



# STRATEGIC PLAN 2016-2025

*"Charting  
tomorrow  
today."*

This University Strategic Plan was approved  
and confirmed by the Board of Regents on  
May 12, 2016 per Board of Regents  
Resolution No. 32 S. 2016



## *President's Foreword*



The Old Normal School in Zamboanga faces one great challenge unmatched since the then secondary school first began formal instruction in 1904. With many events and a long history behind it, the now Western Mindanao State University sets the stage towards a new and challenging academic future. Its recognition as the major state-run tertiary education center in Western Mindanao provides the major head-start to move beyond a Teaching University towards the direction of a Research University in the future.

The challenge at WMSU is to seize every opportunity that comes along the way. This Plan is a vision of change that offers a framework that is imbued with a Vision to move on to the next decade. Even safely, it will place WMSU in the company of the best performing State Higher Education Institutions in the country.

The thousands of students who stream in and out of the university are witnesses to the quality of education WMSU provides. The “restlessness” that is characteristic of academic centers has not spared WMSU of the invaluable diversity that serves as the very precursor of academic discussions. Ours is a brand of education that is evidenced in the various local, regional, national, and international recognitions.

But the work of the university is far from seeing its end. There is yet much to be done. While we sustain the quality of our educational service, we brace ourselves to more challenging times ahead – break grounds in research, produce graduates with a sense of social conscience and responsibility, establish industry partnerships, and develop academic management leadership. This is the culture WMSU envisions. This is a leadership vision that shrinks individual interests in the face of the nobler pursuance of the interests of a university that will forever leave its mark in society and in individuals who have shared in its remarkable history.

This Strategic Plan paves the road to the future - a work of invaluable discussions that involved people from across the university who shared ideas and exhibited commitment.

The future is ours and we shall all face it with faith and fortitude, and never shall we hesitate to take grip of what we wish to become in the future.

  
**MILABEL ENRIQUEZ-HO, Ed.D.**  
President



# VISION

*The University of Choice*

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# MISSION

*The Western Mindanao State University shall pursue a vibrant socio-economic agenda*

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## EXCELLENCE GOALS



## STRATEGIC THEMES

**1** UNIVERSITY AND  
ACADEMIC  
EXCELLENCE

**2** CREATION OF  
A UNIVERSITY  
RESEARCH CULTURE

**3** INSTITUTIONAL  
LINK WITH  
COMMUNITIES

**4** RELEVANT AND  
RESPONSIVE  
GOVERNANCE



COVERING THE  
**COLD**  
PHILIPPINES

Autotype Studio  
ZAMPORINCE

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# *Vision*

*The University of Choice for higher learning with strong research orientation that produces professionals who are socially responsive to and responsible for human development, ecological sustainability, and peace and security within and beyond the region.*

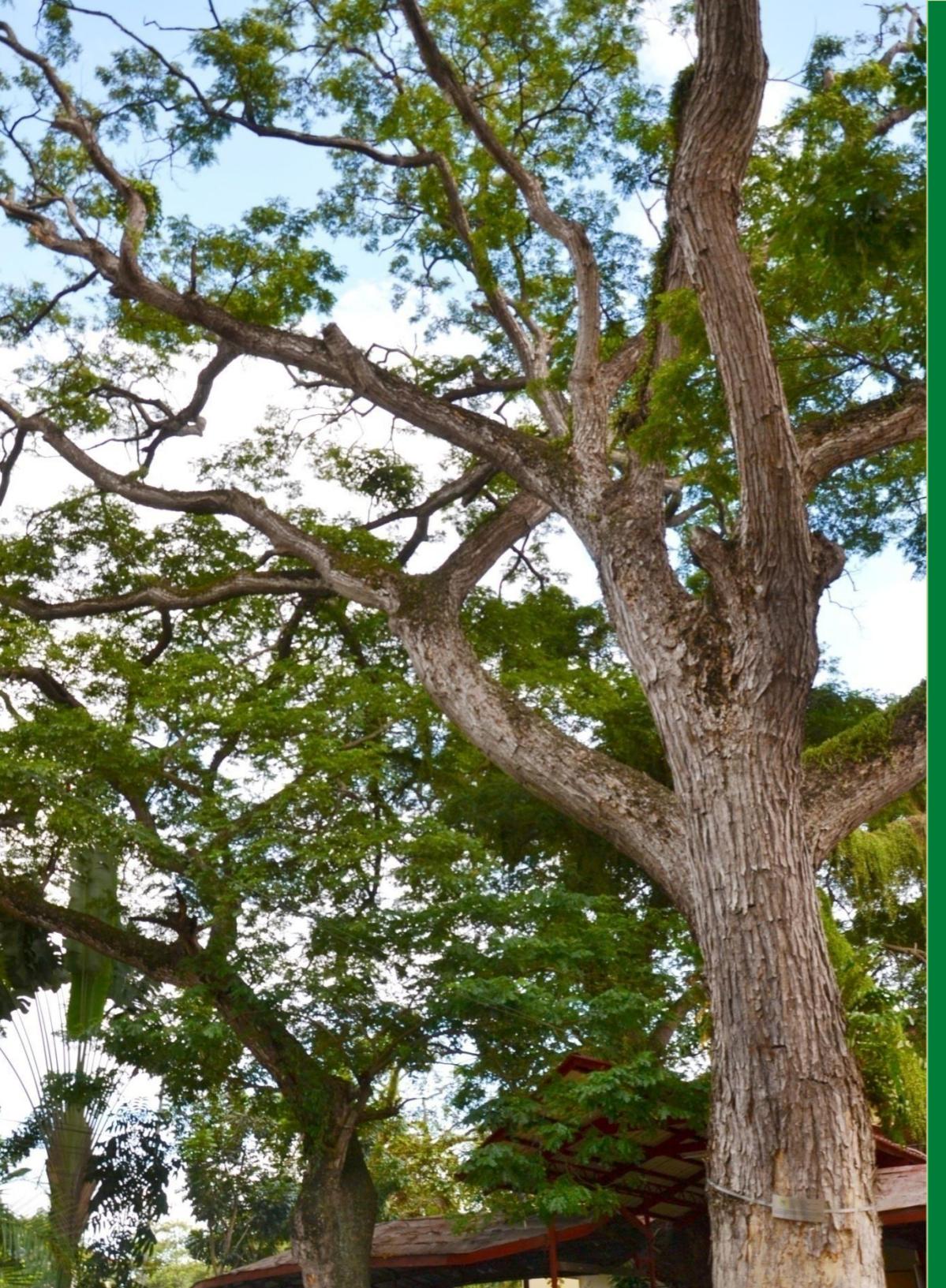
# *Mission*

*The Western Mindanao State University, set in a culturally diverse environment, shall pursue a vibrant socio-economic agenda that include:*

- *a relevant instruction paradigm in the education and training of competent and responsive human resource for societal and industry needs;*
- *a home for intellectual formation that generates knowledge for people empowerment, social transformation and sustainable development; and,*
- *a hub where science, technology and innovation flourish, enriched by the wisdom of the Arts and Letters, and Philosophy.*

The university's social and educational roles are both timeless and enduring: to maintain its position as a change leader, to evolve that change with the transitions that society undergoes, and to mold individuals for future societal leadership. The reality of social diversity that the university itself must reflect on and respond to is continuously translated in the quality of its graduates. The brand of the university includes: the delivery of a distinctive education; sustained teacher and student scholarship; and, community engagement and commitment – characteristics of an academic center that responds to the needs of the times.

Embracing social reality in the character of the university fortifies education and instruction at WMSU. Excellence is translated from the practical perspective of instruction as a change agent as explicitly stated in the university's mission. The strategic planning process seeks the connectivity among the students' choice of the university; their eventual societal participation; and, the ultimate change they would make in society.



# *Heritage and Fortitude*

From a fledgling secondary school in 1904, the Western Mindanao State University saw its beginnings as an institution created to train the first native teachers to serve the communities of the Southern Philippines. A century of change from its American-occupation beginnings to its recognition as a major Western Mindanao educational center is all about leadership – the resolve to accept change and respond to it and assuming the mandated role to serve society and people.

Today, the Western Mindanao State University, among many others, is...

- A recognized State Higher Education Institution in Mindanao and a normal school pioneer in Southern Philippines
- The largest university in Western Mindanao with a contiguous campus that hosts 14 Academic Colleges and Institutes
- The university with one of the most number of curricular offerings ranging from basic education to the graduate level
- Home to over 18,000 students from various southern provinces and cities
- A campus with the distinction of building some of the country's ranked bests: the College of Criminal Justice Education, the College of Social Work and Development, the College of Teacher Education, the College of Agriculture, and College of Engineering and Technology
- The site of the World Bank Knowledge for Development Centre (WB-KDC)
- Bestowed the honorific title of "Royal University" by the Sultanate of Sulu
- A dynamic partner in the economic and cultural life of Zamboanga City, the Zamboanga Peninsula and Western Mindanao – preserving the past, impacting the present, and shaping the future
- A prime cultural asset that features a century-old American edifice identified as the "House of Peace" by the National Historical Institute
- A University Family that values the potentials of its human resources as its best assets

# *Institutional Aspiration: Ends of Excellence*

## ❖ Academics: Weaving experience with theories towards genuine learning

Reflecting on a century of teaching, the university sets an uncompromising stance towards excellence in student learning that should integrate experiences beyond the traditional classroom. Genuine experiential learning is an indispensable component of WMSU instruction that interfaces academic theories with practical life encounters.

## ❖ Research: Finding reasons and creating solutions

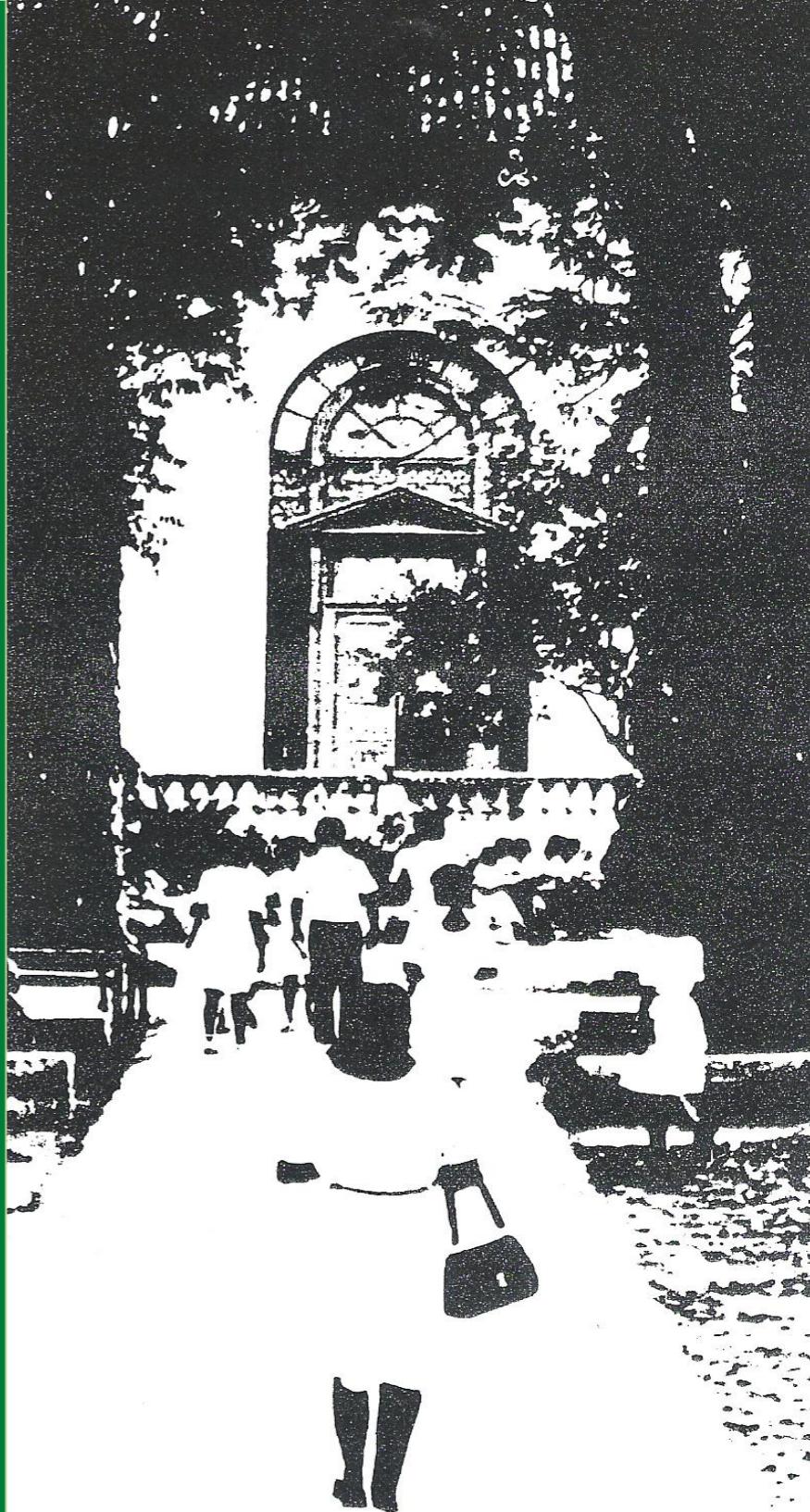
Blending the discovery component in academic work to design solutions to existing problems and breaking new grounds that will improve the lives of peoples and communities is the innovative role of research.

## ❖ Extension: Linking arms with community is seaming reality and theory

An inclusive world that connects people from diverse communities with a mix of backgrounds and experiences that provide meaning to academic work is the end of university extension work. Embracing communities is highlighting WMSU's social role and narrowing the gap between theory and real-life conditions.

## ❖ Administration and Management: Maximizing the mix of resources

Re-inventing administration and evolving the concept of governance without compromising the university's mandate should make WMSU a management innovator. Generating the maximum benefits from the university's meager resources and guaranteeing their sustainability spell the organization's continuing future.

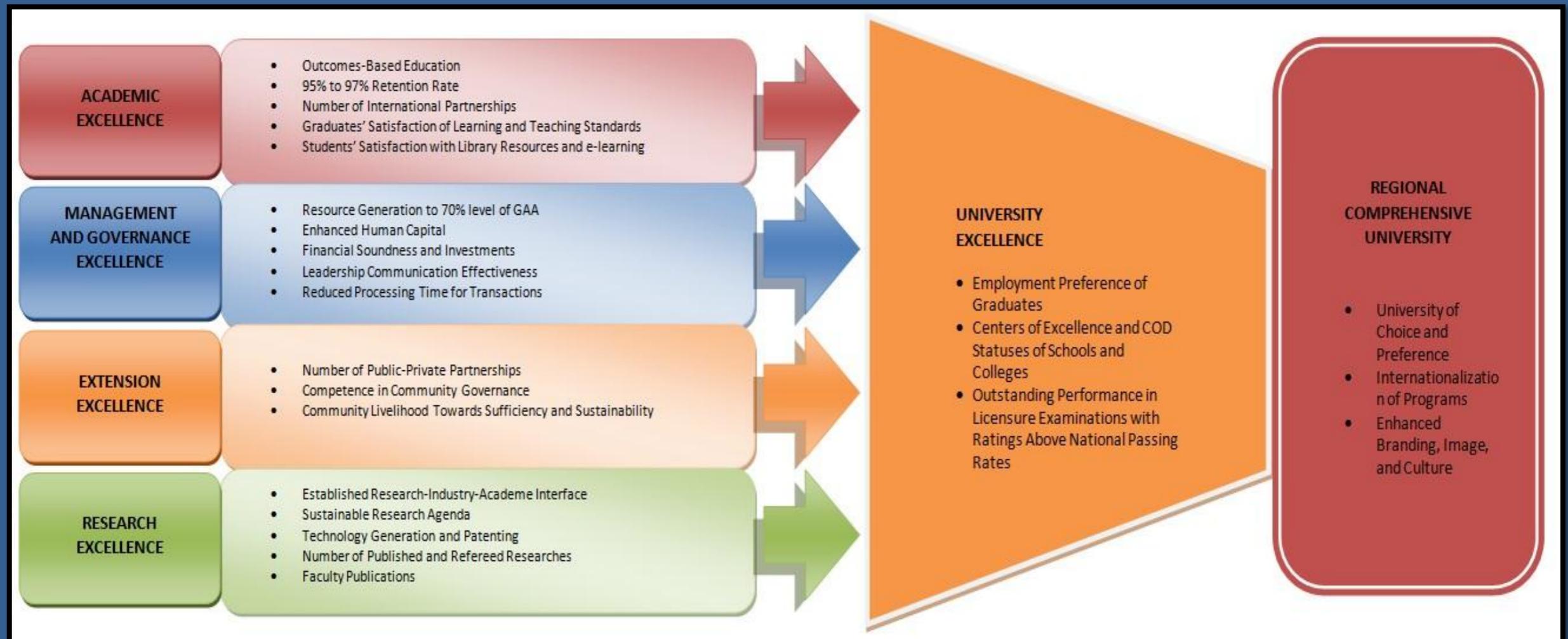




# *Defining the Path*

This document - outlining the path of the University - is envisioned to be a living document that will sustain life in the breadth by which it fosters discussions and conversations, the inspiration it creates, and the ultimate action that it inspires. The entire University claims ownership to the ideals this document contains. In the very core of the University's ideals and vision are people – students, faculty, personnel, partners, and communities – who are its major stakeholders.

The envisioned end is the attainment of the Regional Comprehensive State University (RCSU) status and all efforts and programs are trained towards it. However, the need for synchronized efforts involve academics, research, extension, and governance to attain excellence levels by the compliance of standards as defined by the standards of this Plan and in reference to standards of world universities ratings.



# *Excellence Goals*

## *Excellence Goal 1: Academic*

To ensure a continuum of intellectual and academic training in the formation of students, the university itself must consistently adhere to a culture of excellence that is bar none in academic communities. A university must continue to re-invent and enrich its instructional base as it cannot give what it does not have. The university must subject itself to a sequence of changes that will define its relevance.

### *Expected Outputs*

- Full implementation of Outcomes-Based Education Framework
- Improvement in students' retention rate to 95% - 97% levels
- Forged international academic partnerships
- Graduates' satisfaction of university teaching and learning
- Students' satisfaction with reference holding and e-learning opportunities

### *Outcomes and Impacts*

- Listed as one of the top ranking HEIs in the country and the ASEAN region and one of the top choices for higher education
- Graduates listed as top choices/preferred for employment by industry and the professional sectors
- Academic programs recognized internationally
- Top performing school based on licensure examinations
- Faculty preferred and identified leaders in various disciplines
- Instructional materials hub development/references sufficiency
- Outstanding student profile with guaranteed students' completion within prescribed time frame
- Conducive learning environment and student services

## *Excellence Goal 2: Research*

The increasing value of research rests on its vital role of providing a practical interface between theory and reality. Its importance to the enrichment of instruction is to serve as springboard to the dynamic nature of knowledge that builds upon itself and from where change finds comfortable reference. The University's focus is to create an appreciation of research from the perspective of its objective process and the link it provides between the classroom and the wider community.

### *Expected Outputs*

- Defined and institutionalized sustainable University-Wide Research& Development Agenda
- Increased number of researches and the enhancement of outputs for publication and for refereeing purposes
- Established Research-Industry-Academe interface
- Technology generation and patenting

### *Outcomes and Impacts*

- Sustainable research –driven academic platform/research-based education
- Identified research hub for major disciplines in the region
- Stable university-industry partnership in products and services development
- Research-based technology development and patenting
- Source of refereed research works in local, regional, national and international works
- University as a “research and researchers’ community” whose works will be bases for new theories and technology-creation
- Established “Inventions Academy” as home to fledgling inventors and inventions
- Regional Research Center

## *Excellence Goal 3: Extension*

Narrowing the gap between the University and the community is the most positive approach to creating an appreciation of the relevance of education to real-life conditions. Situating the University as an institution separate and distinct of people and communities - those who lie at its peripheries - defeats the purpose of its ultimate responsibility of designing paradigms of change that are at the heart of the masses. The ideal of creating a social conscience and a sense of social responsibility among students who shall be society's future entrepreneurs can only be realized by narrowing the gap between school and community.

### *Expected Outputs*

- Institutionalized university extension paradigm that is sensitive and responsive to people's and community needs
- Defined index for human capital potentials and capabilities vis-a-vis community development
- Increased public-private partnerships, collaborations, coalition-building and sharing of resources via MOAs and MOUs to improve the levels of productivity and competitiveness
- Unified extension for participatory community management and competence in governance
- Community livelihood towards sufficiency and sustainability

### *Outcomes and Impacts*

- People-generated and Community-appropriate governance model
- Self-driven and sustainable communities
- Institutionalized research-industry-academic interface
- Self-sufficient communities/decreased dependency on government assistance
- Community-ready extension workers in diverse areas/aspects of community assistance
- Established partnerships with various sectors to address emerging community concerns in quick response conditions
- Inter-college collaboration established to implement an integrated extension approach
- Enshrinement of spirit of volunteerism in communities

## *Excellence Goal 4: Governance Excellence*

The University has a sound financial base in terms of prudence in expenditures, diversified and growing income streams, and effective control of costs. However, an ambitious strategy will require a degree of risk, and further investments will be potentially necessary. In achieving its desired targets, the university will seek to raise its financial resilience and agility in order to redeploy resources to best use and effect, and to promote an entrepreneurial culture across all operating units. Management and governance structures will be continuously reviewed to ensure they best serve and reflect the profile and direction of the University. The University will make the most of the commercial value emanating from the University's intellectual property and research and develop commercial income opportunities from the University estate and other facilities. Effective communication of achievements and priorities, within and outside the University, will remain a key enabling strategy.

### *Expected Outputs*

- Strengthened human capital via relevant and continuing education and training programs for administrative personnel to hone skills and better the quality of services
- Financial soundness and increased rate of investments
- Aggressive stance in resource generation to 70% of GAA level
- Leadership communications effectiveness as pre-requisite for efficiency and effectiveness
- Excellent organizational management and efficient administrative services with reduced work time and resource use

### *Outcomes and Impacts*

- Enhanced human capital and Outstanding education and training profile of administrative personnel
- Financial soundness model/Prudent use of public resources
- Reduced national government financial dependence/Internal resource generation up to 70% level of GAA
- Public service model/prototype
- Efficient, trained, and competent personnel
- High personnel morale
- Reduced wastage in resource and time use
- Client feedback use for efficiency enhancement
- Government resources properly and appropriately allocated and used



# *Strategic Themes*

## *Theme 1 University and Academic Excellence*

The ends of Excellence define the University's commitment to foster an emphasis in realizing ascendancy in selected disciplines paralleled by excellent and disciplinary-based research. It focuses on its flagship status to provide wider student access and produce graduates with excellent academic degrees to ensure onward success and their assumption of roles of leadership in various sectors of society. The strategic aim is the formation of productively engaged individuals who are enquiring and globally aware and become graduates who will actively engage with societal and global challenges. The academic framework nurtures the potentials of students in the various stages of their University experience.

## *Theme 2 Creation of a University Research Culture*

The ends of research is to expand the boundaries of academic work and to clear the way to the creation of new knowledge that blends theory and reality to further enrich instruction. The University will strengthen strategic focus via collaborative opportunities with business, government, and other vital partner-sectors and stakeholders. Essential is the increase of its research intensity in specialized disciplines and evolve approaches to link research to areas that have impacts to local, regional, national, and global dynamics. WMSU will put premium to the enhancement of research quality in the race to become a future research university. It will endeavor to devote resources to multi-disciplinary research to buttress its strength in instruction.

### *Theme 3 Institutional Link with Communities in Vibrant Extension Work*

Community and people engagements embrace stakeholders in the gamut of academic work as a vast social laboratory with the end of forming self-sufficient communities. There must be the evolution and design of a relevant community engagement model that must be built from societal dynamics using innovation partnerships with communities as the ultimate recipients. With full use of the academic platform, the University will endeavor to widen the field of opportunities for community extension with the end of exploring available opportunities for people development.

### *Theme 4 Relevant and Responsive University Governance*

The efficient and effective management of people, finances, and physical assets are essential to the completion of all goals. The end of maximum achievement rests on the optimal alignment of all resources and the soundness of its financial standing. The core of its academic vision complements with a relevant investment framework that should ably support instructional and research exchange. It shall build and sustain an academic community that supports its strategic aims. Its relevance must rest on its appropriate response to changing conditions and demands in management as results of transitions in the socio-political and cultural environments that have bearing in its educational mission.



# *Paths of Engagement*

- ❖ Leadership and Quality Excellence: Attaining ISO Accreditation
- ❖ Making Health a Responsibility: A Future School of Medicine
- ❖ Leading Basic Education Reform: Addressing K-12
- ❖ Harmonizing the Path: The Role of Gender
- ❖ Internationalization: Crossing Borders, Thinking Global
- ❖ Nurturing the Environment: Blending the Power of Nature With the Potentials of Education
- ❖ Cutting Across Culture: Sprucing Regional and National Identity
- ❖ Reaching Out and Democratizing Access: The Open University Mode



*Un Universidad, Un Familia, Un Amor*



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