DLSU

STRATEGIC PLAN

2015 - 2020

DE LA SALLE UNIVERSITY

RELIGIO MORES CULTURA

MANILA

Preamble

De La Salle University is an internationally recognized
Catholic university in the Philippines established
by the Brothers of the Christian Schools in 1911.
Inspired by the charism of St. John Baptist de La Salle,
the University community, together and by association,
provides quality human and Christian education by
teaching minds, touching hearts, and transforming lives.

Vision-Mission

A leading learner-centered and research University bridging
faith and scholarship, attuned to a sustainable Earth,
and in the service of Church and society,
especially the poor and marginalized

Faith

DLSU is committed to nurturing a community of distinguished and morally upright scholars that harmonizes faith and life with contemporary knowledge in order to generate and propagate new knowledge for human development and social transformation.

Service

DLSU is committed to being a resource for Church and nation and to being socially responsible in building a just, peaceful, stable, and progressive Filipino nation.

Communion

DLSU is committed to building a community of leaders, competent professionals, scholars, researchers, and entrepreneurs, who will participate actively in improving the quality of life in Philippine society within the perspective of Christian ideals and values.

Key Result Areas

KRA 1   Education that is excellence-driven and learner-centered

KRA 2   Research that is rigorous, meaningful, and responsive

KRA 3   Discourse that is interdisciplinary, diverse, and values-inspired

KRA 4   Governance that is transparent, accountable, and inclusive

KRA 5   Community that values talent and is socially-engaged

KRA 6   A DLSU-STC where S&T meets the arts and innovation leads to ventures

KRA 1
Education that is excellence-driven and learner-centered

Goal 1. Teachers are enabled to perform more effectively as Lasallian educators

Measures:

1.1   Incremental increase in the number of faculty with VS and O ratings for Learner-Centered Teaching

      a. Percentage of faculty practicing learner-centered pedagogy

      b. Percentage of faculty who applied authentic assessment techniques for learner-centered pedagogy in the classroom

1.2   Increase in the number of faculty members recognized for teaching excellence

1.3   Incremental increase in the number of faculty members engaged in Scholarship of Teaching and Learning research projects

1.4   Increase in the number of faculty members who incorporate multicultural and multi-faith realities in their courses

Strategies:

1.1.1   Require all faculty members to undergo an enhanced Lasallian teacher formation program.

      a. Develop training programs on Learner-Centered Teaching (LCT) and technology integration

      b. Form Professional Learning Communities (PLCs) on LCT

      c. Develop tools in monitoring and assessment of LCT and integration of Lasallian Guiding Principles (LGP). Tool to be developed will include assessment of LCT pedagogy in the classroom and the application of authentic assessment tools.

1.1.2   Revise and expand Pillars of Lasallian Educators Excellence Awards

1.1.3   Implement recognition and incentive schemes to recognize outstanding faculty performance

1.1.4   Promote training programs on Scholarship of Teaching and Learning (SoTL)

1.1.5   Review SOTL Framework and perform periodic assessment

Goal 2. DLSU graduates are creative and critical thinkers, effective communicators, service-driven, reflective lifelong learners, ethical, and competent professionals

Measures:

2.1   Improvement of ELGA index of students

      a. from entry to

      b. end of first year

      c. upon completion of program

      d. feedback from employers

2.2   Improvement of employability metrics:

      a. Ease of employment

      b. Job matching

      c. Job quality

      d. Career advancement rate

      e. Entrepreneurship

2.3   100% passing or Top 1 among schools with the same or higher number of examinees

2.4   Increase in number of students recognized for academic excellence and by national and international award-giving bodies

Strategies:

2.1.1   Develop and implement a comprehensive Expected Lasallian Graduate Attributes (ELGA) index. Tool to be developed should consider the following period of assessment: (a) upon entry of student, (b) after completion of first year, and (c) after completion of program.

2.1.2   Incorporate the ELGA index in the design of the Employer Feedback Rating tool.

2.1.3   Enhance programs for underachievers that will include: (a) academic advising, (b) counseling for undergraduate students, and (c) peer mentoring among students as a student activity

2.1.4   Improve tracer study design, implement, and utilize data

2.1.5   Standardize documentation guidelines for OJT and practicum feedback

2.1.6   Enhance programs to prepare students for licensure examinations (i.e. diagnostic assessment for board exam preparedness, etc.). Implement curriculum intervention that will simulate board exam conditions.

2.1.7   Review and improve selection process of students

2.1.8   Provide support for training and participation in academic competitions

2.1.9   Expand incentives for high performing students

2.1.10   Enhance the incentive packages (i.e. scholars program, crediting of Senior HS units, etc.)

2.1.11   Study the feasibility of offering Senior HS under STC-IS as a strategy to attract students at the top quartile (i.e. Senior HS for top students)

Goal 3. Degree programs are continually improved and developed to be competitive to meet student needs, demands of the profession, and international standards

Measures:

3.1   Periodic outcome-based, stakeholder-informed, and internationally-benchmarked curriculum review process and Continuing Quality Improvement (CQI) mechanism in place in all departments

3.2   Increase in number of programs that are internationally recognized

        a. Increase in number of programs assessed by AUN-QA

        b. Increase in number of programs accredited by international bodies

3.3   All qualified programs are recognized as Center of Excellence (COE) or Center of Development (COD). Programs recognized as COD are elevated to COE status

3.4   Number 1 in the Philippines in University rankings

3.5   Increase visibility in international events

3.6   Increase the number of programs that are internationally-recognized

3.7   Increase inbound and outbound students

3.8   Incremental increase in the number of foreign students

3.9   Increase faculty exchange

3.10   Increase double degree programs with foreign universities

3.11   Increase in the number of faculty with doctoral degrees

3.12   Number of students enrolled belonging to the top quartile has increased

3.13   Integration of the learner-centered pedagogy and Lasallian Guiding Principles in all curricular and co-curricular programs

Strategies:

3.1.1   Develop and implement review process and CQI mechanism and monitor its implementation across departments

3.1.2   Provide needed support and resources for national and international accreditation of programs

3.1.3   All qualified programs apply for Center of Excellence and Center of Development

3.1.4   Promotion of international education

3.1.5   Strengthen academic linkages

3.1.6   Enhance linkages with international universities and organizations through:

        a. Faculty exchange programs

        b. Student exchange programs

        c. Double degree programs

        d. Organizing international conferences and events

3.1.7   Embark on aggressive recruitment of faculty with international credentials and experience

3.1.8   Improve incentive package for visiting professors

3.1.9   Provide support for outbound and inbound students

3.1.10 Aggressive marketing activities

3.1.11 Enhance Academic Publishing Office

KRA 2
Research that is rigorous, meaningful, and responsive

Goal 1. Research at DLSU is internationally competitive

Measures:

1.1   Increase number of research output

    a. Number of annual publications

    b. Number of annual SCOPUS/ISI indexed publications

    c. Number of annual paper presentation in reputable national and international conferences

    d. Number of annual creative works

    e. Number of annual patents and other forms of industrial property

    f. Number of annual commercialized innovations

    g. Number of PhD graduates per year

1.2   Increase in number of annual citations

1.3   All DLSU publications receive national and/or international recognition

Goal 2. Increase research resources to a sustainable level

Measures:

2.1   Incremental increase in faculty involvement in research

2.2   Increase number of publications and annual citations per faculty member

2.3   Increase number of full-time graduate students

2.4   Increase physical infrastructure and financial support to mobilize human capital

Strategies (for Goals 1 and 2):

1.11	Recruit and develop talent, including graduate students
1.1.2	Optimize funding/incentives for research activities/projects/outputs
1.1.3	Institutionalize time and space allocated for research
1.1.4	Improve support services and processes
1.1.5	Recognize success stories and research role models
1.1.6	Develop STC as DLSU Research Station
1.1.7	Mobilize AnimoLabs as our technology innovation/commercialization hub
1.1.8	Encourage faculty members to present their research in high-impact conferences
1.1.9	Promote research culture by recognizing action and applied research
1.1.10	Promote research teams and PLCs
1.1.11	Develop intervention and/or training programs to encourage faculty members of different maturity levels to improve research productivity

Goal 3. Increase in research with social and developmental impact

Measures:

3.1	Increase number of research with social impact
	a. Number of annual research projects following strategic research thrusts
	b. Number of annual action and applied research
3.2	Increase in number of national and international awards/recognition for research with societal impact
3.3	Generate commercialized technologies that contribute to job creation and national economic development
3.4	Increase number of external grants
3.5	Increase partnerships with Government Organizations (GOs), Non-Government Organizations (NGOs), Civil Society Organizations (CSOs), and other institutions

Strategies:

3.1.1	Provide the means for accrediting research with high social impact vis-à-vis abstracted/index publications
3.1.2	Develop and implement a tool or methodology (Social Relevance Scorecard) for assessing impact of research on society (i.e. number of families directly affected by research project, etc.)
3.1.3	Strengthen and widen scope of partnerships with GOs, NGOs, CSOs, and other institutions
3.1.4	Increase the number and amount of external grants awarded to research with high social and developmental impact
3.1.5	Create a Knowledge and Technology Transfer Office (KTTO) to mainstream consultancy

KRA 3
Discourse that is interdisciplinary, diverse, and values-inspired

Goal 1. There are opportunities for open and meaningful exchange of ideas

Measures:

1.1   All degree programs incorporate interdisciplinary perspectives and activities

1.2   Interdisciplinary discourse is integrated in all courses

1.3   Increase in the number of fora and other activities on interdisciplinary themes

Goal 2. Bridge faith and scholarship in the formation of all sectors leading to greater interfaith and multicultural understanding and acceptance

Measures:

2.1   All faculty members and personnel should have participated in at least one spiritual formation activity annually

2.2   All GE courses integrate interfaith and multicultural discourse

Strategies:

1.1.1   Organize and participate in interdisciplinary, interfaith, and multicultural activities and linkages

1.1.2   Conceptualize and organize "branded" activities that promote interfaith and multicultural exchanges

1.1.3   Identify and formalize partnerships with leading advocacy organizations and groups

1.1.4   Enhance the strategic importance of Committee on National Issues and Concerns (CONIC)

1.1.5   Initiate and collaborate with media in advocacies of national and global importance

1.1.6   Each unit to organize at least one interdisciplinary forum

KRA 4
Governance that is transparent, accountable, and inclusive

Goal 1. Institutionalize best practices in consultation and participation, transparency and accountability

Measures:

1.1   A feedback mechanism is put into place for decisions that involve a significant change in the stakeholders' performance of their expected duties and responsibilities

1.2   Increase in the number of effective administrators (as determined by the new Performance Evaluation that will be developed)

1.3   Percentage of appointees come from pool of potential administrators identified in the succession plan

Strategies:

1.1.1   Institutionalize a participatory process of consultation

1.1.2   Organize town hall meetings/regular dialogue sessions

1.1.3   Pursue SGV Communications Audit study towards completion and possible implementation

1.1.4   Provide unsolicited feedback mechanism

1.1.5   Provide access to multiple channels for information delivery

1.1.6   Develop a new performance evaluation scheme for administrators that will include quality of decision and services, and achievement of KRA

1.1.7   Create incentives for superior administrative work

1.1.8   Create an executive development program for administrators (e.g. technical and management skills, people skills, communication skills, wellness, etc.)

1.1.9   Develop and implement Lasallian formation programs for administrators and potential administrators

1.1.10   Review selection process for LMDP to consider potential administrators at the central administration level

1.1.11   Rotation of administrative assignments

1.1.12	Mentoring of administrators
1.1.13	Review LMDP for possible application for two types of administrators: (a) central administrators (executive module), and entry-level administrators.
1.1.14	Develop and implement succession plan for administrators

Goal 2. Align institutional structures, policies, and processes with the Vision-Mission of the University

Measures:

2.1	The policies, processes, and structures of concerned units in the University are compliant with the Modern Conduct of Schools (MCS) program
2.2	Units not covered by MCS are compliant with standards of accrediting agencies
2.3	Offices abide by service objective/level standards
2.4	Performance evaluation system of all employees is based on achievement of KRAs

Strategies:

2.1.1	All offices to develop an updated operations manual including service level standards and tracking of performance vis-a-vis service level standards
2.1.2	Aggressive and regular roll-out of Modern Conduct of Schools (MCS) and the new Vision-Mission
2.1.3	Study possible accreditation for operations

KRA 5
Community that values talent and is socially-engaged

Goal 1. Each unit of the University has at least one sustainable social engagement project

Measures:

1.1   All units will have at least one sustainable social engagement project

1.2   Increase in the number of faculty, student, and staff involved in the DLSU community engagement programs and activities

1.3   Increase in the number of community engagement choices

Goal 2. Service Learning is institutionalized

Measures:

2.1   All academic programs of the University have a Service Learning (SL) component

2.2   Increase in the number of SL activities locally and internationally

2.3   Increase in the satisfaction level of students in SL experience

Strategies (for Goals 1 and 2):

1.1.1   Aggressive promotion and roll out of the Community Engagement (CE) framework and priority programs to all units (includes orientation and training on CE and SL)

1.1.2   Institute a monitoring and impact assessment of CE programs /SL

1.1.3   Publicize success stories of CE and SL

1.1.4   Engage more linkages and partnerships with other NGOs, GOs, organizations, LGUs for long-term programs and activities

1.1.5   Identify and promote CE and SL to partner universities abroad

1.1.6   Expand the number of SL activities locally and internationally

1.1.7   Monitor satisfaction level of CE and SL experience among students

Goal 3. Enhanced recruitment, retention, and development of qualified talents

Measures:

3.1   Percentage of doctoral degree holders with relevant international experience

3.2   Ideal mix of talents for the unit's viability and continuity

3.3   High Employee Happiness Index among personnel (faculty and non-teaching personnel)

3.4   An effective faculty and personnel recruitment and retention program is in place

Strategies:

3.1.1   Expand Faculty Development Program

3.1.2   Each unit of the University will conduct an assessment of their personnel composition (includes age and specialization) and prepare a plan in accordance to the findings of their assessment

3.1.3   Create more community-building activities for all sectors of the University

3.1.4   Enhance Animo Wellness Program

3.1.5   Develop career planning and work life balance

3.1.6   Career coaching/planning

3.1.7   Develop an instrument to measure Employee Happiness with DLSU Index

3.1.8   Develop plans for faculty and staff in response to impact of K-12

3.1.9   To review and improve the faculty and personnel recruitment and retention program

3.1.10   Determine reasons for turn-over (K-12 secondment not included)

3.1.11   Review and evaluate the Academic Leadership Development Program

Goal 4. The University contributes to the development of the nation and stewardship of creation

Measures:

4.1   Increase in the number of faculty, students, and staff recognized for excellence in leadership and community engagement

4.2   Percentage of faculty engaged in activities on development of nation and stewardship of creation

4.3   Increase public engagement that allows sharing of expertise

Strategies:

4.1.1   To collaborate with external partners in establishing possible award-giving bodies.

4.1.2   To create and develop list of opportunities of award-giving bodies (externally and internally) where faculty and personnel may participate

4.1.3   To determine number of past awardees (AY 2014-2015) for excellence in teaching, leadership, and community engagement

4.1.4   To determine criteria as basis of identifying existing exemplary projects of faculty as possible entries to the award-giving bodies

4.1.5   Compile and disseminate a list of projects and advocacy work faculty and staff can participate in
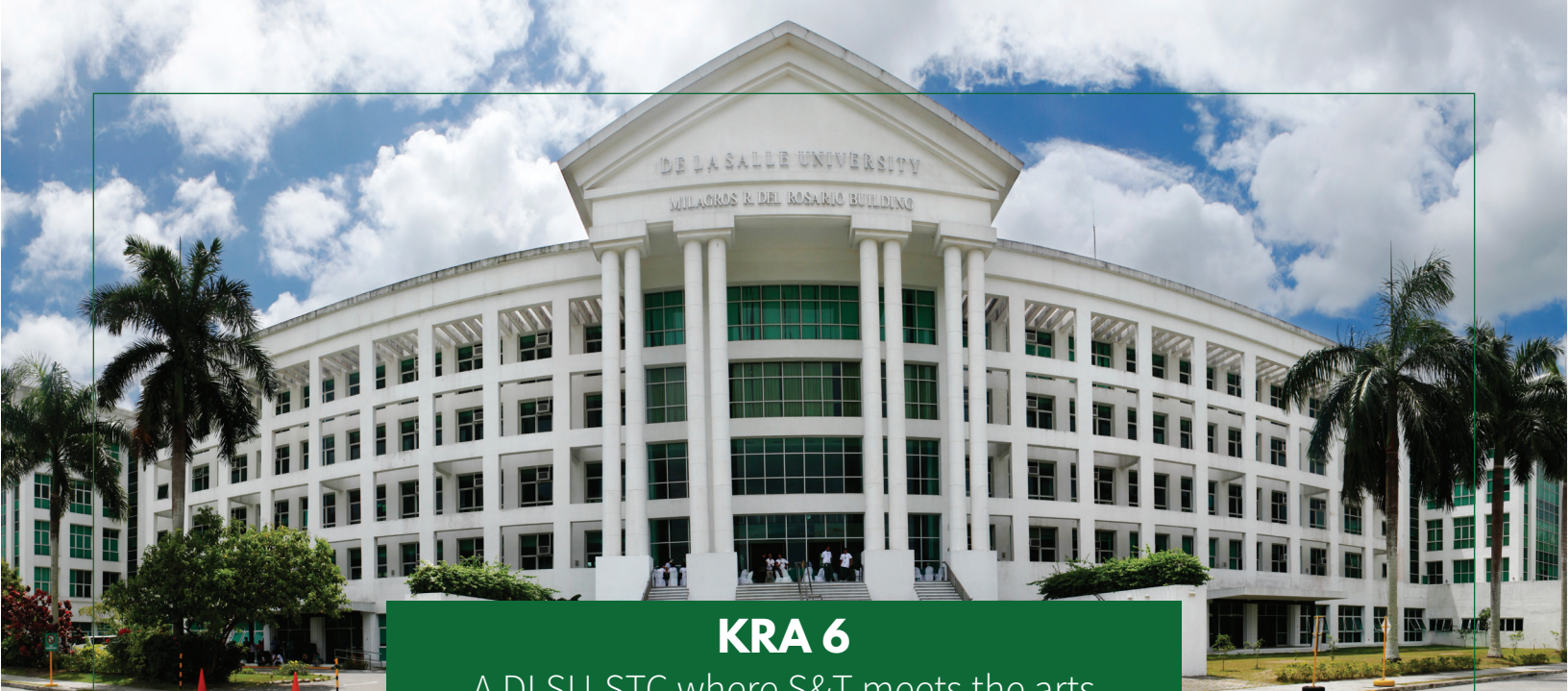
KRA 6
A DLSU-STC where S&T meets the arts and innovation leads to ventures

Goal 1. A vibrant community

Measures:

1.1	Increase number and competitiveness of IS students
1.2	Increase number and competitiveness of college students
1.3	Increase number of student-centric establishments and facilities
1.4	Increase access to and from STC
1.5	Increase number of international and exchange students

Strategies:

1.1.1	Maximize space utilization
1.1.2	Build more classrooms
1.1.3	Expand scholarship programs
1.1.4	Design Senior High School (SHS) with incentives (e.g. simulate the college experience for the SHS students
1.1.5	Benchmarking of IS curriculum with top Science High Schools
1.1.6	Create a Board of Advisors for IS
1.1.7	Undertake accreditation activities
1.1.8	Create seamless connectivity between senior HS and college
1.1.9	Market aggressively with particular attention to private and public schools in NCR South and Region 4-A
1.1.10	Review admission criteria and process
1.1.11	Expand scholarship program
1.1.12	Organize more student activities and programs
1.1.13	Intensify institutional community-building activities

1.1.14   Build student activity center

1.1.15   Study the feasibility of leasing of campus property to private groups for commercial purposes and explore B-O-T schemes (i.e. University town, residential college, professional development/training and consulting)

1.1.16   Pursue feasible completion of campus development master plan

1.1.17   Build indoor sports facilities for IS

1.1.18   Build dormitories

1.1.19   Invest in green mode of transportation (i.e. bike rentals, e-jeep)

1.1.20   Increase the number of pick-up and drop-off points of shuttle services

1.1.21   Increase frequency of shuttle service (e.g. including weekend and evening classes)

1.1.22   Market aggressively with partner institutions

1.1.23   Leverage on existing MOUs

1.1.24   Pursue double degree and twinning programs with international academic institutions

Goal 2. Excellent and attractive interdisciplinary education

Measures:

2.1   Optimize number of programs offered

2.2   Increase number of interdisciplinary programs

2.3   Increase number of outstanding faculty members teaching at STC

Strategies:

2.1.1   Conduct market study to determine undergraduate and graduate programs attractive to stakeholders

2.1.2   Design and offer special degree programs

2.1.3   Offer innovative and honors programs

2.1.4   Design and offer interdisciplinary courses involving science and technology, business, education, humanities, and social science following the principle of involving departments in program-level planning

2.1.5   Review incentive programs for faculty*

a. Explore possibility of offering housing program for faculty

b. Improve current faculty accommodation (i.e. transient)

2.1.6   Build a pool of excellent teaching faculty*

a. Recruit qualified practitioners from the technoparks and related industries

b. Recruit outstanding faculty who are from the immediate vicinity of STC

targets to be identified based on the findings of the market study

Goal 3. Engages in meaningful research that has measurable social impact

Measures:

3.1	Increase number of research with social impact
3.2	Increase partnership with industries, institutions, and communities
3.3	Increase number of graduate students
3.4	Increase number of international research collaboration

Strategies:

3.1.1	Develop and implement a tool or methodology (Social Relevance Scorecard) for assessing impact of research on society (i.e. number of families directly affected by research project)
3.1.2	Increase enablers for research productivity
3.1.3	Leverage partnerships with technoparks locators
3.1.4	Strengthen linkages with communities
3.1.5	Establish partnerships with institutions
3.1.6	Offer graduate programs for educators and industry practitioners in Region 4-A
3.1.7	Offer ladderized programs that will allow students to complete both their bachelor and master's degrees in five years
3.1.8	Strengthen scholarship program for graduate students
3.1.9	Allow Taft-based graduate students to use STC research facilities
3.1.10	Enhance research linkages with international universities and organizations
3.1.11	Leverage on existing MOUs
3.1.12	Optimize St. La Salle Visiting Scholars Program