

University of the Philippines Manila
The Health Sciences Center

Chancellor's Report The First 100 Days

2011 November - 2012 February





Introduction

The term of UP Manila Chancellor Manuel B. Agulto was ushered in by a series of activities related to the centennial celebration of the University of the Philippines. In the synthesis of the 2009 UP System Conference, it was noted that "while we appropriated the title 'national university' in 1996, ... the recently legislated UP Charter that formalized this designation has evoked a greater sense of urgency to define UP's responsibility to the Filipino people in this conference.



Compared to ten years ago, it is also notable that UP is in a better position today to tackle many of the issues discussed in the previous conferences. Since the 1990s, we have gained more experience in facing the challenges posed by globalization and nationalism. Academic and administrative interventions that built on the programs of previous UP administrations or represent new initiatives—coupled with the recommendations of the UP Centennial Fellows and the significant amount of funds raised during the University's 2008 Centennial celebration—give us the wherewithal to formulate feasible plans that are doable within the next 20 to 25 years". In that conference, then U.P. President Emerlinda Roman enjoined the participants to come to terms with global realities, to be "part of the scene that is essentially worldwide and global in nature" and to be simultaneously national and global".

The 2009 World Bank further states that with globalization, "countries are no longer comfortable with developing their tertiary education systems to serve local or national communities." Instead, global comparison indicators have gained significance in the local development of universities. They are now ranked and compared to each other on the basis of internationally accepted standards." It further asserts that at this juncture, the so-called "world-class universities" have become more than just cultural and educational institutions. They now serve as benchmarks or points of comparison among nations." The synthesis states that the term "world class universities" has become a catchphrase for a common goal that has become more and more difficult for a national university like ours to ignore."

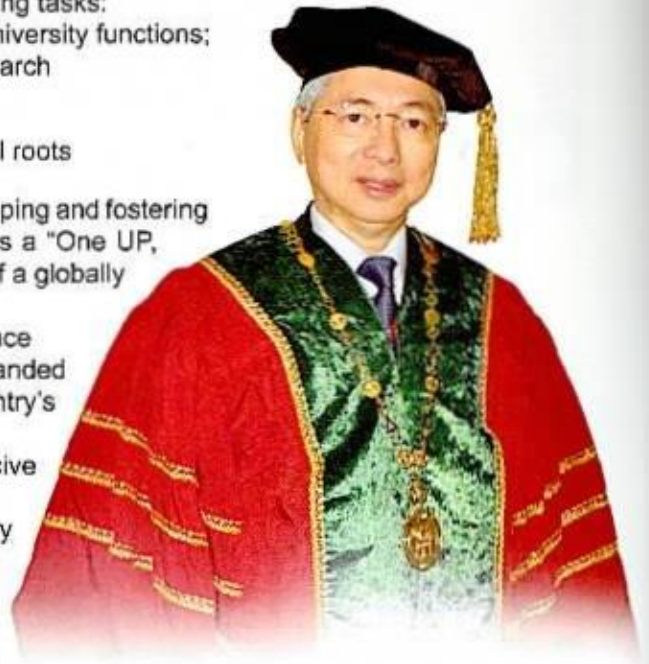
The conference concluded that transitioning from a teaching to a research university should be a major undertaking of the UP System. To meet this challenge, it is urgent for the UP community to level off on 1) the meaning of a research university; 2) what it means for our faculty and staff to integrate research into their teaching and extension functions; and, 3) for the professional fields, what it means to move from theory to practice and back to the refinement of theory and its publication (or praxis in the parlance of WS 1).

Hastening UP's transition to a research university entails the following tasks:

- Developing a research orientation across disciplines and university functions;
- Fostering cross-disciplinary exchange and collaborative research
- Expanding the graduate program
- Strengthening the faculty
- Forming leaders with a global perspective and deep cultural roots

UP President Alfredo Pascual's administration is anchored on developing and fostering a unified university across all constituent universities. He envisions a "One UP, One Great University, taking a leadership role in the development of a globally competitive Philippines":

- Anchored on academic excellence and operational excellence
- Strong research and creative capability, supported by expanded graduate programs and geared to addressing the country's problems
- Excellent faculty and staff working in an environment conducive to outstanding performance and high productivity
- The best and brightest students from across the country prepared for successful careers and responsive citizenship
- Strong support from the alumni and other stakeholders
- High visibility and effective public service
- Modernized physical facilities and technological infrastructure for teaching, research and administration
- Financial sustainability achieved by resource generation and administrative efficiency, while preserving its public character



The UP Manila Mission

UP Manila shall constantly strive to become a globally competitive and nationally relevant university, while upholding its honored tradition of academic and research excellence. It will push for academic and operational excellence through a combination of innovative research work, enriched curricula, and dependable public service. It will strive to maintain an efficient administrative governance system, and promote creative means to gain financial sustainability while retaining government support. Its mission is to become an entrepreneurial research university, with relevant published researches that are translated to policies and applications that will benefit the Filipino people.

In his inaugural speech, UP Manila Chancellor Manuel B. Agulto stated that the vision and mission of the UP Manila team is to go beyond the status quo of being the best teaching and research university and exhorted everyone "to surpass ourselves and be an entrepreneurial national university." He defined entrepreneurship as a vision to push for cutting edge and out-of-the box ideas and programs and the ability to take risks and defy limitations. He further stated that "to be an entrepreneur is to transform and revolutionize what is here today and be excited with what tomorrow brings. We cannot and must not rely only on what the government gives. We must be responsible for our own growth and advancement."

TORCH

Strategic Plan of UP Manila Chancellor Manuel B. Agulto

Technological Advancement:

TIntegrated, 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:

OThis 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:

REmphasis 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. 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:

CThe 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 Social Welfare and Development (DSWD), and other government and non-government agencies that serve the needs of the people.

Human Resource Development and Welfare

HUP 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.

UP Manila 100-day Report

Planning and Development Strategies

Improve system efficiency

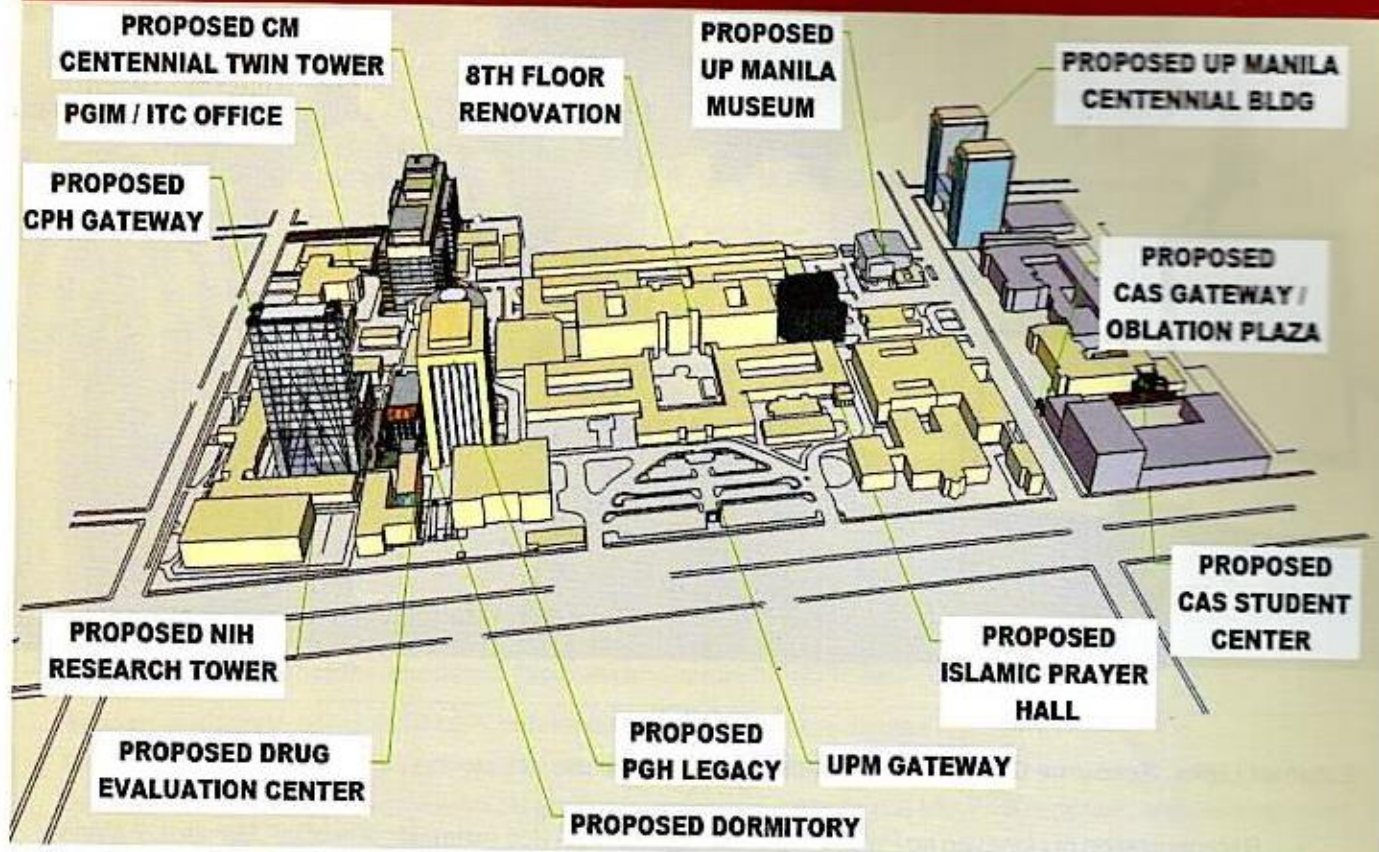
- Transition and endorsement process from previous administration completed.
- Inventory of personnel and resources been initiated, and is still an ongoing process
- Building managers for each building and each PGH functional quadrant have been appointed. A building manager's training program has been scheduled for the second quarter of 2012.
- Formulation and printing of campus-wide building operations manual is scheduled for the third quarter of 2012.
- Reorganization of IT council has been done
- The terms of reference for the UPM and PGH computer system software has been finalized, but will have to harmonize with the eUP System.
- Measures for improvement of internal and external communication have been initiated, including the establishment of an archiving system for documents, and release of funds for computer and communications hardware and software.
- UPM Integrated Laboratory System plan has been conceptualized.



Democratic, participative and transparent governance

- The 25-year Strategic Plan and 6-year Management Action Plan Workshop was successfully conducted on January 2012.
- Creation of Chancellor's feedback system has been done, through the various Chancellor's advisory committees. A system for rapid announcement and information dissemination has been established.

UP Manila Main Campus Development Plan



Development Plans for SHS Campuses



SHS Palo, Leyte



SHS Koronadal, South Cotabato



SHS Baler, Aurora

Unified UPM Campus facilities development master plan

- Review of BOR-approved UPM campus plan has been done.
- Review of changes to the UPM campus plan is ongoing, starting with a systems audit of contents and utilization of all rooms in all buildings.
- Consultation process for proposed projects from the various colleges has been done, and is ongoing.
- Submission of concept papers for new projects is also ongoing.
- Unified street names and room numbering system has been planned for implementation by the fourth quarter of 2012.



External Links, Resource Generation and Community Services

- Reorganization of *Ugnayan ng Pahinungod*, the volunteer service extension arm of UP Manila. UP Manila extension services have benefitted victims of calamities and natural disasters.
- Reorganization of CHITS and Telemedicine
- Reorganization of FMAB inspectorate and management committees
- Public-private partnerships committee has been organized. This includes UP Manila officials as well as representatives from the DOH, faculty, student representative, and industry.
- Good Neighbor's Initiative committee has been reorganized, with more active participation of parents of students, and the neighboring institutions.
- Organization of entrepreneurial committee has been done.
- A task force for the establishment of a UP HMO has been designated.
- Organization of Committee on Health Policy and Legislation has been planned but not yet implemented.
- Reorganization of the IPPAO has been done. Regular Media Bureau meetings have been conceptualized.



Academic Affairs Activities

Transition/endorsement process completed

- Study of the end-of-term report of the previous VCAA done.
- Analysis of the 2010 Internal Academic Assessment Survey (IAAS) of all the colleges completed.
- Study of the Academic Excellence Checklist of the Vice President for Academic Affairs done.

Reconstitution of the various committees under the VCAA



- Academic Personnel and Fellowship
- Curriculum
- Instruction
- Commencement Rites
- Academic Load
- Readmission, Retention, and Graduation
- Scholarships and Financial Assistance
- Academic Honors and Awards
- Training Coordination
- Professor Emeritus Selection Committee

Organizational meetings with heads of offices (OUR, OSA, ILC, LRC, NGOHS, CHDP, UL)

Review of availment of the Academic Program Improvement (API) fund (ongoing process)

Recommendations of the 2010 GE Conference studied and implemented.

Assessment of the research orientation of existing graduate programs.

Development of new research-oriented graduate programs, notably the MD-PhD program, and development of a program for PhD by Research.

- Instruction: Subcommittees created for University Orientation, Workshops for New Faculty, Common Online SET
- Curriculum: NTTC-HP presented their proposal for revisions in the Basic Course for HPEd (with 5 fields of concentration) and the Institution of 2 New Electives; CPH proposal for off-campus offering of Master of Hospital Administration
- General Education: Received approval of UPLB of the request for adoption of DSS of the GE subject Political Science I (Re-imagining Philippine Politics)
- APFC: Ongoing compilation of all Professorial Chairs to include the nature of each chair/MOA if available
- Students: Discussed the AUN-ACTS with student leaders; Requested deans to identify top students who will participate in the AUN-ACTS.
- Electronic and computerization project (eUP): Met with eUP team on Student Academic Information System (SAIS); Volunteered UPM to be the pilot campus for eUP



Action Plan for Academic Assessment and Quality Assurance:

- Institutionalize academic assessment and quality assurance through the creation of an Office for Quality Assurance to be headed by a Director
- Strengthen and re-orient existing graduate programs towards research (require publication as output of theses/dissertations)
- Aggressive faculty development and hiring of PhDs
- Encourage internationalization – student and faculty mobility
- Develop a philosophical and operational framework for the implementation of transformative education in UP Manila
- Assess retention rate of faculty, especially honor graduates and faculty with advanced degrees, and give recommendations

Administrative Initiatives

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Reorganization of the offices under the VCA:

- Accounting Office, Budget Office, Cash
- Human Resource Development Office
- Legal Office
- Property and Supplies Office
- Security services
- CPDMO

Integration and harmonization of fiscal services

- Reorganization of CPDMO
- Computerization program
- Coordination between UPM and PGH fiscal services

Formulation of plans for alternative sources of funds (Resource Generation)

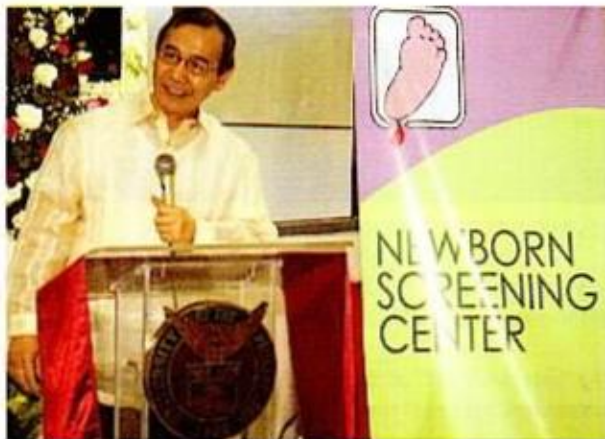
- Review of FMAB and other lease agreements
- Construction of mixed use building along Pedro Gil St.
- Increase revenue/cash generation from existing programs such as CHITS and research licensing agreements

Financial and administrative aspects of Research and Entrepreneurial University

- Hiring/enticing PhD/Balikbayan scientists
- UP Modernization Program
- Research Faculty positions available
- Rewarding/adopting researchers for research faculty positions



Research Implementation



Review of UPM-NIH Objectives:

- To promote science and technology research and development in the field of health
- To promote the development of study groups and research programs
- To establish mechanisms for the dissemination and utilization of research outputs
- To complement graduate programs and faculty research human resource training in UP Manila
- To ensure that the results of health research and development activities are utilized to improve the health of the people

Reorganization and streamlining of governance structure

REVIEW OF DIRECTIONS AND FUNCTIONS OF EACH RESEARCH INSTITUTE/CENTER. Centers and programs are mission-oriented and problem-directed. Each Institute/Center/Program has a mission-oriented research agenda which would have impact towards improving the health status of Filipinos.

- Institute of Child Health and Human Development
- Institute of Clinical Epidemiology
- Institute of Health Policy and Development Studies
- Institute of Herbal Medicine
- Institute of Human Genetics
- Institute of Molecular Biology and Biotechnology
- Institute of Ophthalmology
- Institute of Pharmaceutical Sciences
- Philippine National Ear Institute
- National Telehealth Center
- Newborn Hearing Screening Reference Center
- Newborn Screening Reference Center

PRIORITY RESEARCH PROBLEM AREAS WITHIN THE RESEARCH AGENDA have been identified and are being addressed by study groups which include expertise from within and outside the University. The NIH has five component research program clusters:

- Health Product and Devices Cluster
- Health Promotion, Disease Prevention and Control
- Gerontology and Disabilities Cluster
- Social and Humanistic Studies
- Health Care System Studies

ESTABLISHED AND/OR CONTINUED EXISTING RESEARCH TRAINING PROGRAMS for young researchers and fellows who are envisioned to be deployed in various academic and research institutions in the different parts of the country.



RESEARCH OUTPUTS AND OUTCOMES from NIH research, dissemination and utilization work which include:

- Studies on the different aspects of eye problems have been used by the DOH in its blindness prevention programs and establishment of eye-related registries
- Studies on hepatitis have provided the bases for the development of DOH policy on Hepatitis B immunization
- Evaluation studies on several DOH programs such as devolution, maternal and child health, HIV/AIDs Control Program, and nutrition program
- Cancer studies have led to the development and implementation of two



- population-based cancer registries in the Philippines, formulation of a DOH Cancer Control Program, and the establishment of scientifically valid and locally relevant therapeutic approaches to the management of specific cancer types.
- Herbal medicinal preparations commercialized: lagundi and sambong
- Diagnostic kits for Hepatitis B and Hepatitis C developed
- Diagnostic kit for dengue
- Community Health Information Tracking System (CHITS)
- Research-based program recommendations adopted by the DOH including:
 - o Oral rehydration for diarrhea
 - o Modification of the measles vaccination schedule
 - o Proposed revisions of the Philippine Health Insurance Corporation implementing rules and regulations
 - o Enhancement of the implementation of the Philippine Drug Policy
- The Tobacco Regulation Act of 2003
- The Newborn Screening Act of 2004 (RA 9288)
- The Newborn Hearing Screening Act of 2008 (RA 9709)
- National Objectives for Health 2000-2005, 2005-2010
- National Surveys in support of DOH Programs
 - o National Surveys on Blindness and Visual Disability
 - o Intestinal Helminth Infections and Other Neglected Tropical Diseases in Pre-school and School Age Children, adolescent females, pregnant women, and indigenous peoples (IPs) in the Philippines
 - o National Oral Health Survey
- Initiated 3 out of 8 DOST priority research projects (Seaweed study, Dietary Salt and hypertension study, and Computer-aided discovery of compounds for the treatment of TB in the Philippines)

THE NIH IN THE PHILIPPINE NATIONAL HEALTH RESEARCH SYSTEM: In recent years, the NIH has assumed an important role as one of the core agencies of the Philippine National Health Research System (PNHRS) which assures quality health care for Filipinos by ensuring that health research is linked to the needs of our health system. Core agency partners of PNHRS:

- Department of Health (DOH)
- Department of Science and Technology-Philippine Council for Health Research and Development (PCHRD-DOST)
- Commission on Higher Education (CHED)
- University of the Philippines Manila-National Institutes of Health (UPM-NIH)



**Resource Generation in the NIH
through grants and:**

- Newborn screening
- Newborn hearing screening
- Herbal products (Iagundi, sambong)
- Community Health Information Tracking System (CHITS)
- Dengue diagnostic test
- Enteric diseases diagnosis
- Drug quality screening
- National health surveys
- Capacity building in health research

**Budget for new NIH building that
will spur Health Research in the
country.**

