

PHILSCA DEVELOPMENT PLAN

2013 - 2016

**INSTITUTIONAL DEVELOPMENT AND
PLANNING OFFICE**

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NB

The proposed deliverables in this College Development Plan will be affected by the outcome of the national budget allocation by the government and the internally generated income of the College. This plan may therefore need to be revised at the end of each fiscal period.

OUR STRATEGIC FOCUS

Curriculum

To develop and/or enhance the existing curriculum in aircraft maintenance, avionics technology, aeronautical engineering and air transportation in line with the current needs of the aviation sector, and allied courses in Liberal Arts in support of the national agenda for economic stability and prosperity. This will anticipate the impact of the K-12 implementation by 2016 as well as to adjust on the current thrust of the CHED for an outcome-based curriculum and the offering of typology-based system for higher institution.

To incorporate the use of information technologies through the entire curriculum to equip students with the skills and knowledge required by the aviation industry

To focus all efforts and initiatives in the improvement of quality instructions towards the students as an outcome-based learning processes.

To internationalize the content of curriculum as a means of standardizing the delivery of knowledge to the students and break the barrier of opportunities for our graduates.

Economic Development

To equalize the levels of skills and knowledge of our graduates through industry linkages and collaboration, training programs, fora, apprenticeship programs and the like.

To collaborate with aviation industry, both civilian and military, and Tourism sectors on policy guidelines , industry business practices, identification of aviation growth areas in the region of operation in order to spur economic development.

People & Organizational Development

To promote excellence in the workplace by the procurement of highly skilled and efficient workforce and ensuring its growth thru the proper retention and succession policies.

To instil a culture of mutual cooperation, camaraderie, unity and trust that will encourage all employees to do more researches, innovations, scientific inquiries and worthy causes that will uplift the standards of being a civil servant.

Estate and financial Stability

To secure appropriate ideal land holdings and spaces for the College and its satellite campuses for operational stability and expansion activities. To relocate all campuses outside of the Air Force's bases is the primary objective of the College to give equal access to all its clients and give management full discretionary powers to freely manage the operation of the institution.

To ensure the financial stability of the College for the effectively delivery of services to the clients.

International Linkages

To reach out in the international arena as a means of sustaining the quality of instructions and enable our graduates, faculty and staff to be empowered through exchanges, knowledge-sharing, friendship.

Partnership

To seek partnership with any organizational both local and international, in the pursuit of a productive activities in education, economy and social equity.

FOREWORD

The College is the only government – funded institution offering aeronautics education in the country. Thus, it plays a vital role in nation – building as it is a main vehicle of achieving ones’ life – long dream of becoming top – notch air crew and airline executive. It has a pivotal role in economic development, in technical education and training, the arts and letters, in the improvement of the lives of those belonging to the less privileged sector of our society into productive citizens of the country.

This Plan outlines the initial strategy for the College to address the challenges of the higher education in the country for the next three (3) years especially in the area of global trends and how these factors affects the quality of instruction to produce future manpower supply for the economic security of our Motherland.

DR. BERNARD R. RAMIREZ
College President



For the next three (3) years, the College will continue to strive to:

- Endeavour its curriculum to meet the needs of the aviation industry and that of the learners
- Widen access to aeronautics education throughout the country
- Develop international linkages
- Strive for financial sustainability
- Work in partnership with local aviation industry employers to enrich curriculum

The Management and the Governing Boards are committed to provide every member of our Institution a chance to develop their potentials and hereby congratulates the people this Development Plan. Let us help one another achieve our goals and make the PhilSCA the leader in aeronautics in our region.

OVERVIEW**THE BEGINNING OF PHILSCA**

The College came into existence as a result of an extreme necessity to solve a military problem plaguing the **5th Fighter Wing** (the premier jet fighter unit of the **Philippine Air Force (PAF)** in Basa Air Base which was located in the terminal town of **Floridablanca, Pampanga**. During that time, the nearest town in the community offering the secondary and tertiary level of education is located in **Guagua, Pampanga** which involved travel of **seventeen (17)** kilometers of rough roads from the Air Base. Travel is dangerous then, because the base is in the midst of **Huklandia**. The **5th Fighter Wing** unit of the **PAF** handling jet fighter aircraft has highly skilled personnel, but they cannot be transferred to the other Bases of PAF. Request for the transfer and application for discharge among the military personnel were frequent because they and their children were desirous of pursuing higher education which caused them to go elsewhere due to unavailability of secondary education within the vicinity. Repeated request to the DECS to establish a school of secondary education failed. The community pooled their resources to comply substantially with the initial requirements of the Bureau of Public Schools and established a community schools. The base authorities rehabilitated a dilapidated building into temporary classrooms and extended the use of other base facilities and resources including their training equipments and visuals.

Wives of military officers and enlisted men who were qualified were invited to teach without assurance of

pay. Reference books and technical manuals were loaned and after inspection by officials of the **Divisions of Pampanga** recommended the opening of the institution sometime in **June 1969**.

Thus, the noble self half project brought College education to rural area fulfilling the dreams of residents of a far-flying community. Years later, many of the graduates of the institution obtained jobs abroad, especially in the Middle East. There was a time when the entire faculty of the Aircraft technology was pirated by a company in Saudi Arabia. Somehow, accomplishment of the graduates abroad helps in the progress of the surrounding communities of the remittance of their earnings in dollars.

The Institution became an instrument for transfer of technology in our community. The military unit stationed in Basa Air Base was among the first to obtain jet aircraft under the **USA Mutual Defense Assistance Pact (MDAP)**. Many of maintenance personnel were also trained in US service Schools in all aspects of jet aircraft technology.

When this government pensionados returned from the USA, they were entered to teach and shared their acquired knowledge to the students in the college. In effect, the transfer of new technology to country, the reason why our graduates of that time easily got employed abroad.

On **January 26, 1977**, former **President Ferdinand E. Marcos** signed the **Presidential Decree 1078** entitled”

Covering the Basa Air Base College into Philippine Air Force College of Aeronautics.” It made the school as one of the State Colleges in the Philippines but the charter did not provide for government subsidy as it was considered a non-profit, non-stock educational institution.

Forty years has seen the growth of PhilSCA from a small community school in Floridablanca at Basa Air Base, Pampanga to a 5-campus College in Lipa, Batangas; Mactan, Cebu; Villamor Air Base in Pasay City Metro Manila and the Flying School at Clark Air Base.

Vision, Mission, Goals and Objectives

VISION

PHILSCA ... is a leader institution committed to the scientific and technological advancement of aeronautical sciences responsive to the dynamic and emerging demands for world-class professionals of the industry.

MISSION

To produce world class aeronautics professionals, who are imbued with commitment, excellence, responsibility and integrity through advance level of instruction, research.

GOALS

The programs and projects of the College shall be undertaken in such a manner as to reflect its aspiration to the center for;

- (a) Professional and advanced technical training in the field of aeronautics and liberal arts
- (b) Research and advanced studies, and

- (c) Progressive leadership in its leadership in it's of specialization as mandated by its charter.

OBJECTIVES

In view of the above, the college shall strive to implement programs and projects that shall:

1. Transmit, and disseminate knowledge and skills relevant to the manpower needs of the country;
2. Discover and disseminate new knowledge /technology needed for the development of the country;
3. Enhance, preserve and disseminate national culture and sports; and produce progressive

leaders, trained, skilled and semi-skilled manpower for national development.

The College shall primarily provide professional and advance technological training in the preparatory field of aeronautics and liberal arts. It shall also provide research and advance studies and progressive leadership in aeronautics. Towards this end, the

college shall ensure maximum contribution of its educational resources to the realization of the goals of national development through coordination with other agencies within the context of free and democratic processes.

Governing Board of PhilSCA

The Governing Board of the College is the **BOARD OF TRUSTEES**.

Composition. The Board shall be composed of the following:

The College shall have a Board of Trustees which shall be the governing body of the College. There shall be nine (9) ex-officio members and two (2) non ex-officio members of the Board.

- the CHED Commissioner, who shall be the Chairman of the Board;
- the President of the College, who shall be the Vice-Chairman;
- the Chairman of the Senate Committee on Education;
- the Chairman of the House Committee on Higher & Technical Education;
- a representative from the National Economic and Development Authority;
- the Commanding General of the Philippine Air Force;
- the Asst. Secretary of the Air Transportation Office(now the Civil

Aviation Authority of the Philippines(CAAP));

- two (2) prominent citizens who are residents of the community in any of the different PhilSCA Campuses;
- the Federated PhilSCA Faculty Association President;
- and the Federated President of the PhilSCA Student Council, shall be chosen as members of the Board.

Powers and Duties .The powers, duties and functions of the Board of Trustees are as follows:

- (a) To enact rules and regulations not contrary to law as may be necessary to carry out the purposes and functions of the college.
- (b) To receive and appropriate all sums as may be provided for the support of the college, in the manner it may determine, to carry out the purposes and functions of the college.

- (c) To receive in trust legacies, gifts and donations of real and personal properties of all kinds and to administer and dispose the same when necessary for the benefit of the college, subject to limitations, directions and instructions of the donors, if any. Such donations shall be exempt from all taxes and shall be considered as deductible items from income tax of the donor.

Donations to private Higher Education Institutions that are non-stock and non profit and to local universities and/or colleges may be granted the same privileges provided they apply with the CHED and the latter approves of the availment.

- (d) To fix the tuition fees and other necessary charges, such as, but not limited to, matriculation fees, and graduation fees and laboratory fees, as they may deem proper to impose, after due consultations with the students and parents.

Such fees and charges, including government subsidies and other income generated by the university or college, shall constitute special trust funds and shall be deposited in any authorized government depository bank, and all interest that shall accrue there from shall form part of the same fund for the use of the university or college: Provided, that all fiduciary fees shall be disbursed for the specific purposes for which they are collected;

Any income generated by the college from tuition fees and other

charges, as well as from the operation of auxiliary services and land grants, shall be retained by the university or college, and may be distributed by its Board of Trustees for instruction, research, extension, or other programs/projects of the university or college: Provided, that all fiduciary fees shall be disbursed for the specific purposes for which they are collected;

If, for reasons beyond its control, the college shall not be able to pursue any project for which funds have been appropriated and allocated under its approved program of expenditures, its governing Board may authorize the use of said funds for any reasonable purpose which, in its discretion, may be necessary and urgent for the attainment of the objectives and goals of the college;

- (e) To adopt and implement a socialized scheme of tuition and greater access to poor but deserving students;
- (f) To authorize the construction or repair of its buildings machineries, equipment and other facilities and the purchase and acquisition of real and personal properties, including necessary supplies, materials and equipment. Purchases and other transactions entered into by the college through its governing board shall be exempted from all taxes and duties.
- (g) To appoint, upon the recommendation of the President of the college, the institution's Vice President(s), Deans, Directors, Heads of Departments, faculty

- members and other officials and employees;
- (h) To fix and adjust salaries of faculty members and administrative officials and employees, subject to the provisions of the revised compensation and classification system and other pertinent budget and compensation laws governing hours of service, and such other duties and conditions as it may deem proper; to grant them, as its discretion, leaves of absence under such regulations as it may promulgate, any provisions of existing law to the contrary notwithstanding; and to remove them for cause in accordance with the requirements of due process of law;
- (i) To approve the curricula, institutional programs and rules of discipline drawn by the administrative and academic council as hereinafter provided;
- (j) To set policies on the admission and graduation of students;
- (k) To award honorary degrees upon persons in recognition of their outstanding contribution in the fields of education, public service, arts, science and technology or in any field of specialization within the academic competence of the college and to authorize the award of certificates of completion of non-degree and non-traditional courses;
- (l) To absorb non-chartered tertiary institutions within the respective provinces where their college is located, in coordination with the Commission on Higher Education which must approve the same, and in consultation with the Department of Budget and Management, and to offer therein needed programs or courses in order to promote and carry out equal access to educational opportunities mandated by the Constitutions;
- (m) To establish research and extension centers of their college where such will promote its development;
- (n) To establish Chairs in the university/college and to provide fellowships for qualified faculty members, and scholarships to deserving students;
- (o) To delegate any of its powers and duties to the President and/or other officials of the College as it may deem appropriate so as to expedite the administration of the affairs of the College.
- (p) To authorize an external management audit of the college, and request the CHED to finance the same, and to institute reforms, including academic and structural changes, on the basis of the audit results and recommendations;
- (q) To collaborate with other Governing Boards (GBs) of chartered SUCs within the province or region under the supervision of the CHED which must approve the same and in consultation with the Department of Budget and

- Management and work towards their restricting so that they will become more efficient, relevant, productive and competitive;
- (r) To enter into joint ventures with business and industry for the proceeds from which is to be used for the development and strengthening of the college;
 - (s) To develop consortia and other forms of linkages with local government units, institutions and agencies, both public and private, local and foreign, in furtherance of the purposes and objectives of their college;
 - (t) To develop academic arrangements for institution-capability building with appropriate institutions and agencies, public or private, local and foreign, and to appoint consultants, invite visiting or exchange professors, scholars, and researchers,
 - (u) To adopt modern and innovative modes of transmitting knowledge such as the use of information technology, the dual system, open learning, and community laboratory, for the promotion

of greater access to higher education;

- (v) To establish policy guidelines and procedures for participative decision-making and transparency within the college;
- (w) To privatize, where most advantageous to the college, the management of non-academic services such as health, food, building, grounds, or property maintenance, and similar activities; and

To extend the services of the President of the college, beyond the compulsory age of retirement but not later than the age of seventy (70), whose performance has been unanimously rated by it's as outstanding, and upon unanimous recommendation of the Search Committee (SC) concerned

Administration. The administration of the college is vested in the president of the college who shall render full-time service. He shall be appointed by the Board of Trustees, upon the recommendation of a duly constituted search committee. He shall have of four (4) years and shall be eligible for reappointment for another term.

Enrollment and Employment Statistic

For the First semester of SY 2012-2013, the College, enrolls a total of **6,457** and employing over **381** full-time and part-time teaching and support staff, broken down as follow:

Enrollment by Campus

Campus	Total
VAB	3,639
BAB	783
FAB	880
MBEAB	1,155

Employment by Campus

Campus	Regular Admin/Faculty	Job Order / Part-Time	Admin Job Order	Total
VAB	83	39-33	61	216
BAB	17	12-7	10	46
FAB	19	20-10	7	56
MBEAB	24	23-6	10	63

EXTERNAL ENVIRONMENT

Globalization is the main factor which eliminated the barrier in economic opportunities of our graduates. While this global condition serves as a great opportunity for our graduates, there are difficult challenges ahead that must be addressed by the College to level the playing field of our graduates. The global economic downturns for the past years have greatly affected the aviation sector which caused massive lay-offs of aircraft workers in the America and Europe. The rising labor cost in America and Europe had caused leading airline companies to relocate its maintenance hub to Asia particularly in Singapore. Lufthansa established its biggest maintenance hub outside Europe in the Philippines followed by the merger of Singapore airlines and Cebu Pacific at Clarkfield Pampanga. In Asia, the aviation industry has been vibrant which was brought about by the tourism industry and the rise of new economies of China, India, South Korea, Malaysia and Singapore.

In the Philippines, the aviation industry is slowly picking up from the economic turmoil led by Low Cost Carriers (LCC's) of Cebu Pacific and the current expansion of Philippine Air Lines under the new management of the San Miguel conglomerate. Sea Air and Zest air are now in the process of merger with LCC giants of Asia such as Air Asia and Tiger Airways who would like to exploit the open skies policy of the government. This economic improvement in the Philippines has a future impact on the relevance of the College curriculum and its operation.

The technical advancements in the aviation sector has leap – frogged

so much in recent years by the invention of new electronic and computing technology. These new inventions mandate that the College must adapt with these changes in order for the graduates to be employable in the industry. In the social and technological environments the College faces challenges in reaching new learners through innovative technologies such as virtualization and e-learning.

The latest World Economic Outlook of the **International Monetary Fund (IMF)** for **2012** shows that the Philippine economy will have a steady growth at **4.8%** while the World Bank raises it to **5%**.(Source: **World Bank World Economic Outlook 2012** at www.worldbank.com).

Based on the Manila-based lender's **Asian Development Outlook 2012** report, the Philippines will grow **4.8%** this year and **5%** in **2013**, faster than the **3.7%** growth recorded in 2011.

“Forecasts for 2012 and 2013 assume that the government will raise spending, follow through on its commitment to improve the business environment and carry out some of the planned public-private partnerships, which include airports, highways, and water supply operations,” ADB said.

ADB vice president **Stephen Groff** earlier told **Business Nightly** that the government cannot rely heavily on the business process outsourcing (BPO) industry for jobs as it accounts for only **1%** of the labor force.

“The poor remain mired in primary production so remain mired in poverty and that’s what a lot of regional countries have done to resolve that problem.”

“BPOs has been great for the economy.... but its employs only 1% of labor force, and it’s the higher end of labor force, the more skilled. You need to find manufacturing jobs for the lower end.” (Source: ADB 2012 Report at www.adb.com)

On the aircraft business, the **Market Outlook of Boeing Co., and Airbus** show similar trend that in the next 20 years, aircraft orders already placed by buyers had already reached 34,000 new planes valued at **5 trillion dollars**. Asia accounts almost **40 per cent** of that orders with China leading the pack and followed by **India**. Philippines’ **Cebu Pacific** and **PAL** are on the list of big buyers. These aircraft orders means that Asia will need almost 500,000 **Pilots** and twice the number of aircraft mechanics and workers to maintain these ordered aircrafts. (Source: **Market Outlook of Boeing** (www.boeing.com) & **Airbus**(www.airbus.com))

In the **Jobsfit 2020** report of **DOLE** showed that a potential opportunity for employment of aircraft mechanics abroad is continually growing at **15,000** from 2008-2012. This employment data will assist the curriculum planners of the College in matching its curriculum to regional employment opportunities as there are two (2) aircraft maintenance standards that aircraft mechanics are in demand, namely: (1) **FAA** standard of the USA-manufactured aircrafts, and (2) **EASA**

standard of the European-made aircrafts.

With the Philippines is one of the main source of labor force for aircraft maintenance services in Singapore and the Middle East, there is an urgent need for the country to implement a drastic move to address the problem of brain drain in the aviation sector. As most experienced aircraft mechanics shunned the teaching profession due to its low salary and benefits. PhilSCA in particular is facing this problem as its technical faculty were sourced from inexperienced aircraft mechanics/aeronautical engineers. This situation is not only threatening the labor export of the country but its main source of production – the quality of its technical instructors and graduates.

One of the PNoy Administration’s thrust is the development of the Philippines as a major gateway for aviation growth area to compete with Singapore. As Germany’s **Lufthansa** and **Singapore Air Lines** teaming-up with **Cebu Pacific** in putting up the biggest MRO station in Clarkfield, Pampanga, the government is lobbying for other aircraft companies to put up their operations at Clarkfield, Pampanga with **Rolls Royce** and **General Electric** showing keen interest in putting up spare parts production the Philippines.

Anticipating this development, a review must be undertaken in the priority skills required by these companies in order to sustain our growing economy. To attain this plan, PhilSCA must be at the forefront in ensuring that the highest standard in education and training are in place to support new jobs in the aviation sector. The College must ensure that its curriculum planning is

realigned to meet the industry needs on skilled labor. Curriculum planners of the College is required to support the CHED agenda in ensuring that the population in the areas where PhilSCA is present have the necessary interest in pursuing careers in aeronautics and the required skills for employment opportunities .

partnership of the College with its private partners in aviation only shows that the flexibility of the Management to pursue excellence and service in the aviation industry as it showed readiness to accommodate foreign students.

The recent enrolment of the **East Timor** class for aviation shows the transformation of the College into a regional training hub for Pilots thereby increasing the marketability of the College to foreign students. The

ACHIEVEMENTS

PhilSCA Garnered the Top 1, 3, 4 and 5 places in the **2015 Aeronautical Engineering Board Examination** conducted by the Professional Regulatory Commission:

2015 Aero Top Notch

Rank	Name
1	<i>Justin Francis Conrad Villanueva Austria</i>
3	<i>Kevin Victor Luansing Oarde</i>
4	<i>Bernard Bual Segovia</i>
5	<i>Jio Ross Godfrey Sandoval Gayon</i>

PhilSCA Successful examinees who garnered to the ten (10) highest places for the year **2012 – 2014 Aeronautical Engineering Board Examination** conducted by the Professional Regulatory Commission:

2014 Aero Top Notch

Rank	Name
8	<i>Joseph Christian Pamatpat Barrientos</i>
9	<i>John Kevin Marasigan Dizon</i>

2013 Aero Top Notch

Rank	Name
3	<i>Gerby Lynn Acosta Vallega</i>
5	<i>Reymart Villaruel Barlos</i>
7	<i>Lester Luis Alvarina Ramirez II</i>
10	<i>Pio Anthony Sabido Abing</i>

2012 Aero Top Notch

Rank	Name
2	<i>Mark David Habana Manicio</i>
6	<i>Eugene Paul Mendoza Ilaos</i>
10	<i>Cindy Salvadora Espiritu</i>

PhilSCA maintained its top spot in the Aeronautical Engineering Board Examination given by the **Professional Regulatory Commission (PRC)** for the last **three(3)** years, besting all aeronautical institutions in the country. The **3-peat** record was capped in **2011 Aeronautical Engineering Board Exam** where PhilSCA got **Top 1-6 and 9** in the exam.

2011 Aero Top Notch

Rank	Name
1	<i>Clovis Buna Contado</i>
2	<i>Aron Paul Cielo Pabilona</i>
3	<i>Eric John san Juan Velasco</i>
4	<i>Kenneth Brian Esmeralda Tenecio</i>
5	<i>Jonathan Edsel Zabala Gozon</i>
6	<i>Ronnie Barrera Dela Cruz</i>
9	<i>Valentin Boncales Rapa III</i>

2010 Aero Top Notch

Rank	Name
1	<i>Kenneth Rene Ian Manalo Talag</i>
4	<i>Johpa Marra Eizara Gaurano Alinea</i>
7	<i>Oscar Llaguno Domingiano Jr</i>

2009 Aero top Notch

Rank	Name
1	<i>Lemuel F. Banal</i>
9	<i>Albert Lloyd B. Barnes</i>
10	<i>Ma. Angelica B. Timtiman</i>

COLLEGE DEPARTMENT OBJECTIVES

Each Department of the College has developed its own strategic objectives which are linked to the over-all Plan of the College. They are:

1. Curriculum Development

*Pursuant to the **Public Higher Education Reform (PHER) Agenda** of the government and to the **Result Matrices of the Philippine Development Plan (PDP) Agenda**, the curriculum development agenda of the College are:*

- a) To provide a Curriculum that will help sustain the local and national economy; provide aviation industry and related businesses with a highly professional and skilled labor supply.
- b) To deliver a high quality, end to end training and continuing education that is accessible to all Filipinos and other nationalities with the application of modern technology in delivering education;
- c) To ensure optimum delivery of Curriculum content that focuses on efficiency, effectiveness, relevance,

and results and other such standards which will sustain the quality of curriculum governance of the College.

- d) To provide relevant courses in Liberal Arts, Information Technology and Management which will support the aviation sector services for local, regional and international businesses by establishing internationally accepted curricula, content and practices that complements the standards sets by **FAA, EASA , IATA, CAPA** and airline industry.
- e) To create linkages with strategic partner institutions to ensure the College develops internationally accepted practices for the benefit of its students and clientele.
- f) To share expertise of the College with local industries; develop the process of

collaboration in building technology—sharing protocols; undertake industry relevant research and development; and avail of apprenticeship work placement opportunities for the students.

constituents on the viability of courses being offered by the College so that the populace will be inspired to pursue their careers in aeronautics

- g) To collaborate with local government units and its

2. Quality and Performance

*To answer for the industry's demand for better and skilled labor force, the objectives for **Quality and Performance** are:*

- a) To make sure that the College meets the quality standards set by the licensing agency of **CAAP, CHED and TESDA.**
- b) To ensure that the quality standards reflect the requirements of the local Accrediting Agencies such as **AACUP** and of the international accrediting agencies such as **ISO, AABI, IATA** and such other agencies on quality monitoring;

- c) To ensure that quality standards are regularly reviewed so that areas of quality service are properly maintained and updated.

- d) To regularly implement a self-evaluation as part of College's annual review for quality improvement.

- e) To ensure that best practices methods is understood and implemented by all sectors of the College;.

- f) To conduct regular audits of all areas of activity in the accreditation process to ensure that key processes are implemented

3. Student and Academic Services

*The objectives of the **Student and Academic Services** are:*

- a) To provide a holistic benchmark on quality service that is responsive to the student learning process .

- b) Management Information Services

To provide relevant, up to date, and accurate information to stakeholders which will be critical in decision making.

c) Learning Resource Center

To develop an integrated, functional and interactive Learning Resource Centre for students and their guests.

d) Technical Services

To develop an integrated network platform across all PhilSCA campuses which promotes real –time inter-campus sharing of information, data and reports which are needed for decision-making.

e) Branding & Marketing

Branding Objectives

- To establish good rapport with internal and external stakeholders to establish

a new Brand for the College and improve its image in the social market to carve a niche as a reputable institution in aeronautics.

Marketing Objectives

- To establish a strategic marketing service for the College thru active participation and collaboration of all stakeholders to attract more clients
- To strengthen the Public Affairs Unit (PAU) of the College as a tool for marketing and image building activities.

4. Corporate Services

a) Physical Plant and Facilities

The College's Plant and Facilities are the prime and important resources that must be maintained in order to deliver the College's overall mission and vision. Specific objectives for this are as follows:

- 1) To provide a work place and environment conducive to working and learning atmosphere for staff

and students of the College;

- 2) To maximize the utilization of College's spaces and facilities;
- 3) To implement sustainable use College's spaces thru green design and utilization to reduce negative impact on our environment and improve the living conditions of users.
- 4) To relocate satellite campuses in Basa, Lipa and Mactan out of

the Air Force bases for greater operational flexibility and development

of education services through sound financial management.

b) Human Resources

The primary College strategic objectives of Human Resources Management and Development are as follows:

- 1) To procure only the best and deserving individuals for employment in the College;
- 2) To instil a proactive and innovative culture for teaching staff and support personnel who will deliver an efficient curriculum and services to clientele;
- 3) To promote respect, equity, equality, friendship and goodwill to all personnel in all aspects of our work.
- 4) To support the continuing professional development of staff to ensure their professional growth to help them in the delivery of quality programs of the College

c) Finance Management

The College's primary financial objective follows the "**corporatization**" strategy of the government for sustainability which requires all SUCs to:

- 1) Use funds effectively and efficiently for the delivery

The implementation of **CHED CMO 20 s. 2011** directs all SUCs to follow a system of formulating a standard of allocating funds to all areas of activity of the College as it seeks to :

- Ensure that the College will implement an optimum use of its resources
 - Ensure that the financial system operates in accordance with the internal control procedures set by the government regulators;
 - Ensure that a Financial Plan is properly deliberated by all stakeholders to set priorities based on available resources;
 - Implement a good financial management practice throughout the College.
- 2) To spend resources on the principle of value for money, control and good governance to ensure long term financial viability.
 - 3) To establish and strengthen the Income Generation activity of the college for greater financial independence

Lower subsidies from the government to finance all activities of the College poses a big problem for most SUCs as they struggle to fund

activities in research, production, extension, laboratory equipment and procurement of experienced faculty members to guarantee quality instructions. In this regard, the College must establish its **Resource Allocation Plan**, in coordination with all

stakeholders to identify priority areas of funding. Towards this end, the College must also prepare a financial projection to support this plan in order to guarantee its success.

THE COLLEGE STRATEGIC PLAN

The College offers a curriculum solely for the aviation industry as mandated by its Charter. The curriculum on aircraft technician courses follow the format set by the defunct **Air Transportation Office (ATO)**, now **Civil Aviation Authority of the Philippines (CAAP)**, which was copied from the **United States' FAA** rules. It therefore follows that the curriculum standard offered by the College in its aircraft technician course is of an international standard, per se, due to usage of a similar course content mandated by the FAA rules. However, due to the fast technological advancement in the civilian and military aviation, the College must reinvent its curriculum content to keep abreast with the current technology used by the aviation sector to afford its graduates with equal employment opportunity. As reported by the **General Auditor's Office (GAO)** of the USA in **2003**, the curriculum in aeronautics education as ruled by the FAA hasn't improved much in almost 50 years, in spite of its minor revisions in 1982. The FAA refused to

implement the changes in curriculum as suggested by the aviation industry due to the problem of funding by most schools. Instead, the FAA maintained that schools must only enhance its curriculum to keep it current with the basic technology in aviation industry.

Thus the College must develop a **Curriculum Governance Plan** that is outcome-based to ensure that graduates will have a greater opportunity for employment both in the local and regional arena. This **Curriculum Governance Plan** must ensure that the College can adjust swiftly in **2016** in the bridging of the **K-12** program phase with the tertiary education program. Thus, representation with this Plan to the **CHED Technical Panel** must be strongly pursued to effect changes that will enhance the curriculum towards what aviation industry needs and the **PHER** agenda requires.

STRUCTURE OF COLLEGE DEVELOPMENT PLANCurriculum Governance Plan

The College will establish and implement a **Curriculum Governance Plan** through a set of **Key Performance Indicators (KPI)**. The purpose of this Plan is to ensure uniformity of programs across departments and campuses. The **Governance Plan** will inform management and implementers on the progress of the College against its targets

RESPONSIBILITY: VPAA

NO	DESCRIPTION	2013 INDICATORS
1	Recruitment of students: Graduate Degrees(GD) Bachelors Degree (BS) Associate Degree (AD) Aviation School(AS)	Enrolment Targets for 2013/14 GD: BS: AD: AS:
2	Viable Class Size	35 Students minimum (BS) 15 Students minimum for AS and GD
3	Retention	Average 90% across all courses using 2 nd semester enrolment figures as reference
4	Achievement	Graduates average 80% on AD and 95% on AS
5	Priority Course	Increase enrolments in AS and aircraft technician courses
6	Student Attendance	90% average from faculty registry
7	Staff Attendance	Reduced sickness incidents. Increased classroom attendance by 95%
9	Percentage allocated of Part Time Staff Costs spent to date (% allocation)	Budget variance of $\pm 7.8\%$ on monthly allocated budget resource

CURRICULUM DEVELOPMENT PLAN

RESPONSIBILITY: VPAA

Vision

The vision of PhilSCA is to become a leader institution in aeronautics education in the Asia and Pacific which will support regional aviation industry towards achieving sustainable development.

To be Leader institution entails **PhilSCA to be:**

- Responsive to aviation industry needs
- Has an efficient human resources
- Producing graduates who are fully equipped to work
- Current with emerging technologies in aviation
- Implements value for money in all aspect of its operation.

Curriculum

To achieve such vision, the foundations of its Curriculum are:

- **Graduate Education** – to develop the future leaders of the aviation industry
- **Higher Education** – with accredited programs in aviation, to build that pool of professionals in aviation sector
- **Testing Center** – as CAAP-designated testing center for practical exam of CAAP licensees, this achievement uplift the curriculum of the College as the best in the country

- **Enhanced curriculum** – outcome-based and internationalized to produce graduates who are suited to aviation industry standard and globally competitive

Curriculum to Support Industry

With the globalization, mega cities and emerging markets are being interconnected fast by the aviation sector. As new technologies in aviation sectors propels the creation of faster and bigger aircrafts, the aviation industry needs efficient pilots and mechanics and support personnel to maintain fleets of aircraft to deliver passenger in a clock-work precision. While most aviation companies maintain its own maintenance unit, they look at aeronautics schools as the main source of its personnel. Thus, for aviation maintenance industry to survive, both local and regional, schools must produce quality graduates to supply mission critical skills. It is imperative that schools must develop a curriculum that will support the industry needs. To do this, closer ties with the industry must be developed so that curriculum planners of the College will be informed of the current technologies and trends that are needed for incorporation in the curriculum.

Accreditation

Qualifications and Training Framework

One of the concepts that PhilSCA must sell to the industry is the Qualifications and Training Framework for their employees as a means of sustaining their future operations. Since PhilSCA offers a Ladderized curriculum, it can develop a unique curriculum under this Framework that will suit the professional needs of aircraft technicians/mechanics and other personnel. Quite a number of workers in the aviation industry take regular courses in the College which is often times are in conflict with their official duty hours. Such situation gave rise to a number of problems on the part of the student who may opt to stop studying when conflict with work arises. The Framework will be an offered solution to aviation personnel who are willing to go back to school and earn their baccalaureate or graduate courses. The Framework must be promoted to the aviation industry on its benefit:

- **Sustainability** - industry will progress better with educated employees
- **Progression** – employees will earn courses step by step
- **Flexibility** - employees study at their own pace, time & place
- **Simplicity** – system is transparent and study pace is by building block system.

On-Line Courses

To reach out for a wider client, the college must make use of the internet as a means of providing better access to quality education. The University of Alaska Fairbanks is the first school to offer an on-line course in aircraft

maintenance which was approved by the FAA. Embry Riddle Aeronautical University also followed the same route. Such system can be duplicated here in the Philippines as more Filipinos have greater access on the internet.

There will be a variety of benefits to learner with this on-line courses such as: continuous delivery of teaching even during inclement weather; flexible schedules for professionals or part-time students; virtual presence of the college in the world; benchmarking of curriculum in the international standard

This project must capitalize on the current technology that is available now in the market. To implement this, the project must be done in phases over a three year period starting 2013 until 2016 to be developed by select personnel of the College until its implementation.

Curriculum Enhancements

PhilSCA has already carved a niche in the Aeronautical Engineering course owing to its three-peat Board Exam performance. However, there must be a constant monitoring by the Curriculum Committee to study trends in technologies and best practices in the aviation sector so that enhancement in the curriculum can be implemented.

The recent signing of the **Memorandum of Agreement (MOA)** between PhilSCA and the **Civil Aviation Authority of the Philippines (CAAP)** designating the former as the center for practical examination of CAAP Licensees in the

aircraft maintenance is a great opportunity for the College to showcase its curriculum. However, it must be a signal also for the College to study carefully its curriculum to maintain such prestige in the education sector as competing schools will surely look closer at our quality systems. For our graduates, this MOA will be an added plus to their credits to hiring employers.

Since Filipino aircraft mechanics and Pilots are the most in-demand employees of foreign companies, there is a need to incorporate foreign languages in the curriculum by emerging economies, particularly of China and India. This will ensure better employability of our graduates in these emerging markets.

ECONOMIC SUPPORT PLAN

To enhance and develop industrial linkages to support the needs of the Philippine economy in the regions where PhilSCA operates.

Responsibility: VPAF

Introduction

The College must implement a responsive business and innovation support service for local and regional aviation industry. This is achieved by establishing innovative training and technology support mechanisms that complement the services of local economic development agencies. PhilSCA should therefore, establish a **Training Institute** to provide a range of high quality strategic training and innovation support services to the aviation industry. Our success depends

on our collaborative and strategic partnerships with aviation industry, increasing internal capacity and strengthening economy stability. The missions of the Training Institute on economic development are:

- ***o be first choice of employers in the country for training and development needs.***
- ***o be a leading provider of professional and technical training and innovation support services in aviation;***

Aims

PhilSCA will strive to maintain a current expertise of local aviation industry needs, and trends through regular and formal linkage with them. These include civil, military, airline, non-scheduled carriers, government regulators, tourism industry, NEDA, and related sectors.

The College has specific knowledge of the following important areas:

- aviation Sector business development in aviation, operation, maintenance, aircraft design and education.
- various development agendas, including aviation sector development, crisis management, aviation security agenda, and community/social development
- community sector partnership, including a number of working partnerships with government departments and agencies.

The economic development objectives of the College for the period 2013-2016 are defined below through defined performance indicators:

1. o deliver the skills and knowledge required by the aviation sector to propel the growth of the economy.
2. o extend the capability and capacity of the College to deliver training for industry in priority areas.
3. A o develop further capacity within the College to deliver high quality industrial knowledge transfer and technology development in partnership with local aviation industry, resulting in increased competitiveness and productivity for companies.
4. o develop an enhanced range of professional and working relationships with International Universities, Aviation Research Institutes, to acquire high level of knowledge which will result in transfer of knowledge and best practice from College staff into industry.
5. o develop a state-of-the-art research, training resource facility, aircraft repair, testing and commissioning.

Delivery Mechanisms

The **Training Institute** will be responsible in the delivery of service to employers, such as:

- short courses such as VOC/Tech training for industry, TESDA-like and CAAP certificated.
- industry-sponsored training as required by curriculum
- technical innovation support and knowledge transfer.
- Executive Management Courses for airlines executives

Vocational Training for Industry

As maintenance works in the airline industry are being outsourced by airlines from private companies, line maintenance job is now done by specialist with specific training in aircraft works. Such practice gave rise to the offering of vocational courses in different line maintenance works but graduates are not qualified to get a license with CAAP. Hence these workers are managed and supervised by licensed aircraft mechanics who sign in their Job Done Report as required by CAAP.

To capitalize on the current needs of the industry, PhilSCA must be at the forefront of providing vocational training for aviation workers to help in economic sustainability of the country. The Training Institute must be the main office to implement this task. As such, the creation of these training

curriculums must be studied and consulted with the aviation industry partners so that course offerings are relevant.

S

Economic Support Plan

Manpower Support to Industry

CHED ICMO No. 23 s. 2009 provides the rules in apprenticeship training of students under a curriculum which requires an On-the-Job-Training. The rule is an important piece of document for tertiary education as more schools include in their curriculum such industry experience before a student is allowed to graduate. The success of such apprenticeship training lies with the Officer in –charge of the liaison with the host training institution. Based on the rules, industry employers will have the final assessment of performance of student apprentice and such review will bring impact on the program offered by the College. The success of this apprenticeship program ensures the economic well-being of every graduate that PhilSCA produces and sustainability of operation of aviation companies in the country.

R&D Support Services to Industry

The College must establish an R&D Center to complement industry needs. The college must collaborate with the government, particularly Congress, DTI and NEDA for the establishment of this Center. This idea was already offered by senator Angara in the last year's budget hearing where he proposed that new foreign business which will set up in the country must be required to establish an R&D in SUCs to

complement the transfer of technology and help schools produce the manpower needs of such industry. In fact, the BPO industry is already doing this practice as it pours millions of investment in school laboratories to produce its manpower needs and design curriculum enhancements which will redound to their benefit. Such practice can be replicated by the aviation sector also as there are more demand for manpower skills outside the country.

The Center will initially offers valuable industry support in one aspect of the aviation business – Sustainability of Operation. Two of the world's biggest aircraft repair facility provider- Lufthansa and partnering Singapore Air Lines and Cebu-Pacific MRO are now in the Philippines to support its worldwide operations. But piracy of talents is driving their priced personnel to foreign employers such that in a matter of five years, they will have a problem in manpower if this problem remains unchecked at an early stage. The BPO sector, for example, experienced such a glut in the pool of skilled manpower that their growth is threatened hence, they went to CHED for support to encourage universities to enhance their curriculum. Thus, the envisioned R&D Center will be a vital support to smart thinking businesses to reverse a costly economic downfall.

The Center will eventually focus its effort towards aircraft design capability to build our own domestic aircraft for economic and national

security purposes. The College must put to use its aircraft engineers in the serious business of aircraft design and construction to help uplift the economic condition of the country. Since this entails large sum of budget, collaboration with the national government must be exerted to make this project viable.

Maintenance Repair and Overhauling (MRO) Center

With the availability of licensed aircraft engineers and mechanics, the College must set up its own MRO Center to do business in aircraft maintenance, repair and overhauling. This will boost the income of the College from income generation projects

Gender and Development

vital in the interests of the College that it leads other SUC's from putting forward these developmental issues in their overall agenda by setting aside a regular budget to achieve this target. Focusing on the individual capacities of the Men and Women of the College will have a positive economic impact on them and to the nation as they will become empowered and equally - recognized on their strong talents and strengths as an individual.

Financial Resources:

Dedicated funding required to support the economic development for the period 2013-2016 is detailed below:

Economic Support Plan	Required Funding	Funding Source
Manpower Support to Industry	Training for industry: P1 million per annum	25% income generated from tuition fees(5% each from faculty dev't; student dev't; research and extension; campus – wide fund; management support) Other funding sources: • PIDAF Funding • Tax share from airport operations • Foreign assisted projects; PPP projects
R&D Support to Industry	P5 Million per annum	
MRO	P4 million per annum	

STUDENT SERVICES PLAN

To provide a coherent, proactive and high value range of services to staff, students and the curriculum

Responsibility: Dean of Student Affairs

Introduction

The Student Affairs Services provides a full range of services to Staff, students and curriculum in the College. Teams will be created to serve as follow:

- Management Information Services

This team have responsibility for the maintenance, reporting and compliance of College data and information to both funders and internal stakeholders of the service.

The College Examination services are also located within this section.

- Technical Services

This team have responsibility for the maintenance and compliance of the College information network. The section also oversees the Learning Resource Center at each of the campuses.

- Student Support

This team shall to provide a range of support services to both staff and students in the College.

- Marketing & Public Relations

This team have responsibility to support Marketing,

Communications and Public Relations, thereby ensuring that the College recruit effectively from their target groups.

- Campus Services

This team provide administrative support at campus level to assist in the effective delivery of services to both internal and external users.

Over the next planning period the teams will address the following issues. Each section in Student Services will produce their own 2013/16 Operational Plan:

Management Information Services

- To ensure that PhilSCA maintains relevant data which will be needed by the government, funding agencies and other
- To ensure integrity of internal reporting at strategic and operational level in the College.
- To ensure that regular key performance indicator reports are provided to management to assist in effective decision making and appropriate utilization of resources.
- To oversee the operation of the College examination unit, ensuring that the service provided is to the highest standard and relevant and within the benchmark set in the course syllabus.

Technical Services

- To establish a campus – wide network that remains secure, compliant and fit for purpose for the relevant user groups.
- To deliver effective telephony services for both static and mobile operations and ensures that the service provided by external contractors is fit for purpose and provides value for money.
- To oversee an integrated electronic-based Learning Resource Center provision for staff and students at the College.

Marketing & Public Relations

- To produce a comprehensive Marketing Plan for recruitment of students to the relevant target markets
- To produce an integrated awareness campaign on aeronautics education at elementary and secondary levels to ensure sustainability of student recruits in the future
- To extensively use web based and digital media communication into the marketing campaigns of the College;

Student Support

- To implement a Career Guide path for students to aid them in their chosen fields

- To establish an integrated plan for enrolment, induction, admissions, advice and guidance for the academic year 2013/14.
- To assist students in availment of Financial Assistance, scholarships, Grants-in-aid program and the like
- To help students become productive with their campus life;

Campus Services

To provide equal opportunity in the services being delivered to both students and staff at the main campus so that equity is achieved.

CORPORATE SERVICES PLAN

Over the next three years, the College will incorporate a Resource Allocation Plan based on the **CHED CMO 20 s. 2011** to ensure that all activities are properly funded and funds of the college are properly managed.

Likewise, the College will seriously implement the government-wide action plan to impose **Results – based Performance** criteria on all aspect of its operation. Such target will ensure that all employees and stakeholders in the college will effectively deliver its **Responsibility**:

- Low student population; facility dispute with Pasay City North High School
- Recipient of a 1.7 ha., lot donation from Pampanga LGU; an ideal site for the

VILLAMOR CAMPUS

- Piccio Garden, Villamor, Pasay City; Main campus, the largest at 1.7 ha., two(2) four storey building, 1 hangar, one(1) 2 storey dormitory
- Very high utilization of space requirements
- Largest enrolment

LIPA CAMPUS

- Fernando Air base, Lipa City Smallest campus, low enrolment, access difficulty;
- Must seek a relocation site outside Air Force Base Hub
- Lacks the basic facilities and equipments

BASA CAMPUS

- Basa Air Base, Floridablanca, Pampanga; original main campus Inherent site problems; inside Air Force Base; Access difficulties

MACTAN CAMPUS

- Mactan Benito Ebuena Air Base, Lapu-Lapu City; 2nd largest campus in area; good enrolment prospect if developed;
- Must be relocated outside the Air force base for better access to students;

College Facilities – Key Issues

- Overall, only the main campus of the College enjoys a modern facilities which provides an ideal

venue for the delivery of quality curriculum to meet College VMGO.

- Buildings and facilities at the main campus are relatively recent with the construction cost at **P244,000,000.00** from **Bases Conversion Development Authority (BCDA)** as a product from the land swap agreement with the College. Donated laboratory equipments are at **P45,000,000.00** which makes the aeronautics laboratory as the most modern in the country

The **BCDA** committed a **20 - hectare** lot in Pampanga as a future campus of the College. **Facilities Management Strategy** must be developed for this future site to be the center of aeronautics education in the country.

- Basa Campus earned a new campus with the **1.7 has.**, lot donation from **Pampanga LGU** which is located at the center of the population. With a lot size equal to the main campus, Basa campus will be developed to its fullest potential in the years to come.
- Problem exist with the Lipa and Mactan campuses as they are located inside the military base which hinders easy access of clients due to security measures. These campuses must be relocated outside of these bases to be developed to attract more students and clients

Human Resources

The College is also an employer by itself and it helps the local economy by providing jobs for its constituents. As an employer, the College will seek to create employment opportunities for highly skilled and professional individuals to ensure that the highest quality of education for the youth will be sustained and targets are met as planned.

Since most workers in the aviation industry retires at an early age, the College can accommodate them as faculty member, lecturers, supervisors or support staff thereby enabling retirees to become economically sufficient and liberating the government from further expense for social services.

Academic Staffing Issues

1. Academic staff performance is an important issue that academic managers must monitor. With the recent thrust of the government to implement a Results-based Performance Management System, the College must capitalize on the performance appraisal as a tool to improve quality instructions. The College shall implement monitoring and use of appropriate key performance indicators (KPIs) for department and staff by 2013-2014 to support performance targets of the academic department.
2. The recruitment, induction and control of the part time faculty staffing is an important factor to be considered by the management to integrate experienced aviation professionals with regular

faculty to support the quality of instructions.

3. Piracy of talents by foreign companies is threatening the quality and standards of teaching as new recruits doesn't have enough experience and skills in aircraft maintenance and design. It is imperative that the college must implement an employment package that will attract good talents and a Retention Plan which will encourage employees to stay in the
4. New control procedures must be established for **2013 – 2014** to prevent corruption of students by erring academic staff. This is to support the good governance contract of the College President with President PNoy.
5. Regular monitoring of part time and job order teaching staff will be strictly monitored to enforce good performance management.
6. The College will continue to invest in staff development to ensure a professional workforce which can be flexible to meet changing curriculum needs.

Support Staff Issues

Academic and Administrative Support staff are vital to the operation of the College as they carry out direct support to students, curriculum and management Support staff are not normally involved in the direct delivery of service to students and therefore do not generate funding for the College. It

is therefore vital for operation, that the levels of staff employed in support roles are appropriate to meet student, curriculum and corporate support needs while it remains financially viable. Support staffs are therefore multi – taskers to be flexible in any working conditions to meet demands of the workplace.

To economize, the College will adopt phased activities staffing changes as follow:

1. Re-training staffs to new technologies to adopt on a paperless environment
2. Focused recruitment of talents to identified skills gap
3. Implement leave management to avoid absences
4. Use internship or OJT to support staff
5. Use of IT solutions to optimize operation and reduce labor cost.

Financial Strategy

Financial sustainability is the lifeblood of the entire operation of the College. There must be a strong focus on efficiency, effectiveness and accountability on all expenditures of the college to achieve value for money in all transactions. The College must pursue a robust Investment Plan thru its IGP Office to guarantee a steady income for the College.

As all SUCs were forced to reinvent ways to earn additional income due to the cutback of

government support to its operation, the College will have problem to create new business due to its space problems. This has a substantial impact

on the operation of the College. Hence, the College will have to focus on its internal strengths and capabilities to create investment opportunities.

QUALITY IMPROVEMENT PLAN

2013 – 2016

First, for **2011-2012**, the College sets out to improve its quality by engaging in accreditation of its **four(4)** programs into **Level 1** under **Accrediting Agencies for Colleges and Universities of the Philippines (AACUP)** accreditation process. This is the first time that the College will undergo such process as the new leadership under **Dr. Bernard R. Ramirez**, recognizes the importance of quality assurance as a means of transforming the College to new heights.

Second, after the **AACUP** accreditation, the College will set out to another accreditation on **Quality Management** under the **International Standards Organization (ISO)** standards by 2013 – 2014. This project will focus on the entire management systems of the College as means of providing better services.

Third on the line for this project is an international accreditation of the College programs under **Aviation Accreditation Board International (AABI)**, to align our standards with international universities by 2015-2016. The objective of this project is to internationalize the programs of the College and provide graduates with equal opportunity in the global arena.

All these projects are envisioned to make the College a center of excellence in aeronautics education and a driving force towards economic development of the country.

DEVELOPMENT PLAN: OPERATIONAL PLAN 2013-2016

Strategic Focus	For 2013-14 this means we will:	Outcomes will be	Responsibility
Curriculum Development	Review our course offerings and align to industry needs, K-12 bridging, achieving full progression ladders and funding	Offers reviewed and plans drawn to revise curriculum to industry needs and bridging with K-12 program which take full account of cuts in public spending; Plans and programs communicated and promoted to stakeholders	VPAA Dean Campus Directors Curriculum Committee
	Review our quality standards and accrediting agencies to be commissioned	Plan for new accreditation to Level 2 under AACUP and ISO QM standards	Accreditation Committees
		Expand accreditation of other course programs to Level 1 thru AACUP	-do-
	Expand our Graduate Degree Offer	25% increase in enrollment in Master's degree Courses at Villamor campus	Dean, IGS
	Formalize Student Apprenticeships Program with Employers	Ink an Agreement with Aviation Industry Employers	College President IDP Director Deans
	Develop models of delivering curriculum such as e-learning	Develop a Framework for e-learning system; Launch website, develop flat form for usage; create Teams to supervise the program	VPAA Deans Curriculum Committees
	Develop Awareness Program on Aeronautics career for secondary schools	Improved enrolment recruitment	VPAA Deans Career Guidance Committee

<p>Economic Development</p>	<p>Review budget allocation and implement strictly CHED CMO No. 20 s. 2012</p>	<p>Proper allocation of funding for all College sector Plans to achieve their objectives</p>	<p>VPAF DAS Admin & Finance Units IGP Director</p>
	<p>Formulate a robust Income Generating Activities</p>	<p>Establishment of Training Institute to support Manpower industry needs; Increase enrollment; Establish high-valued IGP Projects in aircraft maintenance, repair and overhauling</p>	<p>IGP Director VPAA VPAF IDP Director</p>
	<p>Achieve all financial targets across</p>	<p>Achieved 100%</p>	<p>VPAF Finance Units</p>
	<p>Diversify income streams</p>	<p>10% increase in non-GAA funding</p>	<p>VPAF Finance units IGP Director</p>
<p>People & Organizational Development</p>	<p>Review staffing structures and fill-up vacancies</p>	<p>New structures in place and appointee recruited</p>	<p>HRD</p>
	<p>Plan for the development of the College estate</p>	<p>Facilities Management Plan in place with phase 1 development by 2013</p>	<p>IDP Director DAS Chief of General Services</p>
	<p>Develop a new brand and identity for the College and its campuses</p>	<p>New brand in place and merged web and Intranets ; meeting employer and learner needs</p>	<p>PAU OSA</p>
	<p>Improve the gov't thrust of value for money strategy</p>	<p>Resource Management is based on Accounting & auditing procedures; Set aside an operating surplus of 20% of the income;</p>	<p>VPAF DAS Finance and Admin Units</p>

	Review staff policies and procedures and introduce changes as required by CSC; DBM; COA	New policies in place	VPAF VPAA DAS HRD
	Develop an effective recruitment Strategy	85% of vacancies filled with suitable high quality candidates	HRD
	Develop a staff learning and development plan	Plan for Management training; teacher training; re training and upskilling the workforce	VPAA VPAF PDC Deans DAS HRD
	Increase the number of qualified technical instructors; admin and academic support staff	100% of staff on training achieve qualification; 80% trained in new industry skills; 85% of academic and admin staff earned post graduate courses;	VPAA VPAF PDC; Deans; DAS; HRD

OUR PRESENCE IN THE COUNTRY

VILLAMOR CAMPUS

Piccio Garden, Villamor

Pasay City

Telephone Nos. _____

Email: _____

BASA CAMPUS

Basa Air Base, Floridablanca

Pampanga

Telephone No. _____

Email: _____

MACTAN CAMPUS

Mactan Benito Ebuen Air Base

Lapu – Lapu City

Telephone No. _____

Email: _____

CLARK CAMPUS

Flight School Operations

Omni Aviation Complex

Clarkfield, Angeles City

Pampanga

Telephone No. _____

Email: _____

Appendix 1**Glossary of Terms**

AABI	Aviation Accreditation Board International
EASA	European Aviation Safety Authority
FAA	Federal Aviation Authority
IATA	International Association of Travel Agencies
CAAP	Civil Aviation Authority of the Philippines
CHED	Commission on Higher Education
TESDA	Technical Education Skills Development Authority
PDP	Philippine Development Agenda
ADB	Asian Development Plan
IMF	International Monetary Fund
VPAA	Vice President for Academic Affairs
VPAF	Vice President for Administration and Finance
DAS	Director for Administrative Services
HRD	Human Resource Development
IDP	Institutional Development and Planning
IGP	Income Generation Projects
PAU	Public Affairs Unit
OSA	Office of Student Affairs
PDC	Personnel Development Committee
CSC	Civil Service Commission
DBM	Department of Budget and Management
NEDA	National Economic Development Authority
SUC	State Universities and Colleges
ISO	International Standards Organization
PHER	Public Higher Education Reform
CAPA	Center for Aviation Professionals of Australia

INSTITUTIONAL DEVELOPMENT AND PLANNING OFFICE

DR. BERNARD R. RAMIREZ
College President

NOEL R. NAVIGAR, Ph.D.
Director

Committee on Linkages:

Mr. Jerum T. Dasalla
Mr. Jeffrey C. Magno

Technical Support Staff:

Mr. Willie Joseph A. Parcon

Administrative Support Staff:

Ms. Ceceil Jane B. Mallorca