

Proposed Institutional Development Plan (IDP) of Mindanao State University (MSU) Main Campus: Guide towards Academic Excellence

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Abstract

Institutional development plan is one of the frameworks in operating academic institutions particularly among higher institutions. This will serve as guide in achieving the vision, goal and objectives of the institutions. Mindanao State University (MSU) is located at Marawi City, province of Lanao del Sur, Mindanao Island, Philippines. Its strategic location is about 31 km away from Iligan City, situated at the top of hill overlooking the largest fresh water lake in the Philippines, the Lake Lanao. MSU is a government university created by virtue of Republic Act No.1387. The twofold mission of MSU is: to provide education through instruction, research and extension for the people of MINSUPALA region, i.e., Mindanao, Sulu and Palawan, and to serve as an avenue towards the understanding of the diverse cultures of the people in the region and a catalyst in attaining harmony and integration of their distinct socio-cultural interests. Challenges for building and sustaining a university towards academic excellence is a determining factor in the development of the institutional development plan of MSU – Main Campus in Marawi City especially the university at present has branch-out into an educational system with 11 campuses located across different regions in Mindanao, four (4) laboratory high schools and 15 community high schools. The PIDP of MSU is guided the goal to “PERSIST”. Promote and strengthen academic excellence in all levels of education. Enhance the visibility of the University through production of high-impact researches and innovations. Respond to globalization trends through partnerships and collaborative relationships with national and international universities, research institutions, and industries. Secure and preserving the University resources and facilities. Integrate peace education programs in the University curricula. Strengthen and sustaining extension services. Transform the University through investments in human resource development, infrastructures, and equipment.

Keywords: institutional development plan, Mindanao State University, academic excellence.

Introduction

The Mindanao State University (MSU) main campus in Marawi City desires to ensure greater performance in education, research and innovation, and extension services of its various units within the context of its aspiration to become a globally recognize university in research and innovations. The University aspires also towards excellence and competitive academic staff and graduates. In support of this, a comprehensive information base is necessary to provide direction

of development and implementation of programs, mechanism for monitoring and evaluation, and timelines for achieving the different projects and programs. Consequently, the Proposed Institutional Development Plan (IDP) of MSU-Main Campus is necessary as a key basis in decision making and in developing strategic options for a more responsive plan to achieve the broader goals of socioeconomic, collaboration, and sharing knowledge and resources with global, national, and local (GLONACAL).

Republic Act 1387 as amended is the act of MSU creation. The Principal author of this Act was the late Senator Domocao Alonto. MSU formally organized with the induction into office of Dr. Antonio Isidro, the Vice President for Academic Affairs, University of the Philippines, as the instituting president of this pioneering state-owned university in Southern Philippines, before Pres. Carlos P. Garcia at Malacanang on September 1, 1961. MSU is located in an elevated 1,000-hectare military reservation and overlooking Lake Lanao, the country's second largest lake that is 2,256 feet above sea level. It officially opened its first classes on June 13, 1962 with 282 students from the provinces and cities in Mindanao, Sulu, Palawan, Visayas, and even as far as Luzon (MSU-Annual Report, 2007).

Over the years, the university served the different stakeholders and students coming from different regions in the country and with varied cultural affiliations. Throughout the years MSU has grown rapidly in all aspects of its operation from single campus to eleven (11) campuses including MSU-Maigo School of Arts and Trade (MSU-MSAT), Maigo, Lanao del Norte; MSU-Lanao del Norte Agricultural College (MSU-LNAC), Sultan Naga Dimaporo, Lanao del Norte, and MSU-Lanao National College of Arts and Trade (MSU-LNCAT), Marawi City. Accordingly, MSU is the second largest state university in the country, next to the University of the Philippines.

MSU also needs to address the challenge of ASEAN integration and global competitiveness vis-à-vis an increasingly integrated world economy, which includes skilled labor, capital and investments, and unlimited drift of goods and services. MSU implement policies and programs that address the globalization trends, and geared towards advancing its curricular programs to be Centers of Excellence (COEs) and Centers of Development (CODs). Globalization, Center of Peace Development, Center of Excellence and Center of Development are the priority concerns of the university. Furthermore, the university also envisioned to become a research university in the future.

As a Higher Education Institution (HEI), MSU System mandated to provide both advance instruction and research in the different academic and semi-academic fields. The university will undertake extension services and development programs specifically in the Mindanao Sulu and Palawan (MINSUPALA) regions, and provide leadership skills among stakeholders and students as well. Furthermore, in spite of budgetary challenges, MSU-main campus is on the move towards excellence and globalization. MSU-Main Campus in Marawi City also addresses the International/National/Regional development needs. In line to these needs, the university has to mobilize other internal and external sources of funding to meet its growing demands for sustainability since over the years, government appropriations for funding higher learning institutions has steadily decline specifically with respect to the maintenance and operating expenses.

Thus, MSU-main campus initiated the ten (10) year Institutional Development Plan (IDP) that serves as guide to all administrative leaders, personnel, faculty and staff in all development programs such as instruction, research innovation, production, and extension which is the trilogy function of the University. The IDP is significant by providing;

1. Directions for project implementation
2. Governance and management guidelines
3. Timelines for the achievement of the different projects, and
4. Mechanisms for monitoring and evaluation

Due to the increasing demands for financial appropriations, the University has increased its request for funding from the national budget according to the stipulated programs and projects in the MSU-Main IDP. Hence, MSU-main campus IDP also serves as the university platform for programs and development towards center of development, center of excellence, and globalization.

Philosophy, Vision, and Mission of the University

Philosophy

MSU-main campus, Marawi City is committed to the entire development of man and to the quest for truth, virtue and academic excellence.

Vision

MSU-main campus aspires to be a Center of Excellence in Instruction, Research and Extension transforming itself into a premier and globally competitive national peace university.

Mission

1. Lead in social transformation through peace education and amalgamation of the Muslims and other ethnic minority groups into the mainstream society;
2. Ensure excellence in instruction, research development, innovation, extension, and environmental education and discovery;
3. Advance national and international linkages through collaborations and,
4. Demonstrates greater excellence, relevance, and inclusiveness for Mindanao and the Filipino nation.

Scope and Limitation

The PIDP of MSU covers for 10 years period of implementation from year 2017-2026. Projects and development stipulated in the IDP entrenched in the university visions, mission, goals, and objectives. Each goal contains various key areas, projects and programs presented in part II of this IDP. The IDP of MSU focus on the following goals: 1) Academic excellence through enhancing student support services; 2) Upgrading the access to modern technology; 3) Producing quality of research and publication, 4) Enhance extension and community services 5) Improve the income generating projects/programs (IGP) of the university through IGP Plan; 6) Build strong linkages 7) Upgrade the MSU Code of Governance, 8) Construct and improve campus facilities, infrastructure, physical development and auxiliary services; and 9) Preserving and enhancing the university properties and facilities. First Semester of school year 2017-2017 serves as benchmark data of the PIDP of MSU. Latest information as of 2nd semester 2016-2017 is not included in this IDP since the drafting of the IDP started last August 2016.

Methodology

Different university stakeholders participated in constructing the IDP of MSU 2017-2026. This IDP establishes the aspects on which the MSU-main campus concentrated its actions for the next ten years according to university mission, vision and goals through the compliance with the missionary functions: academic excellence, global competitiveness, environmental consciousness, and peace and development. This is holistic, collaborative, participative, recurring; iterative,

innovative, and flexible. Primary data was gathered through needs assessment survey, consultative meetings through focus group discussions, and the campus-wide strategic planning conducted by the Office of the Vice President for Planning and Development (OVPPD) last September 5-9, 2016. College-based strategic planning provided the data and information particularly on the proposed projects and projected budget of each college in the campus. Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis in the strategic planning of the University serve as one of the benchmarks in the University Institutional Development Plan. Moreover, status of MSU-Main campus in terms of academic information, faculty status, research status, passing rate of board examinations, and facilities serves as point of reference for the framework in the IDP of MSU. Collecting secondary data is limited only on MSU annual reports, MSU information guide, and literature reviews from institutional development of various universities around the globe. This IDP helps translate the MSU-main campus mandates in the realization of its vision, mission, goals and objectives.

Procedure

The PIDP of MSU 2017-2026 contains four (4) parts and ten (10) chapters. Part I presents the executive summary of the IDP. Part II is the comprehensive assessment with two (2) chapters, Part III is the development plan with four (4) chapters and Part IV is the management and investment plan with four (4) chapters. Rationale, gaps, mission, vision, goals, university thrusts, IDP framework model, IDP content and scope and limitation is presented in part I chapter 1, while brief information and current status of MSU-main campus including the legal basis, mandate, core values, and organizational structure is presented in part I, chapter 2. Part III presented the development strategies reflecting the issues and concerns of the four major key areas of the IDP of MSU namely: academic development plan (ADP), administration and financial development plan (AFDP), research and extension development plan (REDP), and globalization investment plan (GIP). There are four (4) chapters in this part. Each chapter shows the detail of the plan of the four major key areas mentioned above presenting its goals, strategies and targets. The last part of the IDP (Part IV), present the details of the implementation schedule and budget allocation of the different targets and projects stated in the four major key areas; ADP, AFDP, REDP, and GIP. The collaborative works of the MSU- main campus stakeholders has been a valuable process in making the MSU-MCIDP into reality.

Gap Analysis

This gap analysis will help the university (MSU-main campus) stakeholders to determine the steps to be taken in moving and attaining the vision, mission, goals and objectives of the university.

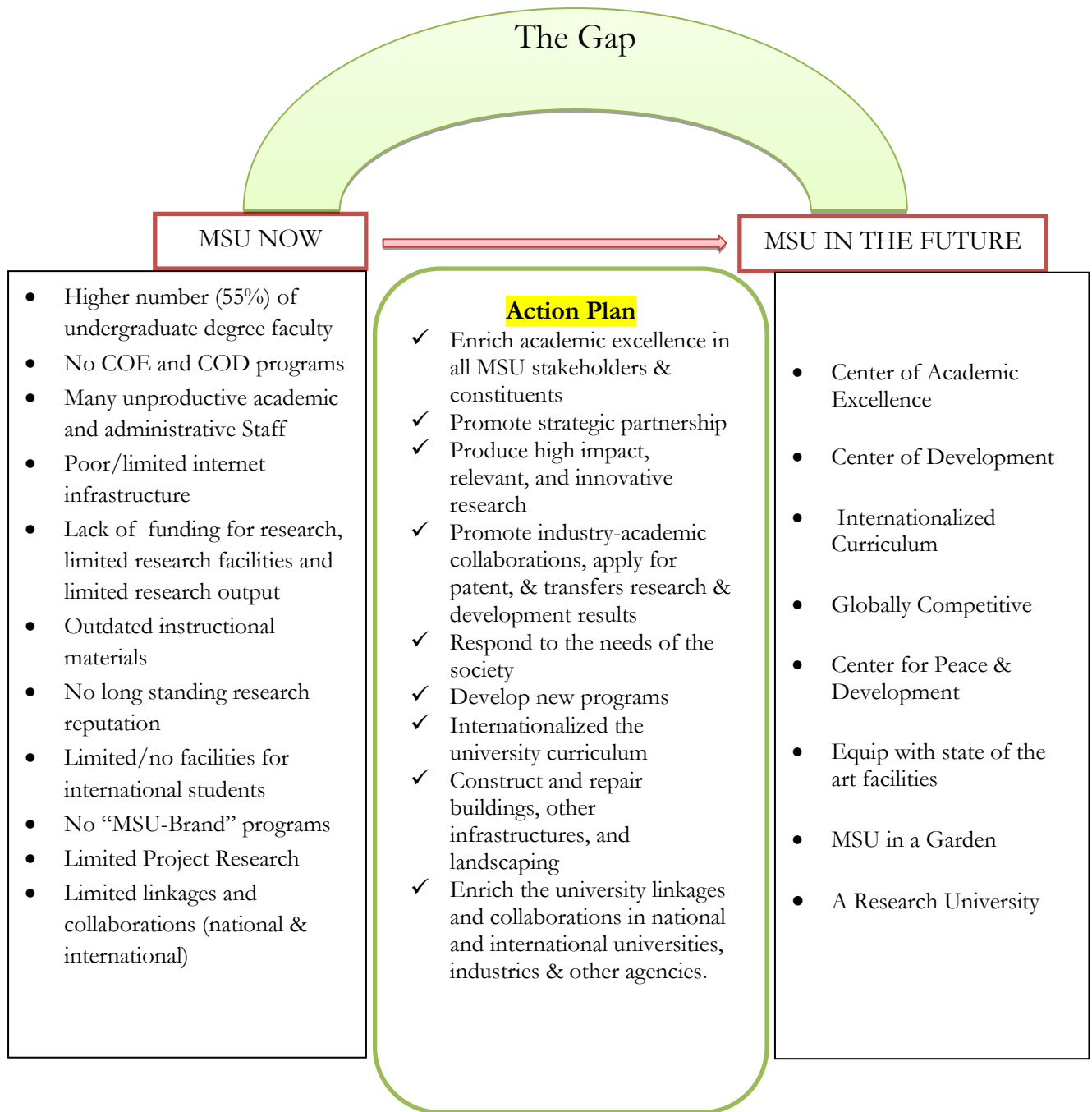


Figure 1 MSU – Main Campus Gap analysis

To address the gap of MSU - main campus towards academic excellence, global competitiveness, environmental consciousness and peace and development this ten (10) year IDP intelligibly directs the MSU - main campus towards attaining its vision, mission, and goals. MSU - main campus continuously widen its horizon, hone its capabilities, and maximize the use of its resources to serve diligently and truly to the poor but deserving students specially those who are belonging to the Muslims, cultural minorities and indigenous people (IP's) in the country. The imperative agenda of this 10-year IDP underscores the need in addressing academic excellence, global competitiveness, environmental consciousness, and peace and development with following major development listed below:

1. Improving/Modernizing the Physical Resource Base and Infrastructures
2. Developing a Center of Excellence (COE) and Center of Development (COD) Curricular Programs
3. Providing Quality Manpower
4. Faculty, Staff, and Student Development and Welfare Enhancement
5. Fiscal Resource Base Enhancement
6. Extension Services and Linkages

According to Altbach and Salmi (2011), to achieve academic excellence, the universities should analyze its strength, weaknesses, opportunity and threats. Addressing the gap from gap analysis is use to link globally in research for development, and scientific knowledge system not only as frontrunners to imperative technological advancement but for contributing in the uplift of the human understanding and conditions. Global knowledge university both national and private institutions should collaborate and work together to empower each other to technology, intellect, and scientific trends without devastating the cultural heritage of each nation (Salmi, 2009). Universities are institutions that are task for the total development of humankind towards borderless creation and transmission of knowledge and services to everyone (Altbach & Salmi, 2011).

In building and sustaining university on its academic excellence, governance and adequate and stable funding is necessary. Absence of bureaucracies in universities is impossible thus, governance, as distinct from management, is responsible in academic decisions and use complex management in several key ways. Stephenson (2011) said that successful and fruitful universities should culture a faculty and students that will teach and do research particularly in the academic community and good governance. However, it is sad to note that many universities failed to motivate and acknowledge the skills of their employees and failed to recognize the complexity of its work, importance, and the needed resources for building and sustaining the university's academic performance towards excellence (Salmi 2009). Good governance and management reform is necessary in improving the quality of education, faculty, and students. Promotion of academic discipline and academic freedom in research and development should be given priority particularly giving financial assistance to the faculty who do research (Altbach and Salmi, 2011). Salmi (2009) pointed out that there is no universal formula in building and sustaining a university of academic excellence. A change of its organizational leadership, from traditional administration to strategic management is a crosscutting edge of a university transformation towards excellence.

Development Plan Model of the PIDP of MSU

Figure 2 below is the framing process of PIDP of MSU showing the bases and foundations of the institutional plan. "If planning is well integrated into the institution/agencies, it becomes the way you do your work, not something you do on top of your work. What is important is that you make it a priority." Likewise, **President Habib Macaayong**, the MSU System President emphasized in his message during the campus-wide strategic planning that Institutional Development Plan pictures out "where are we now", "Where we want to go" and "how can we do it".

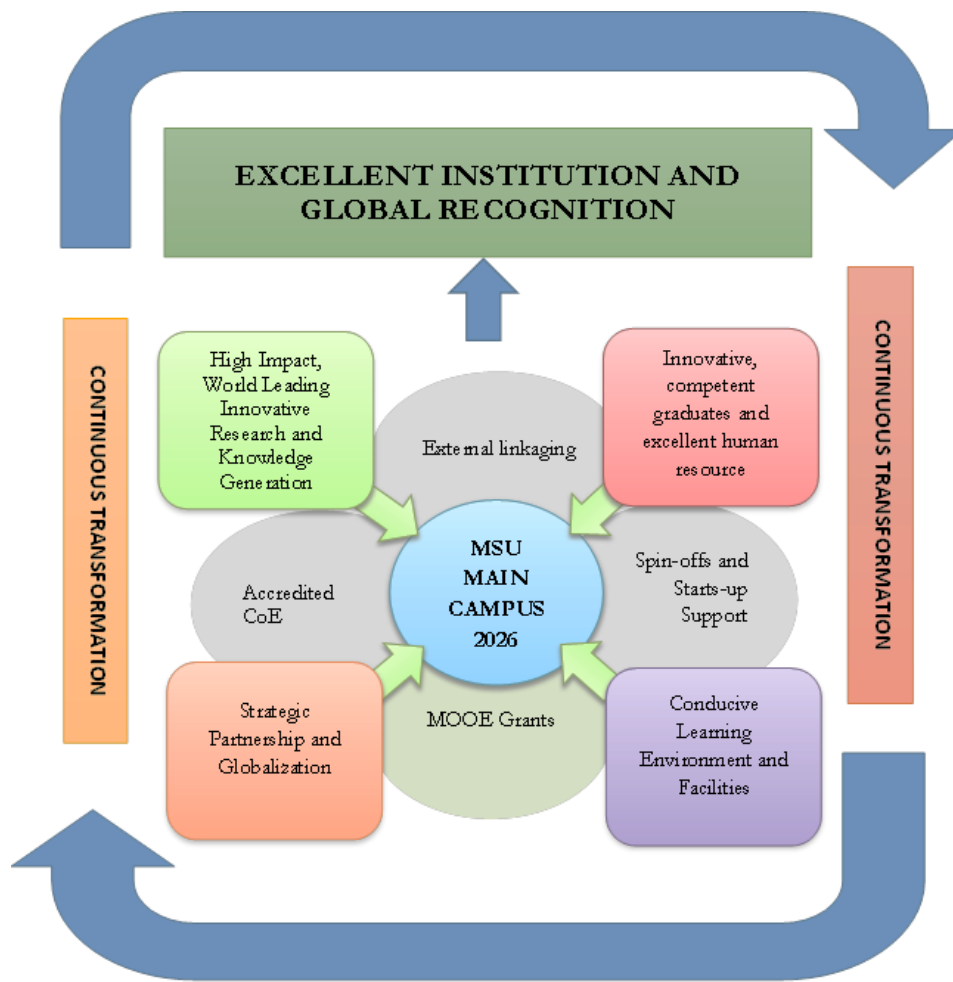


Figure 2. Development Plan Model of the PIDP of MSU

Strategic plan and institutional development plan particularly a university-wide approach ensure the institution to address the challenges effectively and be able to take advantage of the existing opportunities for academic improvements (SPAC, 2010).

Based on the cited literature above on the importance of an institutional development plan and organizational management, the PIDP of MSU proposed revision to its traditional organizational structure into a more functional and more specific delineation of job according to the key person delegation. Figure 3 and figure 4 below is the comparison of the old MSU organizational structure (Figure 3) and the proposed revision of the MSU organizational structure (Figure 4).

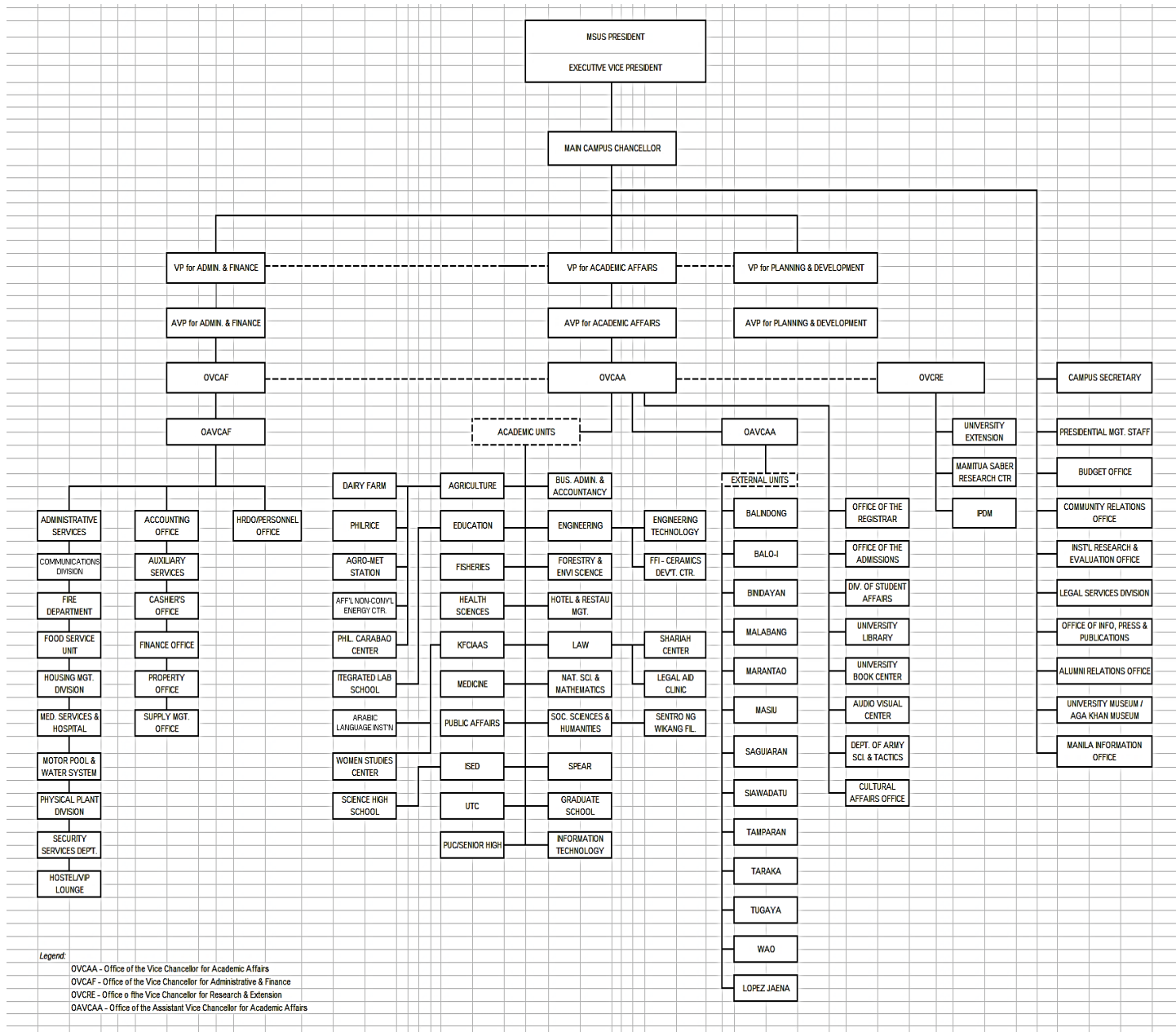
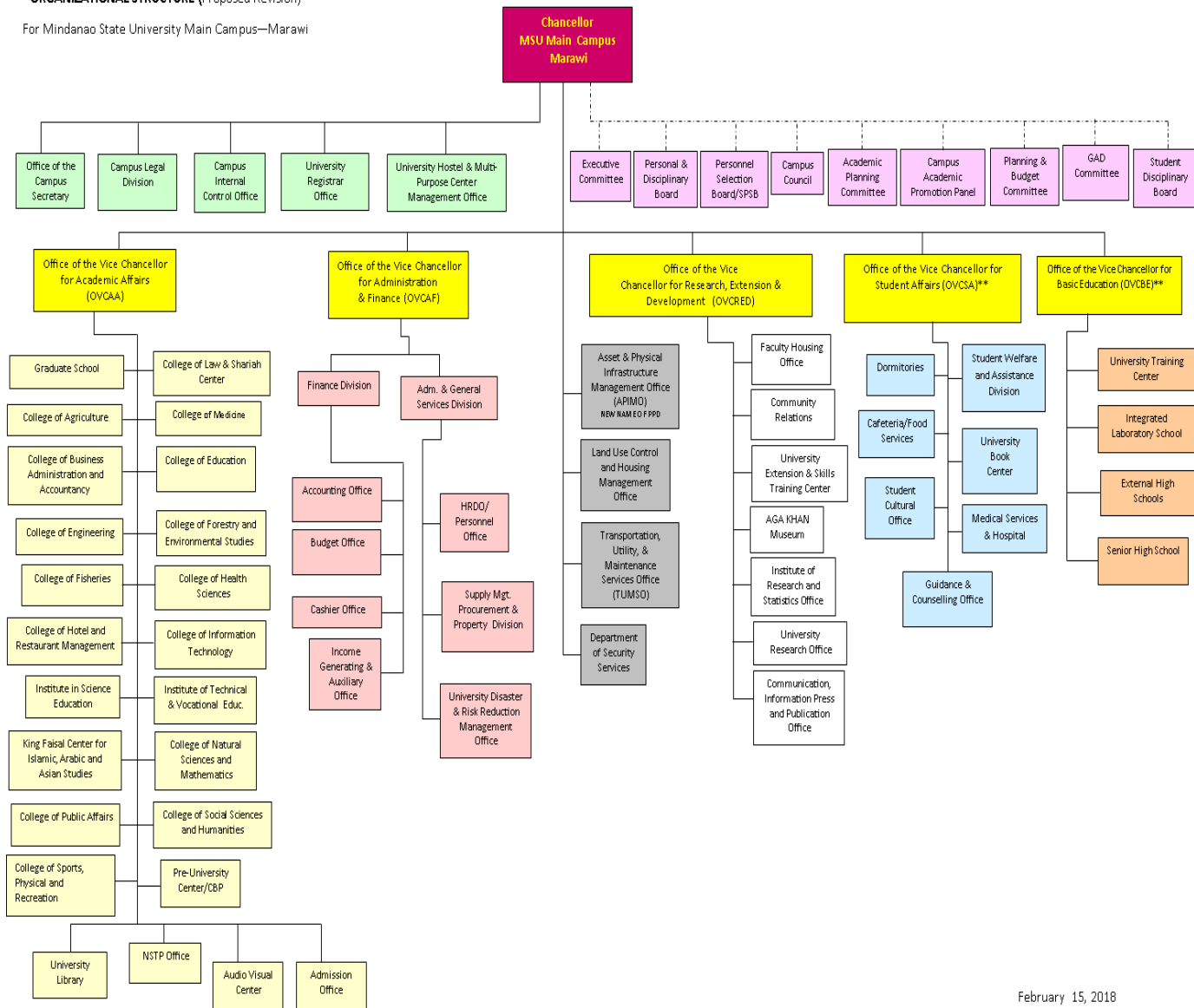


Figure 3. Old and Existing Organizational Structure for MSU-Main Campus, Marawi City (Source: Mindanao State University Annual Reports)

ORGANIZATIONAL STRUCTURE (Proposed Revision)

For Mindanao State University Main Campus—Marawi



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Figure 4. Proposed Organizational Structure for MSU–Main Campus, Marawi City

MSU SYSTEM ORGANIZATIONAL STRUCTURE (Proposed Revision)

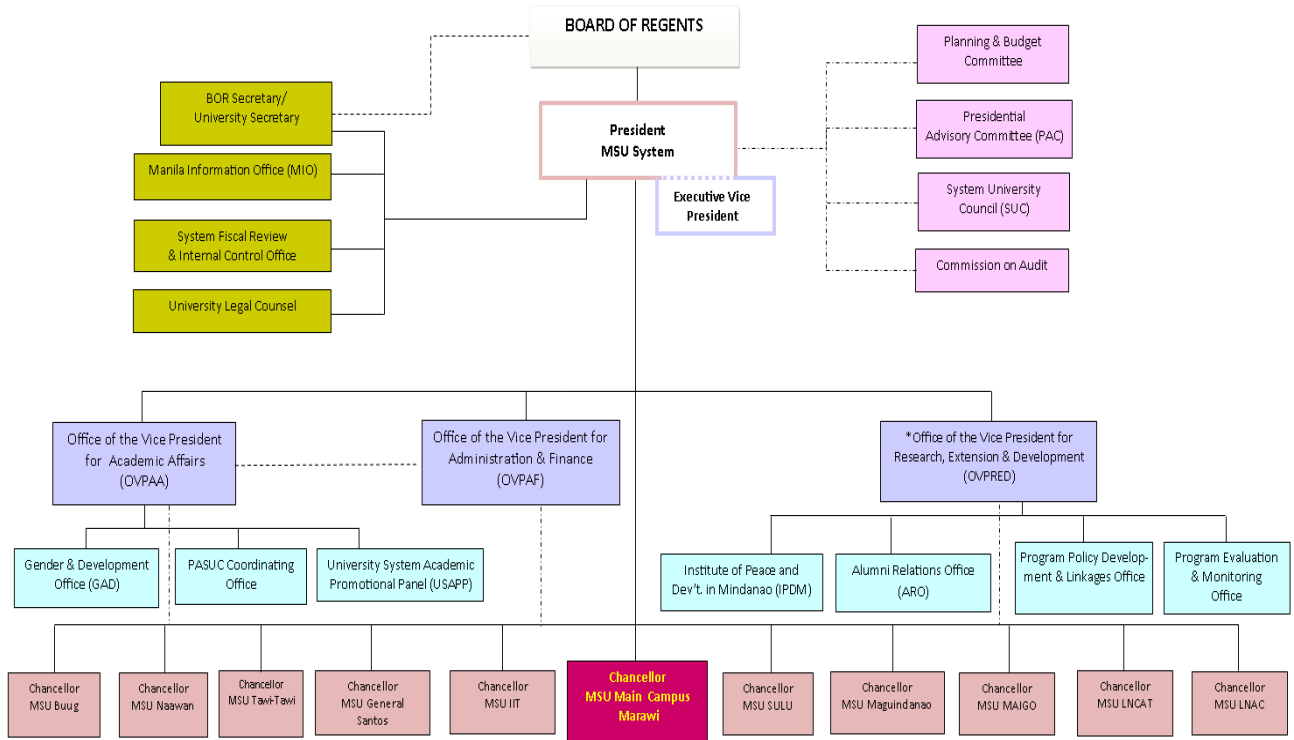


Figure 4.1. Proposed Organizational Structure for MSU-System

The proposed revisions of the MSU Organizational structure presented above is still subject for final approval of the Board of Regents of the Mindanao State University prior to its implementation. Addition, merging of offices and or deletion of other offices is still possible for maximizing its functions and organizational leadership.

The proposed Institutional Development Plan (IDP) of the Mindanao State University main campus, Marawi City is rooted in the trilogy functions of the university, which are instruction, research, and extension services. This trilogy function of the university is equally the same to the Minnesota University threefold mission which also focus on research and discovery, teaching and learning, and outreach and public service (Minnesota University Achieving Excellence, 2011). New curriculum, programs and teaching methods continuously arise and needs to be set and apply in the university; however, implementing such needs careful planning to consider economic and human capital (Henard, Diamond, & Roseveare, 2012). Moreover, the content of this article is just an excerpt but the highlights of the whole Institutional Development Plan (IDP) of the Mindanao State University, main campus, Marawi City.

Roadmap of Mindanao State University (MSU) main campus, Marawi City presented in Figure 5 below assuming of full implementation of the IDP. However, the MSU-IDP is flexible and broad-spectrum in its scope. According to Whalen (2002), any development plan is flexible enough to accommodate any structural and environmental changes along its way of implementation. The university should continue to improve and enhance the plan anytime as needs arise. SPAC (2010) mentioned in their strategic plan that infrastructure costs, research

development, scholarship programs entails institutional plan in reaction to set urgencies in providing cost-effective supports. Council of International Schools Accreditation Report (2010), as cited in the Atlanta International School Strategic Plan (2016), emphasizing the role of the school which is to serve a globally and establish a worldwide connectivity. Globalization includes physical and computer-generated mobility, mobility of faculty and students, knowledge and information system, virtual access, and policy sharing practices among universities around the globe.

MSU-Main Campus IDP Transformation Road Map

Figure below shows the transformation road map for MSU when the IDP is fully implemented, monitored and sustained.

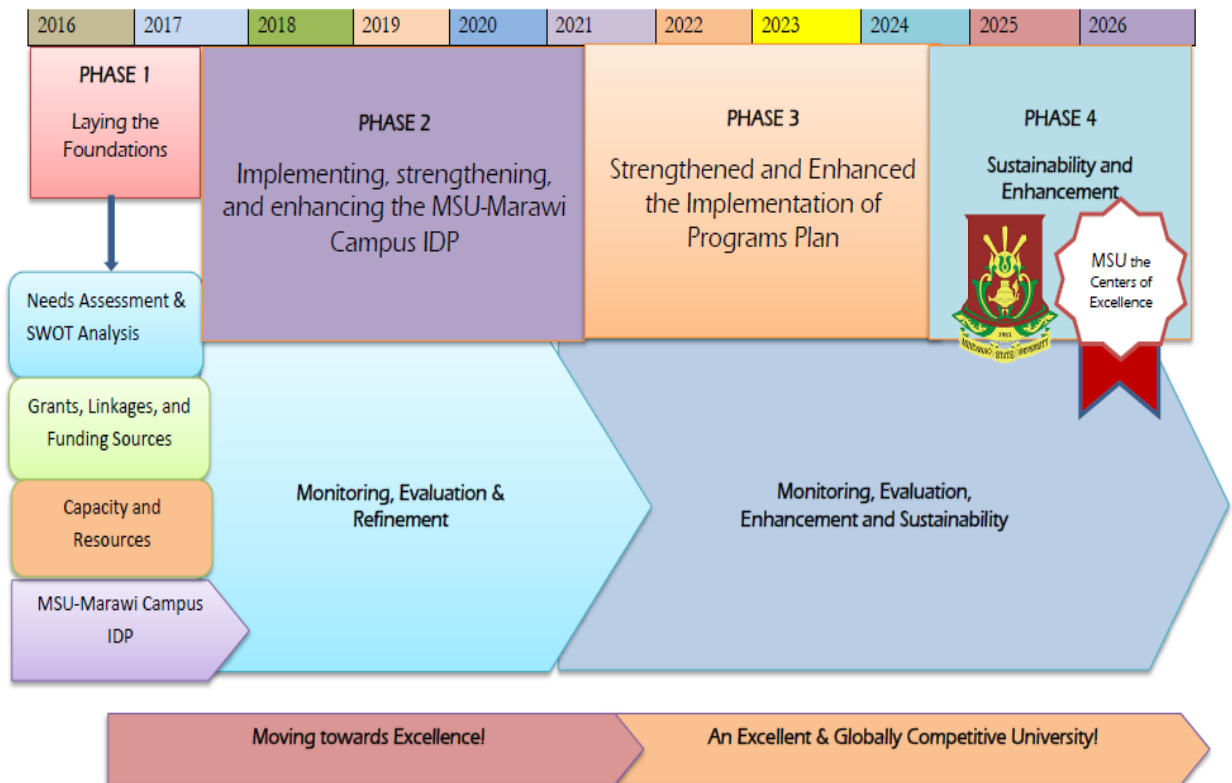


Figure 5. MSU Road Map

Conclusion

Institutional development plan serve as the blueprint of any institution particularly among higher education institution. Notwithstanding the varying reliability, issues, challenges and usefulness of higher institution in delivering quality education and other related services, it is so important that academic and physical plant development should be guided with the Institutional Development Plan of the University. Following details in the development plan will assure the possibility of meeting all the needed resources in proper place such as the human capital, financial/budgetary allocations, environmental preservation consideration, technology and all other resources needed to build and sustain the university academic excellence. There is no single method in attaining academic excellence, but it is achievable when institutional development plan is available with proper implementation, coordination, camaraderie of stakeholders, monitoring and evaluation. Lastly, the purpose of presentation this IPDP of MSU is to share knowledge and solicit of comments and suggestions for further enhancement of the plan prior to its implementation.

Acknowledgment

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