

Table of Contents

2	Chancellor's Message
4	Executive Summary
8	The TORCH
10	The Balanced Score Card
12	Strategic Planning Activities
14	Highlights of Achievements as per the BSC Targets Under the Critical Success Factors
14	Excellence in Community-Oriented Academic Education and Research <ul style="list-style-type: none">• Updates in the School of Health Sciences: Palo Reconstruction and Rehabilitation
25	Culture of Translation of Academics into Service for Filipinos
27	Talent Development for Constituents
29	Technological Advancement Through eUP implementation
31	Leading Research Infrastructure Through the NIH
34	Active Engagement of UPM Alumni
37	Philippine Telehealth Infrastructure
39	Adequate and Sustainable Funding
44	Distinct Achievements (Pioneering Initiatives)
45	Upgrading Security and Stabilization Efforts
48	Creating a maroon and green university
51	Streamlining Operations
52	Endorsements: Ensuring Continuity of Major Projects <ul style="list-style-type: none">The UP Manila Campus Master Development PlanUPM Sports Wellness and Student CenterTORCH 1 and 2SHS Campus Development PlansEstablishing PGH as National University Hospital Center for Universal Health CareUP Manila Museum of a History of Ideas
57	Officials



Chancellor's Review



Hard work and a clear vision work.

Three short years of leading UP Manila (UPM) have been a gratifying journey as the country also marched forward through a narrow path.

Political, social and economic challenges posed as obstacles to success. Nonetheless, by divine grace, we have run the race to finish with honor and dignity.

Using the "Balanced Score Card" as a total strategic planning and management tool, we have achieved much of the planned and defined targets along four aspects: customer, financial, learning and growth, and internal process. Data were collected and analyzed along such perspectives.



The results look good and hopeful.

Following the UP System vision based on the 2008 UP Charter defined by Pres. Alfredo Pascual as an enabled national research graduate school giving public service to lead as a regional and global university as it remains nationally relevant, the senior constituent unit that is the University of the Philippines Manila pursued the vision with passion and dedication.

The road was strewn with various financial and organizational challenges. Anyhow, the UP Manila Chancellor's Management Team relentlessly stayed its chosen course to uplift the health science university and improve the lot of the lowest quintile of the population identified by the national government leadership in the Philippine Development Plan and the National Health Objectives.

UP Manila has the cream faculty, students, and the administrative and research staff helped by the Philippine National Health Research System partners, including the Department of Health, Department of Science and Technology, and the Commission on Higher Education.

The nine degree granting units of UP Manila have continued to produce top candidates in the professional licensure examinations, such as medicine, dentistry, pharmacy, nursing, allied medical professions, and public health.

The Philippine General Hospital graduates around 270 medical specialists annually that become leaders in national specialty societies. The National Teachers Training Center for the Health Professions produce competent local and international mentors and the unique School of Health Sciences (in Baler, Palo, and Koronadal) graduate community health workers (in a ladder type curriculum in midwifery, nursing and medicine) who eventually stay with their sponsor communities that are bereft of such health manpower.

As a research university led by the National Institutes of Health and the various colleges, UP Manila has surged forward with increased publications in peer-reviewed journals and even matched the output of the other larger component units allowing UP to be ranked higher in the international ratings in the QS System (among the world's top universities, particularly in the Asian region).

PGH remains the major public service arm of UP, aside from its training and teaching functions. With the added budgetary allotment, especially from the Sin Tax collection, very soon this public tertiary hospital will evolve into a modern medical center for the public specially the neglected lower economic sector. Our medical alumni in America have already given significant funding that has improved the 500-bed private wards and increased revenues for the PGH. Together with better PhilHealth subsidy for the

poor, PGH will level up its public service to the needy who have made the hospital as their biggest national hospital of last resort.

UP Manila has pursued academic improvement with curricular self-assessment and external accreditation to serve as a model and help even the rest of the country's health institutions' standards rise. The Commission on Higher Education, Department of Science and Technology, and Department of Health have supported our research and academic programs to make UP Manila competitive as we anticipate ASEAN Integration starting next year.

UP Manila's academic and research stature has been improved also by international recognition of our National Scientist, Dr. Ernesto Domingo as Ramon Magsaysay awardee, aside from National Scientist Lourdes Cruz. And other national awardees and professional experts, like Dr. Nelia Cortes-Maramba of the UP College of Medicine Department of Pharmacology and the National Integrated Research Program on Medicinal Plants keeps producing affordable superior drugs (as lagundi and sambong) while giving UP royalties for its intellectual properties and raising our public and private ties with the drug industry.

Hence, individual success as well as institutional relevance in our society has given UP Manila the right recognition as a significant cog in the national thrust to excellence and social betterment. Scholarship, research, and public service mark our niche in the country's march to improved quality of life of the people.

The accompanying articles on our TORCH Strategic Planning plus the Balanced Score Card monitoring/management tools graphically prove how much we have done and look forward to improve UPM as a premier, truly national health center.

As a green and safe and secure UPM campus, with infrastructure development like the billion peso National Institutes of Health building, UPM Dorm, Phi House, Phi Way and Phi Welcome Center, CAS Student Center, Sports and Wellness Center, UPM Museum of a History of Ideas, TORCH 1 and TORCH 2 buildings, renovation of the School of Health Sciences in all its provincial campuses in Palo (post Typhoon Yolanda), Baler and Koronadal, all parts of a campus and off-UPM campus-wide continuing development defined in a UPM Master Plan - we are hopeful that we will achieve our vision of a 21st century entrepreneurial research university for the country, region, and the world.

In fine, we can do no less as we salute all sectors of UPM constituency that have contributed to the much awaited improvement of our life as a nation respected around the world.

We believe that our journey has been blessed by the Almighty - to Him all glory and honor!

*Mabuhay ang Pilipinas!
Mabuhay ang Unibersidad ng Pilipinas!
Mabuhay and UP Manila!*


Manuel B. Agulto, MD
Chancellor



Executive Summary

The key programs and initiatives during the past three years were anchored on the vision of enhancing UP Manila's capacity as a major contributor to the country's health goals and objectives that are, in turn, aligned with the Philippine Development Plan and the Department of Health's National Health Objectives.

With TORCH as a symbolic and strategic thrust, the achievements under each pillar were measured using the Balanced Score Card that had eight Critical Success Factors (CSF). Each CSF was composed of metrics and targets within a time schedule, with the color-coded evaluations revealing the state of programs or initiatives: **green** for **Achieved** or on sure track to achieve; **yellow** for **Partially Achieved**; and **red** for **Not Achieved**.

Under **Critical Success Factor 1 (CSF 1): Excellence in Community-Oriented Academic Education and Research** of the BSC, targets were partially achieved for 100% passing rate, presence in the top ten, and greater than 80% scores of all students in the licensure exams. The excellent performance in the exams was also reflected in the number of examinees who grabbed the top 10 slots, of which, for nearly all exams under review, UPM graduates occupied an average of 3-5 top 10 places.



Vision screening for school children being conducted by the Philippine Eye Research Institute to detect amblyopia and other eye problems

Also partially achieved were advancement in accreditation and strength of training in research, as shown by the fact that all colleges were simultaneously undergoing accreditation processes either with the PAASCU or PACUCOA but in varying phases. On research ethics, there was always a faculty member from each college that participated in one of several training workshops conducted by the National Institutes of Health Research Ethics Board.

The number of researches being conducted by faculty members increased by 16% in 2013, with a total of 514 as compared to the 443 research output posted in 2012. Of this number, 360 researches were conducted by the UPM colleges while the remaining 154 were done by NIH institutes.

All undergraduate and graduate programs have courses on research methods, except for courses offered at SHS units, and a community-based component being rendered through the Community-based Health and Development Program initially in Batangas and now in Cavite. Several training courses were conducted, such as the monthly NIH research forums on varied health and health research topics, such as



Signing of Agreement for the Community Health and Development Program in Cavite, February 2014



vision screening, newborn hearing screening, HIV/AIDS, dengue, polio, oral health of children, ethics, breast cancer, and language development in children. Faculty members from the colleges participated in numerous seminar-workshops and courses on ethics in health research spearheaded by the NIH.



The Phi House Dorm beside the College of Pharmacy

For infrastructure, a total of 33 projects are either in the implementation stage, procurement stage, and planning stage. Apart from the NIH building, those in the implementation phase include the Information Technology Center (ITC), Student Center inside the CAS, upgrading of pharmacology laboratories at UPCM, and renovation of biosafety laboratory at the existing NIH building. The rest of the infrastructures projects are the Sports and Wellness Center, renovation of the Student Center and Joaquin Gonzales Hall, construction of computer laboratory at CAMP, construction of Phase 2 of SHS Baler campus, and supply and installation of passenger elevator at CAMP, UPM Dormitory, UP Manila Theater, construction of student lounges and expansion of library at CAMP, expansion and modernization of Prosthodontics Laboratory at CD, construction of additional classrooms and laboratories at CAS, and various renovation works at Paz Mendoza and Calderon Hall of UPCM and at the CN, CPH, and CP.

With the severe damages of Typhoon Yolanda in the three SHS Palo buildings, the SHS Leyte Renovation Project was expedited. Under the

plan, SHS will be transferred to bigger locations to enable future expansion. Among the sites considered were the Sta. Elena property in Tacloban and another area in Candahug. Preparatory activities, such as asbestos testing, geohazard assessment and site development plans were completed.

For **CSF2, Culture of Translation of Academics into Service for Filipinos**, most of the targets were on track to achievement in view of the preparations done on the Return Service Agreement, such as the conduct of workshops and orientations for first year students and the setting up of linkages with entities and organizations in the targeted areas for the RSA work. The development of a tracking and monitoring system for UPM graduates using online resources and social media will ensure the determination of provinces with graduates rendering health care during the next few years.

Under **Critical Success Factor 3: Talent Development for Constituents**, targets under three of the four metrics were achieved. These are service of faculty members, availability of graduate programs, and staff development programs. The target of at least one modular program per college was partially achieved with a proposal approved with funding from Academic Program Improvement (API) funds for the development of a modular curriculum for off-campus classes for Bioethics graduate programs. Targets achieved or on track under CSF I were continuing faculty development, productive international linkages with all colleges having at least one active international linkage, faculty holding PhDs, and integration of community-oriented academic courses in all degree programs.



The Phi House Dorm beside the College of Pharmacy

The targets on the eUP, a flagship program of Pres. Alfredo Pascual, which is the main component of **Critical Success Factor 4, Technological Advancement**, was partially achieved, particularly the module implementation. Of the five modules, only the Student Academic Information System (SAIS) module was implemented during enrolment for the first semester of AY 2014-2015. Some features have to be reviewed and modified based on feedback/evaluations from the students and other users and these are currently being addressed.



The other modules - Financial Management Information system, Human Resource Information Management System, and Supply and Property Information Management System are gearing towards the conduct of their test runs while the development of the Executive Information System is still in progress.

On **CSF 5, Research Infrastructure**, the targets for patents applied and approved was achieved, with a total of 12 patents of which 4 were filed, 2 approved, and 3 were maintained, including 3 trademark applications and logos that were applied. The target of one research award per month was likewise accomplished.

There were six technologies commercialized, all in medicinal plant products that include lagundi for cough and colds, sambong as diuretics for urolithiasis, yerba buena as analgesics, tsaang gubat for biliary and intestinal colic, and Akapulko lotion for anti-fungal infection.

The targets for the major infrastructure project, the new 16 story, 34 sqm National Institutes of Health building, was partially achieved. All groundworks for the building were completed and construction will start anytime once the contract has been approved by the UP System. Included in the new building are administrative offices for NIH's 13 component institutes and new laboratories.

Under **Critical Success Factor 6: Active Engagement of UPM Alumni**, availability of courses for continuing education of graduates, particularly courses with innovative modes of instruction designed for working alumni, were offered. An added initiative along this thrust was the proposal for a Ph D equivalency program and the Ph D by Research Program which are geared towards working alumni and hoped to increase the faculty complement with Ph Ds.

For achievements under CSF7, the framework for the Philippine Telehealth Infrastructures was laid down. Through the collaboration between the Information Management Services and School of Health Sciences, the grounds for tele-education can now be realized in the Koronadal campus. It was envisioned that real-time lectures given by UP faculty to these

students can be realized and other initiatives, such as research and ethics workshops. In addition, these teleconferencing facilities may also be utilized for international linkages and academic activities.

Collaboration with the DOH and DOST resulted in the production of the Community Health Information Tracking System (CHITS) and RxBox, a biomedical telemedicine device that can pick up physiologic signals. This is for possible wider implementation and data gathered from this activity will undergo further validation.

The target of 100% of students able to continue education without worrying about financial constraints under the metric of adequate financing for all students for **CSF 8, Adequate and Sustainable Funding**, was fully achieved. The measures taken include the implementation of the Socialized Tuition System (SIS)

as a replacement for the Socialized Tuition and Financial Assistance Program which entails shorter application time and appeals processing period, more student beneficiaries due to increased income cut off and higher financial assistance provider.

For additional funding efforts, the partnership with the Department of Health was strengthened through new training courses, such as Health Policy Development and the National Emergency Health Development, and the conduct of an alternative program in health emergency



Dr. Nelia Cortes-Maramba founding Director of NIRPROM

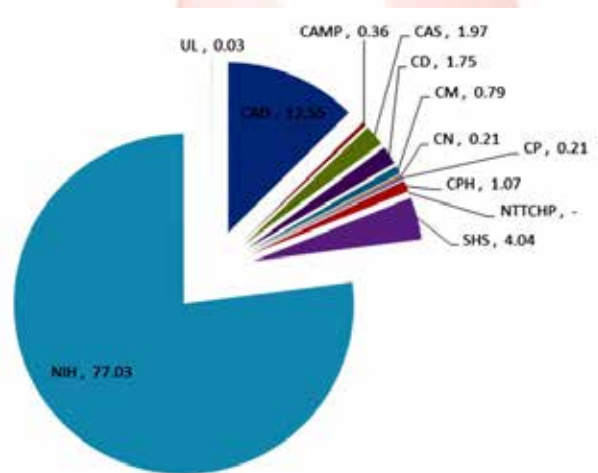


1st live surgical teleconference with Vietduct University in Vietnam.



management for the health personnel of DOH. Under this program, training manuals were prepared in different fields of emergency management.

Moreover, the UPM-PGH Fundraising Task Force was established to develop roadmaps and strategies for the strengthening of UP Manila and PGH's roles in health delivery by tapping additional funds from the proceeds of the Sin Tax. Efforts were exerted to institutionalize the allocation of shares from the proceeds of the Sin Tax Bill, as stipulated in the Implementing Rules and Regulations contained in Joint Circular 001-204 through lobbying and coordination meetings with representatives from the Department of Finance, Department of Budget and Management, and Department of Health.



Distribution of UPM infrastructure projects among the colleges/units

Other Achievements

Other notable achievements were the UP Manila-wide Faculty Conference on “Moving Towards Outcome-Based Learning” held on June 4-6, 2014 at Century Park Hotel, participated in by a total of 387 faculty members. The shift to outcome-based education (OBE) is necessary in view of the crafting of the Philippine Qualifications Framework (PQF) and the ASEAN Qualifications and Reference Framework (AQRf). Hence, faculty members had to be oriented about OBE.

The UP Manila University Council voted in favor of the UP System proposal to shift the academic calendar from June to August effective AY 2014-2015. This move synchronizes our academic calendar with that of the university's major global academic partners, and will thus, promote faculty and student and other academic collaborations. Several orientations and seminar workshops were held for faculty members that tackled a wide range of topics, such as UP Virtual Learning Environment (UVL) workshops, K-12, General Education (GE), and AUN Quality Assurance tools to prepare for the impact of ASEAN integration and K-12.





The TORCH

as a Strategic Thrust and Symbol of UP Manila's Journey from 2011-2014

The torch, a portable means of illumination that creates a bright light when carried upward and which is usually used ceremonially, is a common emblem of enlightenment and hope.

Thus the Statue of Liberty, actually "Liberty Enlightening the World," lifts her torch. A torch held up also symbolizes life, truth and the regenerative power of flame. In the seals of schools in the Philippines, the torch symbolizes the vision of education to provide enlightenment to all the students.

For a health university like UP Manila, the Torch symbolizes triumph over darkness brought about by illnesses and death. Through the services provided by its training hospital, the Philippine General Hospital, UP Manila constantly seeks the education and enlightenment of Filipinos through its curricular programs, relevant researches that generate new knowledge and technologies, and community services that empower the people.

As an educational institution, UP Manila possesses the ability to serve as a guiding light for Filipinos and as a way to educate and train. The scholars and leaders that UP Manila produce brighten the path for themselves, their communities and the nation as a whole.

Through its teaching, research, and community extension programs, UP Manila lights the torch that establishes the university and PGH as beacons of light in responding to the needs of the Filipinos. The administration pledged to keep the torch burning and pass it on to the next set of leaders, providing future generations the knowledge, skills, and leadership qualities necessary to encourage continued positive growth and societal improvement.



Technological Advancement:

Integrated, interconnected, harmonized, and interoperable ICT systems and infrastructure across all UP campuses to support U.P.'s thrust of academic and operational excellence. This includes development of infrastructure, and purchase of new equipment for teaching, library facilities, as well as communication and hospital facilities.

Operational Efficiency:

This involves not only streamlining of administrative policies, but will hinge on the development and implementation of an ENTERPRISE RESOURCE PROGRAM system to integrate document digitization, document tracking, archiving, accounting, inventory, electronic medical records, electronic student registration, faculty loading, and tracking of alumni. The system-wide eUP computerization program will be piloted in UP Manila. Democratic and transparent governance will be implemented, involving all stakeholders. This also includes the creation of public-private partnerships and other linkages to promote entrepreneurial and self-sustaining activities.

Relevant Research:

Emphasis will be made on research that is relevant to the needs of the Filipino nation, and translated into useful devices and inventions, relevant policies and legislation. Partnerships with the Department of Health and the Department of Science and Technology will be strengthened and research agenda will be aligned with the National Unified Health Research Agenda developed by the Philippine National Health Research System. Protocol development, grant application, ethics review, and other aspects of research will be given full support. Institutional ethics and technical review for research will be improved. The National Institutes of Health will be provided a new multi-story building that will integrate basic research, biomedical research, intellectual property protection and registration. Publication and scientific fora presentation of research output will be given top priority.

Community Orientation and Service:

The UPM mission has always been to serve the community and the Filipino nation, especially the underserved. With the Philippine General Hospital at the forefront in offering public service, UP Manila has urban and rural community rotation, immersion and elective programs for its students. Community orientation is integrated in all subjects, even in hospital clinical departments. UP Manila aims to improve linkages with the Department of Health (DOH), Department of Science and Technology (DOST), Commission on Higher Education (CHED), Department of Social Welfare and Development (DSWD), and other government and non-government agencies that serve the needs of the people.

Human Resource Development and Welfare:

UP Manila's main assets are its excellent faculty, staff, and students. In line with Pres. Alfredo Pascual's thrust on academic excellence, UP Manila intends to increase the number of Ph Ds in its staff, strengthen faculty development and in-service training programs, as well as enhance the curricula and teaching/learning facilities for students. It also intends to provide health insurance and other benefits to all students, faculty, and employees through creation of our own UP Healthcare Management Organization (HMO). UP Manila Chancellor Agulto has also embarked on campus-wide greening and cleaning, as well as improving the safety inside the campus through a more competent security and CCTV system. The Good Neighbors Initiative (GNI) involves all establishments and government and business/educational institutions in the vicinity of the campus, in creating a safer environment for UP Manila constituents.



Measuring Performance and Achievements: The Balanced Scorecard

As the national health university, UP Manila is committed to be a major contributor to the transformation of the country's health system that will lead to improved health for Filipinos. The University aims to continue serving as a major partner of the Department of Health, Department of Science and Technology, Commission on Higher Education, and other relevant stakeholders in providing solutions to critical health problems through education, research, advanced training, healthcare delivery, and community services. All of these are aided by enabling laws, such as Republic Act 9500, the 2008 UP Charter that designates UP as the national university and Republic Act 10532, Philippine National Health Research System Act, that promotes good governance among health research institutions through efficient, effective, transparent, and ethical health research management systems.

When Chancellor Manuel Agulto started his term in November 2011, he and his management team sought to concretize this vision through appropriate strategies, programs, and initiatives that are aligned with national goals and plans. The acronym TORCH was adopted both as a strategic roadmap and symbol of governance. TORCH stands for Technological Advancement, Operational Efficiency, Relevant Research, Community Orientation and Service, and Human Resource Development and Welfare. The pillars encompass a wide range of programs and operations that the University undertakes regularly to provide an optimal environment for learning and fulfill its vision as a premier university in the health and allied sciences.

The above thrusts or pillars needed to be translated into concrete success factors with specific metrics as indicators. How can the achievements during the three years of the administration be measured vis-à-vis the goals it has set? As a management and measurement tool largely used by corporations, nonprofit organizations, and even the government, the Balanced Score Card (BSC) was used.

What is a Balanced Scorecard?

From a plain performance measurement instrument, the BSC has evolved into a complete strategic planning and management system. It provides administrators a framework to determine



what should be done and measured. It allows an organization to properly delineate its vision and translate it into action. Moreover, BSC strives to continuously enhance strategic performance and outcomes by providing a framework for feedback.

BSC evaluates organizational performance in four perspectives - customer, financial, learning and growth and internal process. Hence, the collection and analysis of data, and the formation of measures must be in congruence to the four perspectives.

As an academic institution, UP Manila caters primarily to students. But other stakeholders contribute significantly to its distinction in the fields of teaching, research, and public service. They are the faculty members, administrators, non-teaching employees, alumni, partner institutions, donors, and the public as a whole. In developing the metrics for customer satisfaction and the schemes to measure the organization's performance in terms of quality programs and services, the whole array of customers is included.

The financial perspective refers to efforts to get a deserved share from the national government budget to fund major programs in recognition of UP Manila as the national health university that leads in educating and training competent health professionals who assume leadership positions in the government, private sector, and nongovernment organizations; who generate new knowledge and innovative health technologies through research, and provide direct and indirect health services to the public. In effect, the financial perspective is anchored on the belief that what is



good for UP Manila is good for the country and the Filipinos, particularly when it comes to health.

The learning and growth perspective identifies measures to sustain the growth and development of the organization. Be it regular curricular revisions or a shift in learning approach, revitalizing and enhancing its translational researches for greater policy and program impact, or expanding its community program and patient care services, UP Manila ensures that excellent performance is delivered.

Finally, the internal process perspective refers to the measures that make an organization effective and efficient in discharging its functions to its varied clientele. UP Manila aims for both academic and operational efficiency through a harmonized and interconnected information and management system, technological advancements, and streamlined procedures in all its teaching, research, and public service undertakings.

BSC is a tool to manage the factors that UP Manila deems critical to achieving its overall vision. A truthful score helps and guides the University in prioritizing funding and support and helping the colleges/offices achieve targets and measure accomplishments vs. targets through color codes as follows:

Green

ACHIEVED or on sure track to achievement

Yellow

PARTIALLY ACHIEVED, with identified barriers to achievement; needs more attention and support to get back on track towards towards achievement

Red

AT RISK OF NOT BEING ACHIEVED in the specified timeframe; need discussion to identify issues and solutions



Strategic Planning Activities



To concretize the vision-mission, goals and plans for the next six years, UP Manila held two strategizing workshops that were multi-sectoral, participative and collegial. Both workshops were participated in by the Chancellor's Management Team, the deans of colleges, directors of offices, heads of units and employee and student organizations in the university, and representatives from the alumni and partner institutions, such as the Department of Health.

The first planning workshop held on Jan. 21-22, 2012 elicited ideas on specific strategies and action plans that would operationalize the vision of a globally competitive and nationally relevant university. The planning workshop enabled the participants to map out specific strategies under each TORCH pillar, guided by the framework of Health for All of DOH, UP Pres. Alfredo Pascual's Path to Greatness and vision of One UP, and Chancellor Manuel Agulto's goal of an entrepreneurial research university that is dynamic, realistic, responsive, and relevant.

As inputs for the planning activity, discussed briefly were the challenges posed by globalization as well as the national developments that impinge on the health system, the partnerships with DOH and how these can be strengthened, particularly in terms of meeting the human resource requirements for the Kalusugang Pangkalahatan program of the national government. Health Sec. Enrique Ona, Pres. Pascual, and Vice Pres. for Development Elvira Zamora provided the guiding principles and situationers where the strategic plans were hinged. Several image building and visioning exercises, including a slogan contest on UP Manila, formed part of the planning activity.

The final outputs of the participants yielded specific strategies under each pillar - Technological Advancement, Operational Efficiency, Relevant Research, Community Service and Orientation, and Human Resource Development and Welfare. The strategies are found in page 1.

The Second Planning Workshop

The second workshop held in February 2013 was again participative and multi-sectoral, with participants representing the top administration, college/unit management, and sectoral representatives from the faculty, students, alumni, non-teaching staff, and partner organizations.

The planning activity was effectively situated and laid within the perspective of the health situation in the Philippines, from the message of Chancellor Agulto to the talks delivered on the Philippine National Plan and the vision and roles of UP Manila as the hub for solutions to health-related development goals. The workshop was also an exercise in assessing the strengths and weaknesses of and the opportunities and threats (SWOT) to UP Manila's operations, the sustainability of its programs and its potentials to contribute more significantly to national goals.

At the said workshop, the UP Manila Balanced Score Card 2013-2016 was presented as a management and measurement tool. The University's transformation from a Center of Excellence in health education and research to being a major provider of the wide-ranging health care needs of Filipinos by being a more active





Participants of the Management Action Planning Workshop, February 2013



Top and bottom: Group workshops and brainstorming during the planning workshop.

partner of DOH and other national government agencies and relevant stakeholders was adopted as the Vision 2015.

With the use of BSC, eight critical success factors were outlined with each of the eight workshop groups deliberating on the specific metrics and indicators under their assigned critical success factor. At the end of the workshop, the BSC

metrics were presented, revised accordingly, and finalized over the next few months.

The eight Critical Success Factors (CSF) were as follows:

- CSF 1: Excellence in Community-Oriented Academic Education and Research
- CSF 2: Culture of Translation of Academics into Service for Filipinos
- CSF 3: Talent Development for Constituents
- CSF 4: Technological Advancement Through eUP Implementation
- CSF 5: Leading Research Infrastructure Through the NIH
- CSF 6: Active engagement of UPM Alumni
- CSF 7: Philippine Telehealth Infrastructure
- CSF 8: Adequate and sustainable funding



CRITICAL SUCCESS FACTOR 1:

Excellence in Community-Oriented Academic Oriented Education and Research

METRICS	TARGETS	INITIATIVES	LEAD	MONITORING	STATUS	
					June 2013 (baseline)	October 2014
Passing rate and outstanding performance in licensure exams	100% for all Manila colleges by 2013 100% for SHS by 2014 Presence of UPM graduates in the top 10 of licensure exams	Engage PRC to get data for percentile ranking	Chancellor Agulto VCAA de Luna All Deans	Report to CMT Sept 2013 Dec 2013	Dentistry, Medicine (CM), Nursing (CN and SHS), Pharmacy OT, Chemistry, DENTISTRY, Medicine (CM), Nursing (CN), Pharmacy Pharmacy	Dentistry, Pharmacy OT, PT, Dentistry, Medicine (CM and Pharmacy)
Percentile ranking in licensure exams	>80% percentile ranking for all students	Request for 2014 data sent to PRC				
Relevant accreditations	All colleges will advance their current CHED standing by at least one level by December 2014 All colleges to receive accreditations for excellence from relevant institutions according to respective college timetables	Task force to come up with accreditation and recognition timetable and action items for each college	VCAA de Luna All Deans Dr. Marquez		CP-BS Pharmacy and BS Industrial Pharmacy - PAASCU Level 1 Accreditation	CD – PACUOA Sept 2014 CM – PAACU Oct 2014 CAS (4 programs) – PAASCU Des 2014 CN – preparing for PAASCU Level II accreditation

METRICS	TARGETS	INITIATIVES	LEAD	MONITORING	STATUS	
					June 2013 (baseline)	October 2014
Continuing faculty development, specially for SHS	100% of faculty to attend relevant faculty development programs annually as required by the CAC (to include technology, research methods and ethics training)	CAC to present a plan for general UPM faculty development curriculum	VCAA de Luna Dean Sana and Committee on Instruction Dean Destura	CMT presentation by June 2013	University Orientation for New Faculty was first organized in 2012 and continued in 2013 and 2014 Annual Seminar-Workshop on Effective Lesson Planning and Assessment of Student Achievement conducted from 2012-2014 Several uvLE Workshops were organized for faculty members of the various colleges to promote the use of blended learning in pedagogy 60 Research Development Grants and Faculty Development grants awarded in 2013 Seminar Workshop on Mentoring and Thesis/Dissertation Advising	UP Manila-wide Faculty Conference on Outcome-Based Education (OBE) organized on June 4-6, 2014. All SHS regular faculty were provided support to attend the conference. A total of 380 faculty participated. Colleges submitted 5-year Faculty Development Plan, a Retiring Faculty Plan and Faculty Complement Plan 32 Research Development grants and ___ faculty development grants granted in 2014; ITR and graduation Tuition Fund were utilized to fund these grants.
University infrastructure up to global standards	100% of campuses wi-fi enabled by first sem of AY 2013-2014 Renovations (including SHS: start AY 2014-2015)		VCA Jamir VCPD Chiong	Report to CMT June 2013 Dec 2013		



METRICS	TARGETS	INITIATIVES	LEAD	MONITORING	STATUS	
					June 2013 (baseline)	October 2014
Productive international linkages	1 international linkage per college and institute with faculty, researcher or student exchange starting AY 2013-2014		VCAA de Luna VCR Belizario Deans/ Directors	Report to CMT June 2013 Dec 2013	All colleges have at least 1 active international linkage	All colleges have at least 1 active international linkage
Faculty holding PhDs**	Additional faculty with PhDs 2013 : 10 2014: 12 2015: 16	Task force on faculty and student research to create PhD plan + PhD equivalency program	VCAA de Luna Dean Gonzaga	Report to CMT June, Sept, Dec	Additional faculty members with PhD degrees in 2013: 11	Additional faculty members with degrees as of sept 2014: eleven Expected to finish PhD by the end of 2014: two

METRICS	TARGETS	INITIATIVES	LEAD	MONITORING	STATUS	
					June 2013 (baseline)	October 2014
Primary UPCAT qualifiers choosing to enroll in UPM	90% of UPM qualifiers will enroll in AY 2014-2015	Marketing plan for all UPCAT takers by June 2013	IPPAO	Report to CMT by June 2013	IPPAO has instituted a plan to reach out by email to all qualifiers	Separate page in the UPM website for information of UPCAT takers, e.g. Academic Calendar Shift, STFAP
Increase in foreign students	1-3 foreign students per graduate degree program starting AY 2014-2015	Marketing plan and onboarding protocol by June 2013				
Research output of UPM faculty	100% of regular faculty members have at least 1 scientific publication or book chapter in an indexed journal by December 2014 (International index + UPM journal) OR publication/ promotion of relevant CREATIVE WORKS **subject to approved guidelines	Faculty tracking system Discussion on Creative Works as outputs (definition, criteria and mechanics for substitution to published research)	VCR Belizario Dr. Dofitas Unit Research Coordinators	Report to CMT June, Sept, Dec		

METRICS	TARGETS	INITIATIVES	LEAD	MONITORING	STATUS	
					June 2013 (Baseline)	October 2014
Strength of training in research	100% of degree programs have research methods training by AY 2014-2015	Curriculum integration plan for research methods and ethical research	VCAA de Luna Dr. Ricky Luna VCR Belizario	Report to CMT June, Sept, Dec	All undergraduate and graduate programs have research methods except SHS Medicine program	All undergraduate and graduate programs have research methods except SHS Medicine program
Promotion of ethics in research	100% of faculty and students with research ethics training		VCR Belizario Dr. Ricky Luna	Report to CMT by Sept, Dec		
Integration of community-oriented academic courses all degree programs	100% of UPM students to have a relevant population-based community exposure by the time they graduate from their degree programs	Curriculum review with Deans and CHDP	VCAA de Luna Dr. Paterno Dr. Tristan Ramos	Report to CMT June, Sept, Dec	100% undergraduate programs with community exposure.	100% undergraduate programs with community exposure.



Performance in Licensure Examinations

In general, the excellent performance of UP Manila graduates in the different licensure examinations was maintained in terms of overall performance and percentage of examinees in the top 10 places.

Licensure Exam	Date of Exam	% Passing	No. of Examiners in Top 10	Ranking
Dentistry	June 2014	100%	4/10	1 st
	May 2013	100%	8/10	1 st
	December 2013	100%	6/10	1 st
	May 2012	100%	4/10	1 st
	December 2012	100%	8/10	1 st
Medicine	February 2014	100%	2/10	1 st
	August 2014	98.69%	2/10	3 rd
	August 2013	100%	5/10	1 st
	February 2013	100%	0/10	1 st
	February 2012	100%	0/10	1 st
	August 2012	100%	6/10	1 st
Medicine (SHS Palo Leyte)	February 2014	80%	0/10	
Midwifery (SHS)	April 2014	100%	0/10	
	April 2012	100%	0/10	
Nursing	June 2013	100%	4/10	1 st
	December 2012	100%	0/10	1 st
	June 2012	100%	11/10	1 st
Nursing (SHS Palo, Leyte)	June 2012	66.67%		
	December 2013	83.33%	0/10	
	May 2014	73.91%	0/10	
Pharmacy	January 2014	100%	8/10	1 st
	June 2014	100%	3/10	1 st
	January 2013	100%	5/10	1 st
	June 2013	100%	5/10	1 st
	January 2012	100%	10/10	1 st
	July 2012	100%	1/10	1 st
Physical Therapy	August 2014	91.76%	0/10	2 nd
	August 2013	90.91%	0/10	3 rd
	August 2012	93.75%	0/10	2 nd
Occupational Therapy	August 2014	88.89%	5/10	2 nd
	August 2013	100%	2/10	1 st
	August 2012	66.67%	0/10	1 st
Biochemistry	September 2014	100%	4/20	1 st



For 2013, the target of 100% passing rate was achieved for the College of Dentistry, College of Pharmacy, College of Medicine, and College of Nursing and for 2014, the same colleges, except CM, were the frontrunners. All UPM colleges were always among the top 10 performing schools during the years 2012-2014.

The excellent licensure exam performance of UPM graduates is also reflected in the number of passers who occupied the top 10 places. For the past three years, all of the licensure exams had UPM graduates in the top 10 slots, occupying the top five places, on the average, except for PT and OT.

For the School of Health Sciences graduates whose admission and curricular approaches are different from the main colleges, their above average performance in the midwifery, nursing, and medicine licensure exams affirms the relevance and excellence of the SHS model of health education.



UPM first year students during the welcome ceremonies

Since its inception in 1976, the SHS has admitted and graduated more than 3,000 scholars who are now serving in depressed and remote areas, many of whom brave crossfire and dangerous terrain in the line of duty. Moreover, 96% of its graduates have stayed in the country to serve people from marginalized, far-flung communities.

Meanwhile, the target of 90% of primary qualifiers enrolment in AY 2014-2015 was nearly achieved, with an average of 76% in 2014, an increase of 2% over 2013 enrolment of 74%. Based on informal surveys conducted by the Office of the University Registrar, reasons for the non-enrolment of primary qualifiers include the following: some students opt to enroll in their provinces due to cheaper tuition and other educational expenses; some students who are offered degree programs with available slots are choose to enrol instead in their preferred courses in other schools; and students are offered scholarships by other schools.



To further increase the enrolment, steps taken include the modification of the Socialized Tuition and Financial Assistance Program to the new Socialized Tuition System, early release of UPCAT results, and wider information dissemination of scholarships and other financial assistance programs for students.

Relevant accreditations

The pursuit of relevant accreditation for different degree programs as a quality assurance tool continued simultaneously for the colleges but in varying stages.

In 2013, the College of Pharmacy obtained Level 1 accreditation for its BS Pharmacy and BS Industrial Pharmacy programs. Except for the College of Medicine which had achieved a Level 4 status from the PAASCU and College of Nursing a Level 1 status, the rest of the colleges reached the groundwork/preparatory stage.

In 2014, the College of Nursing prepared for Level II status for its BS Nursing program while the College of Dentistry achieved a Level I visit status from the PACUCOA for its Doctor of Dental Medicine. The College of Arts and Sciences applied four of its degree programs with a scheduled visit by PAASCU officials in December 2014. The four degree programs are BS Biology, BS Computer Science, BS Biochemistry, and BS Behavioral Science.

Two major accreditations were earned. The National Teachers Training Center for the Health Professions was designated as the World Health



Organization Regional Development Center for Health Professions Education in the Western Pacific Region.

As such, NTTCHP is tasked to assist in building the capabilities of health professionals in universities and institutions in the WPR, strengthen National Education Development Centers and promote collaborative education development activities.



For its part, the CN's designation as WHO Collaborative Center in Nursing Leadership and Education and as CHED Center of Excellence was renewed in recognition of its efforts in helping develop other nursing schools and building the capacities of their faculty members.

said two years. The new PhD holders come from CAS, CM, CAMP, CPH, NIH, and SHS and in the fields of chemistry, physics, biology, anthropology, psychology, Philippine studies, statistics, nursing, medicine, public health, radiological sciences, and educational administration/management,

The marked increase in PhD faculty was complemented by a substantial rise in the number of teachers who are currently undertaking their PhDs through study leaves. There were 14 Ph D grantees from CAMP, CAS, CP, CPH, and CD pursuing their respective courses in local and foreign universities. The additional 38 in its roster of Ph D holders represent a 37% increase out of a full-time faculty complement of 457 over a two-year period.



Faculty, staff, students, and alumni of the UPM College of Nursing

As of October 2014, a total of 92 research development grants and faculty development grants were awarded, of which 60 were in 2013. Other grants were made possible through the utilization of the incremental tuition fee increase and graduate tuition fund.

Continuing faculty development, specially of SHS Faculty

This metric for excellence in community-oriented education and research had the most significant achievements that ensured adequate opportunities for the professional growth and development of UPM faculty members, including the SHS.

In line with UPM's bid to be a leading graduate university, particularly in the health sciences, the number of Ph D/doctorate holders increased by 24, with 11 and 13 faculty members completing their PhDs in 2013 and 2014, respectively. This feat exceeded the target of 22 Ph D holders for the

Faculty Conference on OBE

On June 4-6, 2014, 380 faculty members, including all SHS regular faculty, attended a conference entitled "Moving to Outcome-based Education" held in line with the University's initiative to shift to an outcome-based curricula towards greater responsiveness to the people's needs, particularly in health. The move was also in response to the requirements for quality standardization and assurance set by the ASEAN University Network (AUN) and the Philippine Qualifications Framework which are both hinged on quality outcomes.



The conference aimed to strengthen the relevance of the university's academic programs and their readiness to meet qualification and quality assurance standards in the country and the ASEAN region. With the predominantly outcome-



Chancellor Manuel B. Agulto addressing faculty conference participants

based nature of the standards and criteria, the university's ability to comply depends greatly on its readiness and preparations for the shift. As the national health university, UP Manila is afforded a unique opportunity to look critically at the way its curricular programs are crafted, particularly the processes that form the knowledge and skills, attitudes and behaviors of the next generations of professionals, particularly in health.

While UPM's curricular programs have been widely recognized as among the best as proven by the consistently outstanding performance of its graduates in the licensure exams and their achievements in varied fields, the constraints faced by the health system with an aging population and the shortage of health profession educators who would shape the next generation of healthcare professionals compel the university to move to the OBE approach.

At the said conference, participants revisited the curricula of their respective colleges' course offerings. Objectives were realigned, topics were organized, and teaching learning strategies and instructional designs were reformulated using an OBE framework and based on desired learning outcomes.

Apart from the OBE conference, UPM faculty members were afforded several seminar workshops and other continuing education (CE) activities during the past three years that tackled different disciplines of health and the social and natural sciences, arts and the humanities. Notable among these CE activities were those that promoted the use

of blended learning in pedagogy, mentoring and theses/dissertation advising, designing modular graduate programs, research methods and ethics, use of information technology, and effective lesson planning, and assessment of student achievement.

Ninety four (47/50) of UP Manila units undertook internal

assessment in 2012 using the Internal Academic Assessment and Development System (iAADS) developed by the UP System to look into the academic credentials of the faculty and which showed that 22 out of 47 programs (47%) scored below 5.0. This means that there is a need to strengthen and actively promote existing programs to support faculty development. Workshops on K-12, General Education (GE), and AUN Quality Assurance tool were conducted to prepare for the impact of ASEAN integration and K-12.

Institutional and Academic Linkages

Institutional linkages provide the university with diverse opportunities to strengthen and expand its academic and research programs and enhance its global distinction and competitiveness.



Signing of agreement with Obijiro University



The number of academic linkages peaked during the past three years accomplished through the renewal and/or strengthening of existing linkages and forging of new ones with several local and foreign universities and training institutions. The tie-ups usually covered exchange programs that include faculty members, researchers, and students.

Among the revived linkages were with the Obijiro University of Agriculture and Veterinary Medicine, Teikyo University, University of Akita, and Dokkyo University in Japan; University of Southern California; and Seton Hall University. New academic partners include University of

Research Output of UPM Faculty, Other Research Staff

For 2013, there was a 16% increase in the number of researches being conducted by faculty members, with a total of 514 as compared to the 443 research output posted in 2012. Of this number, 360 researches were conducted by the UPM colleges while the remaining 154 were done by NIH institutes.

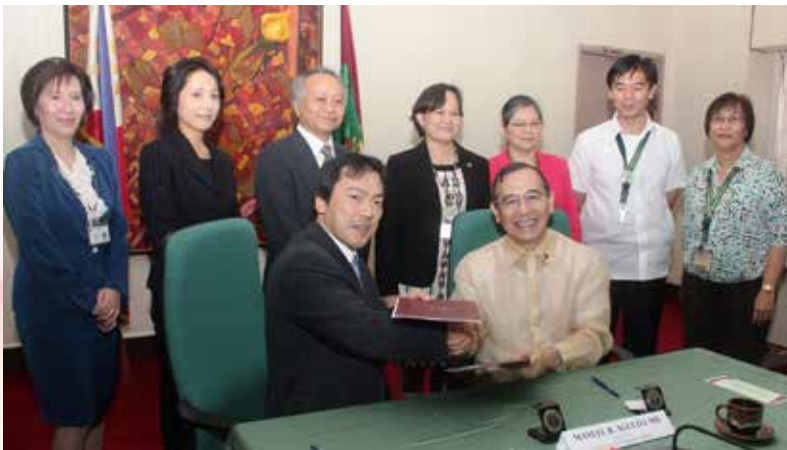
Of the UPM colleges, the most productive in terms of research output were the College of Medicine, College of Public Health, and College of Allied Medical Professions. For the NIH

institutes, the top research performers were the Philippine Eye Research Institute, Institute of Human Genetics, Institute of Clinical Epidemiology, and Philippine National Ear Institute.

For the past two years, a University Student Research Competition was held to develop and nurture in the students a love and passion for research and let them experience its rudiments and processes.

Total funding allotted for the researches conducted from 2007 to 2013 was P193,930,543.04 of which P22,083,347.51 came from UP funds, P34,301,070.69 from local funds, and P136,993,124.84 from foreign sources.

As of October 2014, the total number of ISI publications of the faculty members and other research staff was 196.



Exchange of tokens with Teikyo University officials

Houston, Tokushima University and Yokohama City University, Japan; and Rangsit University and Mahidol University in Thailand.

The academic linkages provide venues for the sharing and exchange of resources and expertise, knowledge and technologies, innovations, strategies, and best practices in teaching and research. Through joint programs, the faculty, researchers and students were afforded opportunities to experience varied socio-cultural settings that enriched their perspectives as mentors and transmitters of knowledge.



Winner and finalists of the 2nd University Student Research Contest



Strength of training in research and promotion of ethics in research

All undergraduate and graduate programs have courses on research methods, except for courses offered at SHS units. In addition, several training courses were conducted by the NIH on significant and priority health topics and on research methods and ethics. A total 28 such forums were held from 2012 to 2014 that tackled themes such as stem cell, vision screening, newborn hearing screening, HIV/AIDS, dengue, polio, oral health of children, ethics, breast cancer, language development in children and others.

An integral part of research training is ethics education and monitoring of compliance with guidelines. The units created for this purpose are the Research Ethics Board for human subjects and the Institutional Animal Care and Use Committee (IACUC) for the use of animals. From 2013 to 2014, about 400 research protocols were endorsed to the REB. Meanwhile, the total number of protocols approved by the IACUC from 2012 to 2014 was 86.

Faculty members from the colleges participated in numerous seminar-workshops and courses on ethics in health research spearheaded by the NIH.

A recent initiative in health research ethics is the establishment of the CM Unit of the Asia Pacific Network of the UNESCO Chair in Bioethics. This new facility is expected to serve as venue for capability building activities on bioethical principles and guidelines that are in accord with internationally-developed standards for the ultimate benefit of patients and publics. A Steering Committee is tasked with overseeing activities on medical research ethics and educating people on ethical issues in medicine and ensuring compliance with national and regional guidelines.



CHDP student practitioners during their last day in San Juan, Batangas

Integration of community-oriented courses in degree programs

The community-based component of all degree programs is provided by the Community Health Development Program (CHDP) that was implemented in San Juan, Batangas from November 2007 to April 2013 and which has moved to several towns in Cavite thereafter.

Under the CHDP, all students of UP Manila undergo their field practicum utilizing the Interdisciplinary Approach (IDA) in serving the barangays under the guidance of faculty preceptors. Through the San Juan Batangas CHDP that covered 12 barangays, students rendered activities such as training rural midwives and Barangay Health Workers (BHWs) on diagnosis and management of basic health problems, leadership and governance skills, conduct of livelihood projects, and care of families with chronic illnesses. conduct of health fairs, and care of chronic home-based patients that made use of the IDA.

With students rendering health services in the barangays, the community residents felt that the presence of the students contributed to the general improvement of their health, increased their knowledge about their health, and encouraged the people's more active involvement and participation. The rotation of the students in the different barangays augmented the health workforce that widened the range of services rendered to the communities.

The agreement for the Cavite CHDP was signed on 18 February 2013. The identified towns were those comprising the AMIGA Interlocal Health Zone: Alfonso, Mendez, Indang, General Emilio Aguinaldo, and Amadeo. The choice was based on the support of their local units and the fact that AMIGA remains to be one of the successful Inter-local Health Zones in the country.



University Infrastructure to global standards

Committed to the modernization of infrastructure to create and sustain a better environment for instruction, research, administration, and public service, several construction and renovation projects are being undertaken during the past three years.

The occurrence of three strong typhoons from November 2011-October 2014 that brought major damages to infrastructure, particularly the School of Health Sciences in Palo, Leyte wrought by Typhoon Yolanda, necessitated the need for additional funds for repair/rehabilitation (*please see separate report on SHS Palo Rehabilitation*).

In early 2013, the Learning Commons I inside the University Library was opened. Learning Commons integrate the benefits of library services and information technology. UPM's Learning Commons has the following facilities: Workstations with 28 units of iMac computers equipped with a variety of productivity software, including tools for creating and editing digital media to support teaching, learning and research and access the library's subscribed databases and electronic books; Media Viewing and Discussion Room, Scanning and Digitization, Wireless Network, and provides tutorial and printing services.

For the 33 ongoing and continuing projects, 12 are in the implementation stage, 8 in the procurement stage, and 13 in the planning stage. Those in the implementation phase include the P1 B National Institutes of Health Building (*please see separate report under CSF 5: Leading Research Infrastructure Through the NIH*), Information Technology Center (ITC), Student Center inside the CAS, upgrading of pharmacology laboratories at UPCM, and renovation of biosafety laboratory at the existing NIH building.

Inaugurated on September 18, 2014, the ITC occupies two floors of the former Post Graduate Building of the College of Dentistry along Padre Faura Street. Three major facilities have been

integrated in the new ITC, namely an improved Training Room with 15 new computers; the CCTV Room that will house the central monitoring system and part of which is the installation of two security cameras per college; and the Teleconferencing Room that will centralize all tele- and video-conferencing activities for faculty and students. Part of the IT stepping up efforts was the Wi-fi enabling of all colleges/units in the campus.

Meanwhile, the CAS Student Center includes office spaces for student organizations and cultural groups, commercial stalls, and a canteen.

Under the procurement stage are the Sports and Wellness Center, renovation of the Student Center and Joaquin Gonzales Hall, construction of computer laboratory at CAMP, construction of Phase 2 of SHS Baler campus, and supply and installation of passenger elevator at CAMP.



Ground breaking for the UPM Student Center Building

In the planning/design stage are the UPM Dormitory, UP Manila Theater, construction of student lounges and expansion of library at CAMP, expansion and modernization of Prosthodontics Laboratory at CD, construction of additional classrooms and laboratories at CAS, and various renovation works at Paz Mendoza and Calderon Hall of UPCM and at the CN, CPH, and CP.



Inauguration of the Learning Commons at the University Library



Updates on the SHS Palo Reconstruction and Rehabilitation Efforts



Part of the damaged campus of SHS Palo, Leyte

The School of Health Sciences Palo, Leyte was heavily damaged when Typhoon Yolanda, the most powerful and furious natural disaster that hit the country in recent years, struck the province in November 2013. Of the three structures in the campus, the academic building is the only structure that can still be used but would require some repair due to damages sustained during the typhoon. The two other buildings were found to be not suitable for rehabilitation and were recommended for condemnation.

Short-term Assistance/Interim Solutions

Financial assistance amounting to Php 45,000.00 each were given to the 33 faculty and staff. Prefabricated tents donated by Tzu Chi Foundation (Taiwan organization) were constructed in the UP Visayas Tacloban campus and were initially used as temporary living and learning facilities for the students and faculty. Presently, the prefab tents are being utilized as classrooms and offices for administrative personnel and faculty. Ventilation and insulation systems have been installed.

Rehabilitation and Reconstruction

Prior to the calamity, UP Manila has drawn plans to transfer the School to bigger locations to enable future expansion. Among the sites considered were the Sta. Elena property in Tacloban and another area in Candahug. The current campus site in Palo is on lease to the University by the Municipality of Palo for 50 years to expire in 2032. The municipal government has already expressed intentions of constructing a Rural Health Center on the existing campus site.

After the typhoon, the Office of the Vice Chancellor for Planning and Development headed by Vice Chancellor Charlotte Chiong facilitated the development of the master development plan for the SHS Palo reconstruction, in close coordination with the UP System, particularly with the Office of the Vice President for Development and the Office of Development and Planning Institute headed by Architect Christopher Espina. Following were some activities undertaken:



1. **Asbestos testing** - The academic building which sustained major damages were found to be with asbestos-containing (acm) debris, as confirmed by the Occupational Safety and Health Center (OSHC) which tested the samples collected from the building. Efforts to clear the area of acms are underway with the awarding of Contract to the winning bidder. Project duration is 110 calendar days. Parallel to the clearing efforts, SHS-Tacloban faculty and administrative personnel are now being recommended to undergo diagnostic exam, particularly, chest x-ray to ensure wellness. Approval for this initiative is being coordinated by OVCPD.

2. **Geo hazard assessment** - In coordination with the National Institute of Geological Sciences (NIGS) and the Institute of Civil Engineering (ICE), geo hazard assessment was done on three sites namely: existing campus in Palo, Sta. Elena Estate, and Candahug. The 2-day site inspection was held on May 26 and 27. The team from NIGS and ICE noted that Sta. Elena was the least vulnerable to storm surge, landslides and flooding.

3. **Site development plan** - The original design proposal was to develop 4 structures in the new site which will include an administration and academic building, dormitory, gymnasium and a 50-bed hospital. The budget and cost estimates were prepared and submitted to UP System for submission to CHED. Given the recommendation of the geo hazard team, UPM administration is now focusing reconstruction efforts in Sta. Elena.

4. **Partnership with non-government and international agencies** - OVCPD helps coordinate various initiatives and proposals from local and foreign entities offering assistance to SHS-Palo. SagipKapamilya and Mercy Relief.org (a

Singaporean company) have pledged to donate building structures to be used as classrooms and office facilities. Both buildings will be equipped with toilet facilities and will be constructed in UP Visayas Tacloban campus. UNICEF, on the other hand, is proposing a partnership for a disaster risk reduction program (DRR) and water, sanitation and hygiene program (WASH). UPM SHS will provide the technical capacity needed for the targeted LGUs for community-based DRR program through capacity development and model building. Another possible collaboration is with Zuellig Family Foundation and the College of Public Health and UPM SHS-Palo for the establishment of the Center for Public Health Leadership and Governance.

5. **Student Financial Assistance from LGUs** - Follow up letters to concerned LGUs who have not been able to provide financial



The Sta. Elena lot in Tacloban, one of the identified sites for the relocation of SHS Leyte.

assistance to their respective scholars are being finalized by SHS-Tacloban in coordination with OVCPD and the Legal Office. Under the agreement between UP Manila, the students, and the sponsoring LGU, the latter has the obligation to provide financial assistance to the students.



CRITICAL SUCCESS FACTOR 2:

Culture of Translation of Academics into Service for Filipinos

METRICS	TARGETS	INITIATIVES	LEAD	MONITORING	Status	
					June 2013 (Baseline)	October 2014
RSA Placement	100% of students on RSA programs placed in safe, supportive environments	Establishment of a placement board to liaise with partner agencies and alumni	Chancellor Aguito Dr. Ariene Samaniego Dr. Anthony Cordero RSA leads of colleges	Report to CMT June, Sept, Dec		Alumni Portal developed by IMS as well as under eUP for the RSA tracking and monitoring Job opportunities posted at the Alumni website
Impact of UPM graduates to health service delivery and policymaking in the country	100% of provinces with UPM graduates participating in healthcare delivery in 2 years Increasing number of government institutions with UPM graduates as advisors	Tracking committee from alumni office, RSA				
Recognized strength in enforcing ethics in academics and conduct of professions	100% resolution of disciplinary and ethics cases within 1 semester	Institution of an ethics "Maroon Ribbon" committee by Sept 2013 to lead disciplinary and ethics training and enforcement	Chancellor Aguito	Report to CMT June, Sept, Dec		
	Quarterly communication on ethics in research, academics and conduct of professions	Institution-wide comms campaign for research ethics	IPPAO			Announcement of research events and activities in the UPM Newsletter, website and social media
	Adoption of Soft Skills in the curriculum of all units (for CAC discussion)	Evaluation of SEs framework and applicability to curriculum	Dean Mejia			No update
Success of CHDP program	** Achievement of approved CHDP goals linked to impact in the community ; for further discussion with the CAC	Master plan for CHDP to influence academics and tied to National Objectives for Health	Dr. Paterno	Recommendation by Sept 2013		

Return Service Agreement (RSA)

The RSA was approved by the Board of Regents on 18 December, 2009 as a requirement for the baccalaureate health science programs that mandate students of these programs to render a return service of a period not less than two years to be implemented and monitored by the Office of Alumni Relations (OAR).

In line with the thrust on placing students under the RSA in safe and supportive environments, the colleges have submitted a list of agencies and institutions with which they have existing linkages. In addition, they have started working on possible linkages with government and nongovernment organizations, academic institutions, and health facilities where graduates may opt to work for their return service.

While placement mechanisms are being finalized, the RSA Committee, composed of the college

secretaries, the University Registrar, and OAR Director, are doing the preparatory work for the RSA implementation in 2015. Forms have been sent to the colleges for comments and suggestions before they are eventually finalized while flow charts are now being used as reference guides for administrative processes and for the payback mechanism. The forms will be made available online for graduates to fill up and send online to facilitate tracking and monitoring. The survey form designed by the College of Medicine to determine their work-related preferences in complying with the RSA was adopted by the other colleges.

A workshop was held on Feb. 21-22 to tackle problems encountered during the last two and a half years and elicit viable solutions. First year students were oriented on the RSA policies while information dissemination efforts were stepped up through the website and social media and banners/posters. The list of jobs submitted by the



colleges are posted in the OAR website, especially for graduates of the College of Medicine not covered by the Regionalization Program who will be the first batch to render return service.

Meanwhile, some amendments on the RSA were approved that pertain to the following provisions: Rule VIII, Section: No. 1: from "Before the student earns 60 units" to "Before the student has enrolled in less than 60 units." In the RSA-IRR and the deletion of "and less the amount of tuition fee paid" In the RSA general policy no. 6, the latter was eventually approved by the Board of Regents in its 1289th meeting held on July 29, 2014. The approved amendments upon the recommendation of the Chancellor's Advisory Council (March 4, 2014 includes Rule III Section 6 and Rule VIII, Section 1.6 to 1.7 of the IRR for RSA.

Impact of UPM graduates on health service delivery and policy making in the country

An accurate assessment of the impact of UPM graduates in health care in the country entails an appropriate and relevant tracking system. Towards this end, the RSA Committee attended the eUP User Acceptance Testing/Training on the RSA Tracking and Monitoring. The RSA Tracking/Monitoring system under the eUP Student Admission Information System (SAIS) Contributor Relations Alumni Portal was finalized by the eUP Technical Team with additional inputs from the RSA Committee.

In May 2014, the College of Medicine requested the eUP team to link its "Kamusta na Bayan" in the

eUP SAIS alumni portal to be filled out by their graduates under the Regionalization Program, a mechanism where UPCM student applicants from remote regions and provinces are allotted slots into the College's admission program once they meet admission criteria. "Kamusta na Bayan" will capture the necessary data needed for report generation.



Workshop on the Return Service Agreement

Through the assistance of the Office of Information Management Services, the list of and data on graduates for AY 2012-2013 and 2013-2014 have been migrated from the old Computerized Registration System to the Alumni Portal developed by IMS.

While an accurate and comprehensive tracking of alumni influence in health care in the country is still being established, a survey done by the School of Health Sciences in Palo, Leyte revealed that 95% of its graduates stay and serve in the country.

Not only are SHS graduates here, they also work in remote provinces and depressed communities and in government institutions, such as municipal health units and government hospitals.

The SHS is distinct from the other colleges of UP Manila in that it offers an innovative step-ladder curriculum that develops community-oriented health professionals who serve in the communities. Students are non-UPCAT takers who are endorsed by their local governments that, in turn, provide subsidy to the students.



Community-based experience for UPM students.



CRITICAL SUCCESS FACTOR 3:

Talent development for constituents

METRICS	TARGETS	INITIATIVES	LEAD	MONITORING	STATUS	
					June 2013 (Baseline)	October 2014
Service of faculty members	100% of faculty devoting required 40 hours a week (fulltime) and 20 hours a week (Part time) to UPM	Training needs and compensation analysis for faculty members	HRDO Director	Report to CMT June, Sept, Dec		100% (427) full time faculty render 40 hours /week; 100% (195 part time faculty render 20 hours per week service.
Increased number of "Balik scientists, Visiting Professors and Visiting Scientists	1 Balik Scientist or Visiting Professor or Visiting Scientist per college or institute per year added to the roster	Committee to draw up plan by Sept 2013	VCR Belizario Dr. Dofitas All Deans	Report to CMT Sept, Dec	Data included in individual college report	Data included in individual college report
Availability of graduate programs	All colleges to develop at least 1 modular graduate program to be offered next academic school year	Committee to draw up plan by Sept 2013	VCAA de Luna Dean Sana All deans	Report by Sept 2013	Seminar on Designing Modular Graduate Programs conducted on 18 November 2013.	Development of a Modular Curriculum for off-campus classes for the Bioethics Graduate Program
Staff Development program	100% of staff availing of needed training programs	Training needs analysis by June 2013 Training program and calendar by Sept 2013	VClamir	Report to CMT June, Sept, Dec	No baseline data	86% (1012/1172) attended the seminars/training for the period June 2013 to October 2014 Training program calendar finalized

Service of faculty members

The target of 100% of the 427 full time faculty members rendering 40 hours of service a week to UP Manila was achieved. Moreover, many of the faculty members, particularly those holding administrative positions and sitting in university and college/unit level committees, devoted time to discharging their respective tasks, thus contributing to the University's academic and operational excellence. The committees include the Academic Personnel Fellowship Committee, Committee on Instruction, Curriculum Committee, Committee on Scholarship and Financial Assistance,

GE Council, Committee on Academic Program Improvement, Commencement Rites Committee, and others.

In addition, 100% of the 195 part time faculty members render 20 hours a week of service.



Vice Chancellor Marie Josephine De Luna addressing faculty participants



Availability of modular graduate programs

Modular programs provide wider opportunities for the students for graduate work and for the university to be more responsive to the situation and needs of the students. The target is for all colleges is to develop at least one modular graduate program to be offered during the next academic school year. Towards this end, a seminar to equip faculty members with the knowledge and skills on designing modular graduate programs was conducted in November 2013. A proposal was approved for funding from the academic productivity improvement funds for the development of a modular curriculum for off-campus classes for bioethics graduate program.



Seminar on Living the Core Value

The other components of the program are employee development and maintenance, provision of study benefits, and provision of incentives.

Under employee maintenance, the regularization of casuals and rationalization of vacant items for a more effective and efficient service were the

Staff Development Program

The target for the above matrix, which is 100% of the staff availing of the needed training programs was closely achieved with 93% of UPM employees participating in 20 seminars/trainings/orientations conducted by the Human Resource Development Office (HRDO). The knowledge and skills of 503 employees from the different colleges/units and Central Administration were enhanced through the seminars that tackled a range of relevant topics, such as building better work relationships, managing young workers, working with difficult people, emotional quotient, laws and rules in government expenditures, etc.

major initiatives. Fifty six out of 63 (89%) of casuals were regularized to grant them security of tenure and eligibility for other benefits and incentives usually enjoyed by tenured personnel. Seven more casuals are awaiting availability of items. This measure is also in compliance with Civil Service Commission rules on the short-term basis for hiring of casuals.

The rationalization project satisfied the requirements of colleges/units for additional plantilla items/positions towards greater responsiveness to all stakeholders.

Under the study benefits, a total of 1,596 employees and/or their dependents benefited from the Study Privileges at Reduced Fees, including the grant of study leaves for faculty members and staff. This is part of the UP System's thrust to provide access to quality education as part of the faculty and staff's professional growth and development



Seminar on the Strategic Performance Management System with Vice Chancellor Charlotte Chiong

From 2012 to 2014, the following incentives were worked out for the employees: Loyalty Incentive Pay given to 493 employees for long and dedicated service, Longevity Step increment granted to 551 employees for the period January 2011 to August 31, 2014, and processing of their study leave benefits and privileges.



CRITICAL SUCCESS FACTOR 4:

Technological Advancement Through eUP Implementation

METRICS	TARGETS	INITIATIVES	LEAD	MONITORING	STATUS	
					June 2013 (Baseline)	October 2014
Timely implementation of all eUP elements	PILOTS: SAIS Go-live on May 1, 2013 Pharmacy point of sale May 2013 Billing, procurement, accounting go-live May 2013 FMIS go-live on June 2013 HRIS go-live on June 2013 HR and budget go-live August 2013 HRIS Advanced module Nov 2013 October 2014 full implementation of Online services: Library resources, Teaching modules Student Academic Services Alumni services (transcripts and certificates request) HR services Procurement and property, Financial services		VC Jamir	Report to CMT June, Sept, Dec		OPEN-ERP (PGH) SAIS HRIS FMIS SPMIS
Adequate staffing for eUP	Hire 10 tech support staff by Sept 2013		VC Jamir / HR D0			6 Tech support staff hired
Awareness and usage of end-users/customers of the eUP systems	100% of UPM staff trained on eUP admin systems June 2014 100% of UPM faculty trained in academic systems June 2014 100% usage for all identified transactions/ paperless transactions by October 2014 Same-day prompt accurate data mining for management reports starting Jan 2014		VC Jamir	Report to CMT June, Sept, Dec		SAIS – done HRIS FMIS SPMIS
Discounts generated through eUP system	Prompt-payment discounts through the eUP procurement system by Jan 2014	Generate procurement policies which will take advantage of prompt payment	VC Jamir Finance	Report to CMT Sept, Dec		eUP Procurement System – not completed yet
Satisfaction of end-users measured in surveys	2 week TAT for fund release, 3 days for urgent transactions 80% satisfaction with eUP systems by October 2013 90% satisfaction with eUP systems by October 2014	Create survey mechanism by Sept 2013	VC Jamir			

Timely implementation of all eUP elements

The eUP is a flagship project of UP Pres. Alfredo Pascual aimed at harmonizing academic and operational processes across all UP campuses through the maximal utilization of information technology for greater effectiveness and efficiency.

UP Manila is the pilot campus for the eUP project that started in 2012. It has five modules: Student Academic Information System (SAIS), Financial Management Information System (FMIS), Human Resource Information System (HRIS), Supply and Property Management System (SPMS) and Executives Information System (EIS).

Of the modules, only SAIS has so far been implemented during enrolment for the first semester of AY 2014-2015. Feedback from the users showed that some features have to be reviewed. The three other modules are into the end of software development and tests run while the development of the EIS module is ongoing.

The UP Manila eUP project includes the development of Open-ERP for PGH which is now 95% functional. Printable forms are being modified in consultation with the end-users/originating units.

The eUP project provided thirty (30) computer systems to UP Manila academic units and administrative offices, thirty (30) for the University Library Learning Commons and forty (40) laptop computers to faculty administrators.

Availability of eU personnel

Different sectors of personnel – faculty members, administrators, administrative staff, and health workers of PGH were trained (administrative staff, faculty and administrators) were conducted by ITDC which included: Data Conversion Analysis, Requirement Review and Series of End-User's Training.





Chancellor Agulto unveils marker of Information Technology Center with Vice Chancellor Marie Josephine De Luna, Vice Chancellor Charlotte Chiong, Vice Chancellor Generoso Abes and MIS Director Romeo Villarta

Logistic support was given by the administration towards the attainment of these goals, including P10M budget which enabled the hiring of a team of programmers for PGH OpenERP, provision of eUP Satellite and rehabilitation of UP Manila Fiber Optic Local Area Network and Setting-Up of Network of Network Fiber Optic Cable. Alongside, Systems Inventories were conducted e.g. IT equipment inventory, Space inventory Personnel inventory. This fund also enable the hiring of additional personnel, including computer technicians, data encoders and administrative support staff.

The establishment of Information Technology Office put under one roof offices performing IT-related services, such as the Information Management Services, National Telehealth Center, etc.. The ITC was recently transferred to a newly renovated facility which was allocated a P12M budget from the CHED-DAP fund.



UPM personnel undergoing seminar on eUP



CRITICAL SUCCESS FACTOR 5:

Leading Research Infrastructure Through the National Institutes of Health

METRICS	TARGETS	INITIATIVES	LEAD	MONITORING	STATUS	
					June 2013 (baseline)	June 2014
Research productivity	1 ongoing research per non-NIH regular faculty per year	Creation of the "one stop shop" research support system at NIH Project plan for presentation to CMT by Sept 2013	VCR Belzario	Quarterly monitoring CMT meetings	No consolidated data (NIH Institutes and colleges)	No consolidated data (NIH Institutes and colleges)
	2 ongoing researches per NIH faculty per year (one as PI and the other as Co-I)				-same-	-same-
	1 research per unit in a span of 3 years that is translated to policy, practice or technology				-same-	-same-
	1 UPM patent filed per year				-same-	-same-
Excellent research support services for researchers	1 technology transferred for commercialization in 2013 and every 2 years thereafter				-same-	-same-
	100% compliance by June 2014 to 60-day TAT for protocol review for funding 60-day TAT for ethics review and decision 2 week MOA /contract approval Full staff complement by Jan 2014				-same-	-same-
Communication of Research output	At least monthly press release or public communication of NIH/ UPM research activities	Weekly gathering of newsworthy articles from NIH	IPPAO OVCR		-same-	-same-
Researcher accolades	10 national and international awards for research per year				-same-	-same-
State of the art infrastructure	Q4 2013 groundbreaking June 2015 structure completion Jan 2016 fully operational NIH bldg	Task force for NIH building milestones	VCPD Chiong		Bidding process completed; Notice of Award issued and accepted	Contract for approval of the Board of Regents Ground-breaking, Sept 2014

Research Productivity

Based on the BSC, research productivity is reflected in the number of researches being conducted or completed, number of patents filed and technologies transferred for commercialization.

For 2013, the total number of researches was 538 of which 360 were for the colleges and 178 for the NIH institutes. This number represents an increase of 27% over the 423 researches in 2012.

So far, the list of ISI publications is 196, a figure gathered from the Web of Knowledge, an academic citation indexing and search service which is combined with web linking and provided by Thomson Reuters.





NIRPROMP researchers led by Dr. Nelia Cortes-Maramba after being honored with an award

From 2012-2014, the number of patents filed and approved was 4; the number of patents approved was 2; the number of patents maintained was 3. With 3 trademark and logo applications for a total of 12. The number of technologies licensed and commercialized was 6 in the area of medicinal plants products. Trademark applications processed was 3.

An estimated P1.2 million was spent on research and development activities to promote and strengthen UP Manila's thrust on translational researches, particularly in health.

Recently, UP Manila, through the Intellectual Property Office, honored its technology developers and partners in technology utilization. Recognized was the National Integrated Research Program on Medicinal Plants (NIRPROMP) led by Professor Emeritus Dr. Nelia Cortes-Maramba for generating the technologies on and promoting the use of herbal medicine in the Philippines that led to the commercialization of lagundi, sambong, tsaang gubat and yerba buena for common ailments, such as cough, colds, bronchitis, and asthma.

Also cited were the following technology licensees: Azarias Pharmaceutical Laboratories, Inc; Interhealthcare Pharmaceutical Company, New Marketlink Pharmaceutical Corporation, Pascual Laboratories, Inc; Philippine Institute for Traditional and Alternative Health Care; Pharmacare Products Corporation; Ritemed Philippines, inc; Trevenodd Corporation, and Westfields Pharmaceutical Co. and toll manufacturers Hizon Laboratories La Croesus Pharmaceuticals and Northfield Laboratories.

Several initiatives aimed at faster, more accurate, and easier registration, monitoring, and reporting of researches for various purposes were done. One is the "one stop shop research". As of October 2014, the development of datafields and migration of available data is being done by the Information Management Services for this project.

Other steps taken were the reduction of registration fees/waiver for self-funded researches, improvement of the ethical review process, and identification and addressing of constraints in fund releases from UPM offices, such as Accounting, Budget, and Property.

In the planning phase is the operationalization and monitoring of the UPM Integrated Research Curriculum that aims to utilize the collaboration and strengths of the Office of the Vice Chancellor for Research and the NIH and offer new courses needing the NIH and academic units collaboration (i.e. MS Biosafety, Pharmaceutical Science) and serve as platform for greater UPM involvement in the Philippine National Health Research System. The framework for this project has been developed and approved by the Chancellor's Management Team.



Dr. Raquel del Rosario Fortun, Dr. Irma Makalinao and Dr. Antonio Dans, all Metrobank Foundation ACES awardees

Research accolades

The target for this metric which is 10 research awards per year was achieved for 2014.

For 2014, the awardees are **Dr. Irma Makalinao, Dr. Antonio Miguel Dans, and Dr. Raquel Del Rosario-Fortun** for the 2014 Metro Bank Foundation Award for Continuing Excellence and Service; **Prof. Edward James R. Gorgon**



- 2014 PRC Outstanding Professional (Physical Therapy); 2014 UPAA Distinguished Alumni awardees -- **Dr. Fernando Basilio F. Piedad** (for Medicine); **Dr. Abundio A. Balgos** (for Public Health Promotion); **Dr. Carmencita David-Padilla** (for Health Education), 2014 UPAA Distinguished Service awardee -- **Dr. Eric S.M. Talens**; **Dr. Paulo Antonio Silva, NAST Outstanding Young Scientist 2014**; and **Dr. Iris Thiele Isip-Tan** - UP Gawad Pangulo Finalist, a Competition for Progressive Teaching and Learning Award with the finalists competing for the second and final round of the competition which will be held on December 10, 2014 in UP Diliman.



National Scientist Dr. Ernesto Domingo extreme right with 2013 Ramon Magsaysay awardees

For 2013, the members of the health community and UP Manila were proud and honored by the **Ramon Magsaysay Award** conferred on National Scientist, University Professor Emeritus, and former UPM Chancellor **Dr. Ernesto Domingo** in the field of medical education, research, and practice.

Dr. Domingo, a gastro-enterologist, was honored for "his exemplary embrace of the social mission of medical science and profession, his steadfast leadership in pursuing 'health for all' as a shared moral responsibility of all sectors, and his groundbreaking and successful advocacy for neonatal hepatitis vaccination, thereby saving millions of lives in the Philippines."

He dedicated his career to pushing for the poor's access to health services and his groundbreaking and successful advocacy of neonatal hepatitis vaccination that has saved millions of lives in the Philippines.

State of the Art Infrastructure

The new 16 story, 34,400 sq m NIH building project is not fully on track in terms of the BSC target of structure completion by June 2015. As of this writing, the University is awaiting the contract for the bidding approval of the Board of Regents so that construction can be started.

From 2012 onwards, all groundworks and other preparatory tasks were completed. These include the space audit and allocation in consideration of the distinct nature of each component institute

and study group, the preparation of the Terms of Reference and architectural plans, and lastly, the bidding process that entailed much time due to the budget involved.

Vice Chancellor for Planning and Development Dr. Charlotte Chiong headed the Special Bids and Awards Committee that supervised the bidding process. The existing NIH is housed in a two story reinforced concrete structure that was constructed for the National Institute of Science and Technology in 1910. It started occupying the old building in 1998 when the Institute started operations after its enactment in February of the same year.

With the P1 B allocation from the General Appropriations Act of 2013, the new building will house the administrative offices of the 13 component institutes and study groups, conference rooms, and state-of-the-art research

laboratories, such as Biosafety Laboratory, Microbiology, Tissue Culture Facility, Cytogenetics, Newborn Screening Microarray, and molecular laboratories.



Architect's plan for the NIH building



CRITICAL SUCCESS FACTOR 6:

Active Engagement of UPM Alumni

METRICS	TARGETS	INITIATIVES	LEAD	MONITORING	STATUS	
					2013 (Baseline)	Oct 2014
Availability of courses for continuing education of graduates	Offer courses with innovative modes of instruction designed for working alumni	Task force to design modular courses for graduates ; proposal by Sept 2013	VCAA De Luna NGOHS Director OCE Director PGIM Director	Quarterly monitoring CMT meetings June, Sept, Dec	Pilot offerings of Masters in Hospital Administration (MHA) via blending learning mode	2 nd year offering of MHA program via blended programs
Efficient tracking and updating of alumni and contributions to Philippine healthcare	Robust alumni database that can be easily tapped for RSA as well as other healthcare projects initiated by UPM	Retroactive tracking of alumni for all colleges Prospective tracking of RSA graduates	Dr. Samaniego Mr. Roger Cuan	Quarterly monitoring CMT meetings June, Sept, Dec		Alumni Portal developed by IMS as well as under eUP for the RSA tracking and monitoring Job opportunities posted at the Alumni website; continuously updating
Attendance in alumni homecoming	10% annual increase in UPMAA attendance starting from 2012 baseline	Alumni engagement plan	Dr. Samaniego Mr Roger Cuan	Quarterly monitoring CMT meetings June, Sept, Dec		33% increase in attendance during the 2013 UPMAA Homecoming (2012 baseline)
Alumni donations	Increase in alumni donations per college by 10% year on year from 2012 baseline Timely payment of association dues	Alumni office/ Fundraising office efforts linked to Fundraising office and IPPAO Mechanics of tax breaks for discussion at PAC	Mr Roger Cuan Dr. Irma Makalinao Dr. Tony Leachon Dr. Agulto	Quarterly monitoring CMT meetings June, Sept, Dec	No bases/ monitoring and reporting at College level	No bases/ monitoring and reporting at College level
Inclusiveness of UPM	100% of eligible PGH graduates	Ratify UPM Alumni recognition criteria by June 2013	Dr. Bitanga	Report by June	No update*	No update*

Efficient tracking and updating of alumni and contributions to Philippine health care

With its roles and functions expanded in 2010 when the Return Service Agreement was implemented in other colleges, apart from the College of Medicine, the Office of Alumni Relations continued its tasks as the lead agency in RSA monitoring and tracking (*please see Critical Success Factor 2: Culture of Translation of Academics into Service for Filipinos*) and in other alumni-related activities.

The Alumni Relations Committee was reconstituted and its functions were clarified. Close coordination was made with the

college alumni associations and the UP Manila Alumni Association for revitalization of programs and activities and ensure continuity and strengthening.

The OAR continued the updating of alumni database through online registration and batch processing of new graduates. As of October 2014, a total of 39,573 alumni were registered covering the Academic Years 1909 to 2014. Alumni are UPM students who had completed at least 60 units of academic load. During the past three years, OAR employed varied ways of reaching out to as many alumni as possible through the OAR website and Facebook page created in 2012 and 2013, respectively. Through the social





media accounts, important news, events, and activities, and job postings are disseminated to the alumni in different parts of the country and the world .

The alumni are issued IDs with benefits that include a 10% discount on all services at the UP Faculty Medical Arts Building and use of library facilities. From 2011-2014, a total of 2,001 IDs were issued.

Attendance in alumni homecomings

The alumni homecoming usually held in October is one of the annual activities being spearheaded by the OAR, through the UP

Manila Association (UPMAA), with any of the college alumni association rotating as host.

The schedule of the college alumni homecomings is as follows: CAMP - November, CAS - September; CD - February, CM - December, CN - April, CP - June, CPH - October, NTTCHP - November, SHS Leyte - June, and UPMAA - October

For the 2013 homecoming hosted by the College of Allied Medical Professions and College of Arts and Sciences, 69 alumni attended. This is a 33% increase over the 2012 attendance of 46 alumni. Although attendance in the event was still very low, the target of 10% increase was achieved and hoped to be sustained every year thereafter.



Chancellor Manuel Agulto and wife, Mrs. Arlin Agulto with PGH Director Jose Gonzales attending the UPMASA reunion in July 2012





Oathtaking of the 2013 officers of the UP Medical Alumni Association

The alumni associations of each college hold their respective annual reunions at different times of the year. The general alumni homecoming and the college alumni homecoming are good opportunities for the alumni to touch base with their Alma Mater, renew links and explore joint programs with fellow alumni and their mentors.

This year's alumni homecoming will be held in November 2014 which also see the election of a new set of officers. The UPMAA has embarked on a scholarship program with proposed privileges of P25,000 stipend per semester of every Academic Year, excluding summer. The stipend is to be disbursed by the OAR as per this schedule: P5,000 every month for five months per semester. To generate funds for this program, movie premiers were held twice, the first in June, 2013 and the second in May, 2013.



CRITICAL SUCCESS FACTOR 7: Philippine Telehealth Infrastructure

METRICS	TARGETS	INITIATIVES	LEAD	MONITORING	STATUS	
					2013 (Baseline)	October 2014
Strength of linkages with partner agencies to increase profile as contributor to health care	Regular invitations to DOH Fora		Jubert Benedicto Naomi Martin Portia Marcelo	Quarterly project report to CMT		Telehealth system and infrastructure in place at
	Regular invitations to CHED, DSWD, DOST and other govt. agency meetings in support of health agenda					
Visibility on media as contributor to health care	Regular engagements with Senate Congress to push for UPM Agenda					
	Appearances of resource persons in media interviews regarding health					
Efficiency and competency of fundraising mechanism	Regular press releases from the UPM community on role in health care					
	Generate 5B in incremental donations over the next 5 years (1B per year)					
	100% donor satisfaction with processes for donation					

Pioneering and leading Philippine Telehealth System to serve the educational and health needs of poorer underserved communities

The UP Manila - National Telehealth Center (NTHC) has trailblazed the conception, development, and utilization of an extensive and relevant information and communications technologies (ICTs) to ensure equity in health.

Through the NTHC, disadvantaged and underserved communities are empowered to have access to adequate health information and superior health care through eLearning and Capacity Building for Health and eMedicine.

Moreover, government-based health facilities are able to maintain medical records properly through the electronic medical record (EMR) system developed by the NTHC, under the eRecords program. The NTHC has also initiated the use of mobile technology for health and web-based systems of surveillance through its eSurveillance program. Furthermore, the NTHC is actively taking part and steering in eHealth policy reasearch and advocacy.

Having been able to partner with and obtain funds from various institutions here and abroad, the NTHC has accomplished many great things in the past three years, under the term of Chancellor Agulto.

eMedicine

In order that doctors, nurses, and other health workers can administer quality health care to the underprivileged Filipinos in rural areas where there are no adequate facilities, the NTHC provides them with the things needed to carry out eHealth and Telemedicine. With these tools, access to and delivery of medical services are ameliorated.



The Rx Box, a device that can detect physiologic signals





Health workers using CHITS, first electronic system of patient records

RxBox2, a biomedical telemedicine device that is able to pick up physiologic signals, like heart rate and blood pressure, was launched. This instrument transmits the physiologic signals to an EMR system, in which data can be read from a far-off position.

The deployment of RxBox2 devices in various far-flung areas in the country has created a massive impact in the delivery of health services, especially among pregnant women, mothers, newborn babies, and patients with chronic diseases.

eRecords

To be able to improve the utilization of data for decision-making, the NTHC creates EMR systems that can operate well with other information systems. UP Manila has developed the Community Health Information Tracking System (CHITS), which is capable of immediately generating reports that are compliant with the Department of Health's (DOH) Field Health Service Information System. CHITS also captures important field health information that aids in tracking the services provided to the members and dependents.

Moreover, the rCHITS or the 'Real-time monitoring of key maternal and child health indicators through the use of the Community Health Information Tracking System,' was developed to effectively and efficiently manage the health information of mothers and children, especially those who live in remote areas.



rCHITS as a tool for managing and monitoring health information for mothers and children

The NTHC expanded the implementation of rCHITS in 10 geographically isolated and disadvantaged areas through the rCHITS-2 initiative. The project, which was particularly devised to acquire and track key maternal and child health indicators, has been completed under the term of Chancellor Agulto.

In 2014, the CHITS-MITHI has been piloted for partial national scale-up of the tracking system.

eSurveillance

The NTHC has also designed an internet-based schemes of surveillance with price monitoring of important medicines in the Western Pacific Region. Through the initiatives and efforts of Chancellor Agulto's administration, the NTHC has completed the phase 3 of the project entitled "Refinement and Maintenance of the WHO Price Information Exchange System for Selected Medicines in the Western Pacific Region."

In addition, the NTHC has worked together with WHO and DOH to develop the National Rabies Information System (NaRIS), which is a patient-based rabies project that aims to facilitate the gathering, accumulation, and employment of data, and make them available online for the use of all the stakeholders and private sector.

In 2013, the second phase of the NaRIS has been initiated. The project, which is in its almost complete stage, needs final improvements and the submission of the IT technical and functional design documents.

Telehealth system and infrastructure at SHS Koronadal

The initial efforts of Chancellor Agulto's administration has paved the way for the telehealth system and infrastructure to be fully employed and operational in the future at UPM - School of Health Sciences Koronadal.

In 2014, a team from UP Manila checked and evaluated the capacity of SHS Koronadal for an online access to information. And among all the SHS campuses, Koronadal has been ascertained as the most ready to make use of appropriate and timely ICTs.

With the telehealth structure and facilities thoroughly in place in SHS Koronadal, delivery of quality health services and access to information by way of telecommunications technologies would be easier.



CRITICAL SUCCESS FACTOR 8:

Adequate and sustainable funding

METRICS	TARGETS	INITIATIVES	LEAD	MONITORING	STATUS	
					2013 (Baseline)	2014
Strength of linkages with partner agencies to increase profile as a contributor to healthcare	Regular Invitations to DOH fora Regular invitations to CHED, DSWD, DOST and other government agency meetings in support of health agenda Regular engagements with Senate/ Congress to push for UPM agenda	Networking plan	IPPAO Tony Leachon	Report by May 2013		
Visibility on media as a contributor to healthcare	Appearances of resource persons in media interviews regarding health Regular press releases from the UPM community on role in healthcare	Media engagement plan	IPPAO Tony Leachon	Regular report to CMT		
Adequate financing for all students	100% of students of UP able to continue education without worrying about financial constraints	Loan facility in place by AY 2013-2014 Coordinated Sponsorship facility by AY 2013-2014 Support program from UPM alumni	VC Jamir Roger Cuan	Report to CMT by June 2013	Done at respective college: not included in the report	
Efficiency and competency of fundraising mechanism	Generate 5 billion in incremental donations over the next 5 years (1 Billion per year) 100% donor satisfaction with processes for donation	Creation of a formal fundraising and marketing office by Sept 2013	Chancellor Agulto Dr. Chiong	Quarterly project report to CMT		Executive Order Establishing PGH as the National Hospital Center for Universal Health Care

Strength of linkages with partner agencies to increase profile as a contributor to health care

To effectively and efficiently contribute to health care improvement, UP Manila establishes partnerships and linkages with relevant institutions and organizations, local and international, including nongovernment organizations and the private sector.

Foremost among these linkages is with the Department of Health (DOH). The linkage involves joint undertakings in training, research, service, exchange of experts, and information technology for health. Signed in 2011, the agreement was continued and stipulates the pooling of expertise between the two institutions and an increase in the availability of training and research opportunities and data for policy formulation and program planning.

One such course was the First Module on **Health Policy Development Training**. Recognizing the vital role and impact of relevant policies on health, the NIH Institutes of Health Policy and Development Studies and Institute of Clinical Epidemiology partnered with DOH for a conduct



RM Awardee Dr. Ernesto Domingo lectures before Health Policy Course participants from DOH



of a training course for the latter's health policy officials and staff. The course equipped the participants with the knowledge and skills in using high-quality evidence to guide decisions, maximize resources, and improve health outcomes. It was part of DOH and UPM's efforts to enhance the expertise of its personnel in evidence-based health policy making and analysis.

Another is the **National Public Health Emergency Management in Asia and the Pacific (PHEMAP)**



Participants of the DOH-UPM National Public Health Emergency Management in Asia and the Pacific (PHEMAP) course

held jointly with the World Health Organization. The course was initiated in 2001 by WHO, through the Asian Disaster Preparedness Centre in Thailand, in response to the need for an integrated and organized response to emergency situations commonly experienced by Asia Pacific countries. It equips public health workers with wide-ranging knowledge and skills in responding to the trauma and public health problems brought about by disasters and emergencies.

Through its flagship programs (Master in Public Health, Master in Hospital Administration, Master in Occupational Health), the College of Public Health has produced a cadre of public health professionals who now occupy key positions at DOH, local government units, industries and development agencies, both in the country and outside.

Moreover, because of its well established international linkages, regional linkages, and national linkages, the college has trained a significant number of public health professionals who are at the forefront of public health and are responsive to the current health challenges, including municipal mayors and their

municipal health officers on Health Leadership and Governance.

The college continues to capacitate health professionals through its short course offerings such as postgraduate course on occupational health, certification course for water refilling stations, public health emergency management for Asia and the Pacific, national sanitarians' training course, food safety, management, quantitative and qualitative research methodology,

health promotion and education, community organizing, integrated microscopy, diagnostic mycology etc. CPH has been educating and empowering hospital administrators from all over the Philippines on how to be effective health facility managers.

The NTTCHP conducted in 2013 an alternative program in health emergency management for the health personnel of DOH. Training manuals were prepared in the following fields of emergency management: Standard First Aid, Nutrition Emergencies, Mass Casualty Management, Basic Life Support, Water Sanitation and Hygiene in Emergencies, Health Emergency Response



Health Sec. Enrique Ona addressing the National Telehealth Symposium participants





UPM Forum on Sin Tax Bill with Senators Franklin Drilon and Pia Cayetano

Operations, Emergency Medical Technicians Training, and Emergency Surgical Skills Training. For DOH's Family Health Office, NTTCHP was instrumental in the development of the Administrative Order regulating all Women and Children Protection Units in the Philippines.

Also going strong is the linkage with DOH and other partners on telehealth programs and services being utilized for better patient care and for wider access to the university's health education, research and public services.

Passage of the Sin Tax Bill

The signing of the Sin Tax Bill in December 2012 was the culmination of the uphill struggles and efforts of the government, civil society, health and medical organizations and societies, media, and the academe. Together, these sectors studied the ramifications of the measure, compiled needed data and made accurate and evidence-based projections that were presented during hearings and interviews.

During the hearings and deliberations on the bill, UP Manila lent strong support by working closely with the different sectors in providing accurate and relevant data and projections on the health impact of the bill and the conduct of several forums that mobilized all the sectors. Chancellor Agulto himself led a delegation of faculty members, health workers, and advocates to the Senate hearings to urge the senators



Chancellor Agulto, PGH Dir. Jose Gonzales lead employees in attending the Senate Hearing on Sin Tax Bill

to vote for the bill and enlighten the constituents on its provisions and impact. As early as July 2012, the UPM Chancellor's Management Team recommended, through individual letters to the senators, the approval of the appropriate version of the bill because of its health benefits, particularly for the young and poor segments of society.

Creation of the Task Force on Additional Funding for UPM-PGH

In 2013, the UP Manila-PGH Fundraising Task Force headed by Vice Chancellor for Planning and Development Dr. Charlotte Chiong was created to hold consultations with representatives of concerned agencies and develop a roadmap for innovative additional funding strategies for UPM, particularly PGH.

Among the members of the Task Force, IPPAO Director Dr. Anthony Leachon spearheaded efforts to discuss and lobby with the concerned agencies, such as Malacanang, Department of Budget and Management, Department of Finance, and Department of Health to secure that part of the proceeds from the Sin Tax Law would go to PGH and institutionalize this in the IRR of the bill.

In January 2014, Joint Circular 001 204, Implementing Rules and Regulations of RA 10351 was signed by Pres. Benigno Aquino. Section 6f of the IRR lists the Philippine General Hospital as an example of government hospitals under state





Another Sin Tax Forum at the College of Nursing auditorium

colleges and universities that will be granted a share in the incremental revenues generated from the Sin Tax.

The IRR was issued to provide guidelines on the computation, allocation, and utilization of incremental revenues from the excise taxes on alcohol and tobacco products for Universal Health Care and other health programs. The rules stipulate that 80% of the incremental revenues will be earmarked for the UHC, including the PhilHealth enrollment of all poor families, Millennium Development Goals, and Health Awareness Programs. The remaining 20% shall go to medical assistance and health facilities enhancement programs.

Colleges/Units as Centers of Excellence

Through the new or continued designation of several colleges as Collaborating Centers and Centers of Excellence, the University widened its influence in health education and research and helped enhance the capacities of other health schools and institutions locally and regionally.

- **N TTC-HP** - designated as WHO Regional Development Center in Health Professions Education for the Western Pacific Region in August 2012;
- **College of Nursing** - Redesignated as WHO Center of Excellence for Nursing Leadership for 2012-2016 and CHED Center of Excellence in Nursing;
- **College of Medicine** - CHED Center of Excellence;
- **College of Public Health** - SEAMEO TROPMED Center in Public Health, Hospital Administration, Environmental and Occupational Health;

- **UPM Research Ethics Board** - Recognition by the WHO-supported Strategic Initiative for Developing Capacity in Ethical Review (SIDCER)/Forum for Ethics Review Committees in Asia and the Western Pacific (FERCAP); and
- **College of Arts and Sciences** - CHED Center of Development in Biology

Visibility in media as a contributor to health care

The most notable contribution in enhancing media visibility are the varied forms of technical support extended on the passage of the Sin Tax Bill in 2012 and Reproductive Health bill. Several multi-sectoral forums were held to increase awareness and generate support for the bill in the hope of convincing the senators to sign it. Each forum was graced by media representatives and resolutions were prepared afterwards to drum up interest and counter strong efforts of tobacco and alcohol companies against the bill. The Sin Tax law was signed in December 2012.

Other activities done were the preparation and distribution of regular articles to media outlets that depicted UPM's role in health care that were published in the newsletter, website, and social media accounts; design of information materials such as backdrops, posters, and program/invitations for forums tackling priority health issues and important university occasions and events; and preparation of audiovisual presentations on the NIH research program, Good Neighbors Initiative proposal for Manila, and other topics.



Adequate financing for all students

A major step taken was the replacement of the existing Socialized Tuition Financial Assistance Program (STFAP) by the current Socialized Tuition System (STS) that provides increased benefits and faster and easier processing for students.

Major changes under the STS include simplifying the basis for assignment of tuition brackets, inflation adjustment of income cut-offs for bracketing, increase in monthly stipend of students belonging to low income households, and streamlining of bracket assignment and appeal process. The changes initially applied to incoming freshmen for Academic Year 2014-15.

For the first semester of implementation, a total of 2,592 out of 3,971 applicants were granted tuition discounts of from 30% to 100%. Apart from the STS, the provision of financial assistance continued through the Student Loan Board (SLB) where students can apply for 100% of the tuition amount at no interest if paid within the first four months after the granting of the loan. For AY 2011-2012, 2012-2013, 2013-2014, and first semester of AY 2014-2015, a total of P44.7 million was loaned to students through the SLB.



The financial assistance programs also rely on government and private scholarships which are usually dependent on the field of study. Other groups, such as the Association of UPM Parents-Counselors, Inc. have been providing scholarships to indigent students during the past several years.





Distinct Achievements



Upgrading Security Efforts

Several entry points to UP Manila—nine on Padre Faura Street, one for the new Museum of a History of Ideas, two for OPD-PGH, one for PGH Cancer Institute, a driveway to PGH beside Robinson's Place); six on Taft Avenue (five for PGH, two of which are always open; one for the Colleges of Dentistry and Pharmacy); and four on Pedro Gil Street (entrance/exit to the National Institutes of Health, one for the College of Public Health, two for the College of Medicine), apart from the entrances to the PGH complex, make it difficult to secure the campus and its constituents.



Aerial view of UPM-PGH showing entry points along Padre Faura street

With so much people and vehicles going in and out of the school and hospital each day, securing the area has become a major problem. Cases of thefts, crimes against the individual, and violations of UP-PGH policies are many, but not rampant.

Moreover, some petty thieves were known, in the past, to elude police on the streets by insinuating themselves among the street vendors lining the pedestrian walk outside UPM's fence or hiding inside the campus (either by climbing over the fence or passing themselves off as students or employees in civilian clothes).

Efforts were done in the past by the UP Manila and PGH administrations to curb such troubles through the use of CCTVs and hiring additional security personnel. Under the current administration, the initial set of CCTV cameras purchased were installed in strategic areas at the 8th floor of the PGH Central Block where most of the central administration offices are located and in other sensitive places. Below are the other steps were taken to control crimes and violations within the campus:



Wearing of IDs – Since 2011, it had become mandatory for constituents, patient’s watchers, and visitors to wear UP-issued IDs while in the premises.

Security rounds – The number of regular security personnel had gone down from 14 in 2011 to just 11 at present. The number of contractual private security guards is 170 at the moment (an increase from 2011’s 147 count). The personnel operate 24/7, with members distributed into three shifts. The UPM Police Office (UPMPO) had done well in campus-wide activities: Freshman Orientation Week, UPM Commencement Exercises, Christmas Lantern Parade, and the annual UP Medical Alumni Society (UPMAS) Homecoming.

Seminars for Security Personnel - Members of the UPMPO underwent 14 seminar-workshops in the following areas: modern investigative techniques; basic life support; gender and sensitivity; disaster preparedness, management, and response planning; counseling as an alternative dispute resolution; institutional biosafety and biosecurity; anti-sexual harassment policy; time management; PGH Strategic Planning Workshop; earthquake, fire, and bomb threat drills (orientation, preparedness, and emergency response).

It also instituted a three-cluster action plan during the Agulto Administration consisting of (a) capability-building for Security Personnel; (b) maintaining a pool of security guards that will support the Security Office with regard to screening and performance evaluation, ‘as the need arises’ with regard to giving technical support during trainings by the hired security agency; and, (c) holistic security approach against pilferage - character investigation of prospective employees in coordination with both UPM and PGH HRDOs, faster facilitation of resolution on employees with pending administrative cases, and, strict implementation of metal detectors and gate passes for every property/equipment removal.

Seminars for Students – The twice-a-year seminar, “Student Awareness and Initiatives in Promoting Safety and Security Inside and Outside the University” teaches students the factors that influence criminal behavior, how to eliminate or minimize said factors, and the importance of reporting a crime. The lecture is coordinated with the civic consciousness component of the National Service Training Program or NSTP.



Fire drill

Creation of the Student Crime Prevention Committee – An outgrowth of the Crime Prevention Seminars of the Office of Student Affairs, it was launched on 19 June 2013. It is the first to be started within the UP System. The Committee is handled by the University Student Council’s Student Rights and Welfare Committee, in coordination with the different CSC representatives, with Raymart S. Macasaet as the first committee chair. Aside from crime prevention and safety promotion, the Committee is also involved in outreach. A guidebook issued by the NAPOLCOM serves as basis for the mandate and activities of the Committee.

It conducted the following activities: investigation of the bomb threat at CPH, assistance to GCP activities involving students, coordination with the Student Welfare Committee of the Association of Parents Counselors-UPM, Inc. for student safety during campus rallies, conducted information drive on suicide prevention and emotional crisis resources, and reported to OSA the non-sanctioned activities of UPM students. The setting



up of the Student Crime Prevention Committee is in accordance with Memorandum Order No. 42 (2005) of the Commission on Higher Education (CHED).

As of October 2014, there were 823 reported cases: 129 crimes against persons and property, 694 cases of violations of UP-PGH policies. The breakdown of cases and violations are as follows:

- Republic Act No. 9211 (Prohibiting Smoking in Public Places & Hospital): **210**
- Illegal Charging of Cell Phones inside PGH: **397**
- Revised City Ordinance of the City of Manila No. 1054 (Prohibiting Persons from Urinating in Public Places): **54**
- Illegal Vending inside Premises: **26**
- Drinking Liquor: **07**

UPM Sub-Committee on Emergency Preparedness and Response (June 2010-August 2014)

UP Manila is located in an area that is very vulnerable to disasters: storm surges and tsunamis can come from Manila Bay; a very strong earthquake from the West Valley Fault can hurt/kill hundreds, if not thousands, of people given Metro Manila's dense population of almost 10 million. Therefore, it is only wise for the campus to plan ahead, to make its people invest in disaster preparedness.

As part of disaster and emergency preparedness, the Sub-Committee on Emergency Preparedness and Response conducted 33 disaster

preparedness activities: 15 orientation seminars and lectures on Emergency Preparedness and Response for the UP Manila and PGH communities; 12 Fire Drills for constituents; 1 Bomb Drill Day (3 mini-drills) for three clusters of the campus: Pedro Gil St. cluster, Taft Avenue cluster, and Padre Faura St. cluster, and 3 Earthquake Drills for the 3 clusters, 1 Workshop on the UP Manila Disaster Action Plan, and 1 Writeshop to prepare the "UPM Disaster Risk Reduction & Management (DRRM) Manual"

Creation of the Phi Kappa Mu Walkway – located beside the new Museum of the History of Ideas (remodeled old CD building) on Padre Faura Street. This walkway, made possible by donations from Phi Kappa Mu and its affiliate organizations, will make it easier to sift through visitors to the campus. The walkway will pass by the UP Manila Visitors' Information Center, also funded by donations from Phi Kappa Mu.

	Crimes against persons (physical injury, threat, harassments, etc.)	Crimes against property	Total
Nov-Dec 2011	1	3	4
Jan-Dec 2012	2	27	29
Jan-Dec 2013	6	19	25
Jan-Aug 2014	10	16	26



Drill on emergency preparedness



Creating a maroon and green university

The colors maroon and green have transcended the notion of being the University's insignia. They have also symbolized UP Manila's efforts in developing a university that is environmentally conducive and sustainable. Maroon, which resembles red-brown, is identified with the color of Mother Earth; green represents nature.

Chancellor Manuel Agulto envisaged a UP Manila that does not only seek to provide solutions to the country's important health problems, but also contribute to the climate change mitigation and sustainable development endeavors. Hence, through the efforts and initiatives of the past three years, UP Manila has joined the "green" bandwagon. This is in line with the Green UP initiative of UP President Alfredo Pascual, which aims to create environment-friendly campuses all across the UP System. In the process of becoming a 'green' UP, expenses on utilities are reduced that results to economical and efficient utilization of funds.

With the leadership of Chancellor Agulto, his administration's move to utilize the green vogue emboldened the University to employ green technologies, adopt green policies and processes, and support and participate in green activities.



Chancellor Agulto leads tree planting at the College of Medicine

Beautifying, Cleaning, and Greening UPM and the City of Manila

The administration has undertaken to make the University aesthetically enchanting and environmentally friendly through the rehabilitation of the gardens in the campus, sowing and

growing new plants, cleaning the waterway, and maintaining the tidiness of the campus grounds and its surrounding streets.

Through an Administrative Order, an Ad-Hoc committee on campus beautification program, headed by Dr. Reynaldo Ang and Mrs. Arline Agulto, was constituted that evaluated the physical appearance of the campus and made





recommendations on the improvement of the campus grounds to Chancellor Agulto. The Committee also developed a comprehensive and long-term beautification and landscaping plan for the University. Moreover, the Committee carried out the campus beautification program

Also, flooding has been one of the most important concerns of UP Manila. A scanty amount of rainfall can already cause an almost-knee-high flood. To prevent flooding, the UPM-GNI has participated in the Metro Manila Development Authority's (MMDA) cleaning activity. It also spearheaded clean-up drives, together with the different barangays, Manila Fire District, and other agencies.



Cancer Institute grounds

Preserving the *Dita* Tree

UP Manila is home to a hundred year old tree, which has been dubbed as a Students' Tree with a remarkable educational, socio-cultural, and archival worth.

The *Dita* tree rising in the compound of the University near the College of Medicine has been pronounced as a Heritage Tree. To ensure the guardianship and protection of the tree, the officials of UP Manila

in consultation and partnership with various stakeholders, such as the Garden Club. By hiring gardeners and landscapers, lawns were restored, soil was cultivated, and plants grew in the surroundings of the Philippine General Hospital (PGH), UP Manila chapel, and other areas in the campus.

One of the major challenges pertaining to public health and the University's cleanness is the presence of illegal vendors in the surrounding streets and corners of UP Manila. Through the Good Neighbors' Initiative (GNI), a UP Manila-led undertaking, and in partnership with the Office of the Manila Mayor and Vice Mayor, illegal vending that cause heavy traffic and blight in the City's thoroughfares, especially along Pedro Gil Street, has been impeded.



*Unfolding the *Dita* tree marker as a heritage tree*



and Department of Environment and Natural Resources-National Capital Region (DENR-NCR) have entered into a Memorandum of Agreement. The Heritage Tree's unveiling is part of the DENR's Urban Forestry Program, which aims to save ancient trees that are dreaded to die out or vanish, especially in metropolitanized areas.

Hence, with the existing agreement, UP Manila will ensure the preservation of the tree or some parts of it at any rate. Even with the construction of the new National Institutes of Health (NIH) building in the area where the Dita tree stands, the University will secure the conservation and safeguarding of some parts of the tree.

Employing "cool roofs" technology

The PGH-Sentro Oftalmologico Jose Rizal (SOJR) building is now utilizing "cool roofs." This is a product of the 'Paint It Light' project, a concerted undertaking of the University of the Philippines - Climate Change Commission and Boysen Philippines, and in significant association with UP President Pascual's Green UP initiatives.

The SOJR's old building covering has been painted white and converted into "rooflectors" to reflect sunlight and absorb less heat. With this environment-friendly technology, the SOJR



President Alfredo Pascual and Chancellor Agulto cool roof printing ng Sentro Oftalmolojico Jose Rizal

building's surface temperature is reduced, which creates a refreshing effect leading to a considerable energy conservation. More buildings in the University's most discernable and frequently visited public service unit - PGH - will also showcase the same technology soon.

Imposing 'green' rules rigorously

Existing 'green' policies, such as the prohibition of the use of styrofoam and other non-biodegradable food containers and utensils inside the University and PGH and the proper waste disposal and management were stringently



implemented and enforced under Chancellor Agulto's administration.

Acknowledging the value of such initiatives, Chancellor Agulto did not hesitate in continuing the said programs of his predecessor. However, he focused on its stricter implementation for sustainability.

Students, employees, doctors, patients, and anyone, in general, who enters the premises of the University and PGH are forbidden to bring food holder and utensils made from expanded polystyrene foam or plastics. Studies show the health hazards and ozone impact of such type of plastic.

The University, under Chancelor Agulto's term, has also been very rigid in enforcing proper segregation of waste materials to facilitate its disposal and ensure that wastes are managed properly. Furthermore, in

order to guarantee deference to the policy, the University has set corresponding fines for non-compliance.



Streamlining Operations

To maintain UP Manila's status as a premier health university in the Philippines, it is imperative that it takes steps towards greater efficiency and effectiveness. The administration has been, in the past three years, trying to continuously modernize all aspects of UP Manila including its day-to-day operations and processes.

By eliminating unnecessary steps and centralizing procedures, the administration has managed to pave the way to a smoother flow of UPM's operations which tantamount to a University that better serves its constituents.

Below are pertinent memoranda and administrative orders that exemplify the efforts at streamlining.

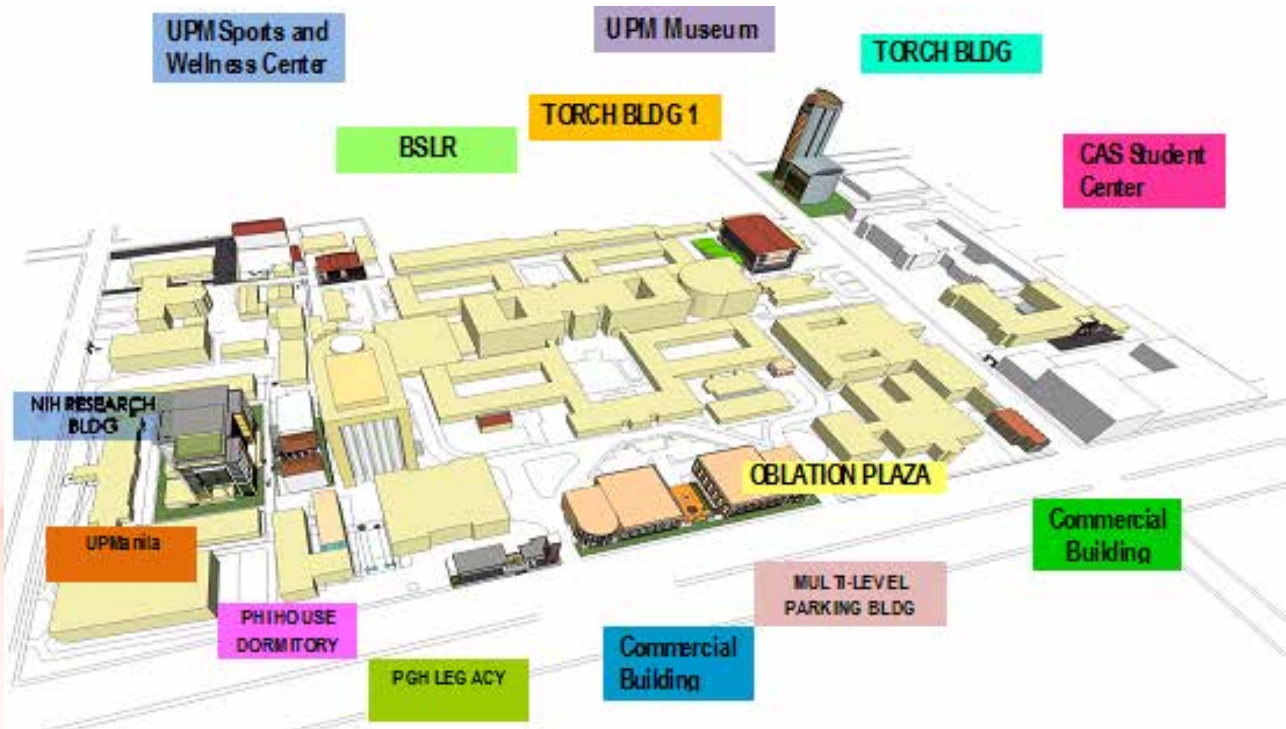


- **Memorandum No. CMBA 2013-185: Protocol on Responding to the Passing Away of a University Official**
 - Enables the University to accord due courtesy and recognition to its deceased officials in a timely manner.
- **Administrative Order No. CMBA-2013-163: Amendments to AO No. RLA-08-070 (Institutional Biosafety Committee)**
 - IBC has been given additional functions such as to monitor the implementation of biosafety across all colleges and units in UP Manila and to provide review of proposals and research protocols in terms of biosafety aspects as deemed necessary by sponsors/funders for Technical Review Boards. In addition, the appointment of Dr. Irma Makalinao as the Chair of the IBC committee.
- **Memorandum No. CMBA-2013-150: Guidelines for Uploading/Posting Items in UP Manila's Website and Social Media**
 - Assures consistency and professional management of all messages and information to be able to communicate in a more focused and relevant manner to all constituents, stakeholders, and the public.
- **Memorandum No. CMBA-2012-025 (18 Jan 2012): Use of Email Correspondent using Official Email Addresses**
 - To guarantee efficient and authenticated communication, correspondence and notices.
- **Memorandum No. CMBA 2012-087 (10 Aug 2012): Policy on Suspension of Work and Classes**
- **Memorandum No. CMBA-2012-034: Bulk Processing of Similar Claims**
 - Streamlining the processing of payments that promotes efficiency in fiscal operations.
- **Memorandum No. CMBA-2014-078 (13 Aug 2014): Reminders and Clarifications on Guidelines on the Suspension of Classes and Work at UP Manila due to Typhoon, Floods and Similar Events**
 - Clarification and supplement to Memorandum No. CMBA2012-087. By providing a structure for information dissemination, this memo has enhanced the flow of announcements to ensure a swift delivery to UP Manila constituents.
- **Memorandum No. CMBA-2014-049 (5 May 2014): CPC DATS - Document Assessment and Tracking System Implementation and Hands-on Training**
 - Central Point of Contact (CPC) is a project of the Office of the Vice Chancellor for Administration which is the centralized receiving unit of all documents for processing of the Central Administration Offices. In support of this project the Information Management Service (IMS) developed the CPC-DATS to enable offices to efficiently track and monitor all documents.
- **Memorandum No. CMBA 2014-09: Guidelines and Procedures for the Development and Implementation of Infrastructure Projects.**
- **Memorandum No. 2013-139 (28 Nov 2013) : Disposal of Unserviceable Equipment and Waste Materials**
 - Expedited the disposal of equipments and waste materials that has been accumulated over the years.
- **Memorandum No. CMBA-2013-129 (11 Nov 2013): UP Manila Network User Authentication**
 - Institutionalization of the proper usage of UP Manila network resources which ensures a more secure, safe and efficient access of information for its constituents.



Endorsements:

UP Manila Campus Master Development Plan



The Office of the Vice Chancellor for Planning and Development revisited the UP Manila Campus Development Plan separately drawn during the terms of Chancellors Marita V.T. Reyes and Ramon L. Arcadio. These campus development plans did not reach the approval level by the Board of Regents during their administrations.

Guided by the UP System Master Plan formulated by the Office of Design and Planning Initiatives under the Office of the Vice President for Development, and considering the recent needs of units and colleges, the UP Manila Campus Master Development Plan has been redrafted and currently being finalized for submission to the UP System. The most recent plan highlighted the construction of new structures such as the NIH Building, the Twin Dormitories (Phi House Dormitory and the UP Manila Student Dormitory), the Sports and Wellness Center, the College of Medicine 7-storey building to replace the BSLR, the

TORCH 1 and 2 Buildings, UP Manila Multi-Level Parking Building and the PGH Legacy Building.

The existing covered walkways will be rehabilitated and to be connected with the construction of Phi Walk from the donation of Phi Kappa Mu Fraternity.

UPM SPORTS AND WELLNESS CENTER - a three-storey structure which will house sports and PE facilities, power house and clinical simulation facilities.

Its budget of P60 M is Included in the Budget Proposal for Building and Structures of UP Manila for 2015. The Architectural Plan has been completed.



TORCH 1 is a 6-storey structure that will house National Centers and new Inter-disciplinary studies:

- a) National Teachers Training Center for the Health Professions
- b) National Center for Health Management and Administration
- c) Institute for Leadership in Public Health Governance
- d) Disasters and Emergency Training for Health Professionals
- e) Health and Wellness Center
- f) UPM Graduate School



Its budget of P250,000,000 is included in the Budget Proposal for Buildings and Structures of UP Manila for 2015

TORCH 2 - A 26 story building with sub-total area of 23,569.78 SQ.M.

MULTI-LEVEL PARKING & SPORTS FACILITY:

8 story with total floor area of 33,579.30 SQ.M; Future home of Basic and Health Sciences Institutes: Social Sciences, Physics, Bioengineering.



UP Manila Phi House Dormitory - P25+M
Donation from Phi Kappa Mu Fraternity

Construction of the building is ongoing, 60%



complete. VCPD serves as the point person in UP Manila Administration. OVCPD assisted the contractor in securing government permits. The Phi House Dorm had a soft opening on Oct 21, 2014

UP Manila Student Dormitory - P35 M from Incremental Tuition Fund

The Phi Foundation donated the design of the Phi House Dormitory. The OVCD is coordinating with GENDO Construction (the Design and Build Contractor of the Phi House Dormitory) for the copies of approved Architectural and Engineering Plans (A&E Plans). Scope of Works and detailed estimates. Preparation of the government estimates based on A&E plans of Phi House Dormitory ongoing.



Establishing PGH as the National University Hospital for Kalusugang Pangkalahatan

During the deliberations for the passage of the Sin Tax Law in 2012, UP Manila played an active and defining role by spearheading efforts on lobbying and information campaigns on the effects of the bill in terms of increased revenues for health programs and reduced number of lifestyle-related cases.

The University conducted several forums that heightened awareness on the health impact of the bill and many of its constituents, particularly the health workers, attended the hearings in the Senate. The forums were attended by senators who sponsored the bill and representatives from the academe, government institutions, civil society, health professional societies, and private health entities.

When the bill was approved in December 2012, discussions on the allocation of the proceeds ensued. It was believed that since a certain portion of the proceeds will be earmarked for health and with the University's support and participation in its passage, UP Manila and PGH should be included among the recipients.

In 2013, the UP Manila-PGH Fundraising Task Force headed by Vice Chancellor for Planning and Development Dr. Charlotte Chiong was created to hold consultations with representatives of concerned agencies and develop a roadmap for innovative additional funding strategies.

The proposed strategies include 1) Tapping

of the sin tax revenues and not the Priority Development Assistance Fund (PDAF) or Disbursement Acceleration Program (DAP); 2) Use of a funding grant from DOH but which was deemed not feasible due to many requisites that are not compatible with the mandate of UP Manila as a health university; 3) A MOA or Executive Order that aligns PGH with President Aquino's Health Agenda and provides for PGH to be declared as the National University Hospital for Universal Health Care.

The latter strategy was deemed the most feasible and hinges greatly on the national impact of PGH as a nationally relevant hospital. PGH has a unique role to play in the national health care perspective and not merely a 'geographic' perspective. It has to be proven that PGH is not only an academic training hospital but one that provides niche services that other public hospitals do not. A Draft Executive Order for the establishment of PGH as the National University Hospital Center for Universal Health Care was endorsed to UP System Legal Office and forwarded to the Department of Health.

In January 2014, Joint Circular 001 204 on the Implementing Rules and Regulations of RA 10351 was signed by Pres. Aquino. Section 6f of the circular cites PGH as an example of the teaching hospitals that will be provided a share in the incremental revenues generated from the Sin Tax.

The IRR was issued to provide guidelines on the computation, allocation, and utilization of incremental revenues from the excise taxes on alcohol and tobacco products for Universal Health Care and other health programs. The rules stipulate that 80% of the incremental revenues will be earmarked for the UHC,

including the PhilHealth enrollment of all poor families, Millennium Development Goals, and Health Awareness Programs. The remaining 20% shall go to medical assistance program and health facilities enhancement program.



SHS Campuses Development Plans

SHS Koronadal City, South Cotabato

The four-hectare lot for the construction of the dormitory and birthing facility was donated by the Province of South Cotabato. The offering of the Nursing curriculum starting this year necessitates the provision of dormitory facilities for faculty from the College of Nursing as well as birthing facilities as laboratory for midwifery students.

The Provincial Government again pledged to provide funds for the construction of the building (initially 2-storey) but requested UP Manila to provide architectural and engineering design.

Future tasks include the preparation of the Site Development Plan, Building Perspectives and Architectural plan were prepared by the Office of Design and Planning Initiative, UPS. Preparation of detailed engineering plans (structural, electrical, sanitary) has to be outsourced.

Proposed amount of design consultancy is P280,000.00. Requests for funding assistance



were submitted to various prospective donors (UP Manila Development Foundation, alumni and friends from the region) No definite source yet as of date.

SHS Baler, Aurora Campus Development Phase 2

1. Construction of Academic Building 2 and Administrative Building 1

Phase 1 of the Academic Building was built with the P20M GAA funding sponsored by Sen. Edgardo Angara. Construction of the building was implemented by the Province of Aurora,



through a MOA allowing the transfer of P20M to the Province of Aurora. In 2011, UP System provided P30M fund from the reprogrammed savings for the completion of Phase 2 which UP Manila decided to implement.

The Terms of Reference for the construction of Academic Building 2 and Administrative Building using the Design and Build Scheme was prepared. The Special Bids and Awards Committee for the project was constituted with the Vice Chancellor for Academic Affairs and Vice Chancellor for Planning and Development as Chair and Co-Chair, respectively.

2. Supply and Installation of transformers

Implementation started by the installation of one electric post was suspended awaiting final plan for Phase 2 structures and construction of power house. Bidding failed twice; the TOR revised. The project is for bidding again (as a new project). Money is no longer enough to complete the two buildings.

3. Construction of Power House and Entrance Cable

Bidding has been conducted but no awarding yet. The power supply at SHS Baler Campus has to be stabilized with the installation of transformers. A number of computer units and other electrical equipment were already non-functional due to power fluctuations.



UP Manila Museum of a History of Ideas



Housed in the old College of Dentistry Building along Padre Faura Street that was renovated to be its home, the UP Manila Museum of a History of Ideas was inaugurated on October 22, 2014.

The Museum chronicles the contributions of the University to the intellectual life of the Philippines that cut across the economic, cultural, social, political, health, and agricultural fields.

From UP came most of the presidents of the Philippines, chief justices, members of Senate and House of Representatives, secretaries of national government agencies, majority of the National Artists and National Scientists, and captains of industry. Thus, it can be said that the University cultivated and nurtured a significant part of the bright minds and wisdom that set the course for the Philippines during its first century.

Six interlinked ideas that UP harnessed during the early years of its establishment. These are a modern UNIVERSITY as sanctuary not only of learning but also of debate, dissent, and period forms of consensus-building; the MODERN as the then current philosophy for deliberately re-ordering reality; the TROPICS as a geography of study and action; the SECULAR frame of national emergence; the NATION as a

modern political entity; and the FILIPINO as the embodiment of all these ideas.

"The Museum upholds the character of the 20th century university - an institutional concept of higher learning built on constant inquiry and renewal of knowledge - as a nexus between a dynamic imagination and disciplined, skilled thinking, to reinforce a society given to democratic guarantees of freedom from all manner of authoritarianism, secular and religious."

The project was started in 2006 to help preserve artifacts that would remind people of the historical past of UP Manila as guideposts for the present and future directions as the health science center.



The museum opened in 22 Oct 2014 which was graced by Senator Edgardo Angara, UP BOR Secretary Lilia Delas Llagas and luminaries in culture and arts.



Chancellor's Management Team



From left: Special Asst. Dr. Jubert Benedicto, Special Asst to the Chancellor for Public Services & PGH Director Dr. Jose Gonzales, Vice Chancellor for Research and NIH Executive Director Dr. Generoso Abes, Vice Chancellor for Academic Affairs Marie Josephine De Luna, Chancellor Manuel Agulto, Vice Chancellor for Planning and Development Dr. Charlotte Chiong, Vice Chancellor for Administration Dr. Jose Florencio Lapeña, Jr., Special Asst. to the Chancellor for External Linkages and Partners Dr. Irma Makalinao, & Special Asst. for Flagship Programs Dr. Roselmo Doval Santos.



The Chancellor's Advisory Council I



Seated from left: Special Assistant to the Chancellor Dr. JubertBenedicto, Vice Chancellor for Planning and Development Dr. Charlotte Chiong, Vice Chancellor for Research and NIH Executive Director Dr. Generoso Abes, Vice Chancellor for Academic Affairs Dr. Marie Josephine De Luna, Chancellor Manuel Agulto, Vice Chancellor for Administration Dr. Jose Florencio Lapeña, Jr., Special Assistant to the Chancellor for Public Services & PGH Director Dr. Jose Gonzales, Special Asst. to the Chancellor for External Linkages and Partners Dr. Irma Makalinao & Special Asst. for Flagship Programs Dr. Roselmo Doval Santos.

Standing from (L-R): CHDP Director Dr. Elizabeth Paterno, OSA Director Honey Libertine Labor, CAMP Dean Teresita Mendoza, CN Dean Lourdes Marie Tejero, CP Dean Imelda Peña, NTTCHP Dean Erlyn Sana, CM Dean Dr. Agnes Mejia, Univ. Registrar Buenalyn Mortel, CAS Dean Alex Gonzaga, SHS Dean Dr. Salvador Isidro Destura, NGOHS Director Arnold Hallare, CPH Dean Romeo Quizon & CD Dean Vicente Medina.

The Chancellor's Advisory Council II



Seated from left: Special Asst. to the Chancellor Dr. JubertBenedicto, Vice Chancellor for Planning and Development Dr. Charlotte Chiong, Vice Chancellor for Research and NIH Executive Director Dr. Generoso Abes, Vice Chancellor for Academic Affairs Dr. Marie Josephine de Luna, Chancellor Dr. Manuel Agulto, Vice Chancellor for Administration Dr. Jose Florencio Lapeña, Jr., Special Assistant to the Chancellor for Public Service & PGH Director Dr. Jose Gonzales, Special Asst. to the Chancellor for External Linkages and Partners Dr. Irma Makalinao & Special Asst. for Flagship Programs Dr. Roselmo Doval Santos.

Standing from left: Committee on Culture & Arts Chair Arnold Esguerra, Ugnayan ng Pahinungod Director Dr. Eric Talens, Alumni Relations & Placement Office Director Dr. Arlene Samaniego, Community Health & Devt. Prog. Director Dr. Elizabeth Paterno, OSA Director Honey Libertine Labor, CAMP Dean Teresita Mendoza, CN Dean Lourdes Marie Tejero, CP Dean Imelda Peña, NTTCHP Dean Erlyn Sana, CM Dean Dr. Agnes Mejia, Univ. Librarian Gina Canceran, Univ. Registrar Buenalyn Mortel, Legal Office Chief & Intellectual Property Office OIC Atty. Dr. Dennis James Gumpal, CAS Dean Alex Gonzaga, SHS Dean Dr. Salvador Isidro Destura, NGOHS Director Arnold Hallare, CPH Dean Romeo Quizon, CD Dean Dr. Vicente Medina, NSTP Coordinator Dr. Tristan Ramos & IMS Director Dr. Romeo Villarta.



The Chancellor's Management Team

Manuel B. Agulto, MD, Chancellor
1 November 2011 to 31 October 2014

Marie Josephine M. De Luna, PhD
Vice Chancellor for Academic Affairs
1 November 2011 to 31 October 2014

Jose Florencio F. Lapeña Jr., MD, MHA
Vice Chancellor for Administration
January 2014 - 31 October 2014

Joselito C. Jamir, MD
Vice Chancellor for Administration
1 November 2011 - December 2013

Charlotte M. Chiong, MD, PhD
Vice Chancellor for Planning and Development
January 2013 - 31 October 2014

Dr. Abundio A. Balgos
Vice Chancellor for Planning and Development
1 November 2011 - December 2012

Generoso T. Abes, MD, MPH
Vice Chancellor for Research
and Executive Director
National Institutes of Health,
March 1, 2014 - October 31, 2014

Vicente Y. Belizario, Jr., MD, MTM & H
Vice Chancellor for Research
November 1, 2011 - February 2014

Jose C. Gonzales, MD, MHA
Special Asst. to the Chancellor for Public Service,
1 November to 31 October 2014

Jubert P. Benedicto, MD
Special Asst. to the Chancellor
3 December 2013 to 31 October 2014

Leo C. Cubillan, MD
Special Asst to the Chancellor
1 November 2011 to 2 December 2013

Irma R. Makalinao, MD
Special Asst. to the Chancellor
for External Linkages and Partners,
1 November 2011 to 31 October 2014

Roselmo Doval Santos, MD
Special Asst to the Chancellor
for Flagship Programs

The Chancellor's Advisory Council I

Teresita C. Mendoza, OTRP, MEd
Dean, College of Allied Medical Professions,

Alex C. Gonzaga, PhD, Dr Eng'g,
Dean, College of Arts and Sciences,

Vicente O. Medina III, DMD, PhD
Dean, College of Dentistry,

Agnes D. Mejia, MD
Dean, College of Medicine,

Lourdes Marie S. Tejero, RN, PhD
Dean, College of Nursing,

Imelda G. Peña, Dr PH
Dean, College of Pharmacy

Romeo R. Quizon, MSc Eng'g
Dean, College of Public Health,

Erlyn A. Sana, PhD
Dean, National Teacher Training Center
For the Health Profession,

Salvador Isidro Destura, MD, MPH
Dean, School of Health Sciences,



The Chancellor's Advisory Council II

Jose C. Gonzales, MD, MHA
Director, Philippine General Hospital

Generoso T. Abes, MD, MPH
Executive Director, National Institutes of Health

Catherine Lynn T. Silao, MD, PhD
Deputy Executive Director, National Institutes of Health

Prof. Cynthia Cordero
Director, Office of Research Management and Translation,
Office of the Vice Chancellor for Research

Cynthia I. Valencia, MD
Head, Research Grants Administration Office

Directors of NIH Component Institutes

Erna C. Arollado, PhD
Institute of Pharmaceutical Sciences

Leo P. Cubillan, MD, MPH
Philippine Eye Research Institute

Shelly ann F. De la Vega, MD, MSc
Institute of Aging

Edsel Maurice T. Salvana, DTM and H OIC,
Molecular Biology & Biotechnology

Raul V. Destura, MD
Institute of Biotechnology

Aida M. Salonga, MD
Institute of Child Health and Human Development

Marissa M. Alejandria, MD, MSc
Institute of Clinical Epidemiology

Hilton Y. Lam, MHA, PhD
Institute of Health Policy and Development Studies

Cecilia Amaramba-Lazarte, MD
Institute of Herbal Medicine

Eva Maria Cutiongco-Dela Paz, MD
Institute of Human Genetics

Carmencita D. Padilla, MD, MAHPS
Newborn Screening Reference Center

Generoso T. Abes, MD MPH
Director, Philippine National Ear Institute

Charlotte M. Chiong, MD, PhD
Newborn Hearing Screening Reference Center

Cynthia R. Leynes, MD
Director, Center for Gender and Women Studies
and Office of Anti-Sexual Harassment

Arnold V. Hallare, Dr rer nat
Director, National Graduate Office for the Health Sciences

Bernadette J. Madrid, MD
Director, Child Protection Unit

Prof. Honey Libertine A. Labor
Director, Office of Student Affairs

Noel S. Quiming, MS, Dr Eng'g
Director, Learning Resource Center

Odessa N. Joson, MA
Director, Sentro ng Wikang Filipino(SWF)

Noel D. Lawas, MD
Director, Interactive Learning Center

Romeo L. Villarta Jr., MD MPH
Director, Information Management Services

Portia Grace F. Marcelo, MD
Director, National Telehealth Center

Eric SM Talens, MD
Director, Office of Ugnayan ng Pahinungod

Elizabeth Paterno, MD,
Director, Community Health Development Program

Anthony C. Leachon, MD,
Director, Information, Publication, and Public Affairs Office

Nina G. Gloriani, MD, PhD
Coordinator, Good Neighbors Initiative

Tristan Nathaniel Ramos, DDM, MPH
Coordinator, National Service Training Program

Ryan Julius A. Banez,MD,
Chairperson, Information Technology Council

Heads of Offices

Ms. Gina G. Canceran
University Librarian

Atty. Dr. Dennis James C. Gumpal
Chief, Office of Legal Affairs and OIC
Intellectual Property Office,

Ms. Lourdes T. Posada
Chief, Internal Audit Office

Ms. Elsie M. Bolambao
Chief, Cash Office

Prof. Lydia Manahan
Chief, Human Resource Development Office

Arch. Allen Buenaventura
Chief, Campus Planning, Development,
and Maintenance Office

Ms. Vicky D. Galvan
Chief, Property and Supply Office

Erwin Dando
Chief, Accounting Office

