

UP: Shaping Minds that Shape the Nation



U.P. Strategic Plan **2011-2017**

*Padayon UP! Onward UP!
On the Path to Greatness
in the 21st Century*





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Message from the President

Hon. Alfredo E. Pascual

The University of the Philippines has begun its journey to becoming a great university in the 21st century. Our UP Strategic Plan 2011-2017 which we have formulated through a series of workshops and consultations with all concerned offices and sectors lays the building blocks of the path we will follow.

Since 1908, UP has served the people by educating the best and the brightest of the country's youth and preparing them to become leaders in their chosen fields. By shaping minds that shape the nation, UP has distinguished itself among the prominent higher education institutions in Asia and the world.

In the wake of technological advancements and global interconnectedness, UP maintains a leading role in tertiary education by developing programs and instituting units that respond to the country's emerging needs. Our university continues to produce graduates and specialists who live up to the tradition of honor and excellence in the service of the people. During times of political or economic uncertainties, UP actively participates as social critics and catalysts for change.

Recent international surveys showed the ranking of UP and other top Philippine universities falling behind leading higher education institutions in other countries. This situation prompts us to further boost our efforts to modernize our educational programs and transform UP into a research-intensive university. At the same time, UP is improving its academic and operational performance in pursuit of greater social relevance.

I am confident that through our concerted action and with your untiring support, we can succeed in making UP a great university in the 21st century. I trust that UP will become more resolute in responding to our nation's needs as we aspire for genuine national development.

Mabuhay ang Unibersidad ng Pilipinas! Mabuhay tayong lahat!



UP Diliman graduates cheer at the 101st Commencement Exercises held on April 22, 2012 at the Quezon Hall Amphitheater, UP Diliman, Quezon City (Jun Madrid, UP SIO).

U.P. Strategic Plan

2011-2017

*Padayon UP! Onward UP!
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in the 21st Century*

Mandate as the National University

Under its Charter of 2008 (Republic Act 9500), UP is mandated to perform its unique and distinctive leadership in higher education and development.

The University of the Philippines shall:

- Lead in setting academic standards and initiating innovations in teaching, research, and faculty development in philosophy, the arts and humanities, the social sciences, engineering, natural sciences, mathematics, and technology; and maintain centers of excellence in these disciplines and professions.
- Serve as a graduate university by providing advanced studies and specialization for scholars, scientists, writers, artists, and professionals especially those who serve on the faculty of state and private colleges and universities.
- Serve as a research university in various fields of expertise and specialization by conducting basic and applied research, promoting research and development, and contributing to the dissemination and application of knowledge.
- Lead as a public service university by providing various forms of community, public and volunteer service, as well as scholarly and technical assistance to the government, the private sector, and civil society while maintaining its standards of excellence.
- Protect and promote the professional and economic rights and welfare of its academic and non-academic personnel.
- Provide opportunities for training and learning in leadership, responsible citizenship, and the development of democratic values, institutions, and practice through academic and non-academic programs, including sports and enhancement of nationalism and national identity.
- Serve as a regional and global university in cooperation with international and scientific unions, networks of universities, scholarly and professional associations in the Asia Pacific Region and around the world.
- Provide democratic governance based on collegiality, representation, accountability, transparency, and active participation of its constituents; and promote the holding of fora for students, faculty, research, extension and professional staff (REPS), administrative staff, and alumni to discuss non-academic issues affecting the University.



UP Diliman graduates sing the UP Hymn at the Commencement Exercises in April 2011 at the Quezon Hall, UP Diliman, Quezon City (UP SIO).

Rights and Responsibilities

Academic Freedom

- UP has the right and responsibility to exercise academic freedom.

Academic Excellence

- UP has the responsibility to maintain and enhance its high academic standards in the performance of its functions of instruction, research and extension, and public service.

Commitment to National Development

- UP shall harness the expertise of the members of its community and other individuals to regularly study the state of the nation in relation to its quest for national development in the primary areas of politics and economics, among others.
- UP shall identify key concerns, conduct research and formulate responsive policies regarding these concerns, give advice and recommendations to the President of the Philippines, Congress, the Supreme Court, the lower courts, other government agencies and instrumentalities.



The UP Pep Squad performs in the Elev80's dance concert on February 29, 2012 at the University Theater, UP Diliman, Quezon City (El Bacani, UP SIO). Concerned UP constituents participate in Takbo Para Sa Japan on July 23, 2011 at the Academic Oval, UP Diliman (Jun Madrid, UP SIO). The UP Padayon team, together with city officers and NGOs, visits affected communities in Iligan City on December 27, 2011 after storm Sendong hit Northern Mindanao (Dr. Ferdinand Llanes).

Social Responsibility

- UP is committed to serve the Filipino nation and humanity, and relate its activities to the needs of the Filipino people and their aspirations for social progress and transformation, and provide venues for student voluntarism.

Democratic Access

- UP shall take affirmative steps, which may take the form of an alternative and equitable admissions process to enhance the access of disadvantaged students.

Sports

- UP shall undertake and support comprehensive sports programs that promote physical education, uphold excellence and encourage competitive participation in sports activities, instill school identity and solidarity, cultivate pride, self-discipline and teamwork.

Institutional and Fiscal Autonomy

- UP has the right to be treated in a manner consistent with its institutional requirements as the national university by the service-wide agencies in the exercise of their respective jurisdiction.
- Taking into account national goals and priorities, UP shall exclusively determine its teaching, research and extension thrusts, plans, policies, programs and standards, and on the basis of such determination, shall recommend its annual budget to the President of the Republic of the Philippines and Congress.



Lopez Group of Companies Chairman Emeritus Oscar Lopez, UP President Alfredo Pascual and Sen. Edgardo Angara sing the National Anthem at the graduation ceremonies held on April 22, 2012 in UP Diliman, Quezon City (Jun Madrid, UP SIO).

Guiding Principles

Honor, Excellence, and Democratic Governance

- Committed to UP's long tradition of honor and excellence, we shall be guided in our decision-making by the principles of democratic governance: collegiality, representation, accountability, transparency, and active participation of the University's constituents.

Accessibility and Responsiveness

- We will break down bureaucratic walls and make our administration accessible and responsive to our stakeholders.

Innovativeness and Creativity

- In making decisions, we shall not be bound by traditional solutions. We shall be prepared to pursue innovative approaches in solving the problems and issues that confront the University.

One University

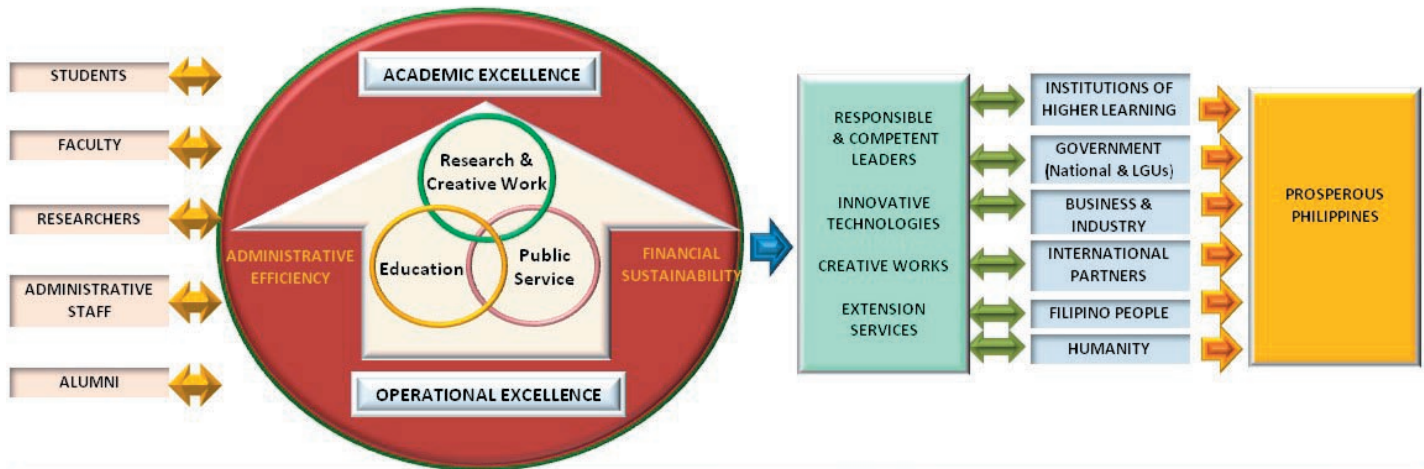
- We shall be guided by the spirit of *Oneness*: common standards of excellence, harmonized systems, common and shared services across constituent universities, but with decentralized decision-making and execution.

STRATEGIC PLANNING FRAMEWORK

UP STRATEGIC PLAN 2011-2017: THE PATH TO GREATNESS

VISION: A great university, taking a leadership role in the development of a globally competitive Philippines

Guiding Spirit: ONE UNIVERSITY ONE UP



STRATEGIC INITIATIVES				
STRATEGIC THRUST 1: ACADEMIC EXCELLENCE			STRATEGIC THRUST 2: OPERATIONAL EXCELLENCE	
RESEARCH & CREATIVE WORK Transform UP into a research university <ul style="list-style-type: none"> • Increase % of graduate students • Increase PhDs in the faculty • Enhance IPA • Expand research dissemination awards program • Rationalize research programs • Strengthen international research collaboration • Strengthen & expand interdisciplinary programs • Enhance Intellectual Property protection 	EDUCATION <ul style="list-style-type: none"> • Recruit the best and the brightest from across the country while giving due regard to equitable access • Modernize pedagogy • Formalize quality assurance • Intensify internationalization • Enhance sports development 	PUBLIC SERVICE Make UP more visible through more effective public service <ul style="list-style-type: none"> • Padayon UP • Pabatid UP Pabatid Bayan 	ADMINISTRATIVE EFFICIENCY <ul style="list-style-type: none"> • eUP: Integrate & harmonize ICT systems & infrastructure • Green UP: Make UP campuses environment friendly • Enhance the budget process & make it a planning tool • Streamline university processes for faster delivery of services: HR & procurement • Enhance personnel benefits 	FINANCIAL SUSTAINABILITY <ul style="list-style-type: none"> • Continue campaign for increased UP budget • Formulate a Systemwide Master Devt Plan • Secure titles of all land assets • Intensify fund campaign • Harness the provisions of the 2008 UP Charter • Accelerate Intellectual Property commercialization
ONE UP: Common Standards of Excellence			ONE UP: Sharing of Resources, Pooled Management of Funds, Centralized & Common Services, Decentralized Decision Making	

The Path to Greatness

UP's path can be nothing else than the path, not only to the greatness of its past, but beyond it. This University must seize the leadership in the making of a globally competitive Philippines. But even more urgently, it should be focused on addressing the country's age-old problems.





Scenes from the 2011 UP Diliman graduation rites, featuring the graduates' jubilation and sunflowers in full bloom (UP SIO).

Our Vision for UP

A great university, taking a leadership role in the development of a globally competitive Philippines

Driven by:

- Academic excellence and operational excellence;
- Strong research and creative capability, supported by an expanded graduate program and geared to addressing the country's problems;
- Excellent faculty and staff working in an environment conducive to outstanding performance and high productivity;
- The best and brightest students from across the country prepared for successful careers and responsive citizenship;
- Strong support from the alumni and other stakeholders;
- High visibility and effective public service;
- Modernized physical facilities and technological infrastructure for teaching, research and administration; and
- Financial sustainability achieved by resource generation and administrative efficiency, while preserving its public character.

One University, One UP

The vision of UP as a great university in the 21st century can only be achieved through our unified effort, and our individual and collective recognition that we are **ONE UP**.

Although we are a system with:

- Seven constituent universities and one autonomous college
- Fifteen campuses scattered all over the country
- Over 50,000 students (80% undergraduate and 20% graduate)
- Close to 4,000 full-time faculty (72% with graduate degrees)
- Over 1,000 part-time faculty
- Over 1,000 research and extension staff
- Over 8,000 administrative personnel
- Over 260,000 alumni scattered across the globe ...

We are **One UP** guided by One Charter, upholding the same tradition of honor and excellence.

Moving **UP** toward **greatness** is possible through the unified effort of its students, faculty, researchers, administrative staff and alumni.

Landmarks of UP's seven constituent units and one autonomous college located in 15 campuses nationwide.





As UP students, we are here to learn not just the knowledge and skills in abundance in our classrooms, libraries and laboratories, but also the life-lessons of our communities, our nation, and the world.

As UP faculty, we are here to teach, and do meaningful research and extension work.

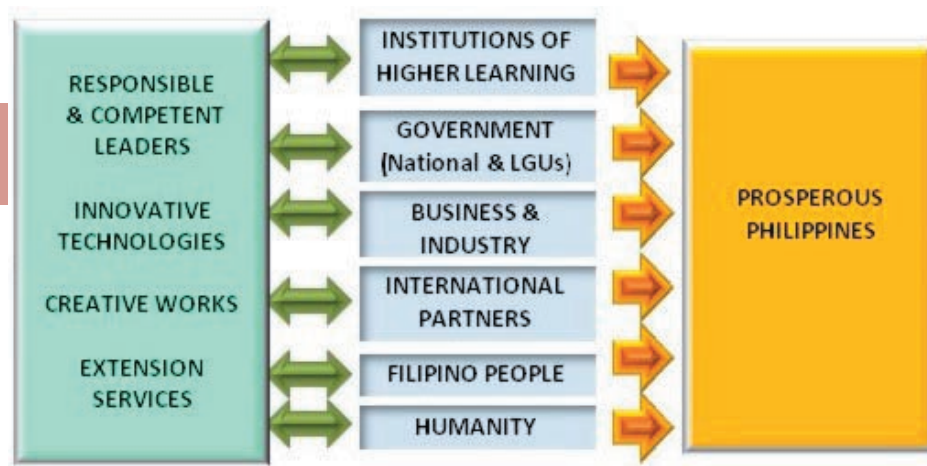
As UP researcher and administrative staff, we are here to perform our duties with integrity and selflessness.

As UP officials, we are here to further the values of democratic governance rooted in the imperative of consultations with UP's constituencies.

As UP alumni, we are the living embodiment of UP's best achievements.

As the national university, UP must lead our country toward true national development and global competitiveness while nurturing the spirit of our nationhood.





ACADEMIC EXCELLENCE

Through academic excellence, UP can help address the challenges that face the country and help achieve the prosperity that has long eluded the Filipino people.

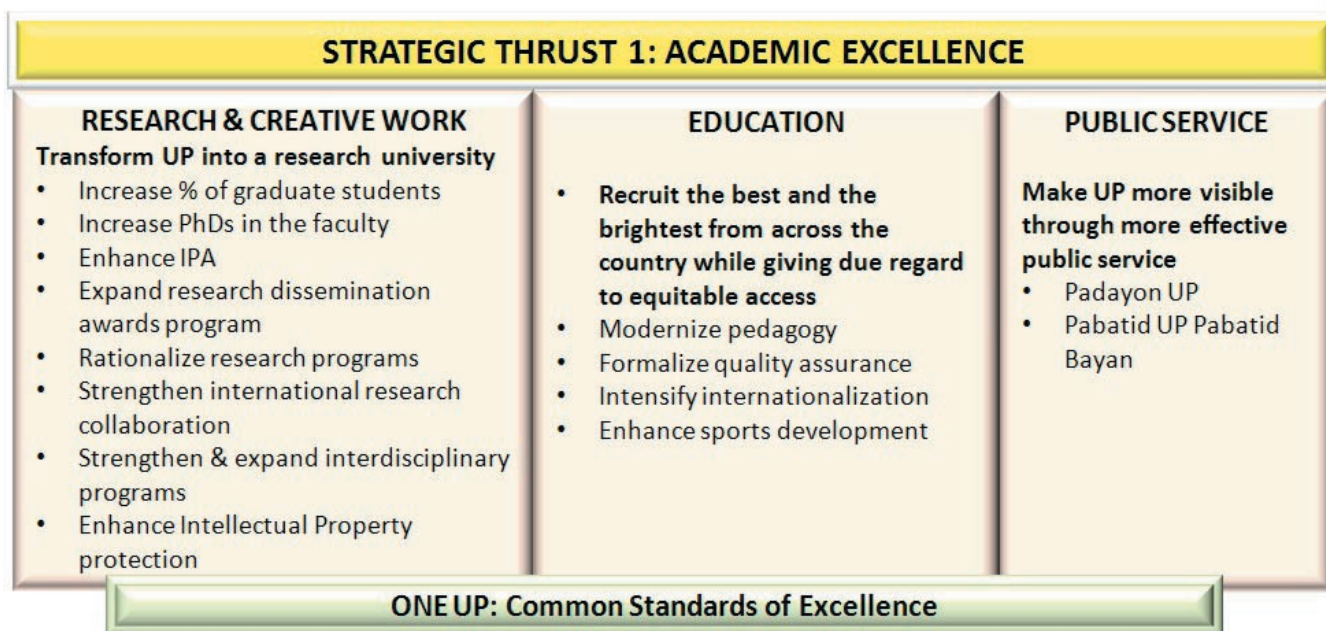
Academic excellence entails developing our students, researchers, faculty, and staff into a pool of responsible and competent leaders who:

- Create world-class innovative and practical technologies directed toward solving the country's problems with food, energy, environment, industrial development, livelihood, and employment;
- Produce creative works in the arts, humanities, and social sciences that can uplift the spirit of our people and articulate the essence of our national culture and identity; and
- Conduct exemplary extension services through the sharing of knowledge with the University's various publics.

Academic excellence eventually translates into meaningful partnerships with institutions of higher learning, government, business and industry, international organizations, and local communities; and contributions to the betterment of the lives of the Filipino people and humanity in general.

OPERATIONAL EXCELLENCE

Academic excellence needs the support of an enabling environment anchored on operational excellence. Operational excellence, in turn, is achievable only through administrative efficiency and financial sustainability.



GOAL 1: Establish a flourishing & pervasive culture of research, innovation & creativity

Strategic Initiative: *Transform UP into a Research-Intensive University*

Objective: To build and grow a critical mass of research output and creative work responsive to the needs of UP's stakeholders

Programs & Projects:

- Formulate and implement policies and programs to increase the percentage of graduate students relative to the total student population
- Formulate and implement policies and programs to increase the number of PhDs in the faculty
- Enhance the International Publications Award (IPA) program
- Expand the research dissemination awards program



Surgeons and students participate in the first live and interactive surgical teleconference between UP Manila and Viet Duc University in Hanoi, Vietnam on March 28, 2012 (Joseph Bautista, IPPAO UP Manila).



- Strengthen and expand interdisciplinary programs
- Strengthen the international research collaboration program
- Rationalize existing research units/programs and establish new and stronger ones
 - Cultural Infrastructure Development Program (CIDP)
 - Philippine Genome Center
 - Philippine Biodiversity Resources Center
 - Museum of Natural History
 - National Institutes of Health
 - Other research units/programs
- Enhance intellectual property (IP) protection through the *Tatak UP* program
 - Establish/strengthen System and CU Technology Transfer & Business Development Offices
 - Intensify information dissemination on the UP IPR Policy and IP Protection Guidelines
 - Conduct pre-disclosure and disclosure activities
 - Undertake IP protection and management



ACADEMIC EXCELLENCE

Education

GOAL 2: Provide stronger, more relevant, balanced and internationally-benchmarked academic programs

Strategic Initiative: *Rationalize Admissions System and Policy*

Objective: To recruit the best and the brightest students from all over the country regardless of economic status

Programs & Projects:

- Review and rationalize UPCAT to make it more aptitude-based rather than achievement-based
- Expand capacity for test administration to reach more applicants, especially from the grassroots and underprivileged sectors
- Review and rationalize STFAP to make it more responsive to the students' needs
- Expand need-based scholarships for more students and increase financial, food, housing and other assistance to promote student welfare

Strategic Initiative: *Modernize Pedagogy*

Objective: To encourage the development and use of multidimensional and blended learning approaches

Programs & Projects:



- Formulate and institutionalize innovative teaching/learning strategies
- Formulate and employ innovative teaching evaluation tools
- Establish pedagogy as a priority research area

Strategic Initiative: *Formalize System-wide Quality Assurance*

Objective: To raise UP's international quality standing as a renowned and globally-competitive university

Programs & Projects:

- Review internal assessment instruments in preparation for system-wide institutional and curricular reforms
- Review CHED and leading international accreditation instruments to facilitate UP's compliance
- Prepare accurate data as a tool for assessment and for international ranking
- Pursue accreditation for selected programs and centers of excellence
- Benchmark with ASEAN, US and European universities to maintain prominence and leadership in the country and the region
- Establish and implement an integrated approach to enhancement of academic programs that is at par with the best universities in the world

Strategic Initiative: *Intensify Internationalization*

Objective: To internationalize the outlook of faculty and students

Programs & Projects:

- Formulate policies that will increase the awareness and consciousness of UP faculty and students toward internationalization
- Strengthen the Office of Institutional Linkages by reorganizing it as a UP System concern
- Develop a comprehensive databank on foreign exchanges to promote professional and interpersonal growth

Strategic Initiative: *Enhance Sports Development*

Objective: To excel and be among the country's best in various sports activities and competitions

Programs & Projects:

- Formulate a system-wide sports development program
- Modernize sports infrastructure to serve as world-class training facilities





UP President Alfredo Pascual reports in a press conference on December 30, 2011 the UP Padayon Disaster Response Team's activities in calamity-struck Iligan City. A pediatrician from UP-PGH examines a child during the medical mission in a village in Iligan City (Arlene Agulto, UP Manila).

ACADEMIC EXCELLENCE

Public Service

GOAL 3: Make UP more visible through more effective public service

Strategic Initiative: *UP PADAYON: An Integrated Approach to Public Service*

Objective: To provide strategically coordinated and system-directed public service that strengthens UP's public service role in accordance with RA9500

Programs & Projects:

- Create the UP Padayon Public Service Office to serve as the over-all coordinating mechanism for UP's public service initiatives
- Generate information and evaluate public service activities across the system
- Intensify internal (system-wide) and external (public) dissemination and promotion
- Develop procedures at system level for channeling public services to agencies
- Mobilize expertise in response to demands of various publics



Strategic Initiative: *PABATID UP-PABATID BAYAN: Comprehensive Media and Communication Program*

Objective: To provide outward-looking, inclusive information system that reaches out to the nation and the world

Programs & Projects:

- Formulate a Comprehensive Communication and Media Plan to reach out and inform the public about UP's programs and activities
- Improve relations with media and the public through periodic discussions
- Strengthen the System Information Office through capacity building
- Strengthen System-CU information office linkages
- Strengthen information management capability of all CUs

STRATEGIC THRUST 2: OPERATIONAL EXCELLENCE

ADMINISTRATIVE EFFICIENCY

- **eUP:** Integrate & harmonize ICT systems & infrastructure
- **Green UP:** Make UP campuses environment friendly
- **Enhance the budget process & make it a planning tool**
- **Streamline university processes** for faster delivery of services: HR & procurement
- **Enhance personnel benefits**

FINANCIAL SUSTAINABILITY

- Continue campaign for increased UP budget
- Formulate a Systemwide Master Devt Plan
- Secure titles of all land assets
- Intensify fund campaign
- Harness the provisions of the 2008 UP Charter
- Accelerate Intellectual Property commercialization

ONE UP: Sharing of Resources, Pooled Management of Funds, Centralized & Common Services, Decentralized Decision Making



UP President Alfredo Pascual speaks at the UP System workshop on administration, human resources and budget concerns on May 17, 2011 (Abraham Arboleda, UP SIO).

OPERATIONAL EXCELLENCE

Administrative Efficiency

GOAL 4: Implement and maintain seamless processes for higher levels of productivity and sound decision-making based on accurate and real-time information

Strategic Initiative:



Objective: To integrate, interconnect, and harmonize ICT systems and infrastructure within and across all campuses

Programs & Projects:

- Formulate policies, set up appropriate organization structure, and mobilize eUP teams system-wide
- Benchmark with selected top universities around the world, conduct ICT and IT systems audit, identify best practices, and standardize systems
- Acquire, develop and install appropriate information systems for UP constituents' various needs
- Develop, acquire and install needed ICT infrastructure, such as hardware, communications systems and interconnection upgrades
- Conduct ICT competency building courses and trainings for UP constituents and partners

Strategic Initiative:



Objective: To make UP campuses environment-friendly

Programs & Projects:

- Perform energy audit to promote efficiency and reduce costs
- Prepare building design standards that are resource-efficient and environmentally-responsible
- Retrofit buildings to reduce utilities consumption, preserve heritage and conserve materials through adaptive reuse
- Improve landscaping and street lighting through low-maintenance, sustainable and eco-friendly modifications
- Improve utilities and waste management by optimizing the conservation of resources, end-product segregation, recycling, composting and implementing sustainable systems
- Improve transport systems and services to minimize pollution



Launch of the e-UP Project at the UP Open University Headquarters, Los Baños, Laguna on May 10, 2012 (Sarah Joy Salvio, UP-ITDC). Signing of the Memorandum of Agreement between UP and Philips Electronic and Lighting Inc. in November 2011 at the Board Room, Quezon Hall, UP Diliman (Jun Madrid, UP SIO). Top photo: UP Los Baños Professor of Soil Sciences, Dr. Eduardo Paningbatan, Jr., demonstrates how to grow vegetables and herbs during an event hosted by the UP Chapter of the Philippine Association of University Women (UP-PAUW) on June 15, 2011 (Abraham Arboleda, UP SIO).





The first International Conference on Open and Distance e-Learning (ICODEL), co-organized by the University of the Philippines Open University (UPOU), the Philippine Society for Distance Learning (PSDL), and the UPOU Foundation, Inc., on February 23, 2012 at the Century Park Hotel, Manila (El Bacani, UP SIO).

Strategic Initiative:



Objective: To streamline University processes for faster delivery of services

Programs & Projects:

- Review, rationalize and improve procurement systems and procedures
- Review, rationalize and improve HR systems and procedures

Strategic Initiative: *Enhance Personnel Benefits*

Objective: To attract, recruit and retain the best faculty, administrative staff, and REPS

Programs & Projects:

- Develop and implement a sustainable Housing Program
- Implement a UP System Health Care and Maintenance Program (HCMP)



Strategic Initiative: *Enhance the Budget Process*

Objective: To use the budget as a planning tool system-wide

Programs & Projects:

- Review and enhance the annual budget process to provide annual budgets that are based on the 2011-2017 budget requirement of the 2011-2017 strategic plan
- Prepare budget templates and financial planning calendar for compliance by System Offices and CUs to support timely submissions of annual budgets
- Promote compliance with the Magna Carta for Women through institutional mechanisms such as the conduct of a gender audit and the integration of gender issues and concerns in the annual plans of all departments

Top photo: UP President Alfredo Pascual and Vice-President for Public Affairs J. Prospero De Vera III give Senator Pia Cayetano an update on the UP System administration's plans (UP SIO). Bottom photo: UP Center for Women's Studies director Dr. Sylvia Estrada-Claudio discusses sexual and reproductive health and rights in a forum held at the UP College of Social Work and Community Development in UP Diliman (El Bacani, UP SIO).





OPERATIONAL EXCELLENCE

Financial Sustainability

GOAL 5: Ensure reliable and continuous inflow of financial resources

Strategic Initiative: *Continue the Campaign for Increased Budget Appropriation for UP*

Objective: To secure government's long-term funding commitment to UP

Programs & Projects:

- Intensify communication with the Department of Budget and Management (DBM) and the Commission on Higher Education (CHED)
- Strengthen linkages with the Senate and the House of Representatives
- Prepare meaningful reports and presentations for better appreciation of government agencies who decide on or influence the UP budget appropriation

UP President Alfredo Pascual shares his administration's plans for UP with Senators Francisco "Kiko" Pangilinan and Franklin Drilon during their August 15, 2011 meeting in the Senate complex. A dinner for UP alumni in the House of Representatives is held at the Executive House, UP Diliman, Quezon City on January 24, 2012 (Jun Madrid, UP SIO).





Signing of the Memorandum of Agreement between UP and the Metro Pacific Tollways Corporation in November 2011 at the Board Room, Quezon Hall, UP Diliman (El Bacani, UP SIO).
 Signing of the Memorandum of Agreement between UP and the Philippine National Oil Company Exploration Corporation (PNOEC) on November 11, 2011 at the PNOEC office, Fort Bonifacio, Taguig City (Abraham Arboleda, UP SIO).

Strategic Initiative: *Intensify Fund-Raising Campaign from UP Alumni and Friends*

Objective: To ensure sustained support from UP alumni and friends

Programs & Projects:

- Launch PABALIK-BALIK UP Alumni ng Bayan to encourage alumni to share their research and expertise with UP
- Implement a comprehensive campaign for donations from alumni and friends of UP through online payment systems
- Work with alumni and friends in tapping big donors within their spheres of influence

Strategic Initiative: *Formulate a System-wide Master Development Plan: Campuses and Land Grants*

Objective: To proactively and systematically develop UP's land assets

Programs & Projects:

- Establish a framework for UP's physical growth over the next 15 years
- Translate the spatial strategy into future land use patterns that will guide land allocation and development
- Formulate master plans for all UP properties that can be developed
- Formulate appropriate building design and landscape policies and guidelines



Clockwise: Aerial photo of the UP Diliman campus; Laying of the time capsule at the South Road Properties (SRP), UP Cebu College, Cebu City on September 23, 2011 (Hector Paolo Diango / Meryl Roa); Cover of the revised IPR Policy handbook of UP; and Signing of the Memorandum of Agreement between the Intellectual Property Office of the Philippines (IPOPHL) and UP on February 16, 2012 at the Quezon Hall, UP Diliman, Quezon City (Bong Arboleda, UP SIO).

Strategic Initiative: *Secure Titles of All Land Assets*

Objective: To obtain official documents confirming UP's ownership of all its properties

Programs & Projects:

- Review the inventory of UP properties
- Coordinate with other government offices

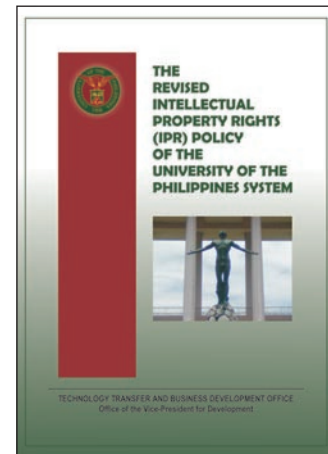


Strategic Initiative: *Accelerate Intellectual Property Commercialization through the Tatak UP Program*

Objective: To create a culture of entrepreneurship systemwide

Programs & Projects:

- Explore commercialization options for UP's intellectual properties



- Launch UP consultancy services
 - Conduct a system-wide IP and expertise audit
 - Create and maintain an up-to-date expertise database



Photos show the UP-Ayala Land TechnoHub along Commonwealth Avenue, Diliman, Quezon City, and scale models of proposed buildings for the UP Integrated School (UPIS) High School and University Town presented on August 6, 2011 at the Executive House, UP Diliman (Jun Madrid, UP SIO).

Strategic Initiative: *Harness the Provisions of the 2008 UP Charter*

Objective: To create an enabling legal environment that facilitates the implementation of strategic initiatives and action plans, specifically those aimed at resource generation

Programs & Projects:

- Review the legislative intent of the UP Charter in close coordination with other government agencies
- Determine appropriate business vehicles and approaches for UP
- Strengthen the OVPLA and other legal offices across the UP system

Strategic Initiative: *Enhance Fund Management*

Objective: To ensure optimal investment of funds

Programs & Projects:

- Employ the portfolio approach to fund management for higher returns

Making UP a Great University

Investiture Speech of Alfredo E. Pascual 20th President of the University of the Philippines



UP President Alfredo Pascual delivers his speech during his Investiture Rites on September 15, 2011, at the University Theater, UP Diliman, Quezon City.

I sang mapagpala't mapagpalayang laraw sa inyong lahat!

About a year ago, I accepted my nomination to the UP Presidency in my desire to lead in the remaking of UP not only as a great Philippine university, but as a great Asian and global institution as well.

I said then that “many of us remember UP as a great university, the best in the country, and a respected center of learning in Asia. Over the years, however, comparative surveys of

world universities have jolted us into realizing that UP’s preeminent position as an institution of higher learning has faded.”

When I assumed office seven months ago, I declared that UP’s path can be nothing else than the path, not only to the greatness of its past, but beyond it. This university must seize the leadership in the making of a globally competitive Philippines. But even more urgently, it should be focused on addressing those problems of the country that for decades have resisted solution.

Today, I join all of you as we collectively embark on a journey towards making the University of the Philippines a Great University in the 21st century. I do not profess to make UP great overnight, but I shall mark the path and launch UP towards greatness during my term.

The magnitude of the task facing us is daunting, but I am encouraged by your show of support this afternoon, and draw strength from the prayers being offered by so many of you.

One UP

The remaking of UP as a great university can only be achieved through our unified effort, and our individual and collective recognition that we are One UP.

We may have seven constituent universities and an autonomous college dispersed all over the country, but we are One UP. We are One UP even if we have more than 5,000 faculty members; 50,000 undergraduate and graduate students; and 10,000 administrative staff and research, extension and professional staff in 15 campuses; plus over 260,000 alumni scattered across the globe.

We are One UP guided by one Charter, upholding the same tradition of honor and excellence in the service of the people.



- As UP students, we are here to learn not just the knowledge and skills in abundance in our classrooms, libraries and laboratories, but also the life-lessons of our communities, our nation, and the world.
- As UP faculty, we are here to teach, and do meaningful research and extension work.
- As UP staff and REPS, we are here to perform our duties with integrity and selflessness.
- As UP officials, we are here to further the values democratic governance rooted in the imperative of consultations with UP's constituencies.
- And as UP alumni, we are the living embodiments of UP's best achievements.

As the national university, UP must lead our country toward true national development and global competitiveness while nurturing the spirit of our nationhood. My administration is fully committed to this vision. And I ask all of you to join me so we may realize it.

To achieve this vision, we will pursue two strategic thrusts – academic excellence and operational excellence.

Academic excellence

Through academic excellence, UP can address the problems that beset the country and help achieve the prosperity that has long eluded our people.

Academic excellence entails developing our students, researchers, faculty,

and staff members into a pool of responsible and competent leaders:

- who create world-class innovative and practical technologies that can address the problems of the country with food, energy, environment, industrial development, livelihood and employment;
- who produce creative works that can uplift the spirit of our people and articulate the essence of our national culture and identity; and
- who conduct exemplary extension services that can transform our communities.

Our track record in academic excellence is unquestioned. Thirty-four of the country's 57 National Artists are either UP alumni or faculty members. Thirty-six of the 37 National Scientists are from UP. Our alumni lead the prestigious higher education institutions in our land. We have gotten recognition from the Commission on Higher Education for 20 Centers of Excellence and six Centers of Development that mentor other colleges and universities.

Our graduates and constituent universities have been the topnotchers



and the best performing schools in the various board exams. We produce more international and refereed publications than all other Philippine universities combined.

But we can still do more.

As a public university, UP must be a university where students earn their degrees as *Iskolar ng Bayan* regardless of the economic status of their family. This can be achieved with a strong commitment to review the UP College Admission Test (UPCAT), restructure the Socialized Tuition and Financial Assistance Program (STFAP), improve our scholarship programs, and do all that is necessary to maintain the public character of our institution.

Our curricula are at the core of UP education. We must improve general education (GE) so students can acquire an even broader foundation in the sciences and the humanities. We need to train our students in higher-order thinking, and to ingrain in them the value of life-long learning as leaders in their fields, and, even more critically, in working for the public good.

Our GE program must instill the urgent lessons in ethics and civics, public-mindedness, national pride and global orientation. We must prepare our students for the workplace so they may remain competitive and successful many years after graduation. But we must also expose our students to the basic tenets of entrepreneurship which is needed to spawn wealth creation in the country through business enterprise. As the national research university, we will encourage more graduates to take the path of innovation as the life-long

researchers and creative minds critical to our nation's progress.

We will need exemplary research mentors to guide our graduate students through research and publication. We may get the best and brightest students into UP, but we must complement them with the best faculty who have the track record in research and/or creativity. We will continue to support the development of our young faculty by financing their advanced studies.

We must provide more funds for international conferences to expose more of our faculty to international research and academic standards. We will reward exemplary teachers and researchers who publish prolifically, who develop excellent educational materials, and who effectively use these materials in our classes. And we will reserve the recognition as a professor emeritus only

for the most outstanding mentors of our university.

Much of our accomplishments, champions and experts are not recognized even among ourselves, the general public, and the world. For example, how many of us know that more than half a million needy Filipinos are served yearly by the UP Philippine General Hospital?

To help further realize our responsibilities as a public service university, we are creating the Padayon UP! Office ("Padayon" meaning "Onward") to coordinate our public service activities, package our programs and breakthroughs, and disseminate these to our students, our faculty and staff, our policy makers, our alumni, and to the Filipino people.

We know that UP can no longer ignore internationalization. We need to find our niche in the world and must



improve our international ranking among the world's universities. We need to embrace accreditation and international benchmarking. We must undertake our own internal academic assessment, and subject our programs to external review by recognized national and international assessment agencies.

UP Manila has shown us the way. For instance, the College of Medicine, whose standards have been affirmed by accreditation, achieves a 100 percent passing rate in the medical board exams, and its graduates' perennially placing among board topnotchers.

We will pursue the university's internationalization by promoting student exchanges, foreign academic credit transfer arrangements, distance and e-learning, foreign collaborations in graduate theses, and faculty fellowships in foreign institutions.

As a counterbalance, we will support a national culture, history and arts program. This will promote a vibrant creative work and performing arts scene in our campuses. But more than that, the program will serve to enhance the Filipino self-knowledge based on a deep understanding of Philippine culture, heritage, history, archeology, and arts.

Operational excellence

Academic excellence needs the support of an enabling environment anchored on operational excellence. Operational excellence, in turn, is achievable only through administrative efficiency and financial sustainability.

There are various ways to attain efficiency, but the quickest approach is to put in place an integrated information and communication system that will tie our units together into one UP.

Decision-making at the system and all other levels of administration in UP must be based on accurate and real-time information. We will soon launch e-UP, a system-wide computerization project that will interconnect and harmonize ICT systems and infrastructure across all UP campuses. The e-UP project will improve information sharing and accessibility, improve decision making, simplify and harmonize operations, speed up service delivery, reduce operational costs, and promote personnel well-being. With increased transparency and managerial control brought about by e-UP, we will be able to empower lower level administrative officials through decentralization.



The implementation of e-UP will be completed within three years, and we need your support and involvement to ensure its success. System-wide ICT policies and standards will be formulated and ICT knowledge base updated through massive competency building among our students, faculty and staff.

We will also launch “Green UP” to make our campuses environment-friendly while saving on the cost of utilities, such as electricity and water. The Green UP project also includes the formulation of guidelines on building designs and landscapes for implementation in all campuses.

Effective human resources management will also contribute to our administrative efficiency. This will require matching skills with the tasks required, ensuring that working hours are within reasonable times, compensating work beyond the call of duty, rewarding excellent performance, providing a suitable work environment, and granting equitable employee benefits.

We are determined to be a leader in implementing a just and equitable employment relations system in the Philippines. We have started discussions with prospective partners for addressing the housing and health care needs of our faculty and staff. With strong political will, we intend to establish a transparent and effective system of resolving grievances at the workplace and to implement UP’s social contracts, including the collective negotiation agreements with the organized faculty and staff.

Our strategic initiatives, along with the regular operations of the university,



require large amounts of funds to implement and sustain. As a land grant university, UP has the responsibility to utilize and manage its land assets in an optimal manner. It is imperative that we have full appreciation of all our properties. To achieve this, we will begin the crafting of a Master Development Plan covering all campus sites, landholdings, and land grants. This master development plan will be the basis of capital improvements in the campuses, and the proactive and orderly development of our land assets for revenue generation.

Another asset of UP is its intellectual property. We have recently obtained approval from our Board of Regents for the Revised UP Intellectual Property Rights Policy. This will guide and facilitate technology transfer. Dissemination of the research outputs and innovative technologies generated by our faculty, researchers, and students must be accelerated, if we are to fulfill our mandate as a research and public service university, while generating revenues from IP commercialization.

We have put in place a seamless partnership between UP and the UP Alumni Association, and we will harness our alumni to assist their alma mater not just through their donations but by putting their expertise and networks in



the service of the university. With the support of our alumni, we plan to launch a comprehensive fundraising campaign that will augment our endowment funds. The new UP charter provides for 150% tax deductibility of donations to UP. In an era of strict tax enforcement in the country, this incentive can serve as a material inducement to prospective donors.

The challenges to UP

Our pursuit of academic and operational excellence is rooted in UP's historic commitment to serve the people. Republic Act No. 9500 (our Charter of 2008) declares UP as the National University, a distinction laden with great responsibilities.

UP is mandated to perform its unique and distinctive leadership in higher education and national development. UP is expected to serve as a research university, as a graduate university, as a public service university, and most importantly, as a regional and global university.

UP is indeed designed to be the great university we want and the great university the country needs.

But I am appalled every time a poor student who has been admitted to UP is unable to enroll because of financial inadequacy. I am saddened each time

we lose a faculty member or researcher to other universities or the private sector because we cannot pay enough.

And I am frustrated every time I have to plead to the government for more budget support for UP, the National University that Congress has given so much responsibility.

But I become convinced that UP can be an even greater university whenever our colleges achieve a 100% passing rate in licensure exams and our graduates top these exams. I am even more heartened each time our faculty members produce breakthrough research and masterpieces in the various disciplines despite the odds.

I am more encouraged to pursue the path to greatness when we produce a summa cum laude like John Pelias who has decided to serve the university as a faculty member, or a Shamcey Supsup who has proven that brains, beauty and the desire to teach in UP can reside in one person.

I am more emboldened when political leaders led by our senators and representatives, some of whom are here with us today, mobilize resources for our new projects. They are among those who believe that UP is a good investment.

And I am inspired more than ever, when I meet alumni during my travels

who are eager to support their alma mater. Some of them have traveled far to attend this investiture today and join us in restoring UP's greatness.

A call to action

Because UP has been at the forefront not only of the country's educational system, but also of its social, political, and economic life, it is incumbent upon all of us to ensure that the youth who go through the halls of our university are imbued with the tradition and spirit which have made UP the vanguard of the people.

The university is like a seedbed where students are nourished so that they may bloom and flourish not only in academic excellence but also in moral character. As Dr. Jose Rizal said to the women of Malolos: "Awaken and prepare the mind of the child for every good and desirable idea – love for honor, sincere and firm character, clear mind, clean conduct, noble action, love for one's fellow men, respect for God...No sweet fruit can be picked from a sour seed."

The university, according to UP's first president, Murray Bartlett, "is not meant to breed aristocrats but unselfish workers for the common good." UP must also teach all those who go through its corridors that "the honor due any profession is to be judged alone by the measure of its service to the people."

Such are the demands on us as the national university.

UP education has endowed us with the priceless teachings and examples of the country's finest artists, its most brilliant scientists, and its most dedicated

teachers. It has also allowed us to learn despite the limited facilities and the antiquated equipment from previous generations. It is the combination of these teachings, this environment, and the UP student's ingenuity, which sets the UP graduate apart from those of other institutions.

But while we have managed to achieve excellence despite these limitations, we must continue to demand for increases in state subsidy for UP, increases in the pay of our faculty and staff, and the upgrading of our facilities deserving of a national university. Government financial support for UP is not an expense, but an investment that will yield copious dividends for our country and people.

On this day we gather to declare that we shall not waver in our efforts to restore UP to its preeminent status in the world of higher education and to ensure that the education it offers is accessible to the least of our people.

We must succeed not because we have a reputation to keep but because we have a country to serve. And we will succeed, because we have the students, faculty, staff, and alumni who will help us realize the goals to which I pledge my administration.

Mabuhay ang Unibersidad ng Pilipinas! Mabuhay tayong lahat!

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