

RESPONDING TO K+12

What we're trying to do in Silliman

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K+12 is *not* only K+12

- ***A complex of reforms in Basic Education***
 - Calendar
 - Curricular
 - Pedagogical
- ***Causing complex reforms in Philippine education***
 - Higher Education
 - Technical-Vocational
 - Graduate Education
 - Professional and work preparations
- ***Add ASEAN integration . . .***
- ***And Washington Accord, and Bologna Accord . . .***

Mistake it not: K+12 is about ALL of Philippine education in the face of the rest of the world

Different Schools, Differently Affected

Different mix of required changes in curriculum, pedagogy, faculty, facilities, financials

- Schools offering all or some Basic Ed
- Schools offering all or some Higher Ed
- Schools offering all or some Tech-Voc
- Schools offering both Basic & Higher Ed
- Schools offering Basic, Higher, & Tech-Voc
- Industry schools
- International schools

SILLIMAN UNIVERSITY

- A small school (9,653 students, K-PhD), but big campus (62 ha; Buildings: 44 academic, 49 residential, 43 administrative)
- Offers Early Childhood to PhD
 - Basic Education
 - 74 Baccalaureate
 - 35 Masters
 - 11 Doctoral
- 10 Colleges, 5 Schools, 5 Institutes & 9 Centers
- 420 FT Faculty, 87 PT Faculty, 225 FT Staff
- 159 international students from 44 countries
- About 22% subsidized by gifts & donations

7 Responses to K+12 & other Reforms

1. Anticipated, prepared for, now executing, K+12 as provided by law & by DepEd & Silliman regulations
2. Anticipated, has been “relandscaping”, college offerings
3. 2-year prior early preparations of Basic Ed teachers
4. Continuing Senior HS faculty preparations
5. Anticipating facility requirements & undertaking school-wide actions to meet them

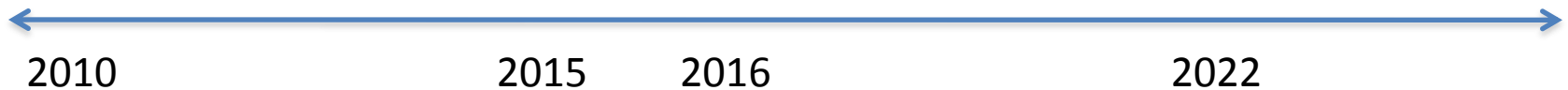
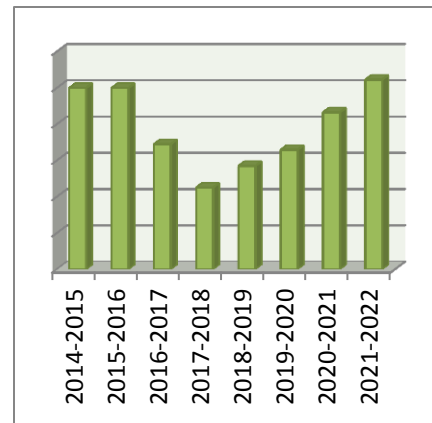
6. Anticipating what would be our financial requirements & undertaking school-wide measures to meet them

7. *Doing all these in a comprehensive and integrated way, involving –*

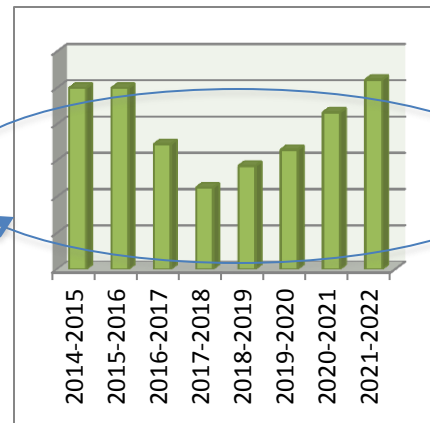
- Strengthening our landscape of offerings*
- Improving the academic competencies & credentials of our faculty & staff, and securing their tenure*
- Developing & deploying appropriate facilities*
- Ensuring a robust financial infrastructure -- together*

NEXT 8 YEARS

*Our main concern is our
reduced college enrolment in 2016-2021*

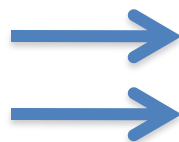


One way of looking at this is to focus on the reduced enrolment ...



Lower number of students

Reduced students
Reduced revenues



Retrench & Reduce faculty/staff
Reduce expenses



2010

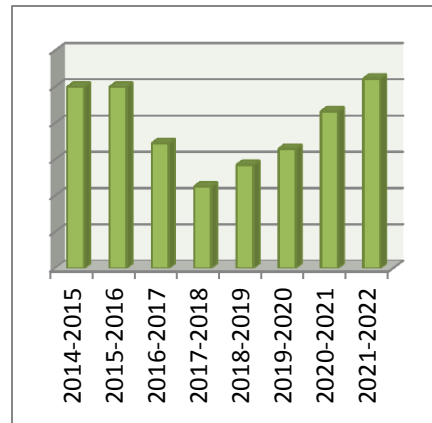
2015

2016

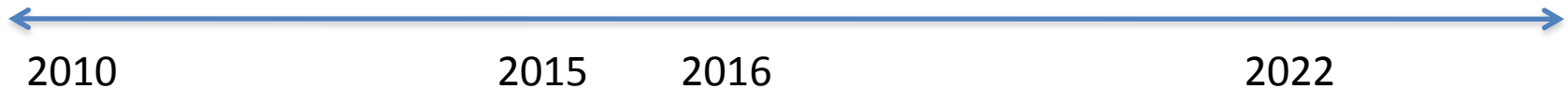
2022

Silliman chooses the second, and so shall do 2 things:

UPGRADE Faculty Credentials & Qualifications
(More PhDs; research publications & creative works)



UNDERTAKE Alternative Income-Generating Programs
(Tech-Voc; Senior HS; Certificates, Technical Assistance to Government; rentals; leasing; auxiliaries)



OUR 3-PRONG STRATEGY

**Improve
FACULTY and
OFFERINGS**

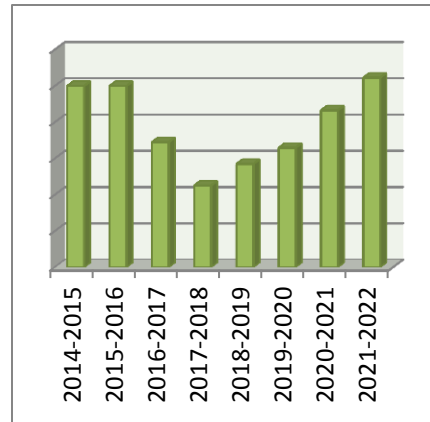
**Strengthen
FISCAL &
FINANCIALS**

**Expand
FACILITIES &
FRIENDSHIPS**

*Critical
Outcomes*

Programs
Pesos
Phys plant

**UPGRADE Faculty
Credentials & Qualifications**
(More PhDs; research publications
& creative works)



**UNDERTAKE Alternative
Income-Generating Programs**
(Tech-Voc, Senior HS, Certificates,
Technical Assistance to Government;
rentals; leasing; auxiliaries)



“New Day” for SU

- Better faculty/staff
- Better facilities
- Full 4 Yrs College
- Plus 2 Yrs Sr HS
- Plus Continuing Additional Academic & other Revenue Programs introduced since 2016

2010

2015

2016

2022

WHAT WE'LL DO

(TRANSLATING CONCEPT TO ACTION)

OPERATIONAL “NUTS AND BOLTS”

3 GENERAL MEASURES

**(Integrated Clusters of Purposive Actions
to execute the 3-Prong Strategy)**

Measure 1: Attract New Cohorts

(Make our School a “School-of-Choice”)

1. Improve our faculty & staff
2. Offer Short Ladderized Certificate Courses
3. Establish Tech-Voc & Polytechnic Programs
4. Consortium Programs on Grades 11 & 12
5. Expand Graduate Offerings
6. Accreditation
7. Improve student services, amenities, landscape, security
8. Aggressive domestic/regional student recruitment
9. Expand institutional linkages, inter-school faculty & facility collaborations, & consortium offerings
10. Offer creative payment & student financing schemes
11. Increase scholarship funds

Measure 2: Improve Cost Efficiency

1. Increase “liquidity reserves”
2. Improve budgeting & budget discipline
3. Strengthen audit & accounting
4. Reduce legal risks
5. Rationalize class sizes
6. Improve the efficiency of faculty/staff assignments
7. Improve maintenance of facilities
8. Improve campus safety & resilience to disasters

Measure 3: Increase Auxiliary Incomes

1. More rentals & leases
2. Increase dorm utilization
3. Undertake joint ventures & B-O-T projects
4. More farm & other income-generating projects
(including Technical Assistance to government)
5. “Friend Raising” to improve donors’ base
6. External funding (from projects of interest to funders)
7. Improve treasury operations

School Measures

Improve FACULTY and OFFERINGS

Strengthen FISCAL & FINANCIALS

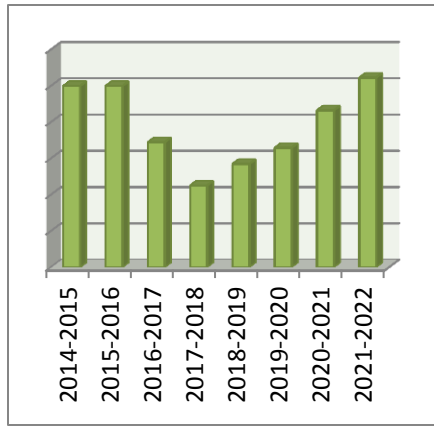
Expand FACILITIES & FRIENDSHIPS

CHED/DepEd/TESDA/Industry Assistance

UPGRADE Faculty Credentials & Qualifications
 (More PhDs; research publications & creative works)

Critical Outcomes

Programs
Pesos
Phys plant



UNDERTAKE Alternative Income-Generating Programs
 (Tech-Voc, Senior HS, Certificates, Technical Assistance to Government; rentals; leasing; auxiliaries)



“New Day” for HEIs

- Better faculty/staff
- Better facilities
- Full 4 Yrs College
- Plus 2 Yrs Sr HS
- Plus Continuing Additional Academic & other Revenue Programs introduced since 2016



2010

2015

2016

2022

FOCUSED PRIORITIES IN 2016-2022

Improve the Quality of FACULTY and OFFERINGS

- **IMPROVE CREDENTIALS**
 - All college teaching faculty have at least Masters & Licenses (if required); have at least 3 publications or creative works; at least 80% PhDs by 2022
 - All Basic Ed faculty have LET
 - Push earning degrees from other schools
- **IMPROVE QUALIFICATIONS**
 - Experience & demonstrated quality & ability to teach, do research and creative works, do public service, and commitment to Christian ideals
- **INTRODUCE NEW OFFERINGS**
 - SAITE
 - Senior High School
 - Certificate Programs (including Service-Learning)
 - On-line and Extension Delivery of Degree Programs; research; services (in Ticao, Pamplona, Palinpinon, Mindanao, Luzon, elsewhere)
 - Technical Assistance to Government (on Innovations; Service Delivery)
- **IMPROVE ACCREDITATIONS AND PROGRAM QUALITY**
 - Over 80% of programs are at least Level III
 - Graduate programs require publications, innovations & creative outputs

Strengthen FISCAL and FINANCIAL Systems

- **IMPROVE EXISTING REVENUE STREAMS & DEVELOP NEW ONES**
 - Periodic adjustment of tuition & increase incomes from auxiliaries (dorms; food services; Ticao; Pamplona; Palinpinon; properties in Dumaguete)
 - Expand rentals, joint ventures & build-operate-transfer
 - New revenues from additional offerings (SAITE, SR HS, Certificates, On-line & Extension degree programs, research, public services [DAR, DENR, DOH]; bilateral & multilateral development projects [GIZ, AusAid; USAid; ADB; WB; UN)
 - Make Silliman attractive: recruitment; campus beautification; student services
- **IMPROVE COST CONTROLS**
 - Program-based budgeting & disbursements (incl. for salaries & benefits)
 - Constant monitoring of faculty & staff needs (good Union relations)
 - Periodic risk assessment & mitigation (regulatory, institutional, political; campus safety & landscapes; buildings; student safety & well-being)
 - Aggressive staff development
- **BUILD UP SAVINGS AND CONTINGENCY FUNDS**
 - Liquidity Reserve
 - Special Academic Development Support Facility (impose at least 10% mark-up from externally-funded activities, to support the development of non-externally-funded programs & units)
 - Careful scheduling/deferment of physical plant development
 - Build up Continuing Calamity Fund

Expand FACILITIES and FRIENDSHIPS

- **CAREFULLY PLAN & SCHEDULE THE DEVELOPMENT OF ACADEMIC FACILITIES ACCORDING TO PROGRESSION OF COMPLIANCE REFORMS**
 - Classrooms, laboratories, athletics, cultural, spiritual nurture
 - Schedule CAPEX programs in sync with enrolment trends from 2016-22
- **EXPAND CO-INVESTMENT SCHEMES**
 - Build-Operate-Transfer
 - Joint Ventures
 - Estate bequests
- **BUILD UP ALUMNI RELATIONS AND INSTITUTIONAL LINKAGES**
 - SAAI
 - SUACONA
 - Europe
 - Middle East
 - Australia & New Zealand
 - In ASEAN countries
 - Africa
- **BUILD UP COLLABORATIONS WITH THE UCCP & THE WIDER CHURCH**
- **BUILD UP A SECURE AND ROBUST PUBLIC IMAGE AND REPUTATION**

RISKS

(Hardly within SU Capacities to Control)

- Abortion of reforms
- Failure to resolve the West Philippine Sea Dispute
- Breakdown of the Peace Process in Mindanao and Intensification of other Internal Conflicts in the country
- Financial Crises
- Altered internal expectations within the university

We'll do our best . . .

- **Prudence**
- **Participation**
- **Prayer**

Lots of all these...