGIES

To meet the objective, USEP shall:

- Establish building infrastructure and refurbish facilities to enhance working and learning environment and fulfill space demands for improved university services
- Implement Information Systems Strategic Plan (ISSP) to improve administrative and front-line services, and support sharing of resources among offices and campuses
- Improve mechanisms in the delivery of student services
- Comply with the requirements of Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) of the Civil Service Commission (CSC) and the Continuing Professional Development (CPD) of the Professional Regulation Commission (PRC)

PERFORMANCE MEASURES

By the end of 2021, USEP shall achieve:

- S1.1 100% completion of infrastructure projects according to timeline
- S1.2 100% compliance to CHED Memorandum Order (CMO) or Policies, Standards and Guidelines (PSG) requirement on basic facilities (e.g. comfort rooms, water supply, laboratories)
- S1.3 90% very good or excellent satisfaction rating of students for frontline services
- S1.4 100% completion of Information Systems Strategic Plan (ISSP)
- S1.5 Recognition from the CSC as Center for Excellence in Human Resource Management
- S1.6 Continuing Professional Development (CPD) accreditation from the Professional Regulation Commission

SPECIFIC ACTIONS

- Complete construction of Information Technology Building; Industrial, Electronics and Mechatronics Training Center; College of Governance and Business Building; Engineering Laboratory Building; Technology and Livelihood Education Building; student study kiosk; Main Building in Mintal Campus; and RDE Center in Tagum-Mabini Campus
- Construct administrative building, science laboratory building, student center, student canteen, student dormitory, University Learning and Resource Center (ULRC), and RDE Building in Obrero Campus
- Construct child minding center and lactation station
- Rehabilitate academic buildings and offices
- Upgrade University oval grounds and drainage system
- Establish complete fire and emergency facility
- Refurbish comfort rooms and construct gender-neutral restrooms
- Provide adequate and potable water supply
- Construct/upgrade facilities for audio-visual presentation, theater arts, and large group lectures
- Upgrade classroom facilities with sufficient ventilation and lighting system
- Upgrade laboratories, equipment and facilities to support delivery of instruction, research and innovation activities
- Upgrade/purchase facilities in support to student services including medical, dental, guidance and counseling
- Fully implement the Integrated Information Systems Project
- Implement Campus Interconnectivity Project and other information systems to support university processes and services such as Quality Assurance Documents
- Archiving System, Decision Support System, ePlanning to Procurement System, Documents Tracking System and others.
- Improve VoIP facility in all campuses
- Establish Command Center for inter-campus monitoring and knowledge exchanges
- Install Queuing System and Turnstile Security System for all campuses
- Design and implement student-centered activities to address security and safety, and student welfare in terms of physical, mental, psychological, socio-emotional, sports and cultural needs
- Acquire recognition from the CSC on PRIME-HRM
- Submit application to PRC as accredited CPD provider

“Elevate the stature of the University as a globally significant institution of higher and advanced learning”

“Ensure processes and operations are systematically designed and appropriately implemented to maximize productivity and improve efficiency”

INSTITUTIONAL STRATEGIES

To meet the objective, USeP shall:

- Adopt a multidimensional brand strategy and communications plan by amplifying signature accomplishment to elevate University profile and presence.
- Initiate exchanges between professionals in the industry and academia, and bring awareness to both sides on the benefits of industry-academe collaboration.
- Widen reach to higher education best practices in instruction, research, extension and production through a set of compact partnerships and progression agreements with other academic institutions
- Forge partnerships with alumni, government and non-government organizations and philanthropists, and provide them with opportunities to take part in University development.

PERFORMANCE MEASURES

By the end of 2021, USeP shall achieve:

- S1.7** Institutional awards given by reputable organizations: 1 international, 4 national, and 4 regional/local
- S1.8** Active partnerships with government and non-government organizations, academic institutions and private entities: 7 international, 10 national, 15 regional/local
- S1.9** Production of 4 institutional newsletters annually

INSTITUTIONAL STRATEGIES

To meet the objective, USeP shall:

- Identify opportunities and eliminate redundancies to best optimize University resources and implement structured systems, policies and processes
- Ensure conformance to ISO approved processes
- Formalize the process of strategic planning, from proposal review to monitoring and evaluation
- Implement a proactive system of budget allocation to the University's strategic priorities and initiatives
- Make gender sensitivity intrinsic in processes and operations

PERFORMANCE MEASURES

By the end of 2021, USeP shall achieve:

- S1.10** 11 approved manuals
- S1.11** 8 annual internal quality audit visits
- S1.12** 60 procedural manuals
- S1.13** 100% conformance to QMS processes

SPECIFIC ACTIONS

- Adopt a University tagline and make it a byword in all university promotions and events
- Conduct intensive media relations campaign that promotes and celebrates the achievements and successes of the University and its people
- Update regularly the University website and other official social media network accounts
- Invite professionals as resource speakers in college events or during delivery of instruction
- Send faculty to industry immersion
- Establish alliances with employers through mutually-beneficial agreement and understanding
- Conduct benchmarking to top universities in the country and in the ASEAN to experience their best practices
- Establish consortium agreement with other academic institutions for program complementation
- Intensify collaboration with the alumni for University activities
- Partner with other government agencies in the delivery of community projects
- Connect with philanthropists for possible funding/support of university projects
- Formulate enabling mechanisms and establish clear internal and external communication channels to support internationalization efforts
- Undertake activities that would lead towards University recognition

SPECIFIC ACTIONS

- Establish Quality Assurance Center as a central source of university data
- Conduct staffing inventory, revisit job structures and realign resources
- Revise RDE Manual and Faculty Manual
- Publish Strategic Performance Management System Manual, Sports and Cultural Affairs Manual, University Records Management Manual, University Records Disposition Schedule, Emergency Preparedness and Response Manual, Income Generating Projects Manual, Curriculum and Instruction Manual, Data Privacy Manual, University Financial Management Manual and Intellectual Property Rights Manual
- Develop an institutional-wide planning and procurement cycle procedures including supply management and disposal
- Conduct Internal Quality Audit visits as scheduled in the QMS program in all campuses
- Establish Monitoring and Evaluation Office
- Establish Internal Control Unit
- Procure facilities to support Quality Assurance
- Document processes and develop corresponding procedural manuals
- Commit increasing annual budget for instruction, research and extension
- Consider gender sensitivity in the formulation of processes and operations



Strategic Area of Concern (SAC) 02: Instruction

As the world becomes increasingly globalized, USeP is beset with the challenge of preparing its graduates to be globally competitive. It has become imperative that USePians are equipped with qualifications that would guarantee success in their careers and lifelong pursuits.

To be at par with other higher education institutions, USeP shall adapt to the fast-changing dynamics in higher education by institutionalizing academic policies, obtaining institutional accreditation and quality assurance certification, and offering relevant academic programs responsive to the K-12 curriculum and ASEAN qualifications framework.

SAC 02

STRATEGIC OBJECTIVE NO. 1

“Establish relevant academic programs with functional support structure responsive to K-12 curriculum and ASEAN qualifications framework”

INSTITUTIONAL STRATEGIES

To meet the objective, USeP shall:

- Conduct curriculum evaluation, revision and development according to USeP’s mandate and typology, and international trends
- Utilize alternative teaching and learning modalities
- Expand market scope of academic programs through accreditation and equivalency
- Design appropriate bridge/intervention programs to address competency gaps of entrants
- Implement efficient and effective governance architecture to support academic direction

PERFORMANCE MEASURES

By the end of 2021, USeP shall achieve:

- S2.1 100% undergraduate academic programs OBEdized.
- S2.2 100% graduate school programs revised/enhanced
- S2.3 10 programs offered through Expanded Tertiary Education Equivalency and Accreditation Program (ETEEAP)
- S2.4 100% of faculty utilized alternative teaching and learning modalities
- S2.5 50 e-learning materials produced and offered through distance learning
- S2.6 Full implementation of new governance architecture for undergraduate and graduate levels
- S2.7 8 new academic programs offered (e.g. Law, medicine, sanitary engineering, graduate programs)

SPECIFIC ACTIONS

- Conduct evaluation/revision of existing curriculum and proposed new programs according to institutional mandate and priorities
- Align the academic direction of the University with K-12 curriculum, Outcome-Based Education (OBE) and typology, Philippine Qualifications Framework (PQF), ASEAN Qualification Framework (AQF), and applicable international
- Revitalize MiSpace as a core division to support e-learning and upgrade its facilities for the delivery of e-learning modality
- Require faculty to use alternative teaching and learning modalities (e.g. USeP Virtual Learning Environment)
- Offer programs through distance learning
- Increase number of programs
- under ETEEAP
- Implement designed bridge/intervention programs for entrants
- Implement governance architecture of graduate and undergraduate programs

“Achieve higher level of program/institutional accreditation, recognition, and quality assurance certification”

“Produce globally competitive graduates”

INSTITUTIONAL STRATEGIES

To meet the objective, USeP shall:

- Increase program submission for national and international accreditation/certification/recognition/awards
- Increase number of academic programs granted Center of Excellence (COE) and/or Center of Development (COD)
- Intensify implementation of Quality Management System (QMS) and mechanism to achieve COPC, ISA, and desired vertical and horizontal typology

PERFORMANCE MEASURES

By the end of 2021, USeP shall achieve:

- S2.8** 90% of academic programs accredited
- S2.9** 10 programs granted COE/COD
- S2.10** Completed self-survey for Philippine Quality Awards (PQA)

INSTITUTIONAL STRATEGIES

To meet the objective, USeP shall:

- Standardize process of student admission and promotion in the graduate and undergraduate programs
- Institutionalize quality assurance mechanism to implement curriculum and monitor students' academic progress according to intended outcomes, performance in licensure examinations, and employment
- Strengthen internationalization efforts on faculty exchanges, student mobility and credit transfer

PERFORMANCE MEASURES

By the end of 2021, USeP shall achieve:

- S2.11** 85% passing rate in licensure examinations
- S2.12** 75% of graduates employed within 2 years after graduation
- S2.13** 4 academic programs qualified for student mobility and credit transfer
- S2.14** 10 faculty exchanges/fellowships
- S2.15** 350 students involved in student mobility

SPECIFIC ACTIONS

- Conduct inventory and self-assessment of academic programs qualified for accreditation
- Intensify and standardize academic program evaluation through Internal Quality Audit
- Submit all qualified graduate and undergraduate programs for accreditation
- Package process in curriculum and instruction to migrate from ISO 9001:2008 to ISO 9001:2015
- certification
- Conduct self-assessment of all programs for international accreditation and the PQA
- Conduct self-assessment for COE and COD application and submit programs for recognition
- Implement academic programs according to the standards of COE/COD
- Install systems to harmonize data for monitoring and evaluation of programs
- Review and comply program requirements based on CHED Memorandum Orders and Program Standards and Guidelines
- Secure COPC for all applicable programs
- Document all processes to conform to the requirements for institutional sustainability
- Secure ISA and typology certifications

SPECIFIC ACTIONS

- Revise academic policy for faculty and students in all programs
- Conduct relevant benchmarking activities and develop standardized assessment tools for students' admission and promotion
- Implement testing program to monitor students' performance from admission to graduation
- Implement outcomes-based assessment of learning standards to align with OBE curriculum
- Conduct relevant action research to improve and enhance student performance
- Align assessment standard with ASEAN trends
- Harmonize student records in all student services to support data integration for monitoring of student performance
- Implement data mining to support decisions on curricular improvement
- Implement delivery of instruction according to ISO-aligned process
- Produce instructional materials to support attainment of learning outcomes
- Develop assessment tools to measure assessment tasks prescribed in the curriculum
- Intensify student involvement in curricular and co-curricular activities within the University and off-campus
- Implement Internal Quality Audit (IQA) regularly to monitor ISO processes on curriculum and instruction
- Design online system and tools to track graduates in terms of employment and other professional engagement
- Integrate foreign language in the curriculum
- Operationalize plan for internationalization to target faculty exchanges, student mobility and credit transfer
- Strengthen identified academic programs for student mobility and/or credit transfer



Strategic Area of Concern (SAC) 03: Research

Within the Catch-up Plan period, USeP intends to strongly build its reputation as a home of academics and scientists, honing a culture of producing research outputs that are responsive to the national and regional development thrusts and the communities it serves.

USeP shall provide enabling strategies, enhanced RDE policies, appropriate innovative infrastructures, and exposure to various platforms to increase research engagement, impact and visibility.

All research activities of the University shall be harnessed on the convergence of instruction, research and extension.

SAC 03

STRATEGIC OBJECTIVE NO. 1

“Promote dynamic and sustainable participation of USeP stakeholders in research”

INSTITUTIONAL STRATEGIES

To meet the objective, USeP shall:

- Provide enabling mechanisms to encourage and inspire faculty, non-teaching staff and students to engage in research work
- Provide relevant training to enhance research capabilities of faculty, non-teaching staff and students
- Develop monitoring and evaluation initiatives to ensure attainment of research targets

PERFORMANCE MEASURES

By the end of 2021, USeP shall achieve:

- S3.1** Approval of policies on enabling mechanism in the conduct of research
- S3.2** Involvement in research by faculty (50%), non-teaching staff (10%) and students (10%)
- S3.3** Training of faculty (80%), non-teaching staff (20%) and students (20%) to conduct research
- S3.4** Training of faculty (40%), non-teaching staff (10%) and students (10%) to write for publication
- S3.5** Awareness of faculty (40%), non-teaching staff (5%) and students (10%) on intellectual property rights

SPECIFIC ACTIONS

- Implement policy on requiring faculty to conduct research based on rank
- Establish clear guidelines on load releases and incentive scheme for faculty, non-teaching staff and students conducting research studies
- Conduct research engagement program for faculty, non-teaching staff and students
- Develop policies for inclusion of students and non-teaching staff in research projects
- Develop policy on participation to conferences and seminars
- Develop policy on monitoring, evaluation and submission of research accomplishments
- Conduct patent awareness symposium in all colleges

STRATEGIC OBJECTIVE NO. 2

STRATEGIC OBJECTIVE NO. 3

“Produce cutting-edge research outputs with emphasis on the convergence of instruction, research and extension, aligned to the University RDE Agenda and conforming to ethical standards”

“Improve research and researchers’ visibility to the community”

INSTITUTIONAL STRATEGIES

To meet the objective, USeP shall:

- Implement RDE policies on research ethics and establish an independent University Research Ethics Board (UREB)
- Implement 6Ps (publication, patents, products, people services, places, and policies) guidelines of DOST in producing research
- Establish research centers to support instruction, extension and production
- Ensure alignment of faculty, non-teaching staff and student research outputs to RDE Agenda
- Constitute “Think Tank” group to access external funding
- Expand scholarly exchange of scientific information and expertise by hosting visiting scientists/fellows

PERFORMANCE MEASURES

By the end of 2021, USeP shall achieve:

- S3.6** 155 research outputs produced
- S3.7** 90% research studies completed within time frame
- S3.8** 100% ethics-compliant research
- S3.9** 100% research outputs with at least one of DOST’s 6Ps deliverables
- S3.10** 30 new technologies generated
- S3.11** 20 externally-funded research studies
- S3.12** 100% of research outputs by faculty, non-teaching staff and students, aligned to RDE Agenda
- S3.13** Accreditation of 4 University journals
- S3.14** 7 research centers
- S3.15** Hosting of 4 visiting scientists/fellows

INSTITUTIONAL STRATEGIES

To meet the objective, USeP shall:

- Provide support mechanism for presentations in conferences and seminars
- Conduct research dissemination initiatives
- Increase research publications and citations
- Organize strong publication board

PERFORMANCE MEASURES

By the end of 2021, USeP shall achieve:

- S3.16** Research outputs presented in international (53), national (45) and regional (37) fora
- S3.17** 170 research studies disseminated in print, radio and television
- S3.18** 180 research studies disseminated through legitimate academic research outlet
- S3.19** Average of 3 citations per publication
- S3.20** Citation of 50% of research studies
- S3.21** Hosting of 8 research conferences/fora

SPECIFIC ACTIONS

- Establish University Research Ethics Board (UREB) and incorporate in the University’s organizational structure
- Develop policy to adopt DOST 6Ps in the development of research proposals
- Engage with government and non-government organizations, academic institutions and private entities through MOUs and MOAs in research undertakings
- Conduct high impact studies aligned to RDE agenda and academic program niche.
- Organize core group to package research proposals for external funding and develop incentive policy
- Involve external entities in research undertaking
- Formulate college research agenda aligned to the University’s RDE Agenda
- Apply accreditation of University Journals
- Seek funds through grants or partnerships to support the establishment of research centers
- Sponsor/invite visiting scientists

SPECIFIC ACTIONS

- Develop mechanism/guidelines to support attendance to international, national and local seminars and conferences
- Encourage researchers to upload profile in various legitimate academic research outlet and join diverse academic groups
- Establish linkages with TV, newspapers and radio networks for dissemination of research outputs
- Adopt new ways in publication of results
- Conduct training on how to improve research and researchers visibility through social media, web and academic groups
- Develop page in University website for researchers profile and research conducted
- Host research conferences and fora
- Establish Publication Board based on CHED accreditation requirements and incorporate in the University’s organizational structure



Strategic Area of Concern (SAC) 04: Extension

Acknowledging its vital role in the development of communities, USeP is committed to carry out its extension service function with the primary objective of improving the quality of life especially the socially and economically-disadvantaged communities.

USeP extension services shall offer research-based solutions to the pressing problems and issues important to the communities. The University intends to contribute in poverty alleviation through technology commercialization, which consequentially elicits generation of employment and creation of new products.

Like other SUCs, USeP is mandated to render extension service hand in hand with instruction, research and production.

SAC 04

STRATEGIC OBJECTIVE NO. 1

“Intensify implementation of research-based community extension services that could also enhance the academic and research programs of the University”

INSTITUTIONAL STRATEGIES

To meet the objective, USeP shall:

- Implement extension services utilizing the knowledge and technology produced in the academic program level
- Improve linkages, networks and collaborations in conducting research-based extension services
- Implement 6Ps (publication, patents, products, people services, places, and policies) guidelines of DOST in conducting extension services
- Increase awareness and capabilities of faculty, non-teaching staff and students in the delivery of extension services
- Engage with the communities by conducting need-based extension services

PERFORMANCE MEASURES

By the end of 2021, USeP shall achieve:

- S4.1 11 active instruction-based extension programs
- S4.2 4 extension programs in collaboration with external partners
- S4.3 100% research-based extension projects conducted with at least one of the DOST’s 6Ps deliverables
- S4.4 Involvement in extension services by faculty (26%), non-teaching staff (5%) and students (1%)
- S4.5 Training of faculty (80%), non-teaching staff (20%) and students (10%) to conduct extension activities

SPECIFIC ACTIONS

- Package and implement research-based extension proposals aligned to academic program offerings and RDE Agenda
- Engage with government and non-government organizations, academic institutions and private entities through MOUs and MOAs in extension undertakings
- Develop policy to adopt DOST 6Ps in the conduct of extension activities
- Conduct trainings on planning, implementing monitoring and evaluating extension programs
- Seek funds through grants or partnerships to support extension services
- Conduct consultation with communities on gaps and needs that can be addressed through extension services
- Conduct monitoring and evaluation of implemented extension programs

“Design systems to increase knowledge and technology transfer and improve community adopters’ productivity, efficiency and quality of life”

“Improve technology packaging through extension or business incubation for commercialization”

INSTITUTIONAL STRATEGIES

To meet the objective, USeP shall:

- Increase knowledge and technology transfer capability among faculty, non-teaching staff and students
- Implement mechanisms to ensure improvement of community adopters’ productivity, efficiency and quality of life
- Improve implementation of extension services through various modalities

PERFORMANCE MEASURES

By the end of 2021, USeP shall achieve:

- S4.6** 10,400 trainees weighted by the length of training
- S4.7** 6 adopters engaged in profitable enterprise
- S4.8** 1% average yearly increase in number of adopters to total number of trainees.
- S4.9** 6 viable demonstration projects with positive return on investment (ROI) in the past three years
- S4.10** 20% internal rate of return for all demonstration projects
- S4.11** 90% of partners rate training courses and advisory services as very good or excellent in terms of quality and relevance
- S4.12** At least 1 IEC material in every approved research-based extension program/project

INSTITUTIONAL STRATEGIES

To meet the objective, USeP shall:

- Provide support mechanism to showcase generated technologies
- Develop mechanisms to support incubation of technologies generated from faculty, non-teaching staff and student research
- Improve support for commercialization activities that leads to generation of employment and creation of new products
- Engage with government and non-government organizations, academic institutions and private entities to support technology incubation and commercialization activities

PERFORMANCE MEASURES

By the end of 2021, USeP shall achieve:

- S4.13** Commercialization of four (4) products
- S4.14** Establishment of one (1) Technology Business Incubator (TBI)
- S4.15** Establishment of two (2) spin-off/startup companies
- S4.16** Two (2) employment generated from spin-off/startup companies

SPECIFIC ACTIONS

- Conduct training on knowledge and technology transfer for faculty, non-teaching staff and students
- Create technical advisory group to provide guidance to extension workers
- Design tools and instruments for continuous improvement of extension services to ensure productivity, efficiency and quality of life of community adopters
- Implement extension services through training programs, technical assistance and advisory services, communication/information services, community outreach activities, and technology transfer and utilization
- Establish profitable demonstration projects in communities
- Develop and disseminate knowledge materials of research-based extension programs/projects

SPECIFIC ACTIONS

- Upgrade existing facilities for technology incubation
- Conduct networking events and product market matching
- Establish commercialization center of technologies
- Establish support mechanisms through partnership and collaboration
- Allocate funds to provide incentives for utilized and commercialized technology
- Develop and implement manual on Intellectual Property Rights (IPR)
- Provide seed funds for University-generated start-ups
- Establish license agreements, sale proceeds and royalty sharing with potential adopters/takers of technologies
- Provide pre-commercialization services on IP management, technology valuation, business modeling/planning, market study, freedom to operate, fairness opinion review, among others
- Establish and capacitate pool of experts both for TBI and technology transfer activities
- Establish office spaces and mentoring services for potential incubatees.
- Integrate technopreneurship courses in selected curricula



Strategic Area of Concern (SAC) 05: Production

As the higher education scenario changes with the implementation of Republic Act 10931 (Universal Access to Quality Tertiary Education Act) along with other factors affecting fund allocation from the government to SUCs, USeP is stepping up in its innovation and resourcefulness in defraying some of its operational costs.

Underpinned by coherent entrepreneurial strategies, USeP intends to maximize its income generation capacity to sustain the University's infrastructure, services and academic activities.

SAC 05

STRATEGIC OBJECTIVE

“Generate new revenue streams and maximize opportunities to increase institutional income”

INSTITUTIONAL STRATEGIES

To meet the objective, USeP shall:

- Assess the University's current assets and investments to maximize their potential for income generation
- Minimize business losses
- Optimize farm production
- Enhance business management capability
- Develop mechanism for effective and efficient management of Income Generating Projects (IGPs)
- Invest on new business undertakings

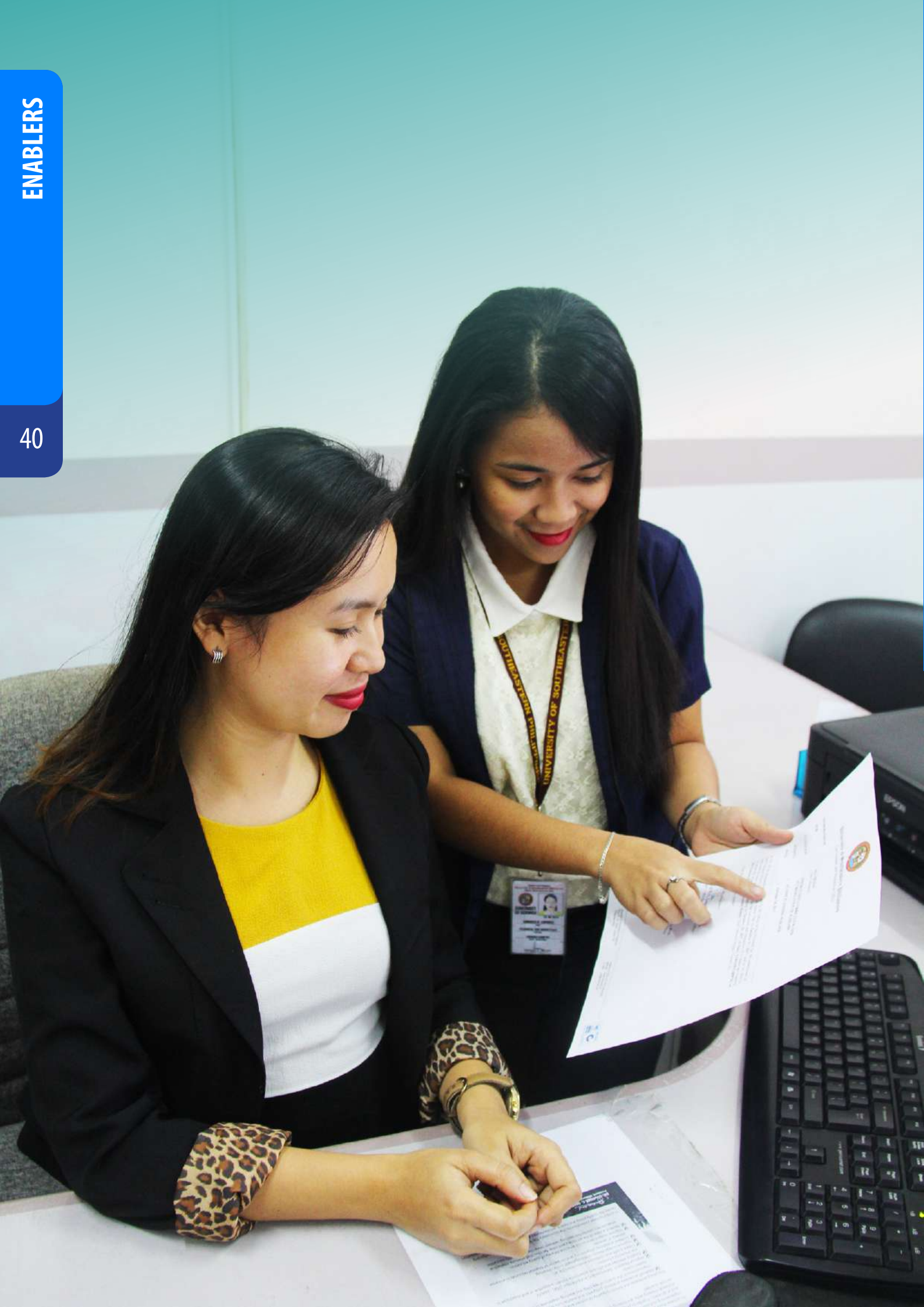
PERFORMANCE MEASURES

By the end of 2021, USeP shall achieve:

- S5.1 100% of IGPs fully audited
- S5.2 Approved business management strategy and procedure
- S5.3 20% decrease in business losses
- S5.4 100% farm productivity based on optimum capacity
- S5.5 8 feasibility studies for new IGPs; 4 of which are approved and 2 new ventures implemented

SPECIFIC ACTIONS

- Conduct full audit and inventory of existing IGPs
- Conduct quarterly study on profit and loss of IGPs
- Monitor and evaluate existing IGPs and formulate innovations for improvement
- Develop business management strategy and procedures
- Conduct marketing of products and professional services
- Implement modern and effective tools and approaches to increase farm production
- Conduct feasibility studies for potential business ventures
- Implement new IGPs
- Strictly implement the lease contract for commercial areas
- Secure necessary permits and licenses for all business undertakings
- Develop and implement guidelines and policies on each type of IGP
- Explore the viability of securing loans for business investments
- Conduct trainings to personnel involved in business management
- Develop and implement a Maintenance Plan of commercial facilities



ENABLERS

For the University to achieve its goals, it intends to strengthen its organizational enablers - its People and Financial Resources.

The University emphasizes on implementing rational approaches for the improvement of asset and resource management.

01 People

02 Financial Resources



Enabler 01: People

*Value-imbued, competent and
research-empowered
personnel*

The USeP’s most essential asset is its human resource.

The training and development, coordination, safety in the workplace and motivation of the faculty and non-teaching staff affect the quality and productivity of work, customer satisfaction, and the University reputation.

To optimize delivery of services to students, USeP intends to uphold a strategic management system and implement a functional faculty and non-teaching staff development program.

USeP shall be a home to professional, motivated, and united faculty and non-teaching staff with excellent skills to perform their functions in the University.

ENABLER 01

STRATEGIC OBJECTIVE

“Value and support the full potential of faculty and non-teaching staff while maintaining job qualification standards”

INSTITUTIONAL STRATEGIES

To meet the objective, USeP shall:

- Provide a conducive working environment where faculty and non-teaching staff are highly valued
- Develop the knowledge, capabilities, and skills of the University workforce and encourage them to grow in their job
- Establish a functional faculty and non-teaching staff development program to support advancement of instruction, research, and extension including scholarship and training opportunities
- Recruit, reward and retain the best talent for sustainable development
- Ensure compliance to applicable laws, rules, and regulations in hiring and designating faculty and non-teaching staff

PERFORMANCE MEASURES

By the end of 2021, USeP shall achieve:

- E1.1 90% of faculty and non-teaching staff with individual working space and desktop computer
- E1.2 70 institution-wide activities related to faculty and non-teaching staff development
- E1.3 5% of non-teaching staff with doctorate degree
- E1.4 40% of faculty with doctorate degree
- E1.5 50% of non-teaching staff given job-skill training
- E1.6 98% filled plantilla positions
- E1.7 Approval of policy on load releases for faculty with designation
- E1.8 8 award categories for personnel
- E1.9 100% of positions/designations filled with qualified faculty and non-teaching staff

SPECIFIC ACTIONS

- Procure facilities and equipment for faculty and non-teaching staff
- Conduct institution-wide activities for faculty and non-teaching staff development
- Review/revise policy on load releases for faculty with designation
- Conduct regular activities for health and wellness of faculty and non-teaching staff
- Formalize institutional awards for best employee in different categories
- Conduct competency gap analysis and identification of training needs for personal and technical skills development
- Regularly monitor and evaluate the implementation of the Faculty and Staff Development Plan
- Send faculty and non-teaching staff to advanced studies or job skill training in a variety of avenues
- Formulate policies to institutionalize rewards system
- Implement a timely and stringent Strategic Performance Management System
- Formalize policies on appointment, promotion and dismissal
- Implement a computerized Monitoring and Evaluation system for faculty and non-teaching staff to efficiently capture and generate performance evaluation results and utilize the same to improve delivery of instruction, research and extension
- Implement action research approaches in designing and implementing interventions to improve faculty performance.



Enabler 02: Financial Resources

*Judicious management of
financial resources*

The USEP aims to implement highly efficient and responsive financial administration.

The University shall implement and continuously improve its policies and procedures to judiciously manage its financial resources.

In the delivery of its core activities and in developing new initiatives, the University shall uphold transparency in its transactions, fortify its commitment to combating inefficiencies, and foster stewardship of financial resources.

ENABLER 02

STRATEGIC OBJECTIVE

“Strive for judicious management of financial resources and exemplify a culture of compliance, accountability, efficiency and stewardship”

INSTITUTIONAL STRATEGIES

To meet the objective, USEP shall:

- Broaden access base to financial resources
- Develop and administer effective financial management frameworks for all campuses, colleges, and offices to allow appropriate independence with corresponding accountability
- Maintain robust and rigorous financial controls and planning systems including budget forecasts and public expenditure review to achieve good value for money

PERFORMANCE MEASURES

By the end of 2021, USEP shall achieve:

- E2.1 5 additional access bases to financial resources
- E2.2 Utilization Rate of:
 - Internally generated income and business related funds
 - 70% Utilization/Approved Budget
 - 90% Disbursement/Utilization
 - Regular agency funds
 - 100% Obligation/Allotment
 - 100% Disbursement/Obligation
- E2.3 90% utilization of fiduciary funds for the improvement of student services

SPECIFIC ACTIONS

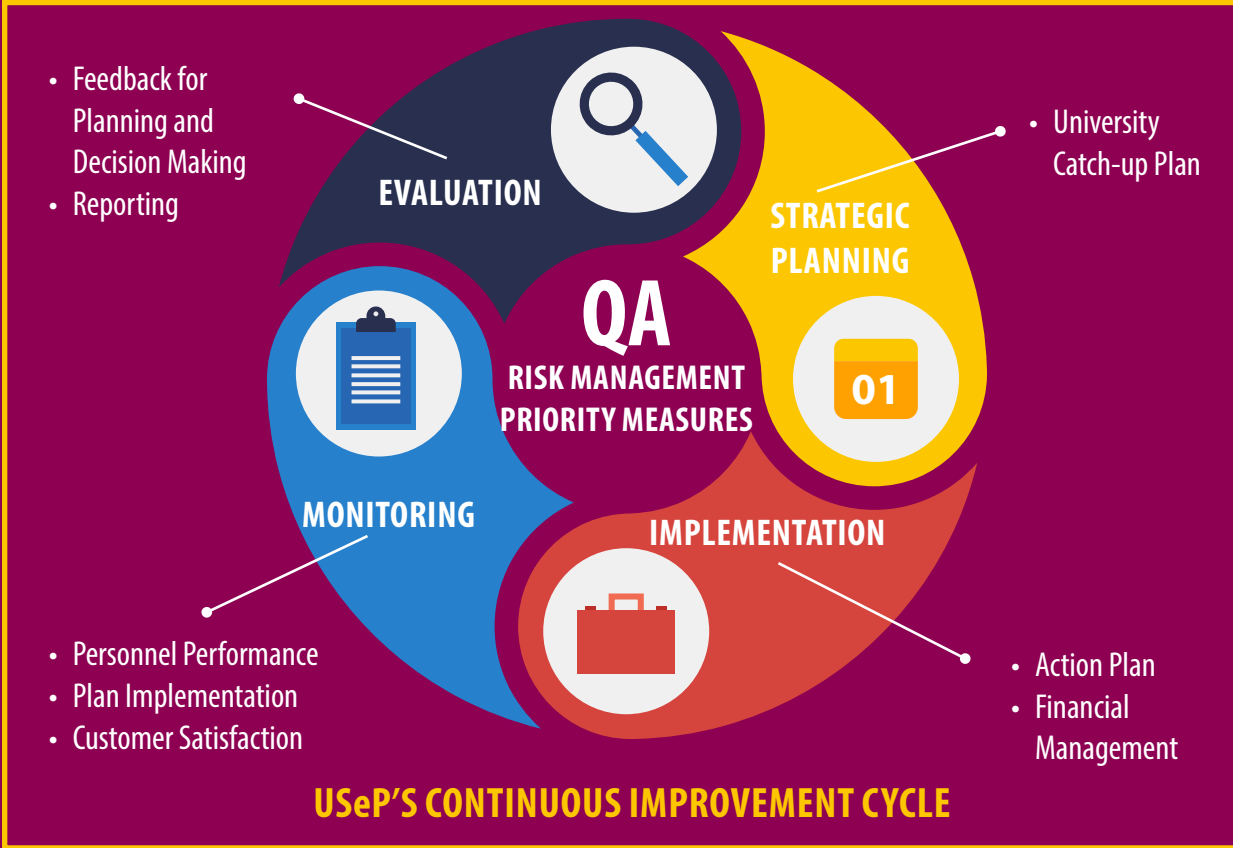
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|--|---|--|
| <ul style="list-style-type: none">• Conduct funding sources surveillance and explore all available funding opportunities• Formulate an institution-wide financial management framework• Develop and implement University Financial Management Manual• Maximize the use of Financial Records Management System | <ul style="list-style-type: none">integrated with other Information Systems• Localize aspects of budget management to all units and allow flexibility and adjustments within allocation• Conduct enhanced training programs on financial management and internal controls• Develop longer-range budget forecasts to enable | <ul style="list-style-type: none">long-term planning• Conduct analysis on spending history and formulate mechanisms to enable prudent and expedient management of financial resources• Develop a clear and comprehensive approach on the management of fiduciary funds |
|--|---|--|

Plan Implementation, Monitoring and Evaluation Cycle

The University needs to adopt a framework that provides the procedure for the implementation of the Plan, articulates the processes to monitor the achievement of the strategic goals, and sets a systematic approach to evaluation and continuous improvement.

This framework is designed to ensure that at the university, campus, college and office levels, targets are met, and obligations are properly satisfied in a cost-effective, timely and synchronized manner. The diagram below illustrates the implementation, monitoring and evaluation cycle of the University's Catch-up Plan.

The University sets its strategic direction through responsive identification of opportunities and planning for improvement. Such systematic approach to planning translates institutional objectives and strategies into actions and targets encapsulated in detailed campus, college and office action plans. The University is committed towards judicious, responsible and sustainable financial management, hence, financial considerations are integrated in all key decision-making coupled with rigorous business and financial planning analysis of all major undertakings. Essential to the framework is the monitoring stage where data is collected to analyze the result of the change and determine whether it made any difference. Reporting of personnel evaluation, plan implementation and customer satisfaction is an important activity for continued quality improvement and informed decision-making. A systematic approach to evaluation, reporting and quality assurance promotes effectiveness and efficiency. A strong emphasis on strategic risk identification and management, and assignment of accountability for risk reduction shall be embedded as part of quality assurance. As quality assurance becomes a binding force in this framework it should be noted that appropriate measures and standards are documented for all processes so that the entire organization understands what is expected.



Plan Implementation

The Specific Actions in the Catch-up Plan shall be the bases for the development of an Operational Plan wherein activities to be implemented within the 4-year plan period (2018-2021) will be formulated. For each activity, it is important to indicate which Institutional Target is being addressed to ascertain alignment to the University Goals. The Operational Plan will also indicate the owners and collaborators as responsibility center/s of each activity, schedule spread across the plan period, and corresponding budgetary requirement. The template below shall be used for the development of the Operational Plan.

The Catch-up Plan and the Operational Plan shall be cascaded to the difference campuses, colleges and offices in the University, and shall be the bases for the development of their respective annual Action Plans. The Heads of campuses/colleges/offices shall communicate the Plans to the faculty and non-teaching staff and shall ascertain that applicable targets in the Catch-up Plan are reflected in the office's and individual's performance commitment. The template for the development of Annual Action Plans is shown below.

It is underscored that the USEP Strategic Performance Management System (SPMS) for years 2018-2021 shall be anchored in this Catch-up Plan.

OPERATIONAL PLAN TEMPLATE

Strategic Objectives	Institutional Strategies	Specific Actions and Activities	Institutional Target Addressed (Code)	Owner	Collaborator	Year				Budgetary Requirement
						Y1	Y2	Y3	Y4	
STRATEGIC AREA OF CONCERN: GOVERNANCE										
STRATEGIC AREA OF CONCERN: INSTRUCTION										
STRATEGIC AREA OF CONCERN: RESEARCH										
STRATEGIC AREA OF CONCERN: EXTENSION										
STRATEGIC AREA OF CONCERN: PRODUCTION										
ENABLER: PEOPLE										
ENABLER: FINANCIAL RESOURCES										

ACTION PLAN TEMPLATE

Strategic Objectives	Institutional Strategies	Local PAPs	Institutional Target Addressed (Code)	Responsible Person	Verifiable Indicators	Baseline	Targets	Year				Budgetary Requirement	Fund Source	Remarks
								Q1	Q2	Q3	Q4			
STRATEGIC AREA OF CONCERN: GOVERNANCE														
STRATEGIC AREA OF CONCERN: INSTRUCTION														
STRATEGIC AREA OF CONCERN: RESEARCH														
STRATEGIC AREA OF CONCERN: EXTENSION														
STRATEGIC AREA OF CONCERN: PRODUCTION														
ENABLER: PEOPLE														
ENABLER: FINANCIAL RESOURCES														

Monitoring and Evaluation

The Quality Assurance Division (QAD) of the University shall spearhead the regular monitoring of the plan implementation. It shall provide feedback to the Administration and to the various campuses, colleges and offices of their performance vis-à-vis their respective targets. The output of the evaluation shall serve as significant input in the development of future plans. In the institutional level, the QAD shall be guided with the following annual targets of the Institutional Goals, Strategic Area of Concerns and Enablers in its monitoring activities, and shall coordinate with concerned offices on any interventions needed to ensure their achievement.

INSTITUTIONAL GOALS

GOALS		INDICATORS		YEAR			
				2018	2019	2020	2021
01	RECOGNIZED ASEAN RESEARCH UNIVERSITY	T01	SUC Level 5 Recognition				
		T02	CHED ISA and typology recognition as an Autonomous University				
		T03	Top 300 University rank in Asia (e.g. QS-Asia world ranking)				
		T04	ISO 9001:2015 Certification				
02	ASEAN COMPETITIVE GRADUATES AND PROFESSIONALS	T05	Percentage of applicable academic programs with COPC	30%	60%	80%	90%
		T06	Number of programs PASSED international accreditation through self-assessment			1	2
		T07	Percentage of students who rated their academic experience as very good or excellent	50%	70%	80%	90%
03	VIBRANT RESEARCH COMMUNITY	T08	Number of research outputs published in refereed ISI journal	6	7	8	10
			Number of technologies patented or utility model registered	1	1	1	1
			Number of technologies submitted for patenting	1	3	4	5
			Number of citations in refereed journals	30	35	40	50
04	PROACTIVE RESEARCH-BASED ECONOMIC-EMPOWERING EXTENSION SERVICES	T09	Number of research-based technology/knowledge transferred in the community	5	5	7	7
			Number of research-based technology/knowledge utilized in the community	2	3	6	6
			Percentage change in income/quality of life/productivity/efficiency of adopters of technology	10%	15%	20%	20%
05	CAPACITY FOR INNOVATIVE RESOURCE GENERATION	T10	Percentage increase in annual net income from IGPs	5%	5%	5%	5%

STRATEGIC AREAS OF CONCERN

STRATEGIC AREAS OF CONCERN		INDICATORS		YEAR			
				2018	2019	2020	2021
01	GOVERNANCE	S1.1	Percentage of completion of infrastructure projects according to timeline	100%	100%	100%	100%
		S1.2	Percentage of compliance to CHED Memorandum Order (CMO) or Policies, Standards and Guidelines (PSG) requirement on basic facilities (e.g. comfort rooms, water supply)	50%	75%	100%	100%
		S1.3	Percentage of students with very good or excellent satisfaction rating for frontline services	65%	75%	85%	90%
		S1.4	Percentage of completion of Information Systems Strategic Plan	25%	50%	75%	100%
		S1.5	Center for Excellence in Human Resource Management recognition from the CSC	Lev II	Lev III	Lev III	
		S1.6	Accredited Continuing Professional Development (CPD) provider				
		S1.7	Number of institutional awards given by reputable organizations				
			• International				1
			• National	1	1	1	1
			• Local	1	1	1	1
		S1.8	Number of active partnerships with other agencies and academic institutions				
			• International (accumulated)	2	4	5	7
			• National (accumulated)	4	6	8	10
			• Regional/Local (accumulated)	5	7	12	15
		S1.9	Number of newsletters produced	4	4	4	4
		S1.10	Number of approved manuals published (accumulated)	8	9	10	11
		S1.11	Number of annual Internal Quality Audit visits	8	8	8	8
		S1.12	Number of QMS procedure manuals developed (accumulated)	45	50	55	60
		S1.13	Percentage of conformance to QMS processes	90%	92%	95%	100%

STRATEGIC AREAS OF CONCERN		INDICATORS		YEAR			
				2018	2019	2020	2021
02	INSTRUCTION	S2.1	Percentage of undergraduate academic programs OBE aligned	100%	100%	100%	100%
		S2.2	Percentage of graduate school programs revised/enhanced.	30%	60%	80%	100%
		S2.3	Number of programs offered through ETEEAP (accumulated)	3	5	7	10
		S2.4	Percentage of faculty utilizing alternative teaching and learning modalities	60%	70%	80%	100%
		S2.5	Number of e-learning materials produced and offered through distance learning (accumulated)	10	20	40	50
		S2.6	Implementation of new governance architecture for undergraduate and graduate levels				
		S2.7	Number of new academic programs offered (e.g. Law, medicine, sanitary engineering, graduate programs)	2	2	2	2
		S2.8	Percentage of academic programs accredited	65%	70%	80%	90%
		S2.9	Number of programs granted COE/COD (accumulated)	5	7	8	10
		S2.10	Completed self-survey for PQA				
		S2.11	Passing rate in licensure examinations	75%	80%	83%	85%
		S2.12	Percentage of graduates employed within 2 years after graduation	65%	68%	71%	75%
		S2.13	Number of academic programs for student mobility and credit transfer (accumulated)	1	2	3	4
		S2.14	Number of faculty exchanges/fellowships (accumulated)	3	5	7	10
		S2.15	Number of students involved in student mobility (accumulated)	200	250	300	350
03	RESEARCH	S3.1	Approved policies with enabling mechanism in the conduct of research				
		S3.2	Percentage of involvement in research by:				
			• Faculty	40%	40%	40%	50%
			• Non-teaching staff	5%	6%	7%	10%
			• Students	1%	3%	5%	10%
		S3.3	Percentage of faculty, non-teaching staff and students trained to conduct research:				
			• Faculty	50%	60%	70%	80%
			• Non-teaching staff	10%	12%	15%	20%
			• Students	5%	10%	12%	20%
		S3.4	Percentage of faculty, non-teaching staff and students trained to write publication				
			• Faculty	25%	30%	35%	40%
			• Non-teaching staff	5%	6%	8%	10%
			• Students	3%	5%	6%	10%
		S3.5	Percentage of faculty, non-teaching staff and students oriented on intellectual property rights				
			• Faculty	10%	20%	30%	40%
			• Non-teaching staff	2%	3%	4%	5%
			• Students	4%	6%	8%	10%
		S3.6	Number of research outputs produced	30	35	40	50
		S3.7	Percentage of research studies completed within the time frame	60%	70%	80%	90%
		S3.8	Percentage of research compliant to ethical standards	-	25%	50%	100%
		S3.9	Percentage of research outputs with at least one of DOST's 6Ps deliverables	60%	70%	85%	100%
		S3.10	Number of new technologies generated (accumulated)	10	15	20	30
		S3.11	Number of externally-funded research studies	5	5	5	5
		S3.12	Percentage of research outputs by faculty, non-teaching staff and students, aligned to RDE Agenda	40%	60%	80%	100%
		S3.13	Number of University Journals accredited (accumulated)	1	2	3	4
		S3.14	Number of research centers established		3		4
		S3.15	Number of visiting scientists/fellows hosted	1	1	1	1
		S3.16	Number of research output presented				
			• International	8	10	15	20
			• National	6	8	14	17
			• Regional	5	7	10	15
		S3.17	Number of research studies disseminated in print, radio and television	20	30	50	70
		S3.18	Number of research studies disseminated through legitimate academic research outlet	10	20	50	100
		S3.19	Average citations per publication	2	2	3	3
		S3.20	Percentage of research studies cited	20%	30%	40%	50%
		S3.21	Number of research conferences/fora hosted	2	2	2	2

STRATEGIC AREAS OF CONCERN		INDICATORS		YEAR			
				2018	2019	2020	2021
04	EXTENSION	S4.1	Number of active instruction-based extension programs (accumulated)	8	9	10	11
		S4.2	Number of extension programs in collaboration with external partners	1	1	1	1
		S4.3	Percentage of research-based extension projects conducted with at least one of the DOST's 6Ps	60%	70%	85%	100%
		S4.4	Percentage of involvement by faculty, non-teaching staff and students in extension services:				
			• Faculty	20%	22%	24%	26%
			• Non-teaching staff	2%	3%	4%	5%
			• Students	1%	1%	1%	1%
		S4.5	Percentage of faculty, non-teaching staff and students to conduct extension activities:				
			• Faculty	20%	40%	60%	80%
			• Non-teaching staff	5%	10%	15%	20%
			• Students	4%	6%	8%	10%
		S4.6	Number of trainees weighted by the length of training	2200	2500	2700	3000
		S4.7	Number of adopters engaged in profitable enterprise	1	-	2	3
		S4.8	Average percentage of yearly increase in the number of adopters to total number of trainees	1%	2%	3%	4%
		S4.9	Number of viable demonstration projects based on positive return on investment (ROI) analysis in the past three years	1	-	2	3
		S4.10	Percentage of internal rate of return for all demonstration projects	5%	10%	15%	20%
		S4.11	Percentage of partners rate training courses and advisory services as very good or excellent in terms of quality and relevance	75%	80%	85%	90%
		S4.12	Number of IEC materials in every approved research-based extension program/project	1	1	1	1
		S4.13	Number of products commercialized	1	1	1	1
		S4.14	Number of Technology and Business Incubator (TBI) established	-	1	-	-
		S4.15	Number of spin-off/startup companies established	-	-	1	1
		S4.16	Number of employment generated from spin-off/startup companies	-	-	1	1
05	PRODUCTION	S5.1	Percentage of IGPs fully audited	50%	70%	85%	100%
		S5.2	Established business management strategy and procedure				
		S5.3	Percentage of decrease in business losses	5%	10%	15%	20%
		S5.4	Percentage of farm productivity based on optimum capacity	100%	100%	100%	100%
		S5.5	Number of feasibility studies conducted for new IGPs	2	2	2	2
			Number of approved IGPs	-	2	2	-
			Number of new IGPs implemented	-	-	1	1

ENABLERS

ENABLER		INDICATORS		YEAR			
				2018	2019	2020	2021
01	PEOPLE	E1.1	Percentage of faculty and non-teaching staff with individual working space and desktop computer	35%	50%	75%	90%
		E1.2	Number of institution-wide activities conducted related to faculty and non-teaching staff development	10	15	20	25
		E1.3	Percentage of non-teaching staff with doctorate degrees	-	-	-	5%
		E1.4	Percentage of faculty with doctorate degrees	32%	35%	37%	40%
		E1.5	Percentage of non-teaching staff given job-skill training	15%	20%	30%	50%
		E1.6	Percentage of plantilla positions filled	80%	90%	95%	98%
		E1.7	Approved policy on load releases for faculty with designation				
		E1.8	Number of categories for personnel awards (accumulated)	4	6	7	8
		E1.9	Percentage of positions/designations with qualified faculty and non-teaching staff	70%	80%	90%	100%
02	FINANCIAL RESOURCES	E2.1	Number of access bases to financial resources (accumulated)	2	3	4	5
		E2.2	Utilization rate of internally generated income and business related funds:				
			• Utilization/Approved Budget	70%	70%	70%	70%
			• Disbursement/Utilization	90%	90%	90%	90%
		E2.3	Utilization rate of regular agency funds:				
			• Obligation/Allotment	100%	100%	100%	100%
			• Disbursement/Obligation	100%	100%	100%	100%
		E2.4	Percentage of utilization of fiduciary funds for the improvement of student services	90%	90%	90%	90%

Acknowledgments

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