



BatStateU Strategic Plan 2019 - 2029

**Scaling Greater Heights of Excellence in
Innovation and Social Transformation**

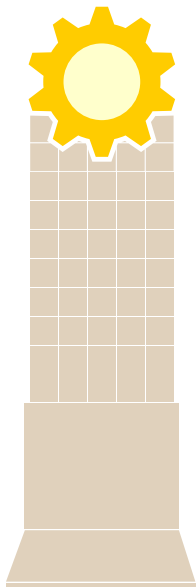


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Transforming Lives**



Scaling Greater Heights of Excellence in Innovation and Social Transformation

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The BatStateU Strategic Plan 2019-2029
Scaling Greater Heights of Excellence in Innovation and Transformation

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Message from the University President

Dr. TIRSO A. RONQUILLO
University President

It is with great enthusiasm that I present the Batangas State University Strategic Plan 2019-2029, “Scaling Greater Heights of Excellence in Innovation and Social Transformation.” Covering a ten-year period, this Strategic Plan serves as the University’s primordial blueprint towards achieving its vision of becoming a premier national university that develops leaders in

the global knowledge economy. Approved by the Board of Regents as endorsed by the Academic and Administrative Councils, this plan builds on the success of the previous strategic plan. It reflects our aspirations to seize new opportunities, navigate challenging times in Philippine higher education, and carve a clear path forward, while remaining vigilant to course variations necessitated by fast-changing environment.

At the outset, I wish to acknowledge and thank you all for your time, insights, commitment, engagement, and various forms of constructive contributions to the strategic planning process. We have spent a number of months working together as individual students, faculty, staff, committees, technical working groups, task forces as well as university stakeholders in conducting a comprehensive environmental scan and gap analysis, examining higher education issues, digging into quantitative assessments, moving parts of the current plan forward, and positioning Batangas State University for the future. I am proud to say that our planning process was data-driven, transparent, and iterative. It was also participatory, inclusive, equitable, and diverse. Indeed, the Batangas State University Strategic Plan 2019-2029 represents us all. It serves as the public declaration of our aspirations, priorities, and values as a university community.

Thus, I call on our spirit as a united community to rally around our common university vision and commit to pursue the BASICS: Brand of Excellence, Access, Social Relevance, Inclusive Innovation, Capacity, and Sustainability. Along with our transformative mindset, the BASICS embodies our comprehensive and action-driven initiatives that are critical to the evolution of Batangas State University from a higher education leader in our region to being a key national player in developing the country’s human talents who lead and excel in the global knowledge economy, seek solutions to pressing issues of poverty and inequality, and collaborate in dynamic innovations that impact on the daily lives of families, communities, and the nation. Our university master plan goes beyond Batangas State University and the region. It summons our deepest commitment to nation building as well as global citizenship.

A decade from now, we will look back at this plan with a sense of pride in what we all have accomplished for Batangas State University. Let us work together as partners in implementing and accomplishing the challenging tasks that we have set for ourselves in the next years ahead as we remain steadfast in leading innovations and transforming lives.

Yours sincerely,

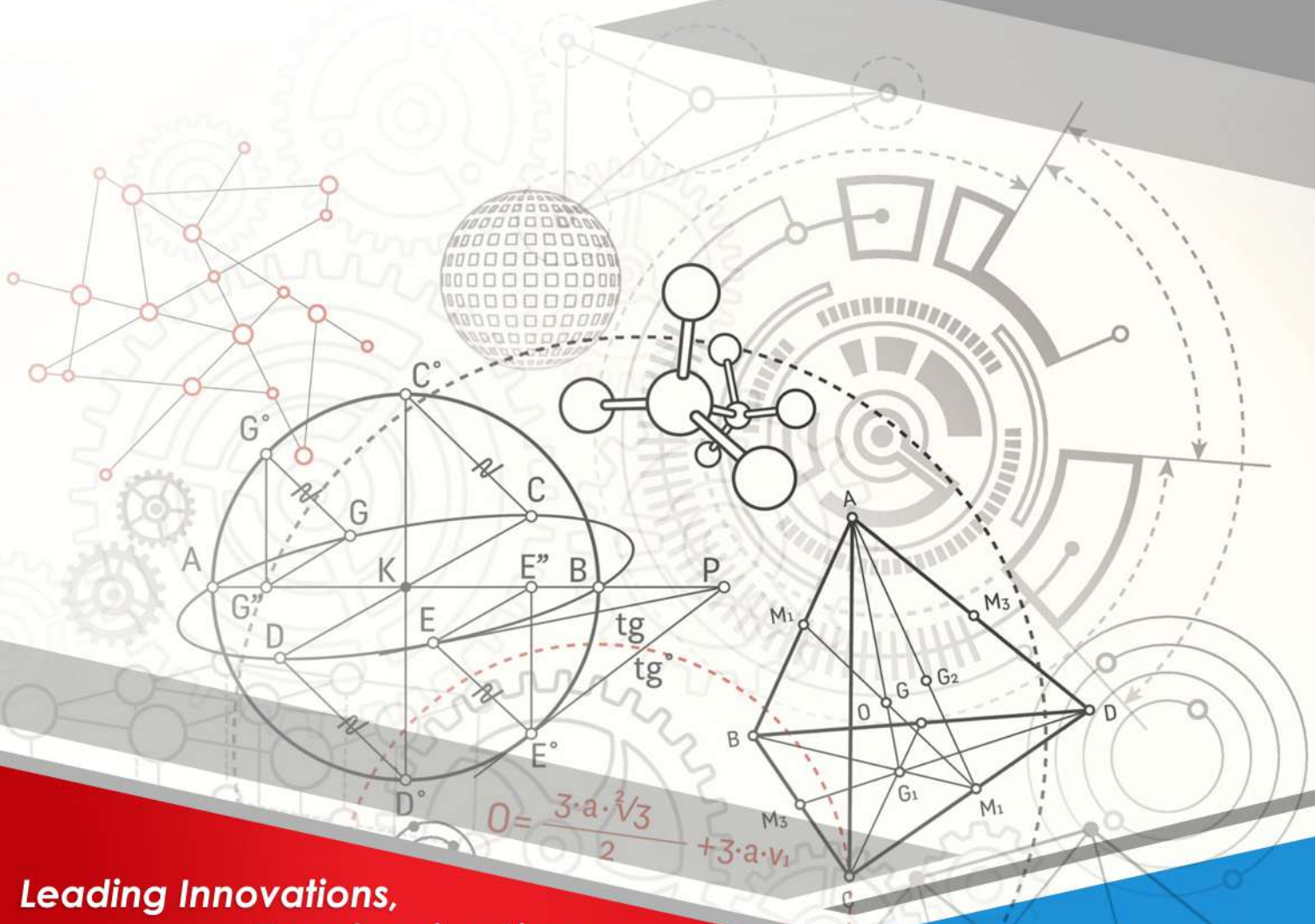


Dr. TIRSO A. RONQUILLO
University President



The Strategic Planning Process

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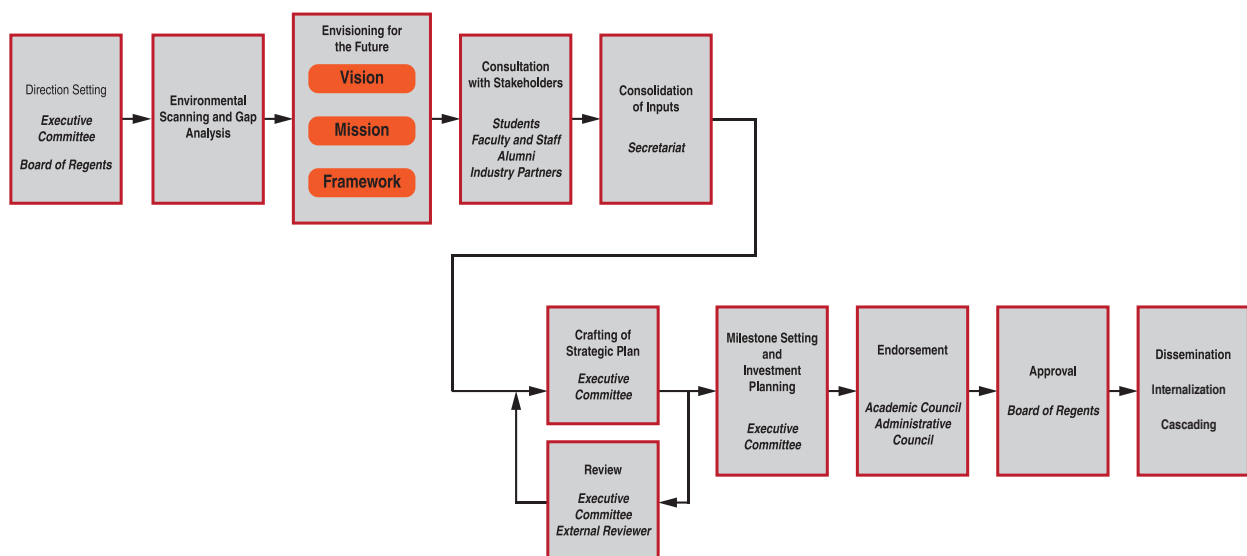
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II. The Strategic Planning Process

Led by the University President, the Executive Committee, Batangas State University academic community and its various stakeholders started working on the University Strategic Plan 2019-2029 in the third quarter of 2018 and sought its approval from the Board of Regents in the last quarter of 2019.

Covering a ten-year period, the Batangas State University Strategic Plan 2019-2029 serves as the University’s blueprint towards the highest level of development and advancement as an important national player in knowledge creation and innovation, and the development of the human talents needed in the 21st Century.

The strategic planning process went through a number of phases. Under Phase I, the Strategic Planning Management Committee (SPMC) and Technical Working Groups (TWGs) were created, comprised of members of the University’s Executive Committee, assisted by the Office of Institutional Planning and Development and the Office of the University and Board Secretary. Serving as the communication team for the planning process, the SPMC informed the interested stakeholders on the planning stages and emerging issues, and formed solutions generated throughout the process.



Strategic Planning Process

In the same planning phase, the BatStateU Board of Regents and the Executive Committee conducted a direction-setting activity which identified the general thrusts and priorities of the University for the next ten years as well as the general themes of the University Strategic Plan.

In Phase II, four major offices of the university - Academic Affairs; Administration and Finance; Research, Development and Extension Services; and External Affairs and ICT - conducted the internal environmental scanning. Using the PESTLE model as a guide, the aforementioned offices gathered pertinent data from the previous strategic plan accomplishments, SUC Leveling status report, trends and policy directions of various key sectors and other sources to determine the current position of the University and identify gaps on key areas through a Gap Analysis. The results of these process served as input in the actual drafting of strategic goals and specific initiatives.

In Phase III, internal and external university stakeholders convened for consultative discussions of the six thematic areas (BASICS) of the University Strategic Plan 2019-2029. Input from the environmental scanning, discussions with stakeholders, and deliberations within and among sub-committees were used to prepare the initial draft of the University Strategic Plan.

In Phase IV, the SPMC produced the draft of the University Strategic Plan 2019-2029 which was presented to the BatStateU Administrative and Academic Councils for further enhancement and endorsement. Consequently, the University Strategic Plan 2019-2029 was approved by the Board of Regents through Resolution No. 87, s. 2019. Finally, with the inclusion of recommendations by the members of the Board of Regents, the University Strategic Plan was disseminated to all university stakeholders and cascaded to concerned offices.



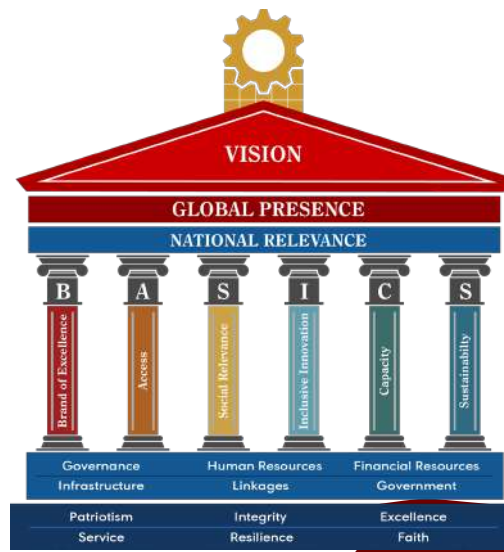
Strategic Plan Drivers

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III. Strategic Plan Drivers



Global Competitiveness Index , Global Innovation Index, Human Development Index, Industry 4.0, UN-SDG, Global Ranking of Universities, ABET, Transnational education

Global Drivers

ASEAN Harmonization, APEC Education Strategy, ASEAN Qualifications Framework, ASEAN Quality Assurance Network, Asia Pacific Region Universities, ASEAN Network of Universities

Regional Drivers

Article 19 of the 1987 Constitution, Ambisyon 2040, PDR, RA 10931, RA 10650, RA 11448, Filipinnovation, Innovation Act, CHED, NDRMP, HNRDA, NUHRA, DRMCCA, AACCCUP, PTC, PASUC, PQF, RDC, RDP, PEZA

Philippine Drivers

BOR Dynamism, Gap Analysis, Stakeholders and Industry Challenges, Alumni Opportunities, Student Outcomes, Faculty and Personnel Development, Councils (Academics, Admin, Research, Extension)

BatStateU Drivers

The Batangas State University Strategic Plan 2019-2029 was developed based on key internal and external factors that influence and motivate the University to create transformative solutions that would address the needs of the academic community and pressing concerns of society. The goals and strategies of the ten-year plan are anchored on major drivers of development in the local, regional, national and global scales, including individuals, partners, organizations, standards and policies among others, as shown above.

Serving as basis in the setting of strategic direction, the position and situation of the University was assessed through environmental scanning and identification of gaps based on these drivers. Within the university environment, the SPMC intensively worked with students, faculty, staff, alumni, and industry partners to ensure inclusivity in decision-making (First Level). Inspired by the vision and mission of becoming a premier national university that would nurture the spirit of nationhood and propel the national economy, the strategic plan was aligned with the thrusts and priorities of academic agencies and national development policies focusing on education, health, disaster resilience and holistic growth of the Filipino people (Second Level). In conjunction with the internationalization initiatives of national drivers, the University takes into account the regional and international bodies, measures and priorities to build a strong foundation for the strategic plan (Third and Fourth Levels).

The strategic drivers serve as University's motivating forces in helping transform the Philippines into a competitive nation that promotes sustainable development through the faithful implementation, monitoring and evaluation of the Batangas State University Strategic Plan 2019-2029.



The Strategic Planning Framework

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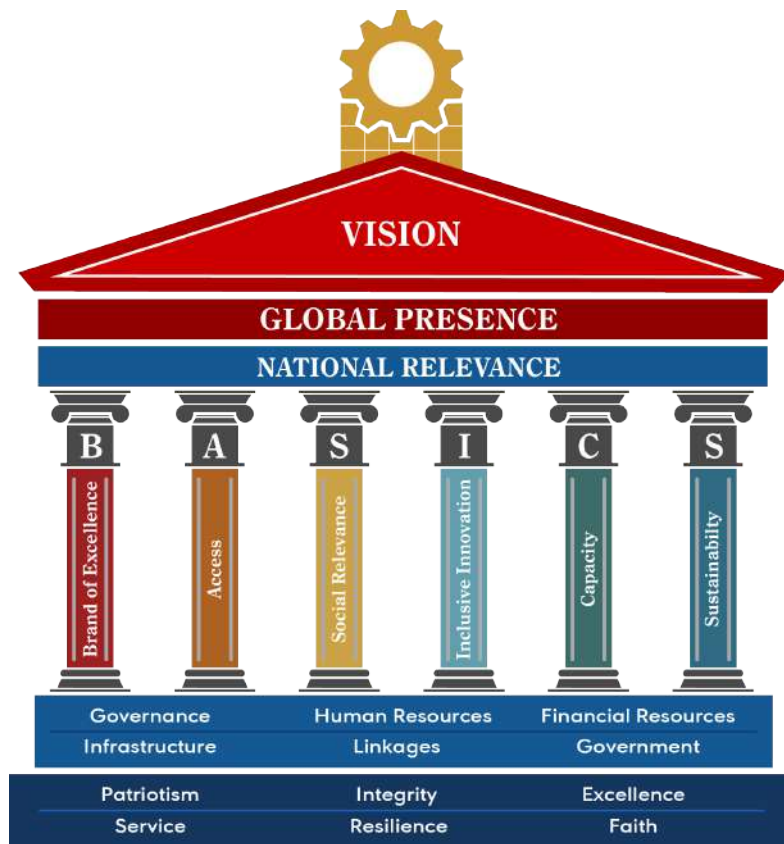


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IV. The Strategic Plan Framework

The University, after its four-year journey in the implementation of its Strategic Plan 2014-2018, accomplished 97% of its strategic initiatives. Now in 2019, it is imperative for the University to conceptualize and develop its new Strategic Plan for 2019 and beyond. The new Strategic Plan shall serve as a blueprint of the University in its preparation for the achievement of the widest spectrum of development, thereby ensuring that holistic reforms and strategic initiatives are sustained towards the attainment of institutional vision.

Strategic planning allowed the University to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes, and assess and adjust its direction in response to the ever-changing environment.



BatStateU Strategic Plan 2019 – 2029 Framework

To serve as guide in the ten-year strategic plan, the framework for the BatStateU Strategic Plan 2019-2029 was crafted. The framework depicts a stable structure composed of a base or foundation of a) the University's Core Values: Patriotism, Integrity, Excellence, Service, Resilience and Faith; and b) Enablers: Governance, Human Resources, Financial Resources, Infrastructure, Linkages, and Government. The six pillars represent the University Goals or BASICS: 1) Brand of Excellence, 2) Access, 3) Social Relevance, 4) Inclusive Innovation, 5) Capacity, and 6) Sustainability. BASICS are geared towards meeting the University Vision of achieving National Relevance and Global Presence. The framework's apex depicts the Tower of Wisdom, the university's icon and official marker, which also serves as a memorial to the value of time as a critical element in this undertaking.

ENABLERS

Governance

The role of leadership and administration is essential in strategic governance. The Board of Regents' active engagement in the promulgation of policies and the exercise and/or delegation of its duly constituted specific and general powers of administration is critical. The commitment of the University's leadership, key officials, and the entire academic community is of paramount importance in pursuing the university vision in a manner that is strategic, inclusive and sustainable.

Human Resource

The highly competent faculty and staff are vital to fulfilling the University's vision. They must be trained to become independent, analytical, and creative thinkers who contribute to the character of a premier national university.

Financial Resources

The delivery of all the University's goals and strategic initiatives is dependent on its overall financial strength from the resources available, grants and other funding sources by observing highest standards of accountability, transparency and integrity. By balancing the need to spend prudently on current operating expenditures, with the requirement to generate funds for significant investment, the university vision will be achieved.

Infrastructure

The provision of a modern, efficient and stimulating working and learning environment through innovative and high-quality infrastructure, functionally and aesthetically, is key to achieve the University's academic, research and extension services goals. It also includes good space management to optimize access and capacity.

Linkages

The University must establish sustainable and mutually beneficial partnerships and collaborations to support the fulfilment of its mandates and ensure significant presence in the local and international academic community.

Government

Government policies enable the University to act strategically and innovatively. Government regulatory and procedural requirements should be properly addressed to help achieve the vision of becoming a premier national university. Setting the platform for discussion with the government, especially with the legislature, of some gains, successes and challenges of SUCs would set future directions of the University in particular and higher education in the country in general.

CORE VALUES

Patriotism

This value extends from promoting love of country to taking pride in being a Filipino. The University advocates a strong sense of commitment to national ideals through its active promotion of the Philippine culture and heritage, as well as concern for the environment and the nation's natural biodiversity, all of which lead to the creation of a pool of professionals who are instrumental for nation building.

Integrity

This pertains to the University's steadfast adherence to morally-sound principles and ideals in the pursuit of institutional goals and objectives. It covers the values of accountability, honesty, righteousness, incorruptibility, and decency in the governance and implementation of academic, administrative, financial policies.

Excellence

This represents the drive of the University to pursue greatness. It includes the cultivation of a culture of excellence in the hearts and minds of the stakeholders, and the continuous improvement in the systems by which the University operates on. This value pushes the institution to go beyond the standard levels of performance, and be in a position of leadership that would inspire the people and other institutions to serve the country in the highest degree.

Service

This refers to the genuine desire of the University to respond to the growing needs of the community. It encompasses the selfless performance of the University's mandates, and its duty to constantly meet the challenges of development in the country in the spirit of uplifting the lives of the Filipino people.

Resilience

This refers to the ability to conquer the different challenges, hardships and tests of time. This value encompasses the commitment of the University to support the government in pursuing sustainable development, and foster disaster risk reduction and management by dedicating its efforts towards strengthening readiness and capacity of the community and its people.

Faith

The University's initiatives and activities are guided by a strong faith in a Supreme Being. These are anchored on high regard and respect for the beliefs and orientation of each member of the academic community for a productive and meaningful co-existence.



Envisioning the Future

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University Vision

**A premier national university that develops leaders
in the global knowledge economy**

University Mission

A university committed to producing leaders by providing a 21st century learning environment through innovations in education, multidisciplinary research, and community and industry partnerships in order to nurture the spirit of nationhood, propel the national economy and engage the world for sustainable development

University Motto

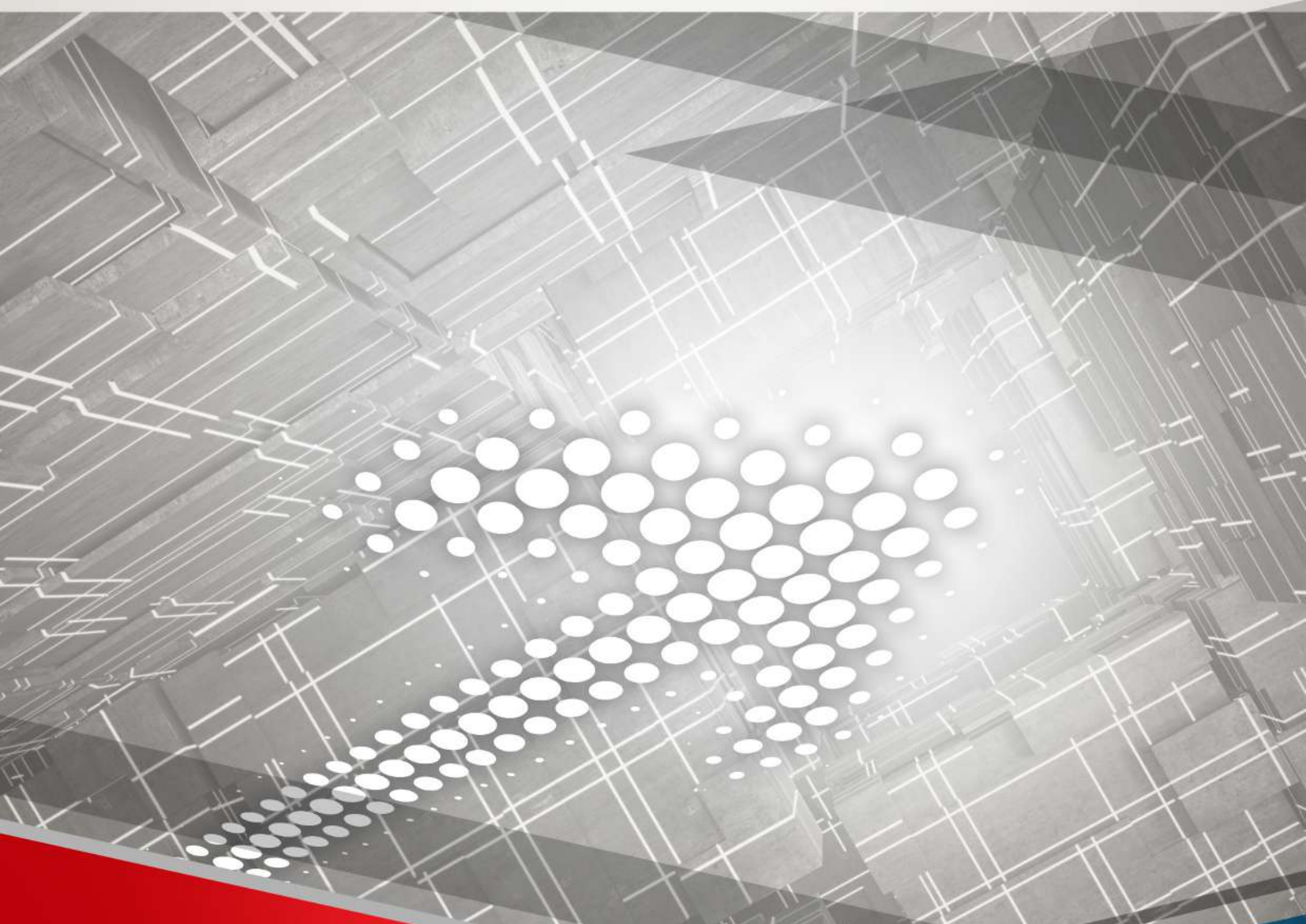
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BASICS: Goals, Strategies and Action Steps

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Brand of Excellence

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Access

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Social Relevance

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Inclusive Innovation

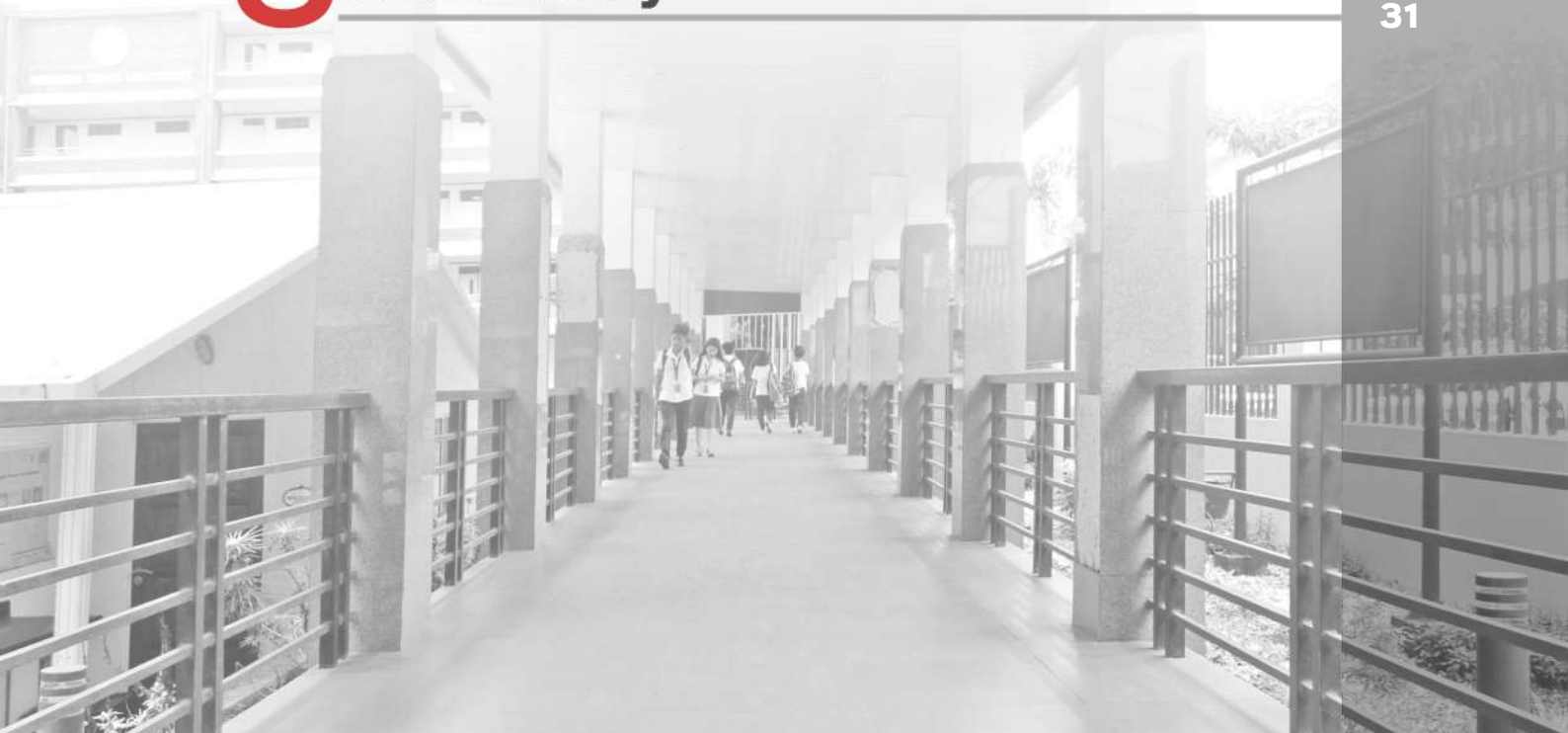
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Capacity

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Sustainability

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Brand of Excellence

BASICS



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PILLAR 1 BRAND OF EXCELLENCE

In its pursuit to become a national university, the Batangas State University shall be known as a leading producer of researchers, scholars, and innovators. It shall spearhead the development and excellent delivery of dynamic curricula that are responsive to the drivers of industry. It shall be the primary generator of new knowledge on niche areas by conducting high-impact research that contributes to national development. Through community and global partnerships, it shall provide innovative solutions to emerging societal problems.

GOAL: A culture of curiosity, inquiry, discovery, social responsibility and diversity

Strategy 1: Implement a culture change management program

Action Steps:

1. Institutionalize an induction and orientation program for university leaders, faculty, staff, and students to internalize the university vision, mission, and core values towards excellence.
2. Strictly adhere to the quality policy of the University for continuing professional and service excellence.
 - 2.1 Undergo recognition/accreditation/certification of Philippine Quality Awards, International Standards Organization and International Standards Authority
3. Nurture members of academic community to be role models and champions of excellence.

Strategy 2: Develop programs and curricula that reflect 21st century skills and competencies

Action Steps:

1. Offer emerging academic programs responsive to the needs of the industry and general society, such as, but not limited to:
 - a. Bachelor of Science in Naval Architecture and Marine Vehicles Engineering
 - b. Bachelor of Science in Automotive Engineering
 - c. Bachelor of Science in Material Science and Engineering
 - d. Bachelor of Science in Aeronautics Engineering
 - e. Bachelor of Science in Public Health (Disaster Risk Management)
 - f. Bachelor of Science in Transportation Engineering
 - g. Bachelor of Science in Biomedical Engineering
2. Strengthen research capability and productivity by offering the following graduate programs, such as:
 - a. Doctor of Philosophy in Electronics Engineering
 - b. Doctor of Philosophy in Engineering Management
 - c. Master of Science in Data Science and Analytics
 - d. Master of Science in Artificial Intelligence
 - e. Master of Science in Advanced Manufacturing
 - f. Master of Science in Alternative Energy Engineering
 - g. Master of Science in Construction Management
 - h. Master of Science in Earthquake Engineering
 - i. Master in Urban Planning and Design
 - j. Master in Logistics Management/Port Administration
 - k. Master in Engineering Management



3. Review undergraduate and graduate programs' curricula and modes of delivery to include industry perspectives and ensure high employability of graduates.
 - 2.1. Strengthen the participation of the Industry Advisory Council in curriculum review.
 - 2.2. Benchmark the curricula of international universities.
 - 2.3. Infuse Conceive-Design-Implement-Operate (CDIO) strategies in select programs.
4. Increase the number of academic programs designated as Center of Excellence (COE) or Center of Development (COD).
5. Ensure that the programs in engineering, technology, and computing sciences are accredited by Outcomes Based / Industry - oriented accrediting bodies.
6. Develop a comprehensive graduate tracer program that serves as one of the bases for curricular reforms.
 - 6.1 Assign the alumni office to spearhead the revision of the graduate tracer instrument to include the requirements of SUC leveling and QS stars ranking, and to carry out graduate tracing activities.
7. Upgrade academic laboratories and facilities to equip students with skills and competencies responsive to the demands of Industry 4.0.
 - 7.1 Engage the industry in setting up thematic laboratories for specific fields.
 - 7.2. Construct a centralized science laboratory building
 - 7.3 Utilize advanced platforms such as Virtual Reality laboratories for capital-intensive facilities.
8. Develop programs that promote teaching and learning excellence.
 - 8.1 Adopt Education 4.0 teaching and learning paradigm.
 - 8.2 Periodically conduct student satisfaction survey
 - 8.3 Enhance the target completion rate of students.
 - 8.4 Establish an Academic Development Center.

Strategy 3: Develop research programs responsive to the needs of the community and industry

Action Steps:

1. Establish priority niche areas of research.
 - 1.1 Strengthen research centers by developing programs in specialized fields in engineering, science, technology and environment in order to respond to the development challenges in the region.
 - a. Verde Island Passage- Center for Oceanographic Research and Aquatic Life Sciences
 - b. Center for Technopreneurship and Innovation
 - c. ACTION Center for DRM /CCA
 - d. Design Engineering Innovation Center and LIKHA FabLab
 - e. Food Innovation and Natural Products Research Center
 - f. Material Science and Testing Research Center
 - g. Analytical Laboratory and Testing Center
 - h. Social Innovation Research Center
 - 1.2 Upgrade the existing research laboratories by procuring high grade equipment and software.
 - 1.3 Develop research capacity building programs on the identified priority niche areas.



2. Increase research productivity through efficient research management.
 - 2.1 Strengthen the system for selection, implementation, management, monitoring and evaluation of funded research.
 - 2.2 Develop an ICT platform for efficient research management.
 - 2.3 Promote cross-disciplinary or interdisciplinary research collaborations among faculty and students.
 - 2.4 Periodically review policies that would promote the wider access to quality research output of the university.

Strategy 4: Strengthen international partnerships that support teaching and research programs of the University

Action Steps:

1. Develop a comprehensive internationalization program for each college.
2. Raise the visibility of the University in the international community.
 - 2.1 Join recognized international and regional university networks.
 - 2.2 Organize or participate in international scholarly events.
 - 2.3 Enhance branding and web presence of the University.
3. Select partner institutions for the establishment of transnational higher education programs.
 - 3.1 Develop policies and terms of reference for the implementation of academic franchising, double degree and/or twinning/sandwich programs.
 - 3.2 Implement academic franchising, double degree and/or twinning/sandwich programs in accordance with the requirements of the national government.
4. Collaborate with foreign institutions in the conduct of research.
 - 4.1 Conduct study visits in foreign universities for joint research undertaking.
 - 4.2 Spearhead programs that would promote sharing of research grants.

Strategy 5: Increase the number of international students and academic staff

Action Steps:

1. Increase the flow of international students to the University and improve their integration into campus living and learning environment.
 - 1.1 Offer short-term courses to foreign students.
 - 1.2 Develop a credit transfer-friendly curriculum that will enable mobility of foreign students.
2. Strengthen the engagement of foreign professors in specialized fields of study, academic activities and collaborative research.
 - 2.1 Develop policies that would attract visiting professors to stay and work in the University.
 - 2.2 Promote the visiting professor program to partner universities.
3. Offer online learning/distance education for selected courses.
 - 3.1 Develop a university policy on distance education delivered across an international border.
 - 3.2 Develop infrastructure that would support online course delivery.
4. Provide multi-language information services that would support foreign students.
 - 4.1 Develop multi-lingual website/brochures/promotional materials.
 - 4.2 Hire language translators/interpreters that could provide efficient communication to foreign visitors.

Access

BASICS



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PILLAR 2 ACCESS

Adherent to the government's drive to promote universal access to quality education, Batangas State University shall provide a 21st century learning environment, through smart infrastructure and innovative services, geared towards meaningful learning experiences for holistic student development.

GOAL: A Holistic, Quality, and Inclusive Learning Environment in the 21st Century

Strategy 1: Formulate policies that articulate affirmative actions for accommodating marginalized sectors of society in compliance with government policies on RA 10931

Strategy 2: Offer well-established academic programs through open distance learning

Action Steps:

1. Benchmark on state universities and colleges with established Open Universities.
2. Comply with policies, standards and guidelines on open distance learning.

Strategy 3: Establish an ICT-based academic environment that will support distance teaching and learning

Action Steps:

1. Improve internet connectivity through the use of appropriate technology.
2. Provide a Learning Management System (LMS) and other online resources to facilitate knowledge transfer and improve learning experiences.
3. Establish state-of-the-art computer laboratories for data analytics, machine learning, and emerging computing technologies.
4. Provide user-friendly and reliable audio-visual and computer technology to enable enriched learning inside the classroom.
5. Establish a multimedia studio that supports live streaming and development of lecture videos applicable for blended learning.
6. Establish a modernized library equipped with state-of-the-art technology in order to provide efficient digital services.

Strategy 4: Develop fully functional and effective information systems and services that support administrative and finance activities, analytics and decision making

Action Steps:

1. Fully implement the Electronic Monitoring and Coordination Center (EMC²) for efficient university operations.
 - 1.1 Hire system programmers who will continue to develop automated administrative processes.
 - 1.2 Continuously train personnel to maximize the use of the automated system.
2. Increase web presence for transparency in support of administrative, financial, procurement, and overall business operations of the University.
 - 2.1 Enhance the University's financial transparency webpage.
3. Create a comprehensive university knowledge management information system for useful data insights and decision making.
 - 3.1 Create an information management office with complete computer system.



- 3.2 Designate a director who will be in charge of gathering data from multiple online systems, analyzing the information, and integrating and reporting data to aid in management decision-making.

Strategy 5: Improve student services

Action Steps:

1. Establish a Career Development Center.
2. Establish a mechanism to ensure a conducive living environment for students.
 - 2.1 Accredit housing facilities adjacent to the University.
 - 2.2 Construct university dormitories/residence halls.
3. Enhance the on/off-campus medical facilities and services.
 - 3.1 Institutionalize community health programs for local and foreign students.
 - 3.2 Partner with other medical laboratory providers to augment the existing medical services of the University.
 - 3.3 Hire additional medical personnel to support the increasing demand of the students by providing knowledge to promote health and prevent or deal with acute or chronic illnesses.
 - 3.4 Procure additional medical and dental equipment that will ensure the delivery of adequate health services to the students.
4. Develop policies and platforms that would facilitate institutional student advising and counselling.
 - 4.1 Hire professional counsellors to provide linear paths for students experiencing stress on personal issues, academic pressure, career emphasis, and social problems.
 - 4.2 Develop and implement policies and programs for student advising and counselling.
5. Provide a support mechanism for students with special needs and disabilities.
 - 5.1 Provide PWD-friendly infrastructure to help minimize barriers and improve access for people with disabilities, enabling them to participate fully in academic and social life.
 - 5.2 Formulate policies on equal access to student services under the umbrella of inclusive education.
6. Provide access to facilities and services on food safety and nutrition of students.
 - 6.1 Continuously monitor the sanitation of canteen services.
 - 6.2 Institutionalize food service and safety committee that shall set the criteria for safety and sanitary conditions of food choices in the University.
7. Provide convenient services and engaging programs to graduate students.
 - 7.1 Ensure the availability of competent professors for curriculum advising.
 - 7.2 Develop policies on student loans and scholarship programs.
 - 7.3 Establish student concierge services.
8. Establish a multi-faith center that recognizes the reality of religious pluralism in partnership with alumni associations, faculty and non-teaching staff associations, and student organizations.
9. Actively support student societies.
 - 9.1 Provide physical or virtual spaces for the promotion of student organizations.
 - 9.2 Encourage the participation of student societies in university activities.
10. Promote and extend the use of ICT in all student services
 - 10.1 Adopt a Smart ID System in the University.
11. Provide conducive and creative learning spaces.



Strategy 6: Develop well-designed programs for local culture and the arts

Action Steps:

1. Establish a Culture and Arts Center that would promote arts and creativity among university personnel, students, and stakeholders.
 - 1.1 Assign a center director who shall facilitate the overall operations of the center.
 - 1.2 Provide space for rehearsal, performances, exhibitions, events, and concerts.
 - 1.3 Design activities that would promote local and national culture towards cultural awareness, identification and inculcation of values for the common good, cultivation of creativity, and promotion of cultural sensitivity.
2. Create a pool of mentors and engage professional artists in developing creative works.
 - 2.1 Hire mentors/trainers who would help the students grow and become better prepared for opportunities related to culture and arts.
 - 2.2 Tie up with the National Commission on Culture and Arts (NCCA) and professional organizations that advocate culture and the arts.
3. Develop programs that support and encourage active participation of students and faculty in culture and the arts.
 - 3.1 Develop policies on student and faculty involvement in the visual, performing and literary arts.
 - 3.2 Expose students and faculty on competitions relating to the culture and arts.
 - 3.3 Give awards and recognition to students and faculty who excel in culture and arts.

Strategy 7: Develop well-designed programs for sports development

Action Steps:

1. Establish a sports recruitment program to develop talented athletes.
 - 1.1 Develop policies on programs, privileges and incentives for athletes.
 - 1.2 Provide academic support system for talented athletes.
 - 1.3 Scout for talented athletes from senior high schools in the province for possible recruitment.
2. Establish adequate sports facilities for trainings and sports competitions.
3. Adopt sports science and research-based training programs to enhance the competitiveness of athletes.
4. Engage the services of dedicated experts, coaches and sports medical staff.
5. Support and encourage active recreation, personal fitness, and participation to sports programs of personnel.
 - 5.1 Institutionalize sports and wellness programs.
 - 5.2 Establish a wellness center for university personnel.

Strategy 8: Offer an Expanded Tertiary Education Equivalency and Accreditation Program (ETEEAP) that allows students to obtain college and post-graduate degrees through their relevant working experience

Action Step:

1. Adopt policies on ETEEAP.
2. Identify academic programs qualified to be opened for ETEEAP.
3. Develop a system of academic equivalency and accreditation of learning acquired by individuals from relevant work and life experiences, and awarding of undergraduate academic degrees to qualified individuals.
4. Apply for deputization at CHED for the implementation of ETEEAP.

Social Relevance

BASICS



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PILLAR 3 SOCIAL RELEVANCE

The University shall respond to problems in communities and industries through the development of relevant institutional programs, provision of expertise and quality services, and strategic partnerships and knowledge-based solutions to achieve a more sustainable future. In particular, the University shall take a proactive role in advancing the sustainable development strategies and educating the public on emerging and pressing social concerns.

GOAL: Responsive Sustainable Solutions for Social Development through Community Partnerships

Strategy 1: Intensify research-based extension services programs focused on issues of national importance such as poverty, protection and preservation of natural resources, and disaster risk reduction and management

Action Steps:

1. Develop an institutional research-based extension framework and agenda.
 - 1.1 Review the existing extension services agenda and formulate research-based extension services agenda with the involvement of industries, line agencies, communities, local government units, and other stakeholders.
2. Spearhead high-impact programs focusing on the attainment of the Sustainable Development Goals.
 - 2.1 Strengthen capacity building and livelihood trainings for poverty alleviation.
 - 2.2 Increase the number of adopters of livelihood training and technology transfer programs.
 - 2.3 Promote programs focused on Environmental Protection and Climate Change Adaptation.
 - 2.4 Implement programs, activities, and projects on Disaster Risk Reduction and Management.
 - 2.5 Implement gender-responsive extension services programs.
3. Provide technical knowledge for industries and institutions in addressing their problems and challenges.
 - 3.1 Identify and create a pool of experts capable of addressing emerging industry challenges.
 - 3.2 Provide a venue for discussion with industries on responding to the emerging trends and challenges.
 - 3.3 Conduct research-based solutions or apply available technologies/knowledge to address the identified challenges of industries.

Strategy 2: Engage partners and collaborate with external stakeholders to improve university relations in the community and attain national relevance

Action Steps:

1. Determine areas for improving partnership, collaboration and engagement through consultation with stakeholders.
 - 1.1 Review the status of current local and international partnerships with public and private institutions.



- 1.2 Strengthen established linkages and develop new partnerships with the industry and Government and Non-Government Organizations.
- 1.3 Strengthen volunteerism to complement resources in community engagement programs.
2. Engage alumni from industries and companies for productive endeavors.
 - 2.1 Institutionalize a graduate tracing program.
 - 2.2 Conduct homecoming and networking activities with alumni.
 - 2.3 Invite alumni to spearhead seminars, workshops, and trainings.
 - 2.4 Engage alumni for possible foundation involvement and other mutually beneficial programs.
3. Conduct job fairs in partnership with the industry and Government and Non-Government Organizations.
4. Recognize distinctive achievements of stakeholders in various fields.
 - 4.1 Develop an awards program that recognizes achievements and significant contributions of stakeholders in their respective areas and fields.
 - 4.2 Establish policies, guidelines, and mechanisms for wider promotion and sustainability of the award program.
5. Engage institutional partners in empowering communities by providing relevant trainings and community-oriented services, and by spearheading research collaborations in the local, regional and national level.
 - 5.1 Host/conduct regional and national seminars, symposia, and conferences on extension agenda that focus on the university's strengths.
 - 5.2 Partner with regional and national line agencies in the conduct of livelihood or skills trainings.
 - 5.3 Take the lead in extending support among other colleges and universities in the country in human resource development, capability building and research and innovation within the University's areas of expertise.
6. Engage external experts in the review, evaluation and impact assessment of extension service programs.
 - 6.1 Conduct a regular meeting of the External Program Management Review (EPMR) Committee for extension projects.
 - 6.2 Utilize the results of the impact assessment in designing future programs, activities and projects.

Strategy 3: Take a proactive role in educating the public on emerging and pressing social concerns

Action Steps:

1. Create a pool of scholars who will provide expert opinions on emerging and pressing social concerns.
2. Utilize existing relevant technologies to provide smart solutions to human and community needs.
3. Spearhead programs that address societal issues of local and national relevance.
 - 2.1 Provide venues for a public discussion on the emerging and pressing social concerns.
 - 2.2 Establish a Public Affairs Center that engages media on press releases.

PILLAR 4 INCLUSIVE INNOVATION

The University shall be a catalyst for building an innovation ecosystem that supports wider participation of stakeholders in developing products and services for national development.

GOAL: Primary Catalyst and Staging Ground for Inclusive Innovation**Strategy 1: Develop institutional programs and activities that would spur innovation and technopreneurship**

Action Steps:

1. Develop interdisciplinary programs and activities promoting social innovation and technopreneurship.
 - 1.1 Strengthen the involvement of different colleges through the infusion of social innovation in selected courses.
 - 1.2 Develop technopreneurship and social innovation programs that would involve the expertise of different colleges.
2. Spearhead programs, activities and projects involving industry, cooperatives and MSMEs that will support student and faculty researches.
 - 2.1 Spearhead thematic Challenge Labs, Design Thinking, and Bootcamps in partnership with the industry, cooperatives, and MSMEs.
3. Develop incentive programs for students, faculty and personnel who spearhead the development of innovative products and solutions to improve service delivery.

Strategy 2: Establish niche Technology Business Incubators to develop technology-based products, services, and social enterprises for national development

Action Steps:

1. Align programs and activities of research centers towards commercialization and utilization of developed technologies for the benefit of the community.
 - 1.1 Conduct trainings for researchers on technology business incubation.
 - 1.2 Promote partnerships with the industries in the production at a larger scale.
2. Actively participate in the national development of an innovation ecosystem by supporting start-ups, social enterprises, and technology transfer programs.
 - 2.1 Provide avenues for start-ups and investors meet-ups for technology promotion and pitching for commercialization.
 - 2.2 Develop programs that would sustain the operations of supported start-ups and social enterprises.
3. Strengthen linkages with local and foreign universities, industries and other technology business incubators for co-incubation.
 - 3.1 Network with local and foreign technology business incubators for co-incubation.



Strategy 3: Establish the Knowledge, Innovation and Science Technology (KIST) Park in support of academic and research programs, and to spur economic and social development in the community

Action Steps:

1. Accelerate KIST Park infrastructure development.
 - 1.1 Secure Presidential Proclamation of BatStateU KIST Park as an economic zone.
 - 1.2 Engage the services of a design firm for overall site development plan and building designs.
 - 1.3 Construct infrastructure and facilities in fidelity to design requirements.
2. Ensure the efficient management and administration of the KIST Park for sustainable operation.
 - 2.1 Periodically conduct the Technopark Management Board meeting.
 - 2.2 Hire competent personnel for the management and administration of the KIST Park.
3. Provide an enabling environment that supports commercially-viable research outputs and intellectual property assets, and accelerates startups and spinoffs.
 - 3.1 Support acceleration of startups and spinoffs through the provision of co-working spaces, mentoring, and partnership.
 - 3.2 Engage university-based technology business incubator and KIST Park locators for an expanded support system.
 - 3.3 Develop the University's intellectual property assets accessible by the industry and community for the social good.
4. Engage more industry locators and spur Public-Private-Partnership (PPP) on a regional, national or international scale for sustainable funding requirements.
5. Support cooperative learning through faculty and student immersion.
 - 5.1 Facilitate the on-the-job training of students with KIST Park locators.
 - 5.2 Facilitate faculty immersion with KIST Park locators for advanced training and research.
6. Engage KIST Park locators in providing employment opportunities for the university graduates and citizens of the immediate community.

Capacity

BASICS



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PILLAR 5 CAPACITY

The University shall provide its personnel with continuing professional development towards achieving service excellence. In pursuit of achieving performance excellence in teaching, research and extension, and institutional service at par with accepted global standards, the University shall provide infrastructure and institutional programs for the strategic development of administrators, faculty and staff.

GOAL: *Institutional Readiness as a University in the 21st Century*

Strategy 1: Enhance academic staff qualifications

Action Steps:

1. Develop and implement a targeted faculty development program to meet global standards.
 - 1.1 Review existing policies for a more efficient scholarship management.
 - 1.2 Identify priority programs based on emerging global demands.
 - 1.3 Identify gaps on faculty profile of existing programs based on the minimum requirements.
 - 1.4 Send scholars to top-ranking universities on identified priority programs.
 - 1.5 Conduct regular faculty retooling to update teaching personnel on modern pedagogies and address identified gaps and emerging needs in curriculum implementation.
2. Strengthen collaboration with multi-national companies for faculty development through immersion programs.
3. Design attractive compensation packages and working arrangements that would enable the hiring of high-caliber local and foreign professionals for priority programs.

Strategy 2: Strengthen administrative and support services

Action Steps:

1. Provide opportunities for career development of personnel aligned with university culture and priorities.
 - 1.1 Identify gaps on skills and competencies among general administrative and support personnel vis-à-vis their functions and provide the necessary seminars, trainings, and other HR intervention such as job rotation and job profiling.
 - 1.2 Prepare and implement a long-term human resource development program for administrative and support services.
2. Implement programs to enhance the general health and well-being of faculty and staff, and support their holistic personal and professional growth and development.
 - 2.1 Institutionalize community health programs for university personnel.
 - 2.2 Partner with other medical laboratory providers to augment the existing medical services of the University.
 - 2.3 Hire additional medical personnel to support the increasing demand for medical and health services.
 - 2.4 Procure additional medical and dental equipment for prompt and efficient service delivery.



Strategy 3: Establish a University Information Technology Training Center that caters to a wide array of services to meet specific business needs of the clients

Action Steps:

1. Identify space and establish an ICT facility for the University Information Technology Training Center.
2. Develop a comprehensive training program for ICT personnel of the University.
 - 2.1 Identify gaps and develop a comprehensive training plan for ICT personnel.
 - 2.2 Capacitate university ICT personnel through advanced trainings in varied ICT services.
3. Provide expertise and experience to external clients in terms of consultancy services and application development.

Strategy 4: Build and maintain infrastructure and other facilities that allow the University to deliver strategic priorities in an efficient and effective manner

Action Steps:

1. Develop and implement a long-term plan for infrastructure development that adopts energy-efficient architecture and consistent with strategic thrusts and priorities.
 - 1.1 Identify gaps on infrastructure and service facilities based on established standards.
 - 1.2 Prepare a site development and land use plan for each campus based on existing conditions and future developments.
2. Develop and implement a building and facility maintenance program for efficient utilization and continuous service delivery.
 - 2.1 Conduct an inventory of human resource for building and facility maintenance.
 - 2.2 Engage an adequate number of competent personnel for building and facility maintenance.
 - 2.3 Design a functional building and facility maintenance program

Sustainability

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PILLAR 6 SUSTAINABILITY

The University shall ensure sound resource management in order to effectively and efficiently carry out its mandates and to guarantee continuity of its programs. It shall observe accountability, transparency and efficiency in all its operations. The University shall explore public and private partnerships in its investment initiatives as well as global funding in order to widen streams of resources. It shall consider environmental sustainability in the planning and implementation of its programs, projects, and activities.

GOAL: Tactical Resource Generation and Management for Institutional Growth and Sustainability

Strategy 1: Constantly strive for financial viability and sustainability of university operations

Action Steps:

1. Optimize the use of the University's financial resources in support of the academic, research and extension services goals through responsible and accountable financial management.
 - 1.1 Leverage university resources in collaborative activities.
 - 1.2 Ensure the efficient and timely utilization of university resources for effective delivery of services.
2. Study and seek alternative funding options (e.g. public-private-partnership, alumni endowments, grants) to support programs and projects of the University.
3. Expand revenue generating projects of the University within strategies to respond to emerging demands for auxiliary services.
 - 3.1 Implement other opportunities for income generation such as bookstores, printing press, hotel operations, short-term courses and professional trainings, among others.
 - 3.2 Strengthen existing IGPs by identifying new markets and employing other revenue enhancing strategies.

Strategy 2: Strengthen Risk Management

Action Step:

1. Create a risk management team that will (a) identify risks and extent of exposure; (b) identify actions to address the risks; and (c) measure the effectiveness of actions.
2. Prepare and adopt a public service continuity plan.

Strategy 3: Ensure a disaster-resilient and environmentally-sustainable University

Action Steps:

1. Strengthen programs related to health and emergency preparedness.
 - 1.1 Establish a disaster response unit in different campuses.
 - 1.2 Mainstream disaster preparedness in the curriculum and university operations.
 - 1.3 Conduct periodic training of personnel on disaster response, health and emergency preparedness.
2. Develop guidelines towards the adoption of “green procurement” standards and other cost – efficient measures.
3. Strengthen solid waste management, water use efficiency and energy conservation.
 - 3.1 Formulate policies that promote recycling, water use efficiency, and energy conservation.
 - 3.2 Use emerging technologies for recycling, water use efficiency, and energy conservation.
 - 3.3 Mainstream recycling, water use efficiency, and energy conservation in the curriculum and university operations.

Strategy 4: Ensure the efficient delivery of all its administrative and financial services

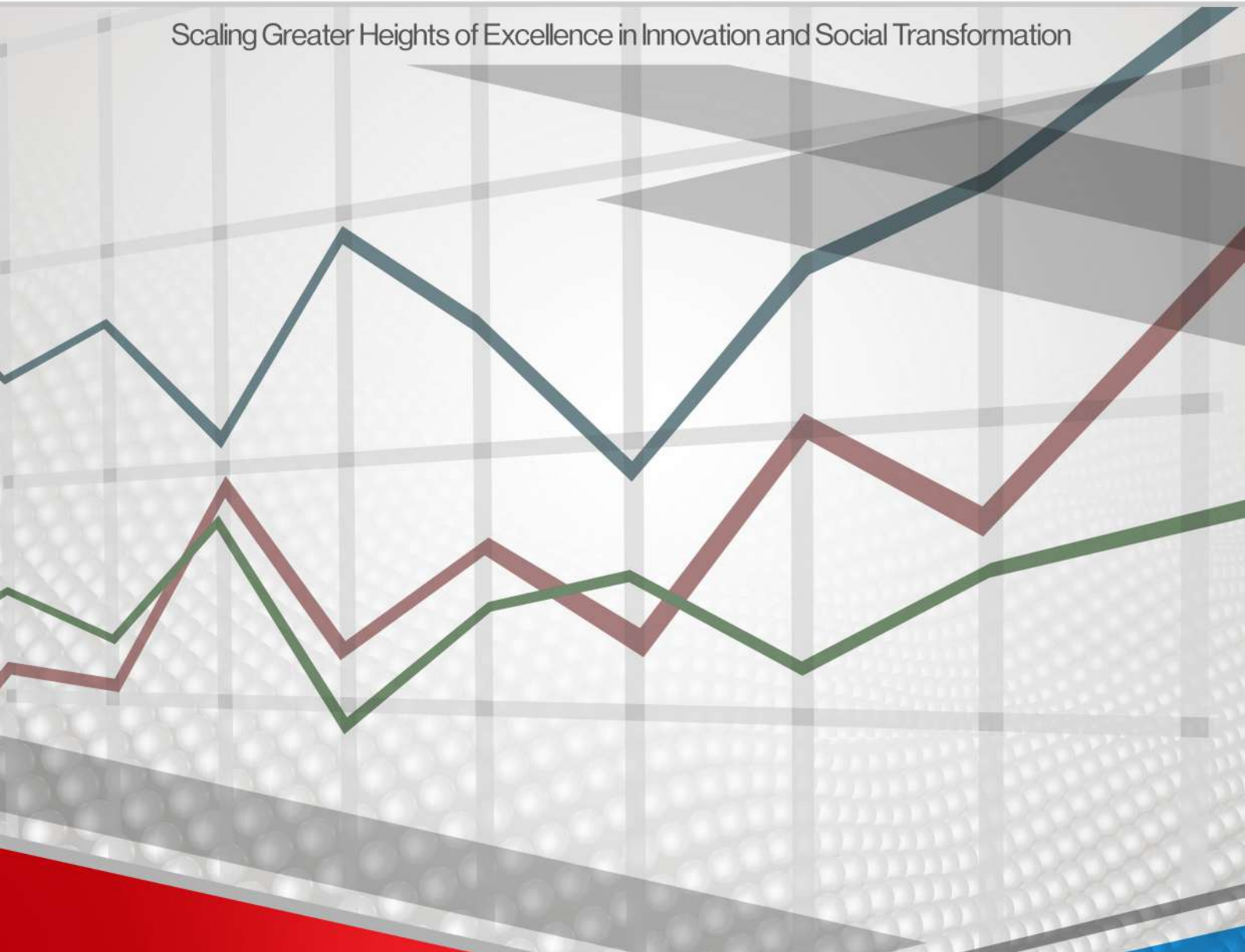
Action Steps:

1. Develop and implement seamless administrative and financial system.
 - 1.1 Streamline work processes and improve work flow by eliminating redundancies; simplifying and removing extra steps and non-value – added work; and maximizing use of available technology.
 - 1.2 Review and revise the Administrative Manual and the Faculty Manual.
 - 1.3 Obtain accreditation and recognition from the CSC as PRIME-HRM (Level 2 and 3) the HRMO processes and procedures.
2. Create a framework for the systematic and periodic assessment and review of administrative and financial processes and procedures for continuous improvement initiatives.
 - 2.1 Establish an Internal Audit Services (IAS) Office that shall spearhead periodic assessment and review of administrative and financial processes and procedures.
 - 2.2 Form a process improvement team or enlarge the Internal Assessment Unit (IAU) to champion continuous improvement initiatives.
3. Provide financial information to facilitate data-driven operations and strategic decision-making and improve resource management and accountability.
 - 3.1 Implement a Management Information System for financial services to ensure timeliness, accuracy, and verifiability of financial information.
 - 3.2 Prepare and submit timely and accurate financial information to the Executive Committee for operational and strategic decision making.



Risk Management

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VII. Risk Management

Risk management is a process for identifying, assessing and managing risks and uncertainties, affected by internal and external events or scenarios that could inhibit Batangas State University's ability to achieve its strategic objectives. There are two potential risk groups for Batangas State University, financial risks and operational risks. Financial risks include areas such as fund source implementation and management, economic conditions, etc. Operational risks are major risks that affect an organization's ability to execute its strategic plan. Operational risks are those which could have a significant impact on the achievement of the University's strategic goals from the perspective of the actions steps identified in the strategic plan.

To ensure a more effective decision-making process through the use of relevant risk information, the following risk methodology will be adopted. Risk management methodology includes:

1. Risk identification and assessment. Outlined below are the potential risks which the University could face and categorized on the following areas:

Financial Risks

- Projected income from tuition and other charges not met
- Potential liabilities (e.g. money claims)
- Failure to secure adequate external funding support
- Adverse economic conditions (e.g. Interest rates, economic downturn)
- Loss of funding due to factors beyond control of the University
- Delayed implementation/completion of projects
- Unfounded COA disallowances
- Breach of contracts
- Low revenues generated from income generating projects

Operational Risks

- Processes/systems not aligned with strategic goals
- Less informed decision making due to incomplete or inaccurate faulty data or analysis provided by staff during meetings, discussions and deliberations
- Changes in structure and staffing do not generate the efficiencies required
- Computer/network/I.T. problems causing loss/corruption of data or system availability (e.g. hardware breakdown, system/software crash, viruses, e-mail abuse)
- Failure to provide accurate and complete operational/management information (e.g. student records data)
- Breakdown/obsolescence/lack of maintenance of non-I.T. equipment or auxiliary equipment
- Failure to optimize the internet to develop new initiatives and save costs (e.g. online learning, e-procurement, on-line submission of reports)
- Failure in bidding process structure
- Incompetent infrastructure project contractors
- Loss of highly qualified faculty and staff who left due to better job opportunities outside the University
- Failure to recruit and hire faculty and academic staff of high-caliber and standing to replace those who retired, resigned and separated from the University
- No turnover of accountabilities of retiring or separating personnel
- Failure to aggressively market our academic programs/ course offerings internationally

- Inaccurate assessment of academic performance of students and performance rating of faculty
- Changing policies of CHED on curriculum, COD, COE and SUC leveling
- Capacity of students to afford college tuition, allowances and cost of living
- Decrease in demand for programs offered
- Recruitment and retention of highly qualified faculty
- Failure of faculty researcher to complete the research as scheduled
- Inadequate research funding for research projects or centers

After identification of risks, the risk management team of the University will (a) identify risks and extent of exposure; (b) identify actions to address the risks; and (c) measure the effectiveness of actions.

LIKELIHOOD	CONSEQUENCE				
	Insignificant	Minor	Moderate	Major	Critical
Rare	LOW Accept the risk Routine Management	LOW Accept the risk Routine Management	LOW Accept the risk Routine Management	MEDIUM Specify responsibility and treatment	HIGH Quarterly senior management review
Unlikely	LOW Accept the risk Routine Management	LOW Accept the risk Routine Management	MEDIUM Specify responsibility and treatment	MEDIUM Specify responsibility and treatment	HIGH Quarterly senior management review
Possible	LOW Accept the risk Routine Management	MEDIUM Specify responsibility and treatment	MEDIUM Specify responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review
Likely	MEDIUM Specify responsibility and treatment	MEDIUM Specify responsibility and treatment	HIGH Quarterly senior management review	HIGH Quarterly senior management review	EXTREME Monthly senior management review
Almost Certain	MEDIUM Specify responsibility and treatment	MEDIUM Specify responsibility and treatment	HIGH Quarterly senior management review	EXTREME Monthly senior management review	EXTREME Monthly senior management review

Detailed Risk Template



- Preparation of a Risk Register. The risk register or risk log becomes essential as it records identified risks, their probability of occurrence, severity, risk exposure and the actions steps to be taken. The following detailed risk matrix can be used to determine the risk exposure as defined by the probability of occurrence (likelihood) and the severity of effect (consequences). The risk exposures are defined as Low, Medium and High.

Operational Risk/ Financial Risk	Likelihood	Consequence	Risk Exposure	Mitigating Action	Contingency Plan

Operational Risk Management Template

- Reassessment of risks shall be done every end of school year to determine the effectiveness of the formulated actions to address the risk. The results of the reassessment shall be indicated in the Risk Assessment Monitoring Report.



Implementation, Monitoring and Evaluation

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VIII. Implementation, Monitoring and Evaluation

Upon approval of the Board of Regents, the Batangas State University Strategic Plan 2019-2029 shall be cascaded to every unit and office of the institution. The plan shall serve as blueprint in transforming the aspirations of the University into concrete actions.

Guided by the University President, the Vice Presidents and Senior Officials composing the SPMC shall take the lead in the implementation, monitoring and evaluation of the ten-year strategic plan. The implementation, monitoring and evaluation of the plan shall be in pursuit of the mission, vision and core values of the University.

Implementation

The Offices of Academic Affairs, Administration and Finance, Research, Development and Extension Services, and External Affairs and ICT Services shall develop annual Operational Plans that will outline the priorities and focus of the offices, and map out regular tasks towards the overall achievement of the goals laid out in the strategic plan. For each action strategy under the strategic goals, the Operational Plans will list the programs, activities and projects, performance indicators, concerned personnel and offices, timelines and total cost of the implementation. The consolidated operational plan shall guide the university offices in the performance of their major functions in relation to the implementation and attainment of the targets set in the ten-year strategic plan. All the activities and projects involved must be communicated to the staff and stakeholders through a Communication Plan. The milestones of target accomplishments as reflected in the strategic plan shall guide all stakeholders as to their roles in the execution of programs, projects and activities.

PILLAR 1								
GOAL 1								
Strategy 1								
Program / Activity / Project	Performance Indicator	Concerned Personnel / Office	Timeline				Total Cost	Source of Fund
			1Q	2Q	3Q	4Q		
Sub Total Cost Goal 1								

Annual Operational Plan Template

Program / Activity / Project (PAP)	Strategy / Medium	Target Audience	Timing / Frequency	Outcomes

Communication Plan Template



Monitoring and Evaluation

The implementation of programs, activities and projects will be monitored and evaluated based on the Progress Monitoring and Coaching Tool for Monitoring Progress. Key indicators shall be used to monitor implementation of the Operational Plan, and measure the status and achievement of activities and projects against the following criteria: 1) timeliness, 2) budget allocation, and 3) compliance to quality standard (where applicable).

The Progress Monitoring and Coaching Tool for Monitoring Progress will specify the task status and expected deliverables for each program, activity or project with basis on the ten-year strategic plan implementation timeline. Every end of duration, the actual deliverables of units and offices shall be strictly monitored by the concerned Vice President or Supervisor. They shall assess the progress of the achievement of the final output by discussing with the concerned official or personnel on the current status of the task, and coaching them on necessary actions. Findings and recommendations shall be noted in the annual monitoring and evaluation reports. The university stakeholders, including students, faculty, staff and alumni, shall have access to the same for the enhancement of the university plans.

Monitoring Date:								
PILLAR 1								
GOAL 1								
Strategy 1								
Major Final Output	Tasks	Assigned To	Duration	Task Status				Remarks
				Month 1	Month 2	Month 3	Month 4	
Discussion:								
Discussed With:				Monitored and Coached by:				
(NAME)		Signature:		(NAME)		Signature:		
(Concerned Personnel)				(Vice President/Supervisor)				

Progress Monitoring and Coaching Tool for Monitoring Progress



Major goals have been identified to support the key pillars serving as framework of the strategic plan. Risks, issues and concerns for every strategic action of each pillar shall be identified. Those confronting the University that may have hindered, or pose threats to, the implementation of the strategic plan, shall be resolved. Causes of concerns as identified shall be addressed. Interventions shall be introduced, and adjustments of programs, projects and activities supporting the implementation of major target outputs shall be made as necessary. Management measures to mitigate identified financial and operational risks shall be placed.

The monitoring tool shall be updated regularly to track efficiently the implementation process with the end goal of formulating justified budget allocations and judicious use of resources to provide the greatest benefit to the beneficiaries of the strategic goals and consequently, for the accomplishment of the targets of the strategic plan. Based on qualitative and quantitative data obtained and on the existing status of the University, the level of accomplishment on the set goals of the strategic plan will be assessed. Likewise, the strategic plan milestones that have been formulated based on the outputs of Gap Analysis and the requirements for a status of a SUC Level 5 and the QS star ratings shall serve as basis of assessment. With the results of evaluations, the offices shall make recommendations on necessary actions to sustain or improve efforts to meet targets and expectations. Decisions based on the data gathered shall be done to provide proactive policies and programs that will further support the strategic plan.

The Offices of the VPs shall consolidate and submit comprehensive Semi-Annual and Annual Reports on significant data and information on university accomplishments. Reports should include trends of progress and analysis of achievements in major areas under the jurisdiction of each Vice President in relation to the operational and strategic plans. The University Annual Reports shall be prepared and shall state qualitatively and quantitatively the accomplishments of the University during a given year. The Quality Assurance Office, Office of Institutional Planning and Development, Internal Assessment Unit and Internal Audit Unit shall comprise the monitoring and evaluation arm of the strategic plan. In coordination with the Offices of the Vice Presidents concerned, they shall conduct periodic review of the actual accomplishments relative to university targets and shall submit the results to the Office of the President to serve as reference for necessary action.



Strategic Plan Management Committee (SPMC)

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IX. Strategic Plan Management Committee (SPMC)

Chair:

Dr. TIRSO A. RONQUILLO
University President

Members:

Dr. ERMA B. QUINAY
Vice President for Academic Affairs

Atty. LUZVIMINDA C. ROSALES
Vice President for Administration and Finance

Prof. ROGELIO A. ANTENOR
Vice President for External Affairs
and ICT Services

Assoc. Prof. ALBERTSON D. AMANTE
Vice President for Research, Development &
Extension Services

Dr. JESSIE A. MONTALBO
Executive Director, BatStateU Pablo
Borbon Main II

Dr. EXPEDITO V. ACORDA
Executive Director, BatStateU JPLPC Malvar,
Lipa & Mabini

Prof. ENRICO M. DALANGIN
Executive Director, BatStateU ARASOF
Nasugbu, Balayan & Lemery

Atty. ALVIN R. DE SILVA
Executive Director, BatStateU Lobo, Rosario
& San Juan

Secretariat:

Office of the University and Board Secretary
Office of Institutional Planning and Development

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XII. List of Acronyms

AACUP	Accrediting Agency of Chartered Colleges and Universities in the Philippines
ABET	Accreditation Board for Engineering and Technology, Inc.
ACTION Center	Adaptive Capacity-Building and Technology Innovation for Occupational Hazards and National Disaster (ACTION) Center
ASEAN	Association of Southeast Asian Nations
APEC	Asia-Pacific Economic Cooperation
BASICS	Brand of Excellence, Access, Social Relevance, Inclusive Innovation, Capacity, and Sustainability
BOR	Board of Regents
CHED	Commission on Higher Education
COD/COE	Center of Excellence/ Center of Development
CSC	Civil Service Commission
DRM/CCA	Disaster Risk Management/Climate Change Adaptation
ETEEAP	Expanded Tertiary Education Equivalency and Accreditation
HNRDA	Harmonized National Research and Development Agenda
ICT	Information and Communications Technology
ISA	International Standards Authority, Inc.
ISO	International Organization for Standardization
KIST Park	Knowledge, Innovation and Science Technology Park
KRA	Key Result Area
LIKHA FabLab	Labspace for Innovation Knowledge Honing and Application Fabrication Laboratory
LMS	Learning Management System
MSME	Micro, Small and Medium Enterprises
NDRMP	Natural Disaster Risk Management Program
NUHRA	National Unified Health Research Agenda
PAP	Programs, Activities and Projects
PASUC	Philippine Association of State Universities and Colleges
PDP	Philippine Development Plan
PESTLE	Political, Economic, Social, Technological, Legal and Environmental (Analysis)
PEZA	Philippine Economic Zone Authority
PPP	Public-Private Partnership
PQA	Philippine Quality Award
PQF	Philippine Qualifications Framework
PRIME-HRM	Program to Institutionalize Meritocracy and Excellence in Human Resource Management
PTC	Philippines Technological Council
QS	Quacquarelli Symonds
RA 10650	Republic Act No. 10650 / Open Distance Learning Act
RA 10931	Republic Act No. 10931 / Universal Access to Quality Tertiary Education Act
RA 11448	Republic Act No. 11448 / Transnational Higher Education Act
RDC	Regional Development Council
RDP	Regional Development Plan
SPMC	Strategic Plan Management Committee
UN-SDG	United Nations-Sustainable Development Goals
VIP CORALS	Verde Island Passage Center for Oceanographic Research and Aquatic Life Sciences



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BATANGAS STATE UNIVERSITY

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**EXCERPTS FROM THE MINUTES OF THE FIRST (1st) SPECIAL MEETING OF THE
BATANGAS STATE UNIVERSITY BOARD OF REGENTS HELD AT THE FUNCTION HALL,
7th FLOOR, CIRC BUILDING, BATANGAS STATE UNIVERSITY PABLO BORBON MAIN I,
RIZAL AVENUE, BATANGAS CITY ON OCTOBER 11, 2019 AT 1:00 PM**

PRESENT:

Dr. LILIAN A. DE LAS LLAGAS CHED Commissioner	-	Chairperson
Dr. TIRSO A. RONQUILLO University President	-	Vice-Chairperson
Cong. MARK O. GO Chair, House Committee on Higher and Technical Educatio Represented by: Cong. RANEO E. ABU	-	Member
Dir. ALEXANDER R. MADRIGAL Director, DOST – Region IV-A	-	Member
Mr. FAUSTINO RICARDO G. CAEDO Private Sector Representative	-	Member
Engr. LADISLAO L. ANDAL Private Sector Representative	-	Member
Engr. AMANDO A. PLATA Alumni Regent	-	Member
Dr. GEORGE P. COMPASIVO Faculty Regent	-	Member
Mr. ARVIN LLOYD J. ATIENZA Student Regent	-	Member
Prof. ENRICO M. DALANGIN Board and University Secretary	-	Head Secretariat

OTHERS PRESENT:

Ms. BLAISDELLE C. REGACHO	-	Executive Assistant, Comm. De Las Llagas
Ms. MERELYN G. DELA CRUZ	-	Staff, Office of Comm. De Las Llagas
Dr. ERMA B. QUINAY	-	VPAA
Atty. LUZVIMINDA C. ROSALES	-	VPAF
Prof. ROGELIO A. ANTENOR	-	VPEA&ICT Services
Engr. ALBERTSON D. AMANTE	-	VPRDES
Ms. LOUWELYN L. ANDAL	-	Technical Staff
Ms. KRISTIN JOSE B. VALLE	-	Technical Staff

Res. No. 087, S. 2019

WHEREAS, led by the University President, the Executive Committee, Batangas State University academic community and its various stakeholders began working on the University Strategic Plan 2019-2029 in the third quarter of 2018 and sought its approval from the Board of Regents in the last quarter of 2019;

WHEREAS, covering a ten-year period, the Batangas State University Strategic Plan 2019-2029 serves as the University’s blueprint towards the highest level of development and advancement as an important national player in knowledge creation and innovation, and the development of the human talents needed in the 21st Century;

WHEREAS, the strategic planning process went through a number of phases;

WHEREAS, under Phase I, the Strategic Planning Management Committee (SPMC) and Technical Working Groups (TWGs) were created;

WHEREAS, the TWGs were composed of members of the



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University’s Executive Committee, assisted by the Office of the University and Board Secretary and Office of Institutional Planning and Development. Serving as the communication team for the planning process, the SPMC informed the interested stakeholders about the planning stages, emerging issues, and formed solutions generated throughout the process;

WHEREAS, in the same planning phase, the BatStateU Board of Regents and Executive Committee conducted a direction-setting activity which identified the general thrusts and priorities of the University for the next ten years as well as the general themes of the University Strategic Plan;

WHEREAS, in Phase II, the Offices of the Academic Affairs, Administration and Finance, Research, Development and Extension Services, and External Affairs and ICT conducted the internal environmental scanning;

WHEREAS, using the PESTLE model as a guide, these offices gathered pertinent data from previous strategic plan accomplishments, SUC Leveling status report, trends and policy directions of various key sectors and other sources to determine the current position of the University and identify gaps on key areas through a Gap Analysis, the results from which served as input in the actual drafting of strategic goals and specific initiatives;

WHEREAS, in Phase III, internal and external stakeholders convened for consultative discussions of the six thematic areas (BASICS) of the University Strategic Plan;

WHEREAS, the inputs from the environmental scanning, discussions with stakeholders, and deliberations within and among sub-committees were used to prepare the initial draft of the University Strategic Plan;

WHEREAS, in Phase IV, the SPMC produced the draft of the University Strategic Plan for presentation to the BatStateU Administrative and Academic Councils for further enhancement and endorsement to the Board of Regents;

WHEREAS, the matter was presented during the meeting of the Academic and Administrative Councils of the University and was approved after thorough discussion and deliberation through Resolution No. 0527-02, s. 2019.

WHEREAS, the matter was presented and was deliberated upon by the Academic and Finance Committees and was endorsed for approval of the board through Resolution No. 83, s. 2019.

NOW, THEREFORE:

BE IT RESOLVED, AS IT IS HEREBY RESOLVED that the Board of Regents approved the Strategic Plan FY 2019-2029.

APPROVED.

Certified Correct:

ENRICO M. DALANGIN
Secretary



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BatStateU Strategic Plan 2019-2029

Scaling Greater Heights of Excellence in Innovation and Social Transformation



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