



BATAAN PENINSULA STATE UNIVERSITY

# STRATEGIC PLAN 2017 - 2021

## Foreword

The Bataan Peninsula State University's Strategic Plan for 2017-2021 is the response of the University to President Benigno S. Aquino III's call for social reform as manifested in the Philippine Development Plan for 2011-2016.

This is also a manifestation of University's commitment to the Covenant on Public Higher Education Reform as initiated and led by the Commission on Higher Education (CHED) in coordination with the Philippine Association of State Universities and Colleges (PASUC) and the Department of Budget and Management (DBM).

Untiringly prepared by the University through series of planning workshops with the members of the University Administrative Council, Academic Council and Research and Extension Council spearheaded by the Operations, Planning and Development Office.

This document, as a result of mutual trusts among the development stakeholders in the community, shall serve as a blueprint of the University in the next five (5) years.

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## **Mandate**

The Bataan Peninsula State University is a government non-sectarian institution of higher learning duly established by Republic Act 9403 and principally supported by state funds.

The University shall primarily provide advanced instruction and professional training in education, engineering, science and technology, arts and humanities, computer, forestry, and other relevant fields of study. It shall also undertake research, extension services and production activities in support of the socioeconomic development of Bataan and provide progressive leadership in its areas of specialization.

## **Vision**

A university of excellence acknowledged in the country and the Asia-Pacific Region for quality graduates and knowledge responsive to socioeconomic needs.

## **Mission**

Provide quality and relevant education that will develop highly qualified and competitive human resources responsive to national and regional development.

## **Objectives**

In consonance with the overall societal goal of the Philippine Government of inclusive growth and sustainable development as reflected in the Philippine Development Plan 2011-2016, and with the formation of high-level human resource, and generation, adaptation, and transfer of knowledge and technology for national development and global competitiveness as sectoral goals of the Philippine Higher Education as reflected in the Commission on Higher Education Strategic Plan 2011-2016; the University's sectoral goals shall include provision of quality and relevant education for the formation of highly competitive professionals and technician leaders contributing to national development and generation, adaptation and transfer of knowledge/technology for community development and empowerment.

Specifically, the University aspires to realize the following objectives in the next five (5) years:

1. To provide quality, responsive and relevant education that will produce highly qualified and competitive graduates
2. To enhance student welfare
3. To promote transparency and accountability in governance
4. To generate and disseminate appropriate knowledge and technologies that will promote sustainable resource development
5. To help uplift the socio-economic conditions of rural and urban communities as well as developed harmonious and co-operative University-community relationships

## Strategies

The University's overall strategic framework is guided by the 16-point priority social reform agenda of the Aquino administration clustered into five (5) development thrusts, namely:

1. Anti-Corruption / Transparent, Accountable and Participatory Governance
2. Poverty Reduction and Empowerment of the Poor
3. Rapid, Equitable and Sustained Economic Growth
4. Just, Lasting Peace and the Rule of Law
5. Integrity of the Environment / Climate Changing Mitigation and Adaptation

Priority thrust and deliverable actions of the University is steered by and conformed to the critical areas of directional changes outlined by the Commission on Higher Education in its Higher Education Reform Agenda (HERA).

Explicitly, the University considered the three (3) directional reforms as provided in the HERA, to wit:

1. Improve Efficiency: Rationalize the Public Higher Education System
2. Upgrade Quality of Public Higher Education
3. Enhance Access to Quality Higher Education

Different government initiatives in the following areas of public higher education operations were prioritized:

1. Quality and Relevance of Instruction
2. Research Capability
3. Services to the Community
4. Management of Resources

Taking all the aforementioned directional reforms and initiatives, the University has to address the following development challenges in order to maximize its contribution towards building the country's human capital and innovation capacity:

1. Faculty Recruitment Qualification
2. Vertical Articulation or Alignment of Faculty
3. Program Rationalization
4. Accreditation Level Requirement for a University
5. Library Facilities and Book Collections
6. Scarce and Outdated Laboratory Facilities and Equipment
7. Title of Lands Currently Occupied by the Different Campuses of the University
8. Commercialization of Research Outputs
9. Publication of Research Outputs in National and International Refereed Journals
10. Eroding Performance of Graduates in Licensure Examinations
11. Absence of R&D Centers with State-of-the-Art Facilities
12. Absence of Center of Development

To address the aforesaid challenges, government directional reforms and initiatives, the University has identified and shall focus on eight (8) major key result areas (KRAs), namely:

1. Quality Assurance
2. Access to Quality and Relevant Education
3. Student Holistic Development
4. Intensification of Human Resource Development
5. Transparent, Morally Ascendant and Efficient and Effective Management System
6. National and Regional Positioning of Research and Development
7. Community Extension Development and Empowerment
8. Gender and Development

To address the objective of providing quality, responsive and relevant education that will produce highly qualified and competitive graduates, the University shall focus on KRAs 1 and 4 - quality assurance and intensification human resource development, respectively.

To achieve the objective of enhancing student welfare, the University shall consider KRAs 2 and 3 - access to quality and relevant education and student holistic development, respectively.

To realize the objective of promoting transparency and accountability in governance, the University shall concentrate on KRA 5, that is, transparent, morally ascendant and efficient and effective management system.

To attain the objective of generating and disseminating appropriate knowledge and technologies that will promote sustainable resource development, the University focus on KRA 6, that is, national and regional positioning of research and development.

To accomplish the objective of helping uplift the socio-economic conditions of rural and urban communities as well as developed harmonious and-co-operative University-community relationships, the University shall concentrate on KRA 7, that is, community extension development and empowerment.

To assure and uphold equality in both genders, KRA 8 mainstreams programs, projects and activities in the aspects of University operations.

As to government directional reforms as stipulated in HERA, interplay of the KRAs will pave the way to its implementation and realization.

Considering the government initiatives, KRAs 1 to 3 respond to the quality and relevance of instruction; KRAs 4, 5 and 8 answers management of government resources; KRA 6 focuses on research capability; and KRA 7 covers services to the community.

# Programs, Activities and Projects

In order to address the objectives through the identified KRAs, the following programs, activities and projects must be realized:

## KRA 1. Quality Assurance

Quality assurance is one aspect that the University has to respond to in order to make its curricular offerings responsive and relevant to national development. There is also a notion that in order to be considered competitive, the University must meet the international standards, which, now, is no longer an option or an aspiration but a necessity. Thus, the University has initiated moves to monitor and evaluate the performance and status of its programs.

### 1. Compliance to Quality Assurance Standards (National and International) and Accreditation

#### 1.1 Accreditation

This project will give avenue to the University to be more competitive by submitting itself to higher accreditation platform, thus, making its program offerings comparable to the national and internationally acceptable standard.

##### 1.1.1 National

This project provides the University baseline information on the status of its program offerings as to compliance to requirements and standards provided in the Policies, Standards and Guidelines (PSG) issued by the Commission on Higher Education. Also, parameters encompassing the complete operations of the University are to be considered.

The University MUST satisfy national standards, thus all programs are expected to be accredited per university requirement in preparation to international university standards.

The University targets graduates of its Engineering programs to be equally competitive, thru compliance in Philippines Technology Council (PTC) in preparation to its international certification.

##### 1.1.2 International Accreditation

The University should exert extra effort to apply for international certification.

ABET (Accreditation Board for Engineering and Technology) in order to have its Engineering programs graduates equally competitive in the



international labor market considering the 2015 ASEAN Economic Integration.

## 1.2 Institutional Quality Assurance and Governance

### 1.2.1 ISO Certification for Quality Management System

ISO provides inspection, certification, due diligence, valuation, validation, training and testing services, specifically on the part of the University, in Quality Management System. Certification process involves the following stages: information gathering, document evaluation, audit plan and schedule, audit/pre-assessment, certification audit and issuance of certificate which is a tangible proof that the University's quality system complies with internationally recognized standards.

### 1.2.2 Typology

In compliance to CMO 46, series of 2012, the University should strive to meet, at least, the requirements set for vertical as well as horizontal typology. The University is expected to address this concern in 2014 in time for the implementation of typology-based quality assurance—both vertical and horizontal classifications.

## 2. Compliance to National and International Outcome-Based Quality Assurance Standards

### 2.1 Center of Development Program

The identification of Centers of Excellence (COEs) and Centers of Development (CODs) is embodied in Section 8 (f) of Republic Act (RA) No. 7722, otherwise known as the "Higher Education Act of 1994. This project will enable the University to provide leadership in all aspects of development to other HEIs in their respective service areas.

The University MUST focus on satisfying standards of Center of Development for the next years.



### 3. Rationalization of Program Offerings

#### 3.1 Program Rationalization

##### 3.1.1 Curricular Program Review

Preparation/updating of academic programs to determine the program's ability to respond to future challenges and opportunities, and to evaluate strengths and weaknesses.

It also enable the university to align its academic programs with its mission and priorities and assure that the resources are appropriately allocated to maximize the efficiency and effectiveness of delivery of academic programs.

##### 3.1.2 Zoning of Campus Programs

In response to the rationalization program of CHED on programs being offered by HEIs, extended duplicated terminal programs to satellite campuses shall be zoned.

As a prelude, zoning shall be done by considering the strong or flagship program of each campus. Area of specialization shall be considered as initial step to program zoning.

Zoning by management will be considered in cases of programs in campus with installed facilities and equipment per thorough assessment program.

##### 3.1.3 Offering of New Programs

Offering of market-driven curricular programs as identified in the CHED Memorandum Order No. 01, series of 2014 regarding the priority programs from 2014-2018.

Programs to be offered:

- Ladderized Bachelor of Technical Teacher Education
- Bachelor of Physical Education\*
- BS in Computer Engineering
- BS in Industrial Engineering
- BS in Information Systems
- BS in Entertainment and Multimedia Computing
- BS in Agricultural Business
- BS in Development/al Communication\*

As identified development challenges, the University is expected to offer a four-year program in Liberal Arts and a four-year program in Basic Science and Mathematics.

- BS in Biology
- BS in Social Work\*
- Bachelor in Community Health Service
- AB in English Language
- AB in Communication
- MA/MS in Psychology

*\*with board resolution*

### 3.2 Institutional Admission and Retention Policy

3.2.1 Selective Admission and Quota System. The University, being measured by quality of its graduates, should arm itself with quality assurance mechanisms. Take into prime consideration the performance of its board program graduates in the licensure examinations as well as their employability.

#### 3.2.2 Strict Retention Policy

One mechanism to assure quality is to strictly implement retention policy of the University. The eroding performance of University graduates in licensure examinations is not something to be too complacent. Student shall be submitted for evaluation for program retention particularly those pursuing board programs.

## 4. Quality of Instruction

### 4.1 Vertical Articulation

Provision of support for the faculty to consider vertical articulation in pursuing their masteral/doctoral degree program for quality instruction and to realize the university's faculty realignment program, pursuant to CSC MC No. 10, series Of 2012.

Such vertical articulation will help the faculty to focus their professional development and training to a more progressive level of competitiveness.

Give priority to permanent faculty who were taken by events and did not satisfy the requirement of vertical articulation.

### 4.2 Upgrading of Library and Establishment of Learning Resource Centers

Upgrading of library and learning resource centers facilities to meet standards set for a university and improving its services with the integration of IT.

This does not only covers acquisition of new books but upgrading of facilities to accommodate the growing number students of the University.

#### 4.3 Establishment of Archive Centers for Academic Records

### 5. Partnership with National and Foreign Universities and Industries

#### 5.1.1 Partnership and Membership

Provision of support for faculty membership to different professional and academic organizations—both national and foreign. This project aims to give specific information in their field, future trends, and research articles that they can read for further career development. Membership to different organizations can also add to their network associations.

### 6. International Mobility via Academic Exchange Program

These programs open and widen opportunities both for faculty and students to go global. With the coming of the ASEAN Economic Integration in 2015, it's not enough that faculty and students be confined in the four walls of the University.

The University is encouraging faculty and students to participate in the academic exchange program as one of the stipulations in the Memoranda of Understanding and Agreements entered into by the University with international higher education institutions.

These programs will surely bring new ideas, insights, approaches, and methods to the classrooms and introduce new academic materials.

### 7. Rationalization, Modernization and Upgrading of Physical Plant and facilities

#### 7.1 Site Development Master Plan

Strict compliance with the duly approved site development plan of the University will enhance the physical appearance of the University as to structure and design. This will also maximize the resources of each campus. Having this as a clear blue print of the University when it comes to physical plant and development.

#### 7.2 Laboratory Facilities and Equipment

Prioritizing the upgrading of laboratory facilities and equipment must be pursued in order to maintain the University's capacity to deliver quality education to the students and as response to the recommendations made during the accreditation.

Compliance to standards as provided in the PSGs issued by CHED must be assured.

#### 7.3 Infrastructure Modernization and Development

To comply with the standards set by national and international agencies and to foster an environment that is more conducive for learning, the University shall pursue the refurbishment or the construction of infrastructures.

Infrastructure projects to be engaged by the University must comply with the requirements identified by the end-users to rationalize the use of government fund. Modernization shall also be taken into consideration.

## **KRA 2. Access to Quality, Responsive and Relevant Education**

### **1. Institutional Student Programs and Services**

#### **i. Admission Services Programs**

#### **ii. Scholarship and Financial Assistance Programs**

Provision of support to students who are determined to pursue and finish tertiary education but lack the resources to sustain their education. With the growing number of student population over the years, the University seeks to forge partnerships with individuals, organizations, and industries that offer scholarship grants to deserving students.

The University also offer Student Financial Assistance thru CHED Student Financial Assistance Programs, CMO 56. s.2012

It shall serve as a mechanism for providing access through direct channeling of support to student beneficiaries.

#### **iii. Foreign/international Services**

The University must establish strong linkages in students international services so as to strengthen Student Exchange Program, in response to the development in the academic community thru ASEAN 2015.

#### **iv. Services for Students with Special Needs**

The University shall ensure that students with special needs, be served thru Intervention Programs and Assistance.

#### **v. Social and Community Involvement**

Students shall be given opportunities to get involved in meaningful socio-civic activities and guide them in implementing advocacies that will address social and environmental concerns of the campus and communities.

### **KRA 3. Student Holistic Development**

#### **1. Student Welfare Programs and Service**

- i. Information and Orientation Programs
- ii. Guidance and Counseling Programs  
These programs help students utilize their potentials to the fullest and assist them to overcome or solve an already existing concern and to help them develop into a well-rounded individual.
- iii. Career and Job Placement Programs  
This program gives assistance to graduates by conducting appraisal to students about career and job placement; follow-up and monitoring.  
  
This shall also provide needed information of graduates and the industry, and the gap that needs to be filled-up by the University.  
Through this project, job openings in different local and international companies shall be posted on the University's website to assist students and alumni to search for a job.
- iv. Unified Peninsula Alumni Community Program  
Strengthening of the University's relationship with the alumni through the conduct of various activities that will renew the desire of the alumni to cooperate in meeting the University's goals.
- v. Economic Enterprise and Development  
Provision for student entrepreneurship program
  - Business Enterprise
  - Student Cooperative

#### **2. Student Development**

- i. Empowerment of Students Thru Activities, Trainings and support to student groups/council
- ii. Student Publication
- iii. Preservation and Enrichment of Bataan History and Culture

Establishment of a Center for Bataan Historical and Cultural Studies in order to preserve the customs and traditions in the province.

The construction of University Theater, will feature arts and cultural presentations and performances.

- iv. Arts and Culture Promotion Program

This project will develop, strengthen and promote awareness on the innate arts and cultural heritage of the province through the initiative and leadership of the University.

Conduct of various arts and cultural activities are expected as output and internalization of Bataan arts and culture in each individual as outcome.

v. Cultural Exchange

The project shall establish affiliation with the National Group and International Group for Arts and Culture and tie-up for Cultural Exchange Program.

**KRA 4. Intensification of Human Resource Development**

1. Quality Human Resources

Recognition of the quality of work done by the faculty and their commitment to mission and goals of the University for quality instruction. Primarily, faculty shall comply with the provisions of Civil Service Commission Memorandum Circular No. 10, series of 2012.

i. Human Resource Development and Management Program

ii. Professional Advancement

Enforce the adoption of a career development program to promote continuing professional growth and development. This project also aims to enhance their personal effectiveness at school or work.

As to faculty, they will be encouraged to pursue professional advancement in their field of specialization so as to address the development challenge on articulation.

2. Employees Enhancement System

i. Mandatory Retooling for Faculty

ii. Retooling for Non-Teaching Employees

Seek out professional development opportunities to increase their effectiveness or acquire relevant skills in hopes of career enrichment and directions.

3. Strategic Performance Management System

The University is adopting a performance-based appraisal system known as Strategic Performance Management System (SPMS). Recognition of the quality of work done by the employees and their commitment to mission and goals of the University for quality delivery of services.

4. Rewards and Incentive Program

Program for Awards and Incentive for Service Excellence (PRAISE). The project recognizes the employees, the quality of their work, commitment, contribution to the University's advancement.

5. Work-Life Balance Programs

The project's holistic approach ensures employees needs to attain their personal health and wellness need. Provision to ensure the each employee would have a well-balanced work life.

- i. Physical Health and Wellness Programs
- ii. Mental Health and Wellness Programs
- iii. Social Development Programs
- iv. Personal Financial Management Programs
- v. Spiritual Development Programs
- vi. Work-Life Balance Program

6. University Citizen's Charter

The University's Citizen's Charter is in support of the government's program to promote integrity, accountability, proper management of public affairs and public property as well as to establish effective practices aimed at the prevention of graft and corruption in government.

7. Employees' Welfare

Collective Negotiation Agreement. CNA is one mechanism the University could adopt to rationalize cash incentive granted to the employees who have contributed either in productivity or cost savings in the University and in accomplishment of the agreed commitments.

**KRA 5. Transparent, Morally Ascendant and Efficient and Effective Management System**

1. Governance Reforms

Administration and financial management reforms in the University in compliance to the national government's initiatives on transparency in governance.

2. Improving University's Public Financial Management

This can be done by synchronizing the University's public financial management with the Government Integrated Financial Management Information Systems (GIFMIS). A management Audit is expected to carry out focusing on internal control systems, among others. This also includes digitization and automation of the University's operations, development of systems and procurement of requisite equipment.



3. Assets Inventory and Management for Resource Generation

The University shall prepare and implement business and development plans that would make use of idle lands and assets and to engage in income generating projects, in partnership with the private sector, if feasible.

**KRA 6. National and Regional (International) Positioning of Research and Development**

1. Research and Development Policies

Amendment of research and development policies to realize research requirement standards.

Areas needing development shall be prioritized in the conduct of researches in order to promote its socioeconomic status. The University should adopt policies in order to promote involvement of faculty in research programs, projects and activities.

2. Research and Development Facilities

Provision and upgrading of research equipment and facilities, subscription and connectivity, are critical in the development and enhancement of research outputs.

3. Researcher and research personnel development

The University should adopt policies in order to promote involvement of faculty in research programs, projects and activities. The activities will include: Capacity Building for Faculty Researchers and Immersion of research personnel in research and development.

4. Research Visibility

i. Conduct In-House Review

The University was granted by the Commission on Higher Education permits to operate two (2) review centers, namely: (1) Teacher Education Program, and (2) Nursing Program. Intensification of those centers will ensure high performance of graduates in the licensure examination of a particular program.

ii. Conferences (Presentations)

Presentation of the researches of faculty and employees to reputable national and international research conferences. This is deemed to boost the awareness of external organizations on the researches being done by the University. Likewise, this will also serve as good venue for forging partnerships with which we can conduct collaborative researches, gather effective strategies, adapt technologies, and obtain additional funding.

iii. Publications

Regular publication of completed and on-going researches to the University's Research Journals for information dissemination.

Focus must be given to publication of research outputs to national and international refereed journals.

iv. Citation index

5. Research Quality Assurance

Patenting of researches shall be pursued in order to protect the intellectual property rights not only of the University but of the researches done by the students and faculty.

6. Research Capacity and Opportunities

i. Internal Research Funding

Production of quality researches through the utilization of the University's funds allotted for the various research projects.

ii. External Research Funding

Collaborations with external agencies shall also be pursued to produce researches with bigger impact on the community and for additional funding.

**KRA 7. Community Extension Development and Empowerment**

1. BPSU Extension Roadmap

This will include the creation of procedures for conduct of extension programs, extension cycle, networking and linking, funding and resource utilization, rewards and incentives of faculty extensionists, packaging and publication of extension best practices, etc.

2. Establishment of Support Mechanism to Extension Management

This will be done by establishing a training unit, IEC and M&E per campus.

3. University Lakbay-Kalinga sa Agrikultura

The program includes the fields of agriculture, natural resources, social development, health and technology. In agriculture the following programs will be implemented: Promotion and Development of 2nd and 3rd Generation Organic Production Technologies, Science and Technology Based Interventions on Agricultural Production, Fishery, Coastal and Marine Resource Management and Conservation.

Climate Change Adaptation and Mitigation Strategies shall be adopted in the Lakbay-Kalinga sa Kalikasan program

The GK Barangay Walang Iwanan Program and the Education and Information Enhancement Programs shall be the main programs under Lakbay-Kalinga sa Kalikasan. Sports and Health Related Development Program shall be the main theme of Lakbay-Kalinga sa Kalusugan. Lakbay-Kalinga sa Teknolohiya shall be composed of Research-Based Farm Mechanization Program and the GK Barangay Walang Iwanan components on technology.

4. Consultancy and Technical Advisory Services

Continuing Professional Services through revival of the Community Radio Station. A flagship project under the Office for Extension Services' Lipat Kaalaman program, the Community Radio Station provides information focused on the needs and interests of the local community, as well as news and current events from the various sectors of province.

5. Multi-Sectoral Linkages and Partnerships

Establish linkages and partnerships with different sectors in the community to be able to implement community extension services in the various fields of discipline.

**KRA 8. Gender and Development**

1. Identification as Gender and Development (GAD) Regional Resource Center

A development perspective that recognizes the unequal status and situation of women and men in society. Women and men have different development needs and interests as a result of said inequality, which is institutionalized and perpetuated by cultural, social, economic and political norms, systems and structure.

In order to achieve this project, the University must strictly implement programs, projects and activities in relation to gender and development in the mainstream of its operation as an institution.

BPSU'S OVERALL STRATEGIC FRAMEWORK 2017-2021

